



# TOWARDS 2040

COMMUNITY STRATEGIC PLAN

# Acknowledgement of Country

Dubbo Regional Council acknowledge the Wiradjuri People who are the Traditional Custodians of the Land. Council pay respect to all Elders past, present and emerging of the Wiradjuri Nation and extend that respect to other First Nations peoples who are present.

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# Introduction

This Dubbo Regional 2040 Community Strategic Plan identifies your main aspirations and priorities for the future of the region through to 2040.

This Plan is the highest level strategy that will guide and influence the direction of Council, the community and other levels of Government over the coming years. It seeks to provide a blueprint for achieving your vision for the future, while being flexible and fit for purpose over the term of its life.

This Plan is the second version of its kind to be developed. It is important not to lose sight of the significant community input and actions from the original 2040 Community Strategic Plan and to build on its success in driving and maintaining our region as a great place to live, work and play.

Together as a community we have a combined strength and focus which will ensure the region continues to prosper and provide an excellent and affordable quality of life for residents and visitors.



# Your future

## Your vision

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

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

## Your aspirations



### Affordable living

Variety of housing types, locations and price points

Plan and manage land use



### Lifestyle opportunities

Growth of villages and rural areas



### Urban infrastructure

Well-maintained road, sewer, water and stormwater infrastructure



### Village infrastructure

Well-maintained, fit for purpose and new infrastructure



### Environment and sustainability

Plan for climate change

Protect and manage natural assets and resources



### Thriving economy

Strong and diverse local jobs and businesses

Strong visitor economy that attracts significant tourists



### Culture and heritage

Variety of culture, history, art and creativity

A range of unique experiences

Recognising First Nations heritage



### Quality of life

Quality and variety of public spaces and amenities

Safe and healthy communities



### Collaboration

Active engagement between the community and Council



### Transparency

Clear and accountable decision making

Understanding of resource allocation



# Bringing your vision to life

This Plan is the central component of the Integrated Planning and Reporting Framework under the Local Government Act 1993. The Framework requires Council to undertake long-term planning, based on comprehensive community engagement, that supports a clear vision for the future and provides a roadmap for delivering community priorities in a sustainable manner. The Integrated Planning and Reporting Framework is shown in Figure 1.

The vision and community objectives in this Plan will guide Council's long-term decision making. It provides direction for Council's four-year Delivery Program and one-year Operational Plan, and creates clear linkages between strategic directions and operational efficiency. These linkages will ultimately ensure delivery of your vision, aspirations and priorities.

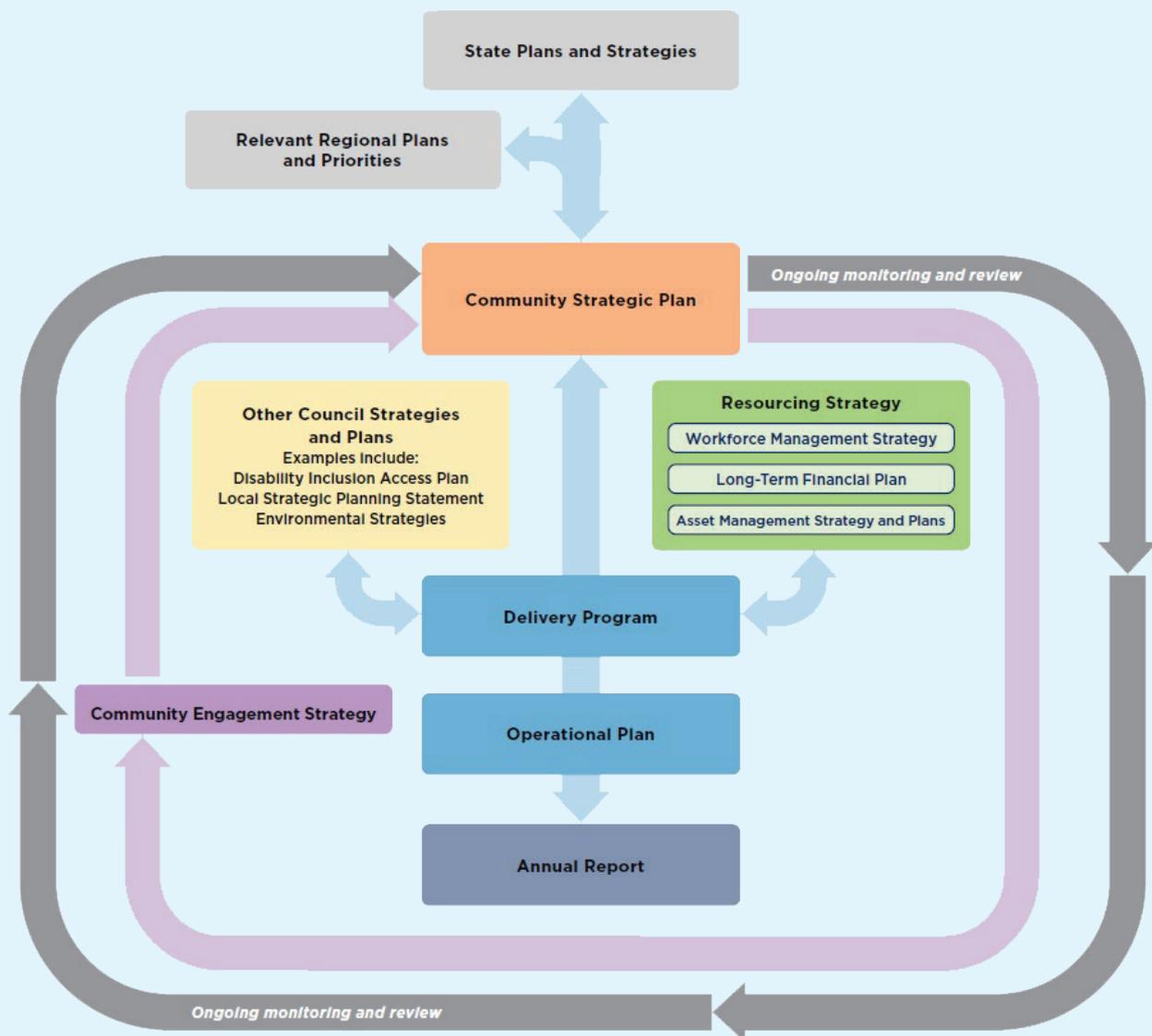
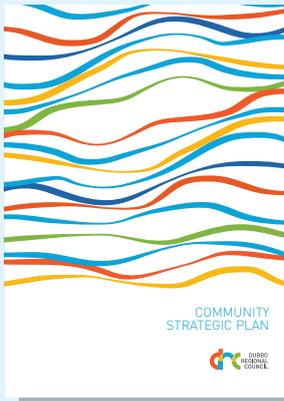


Figure 1—Integrated Planning and Reporting Framework



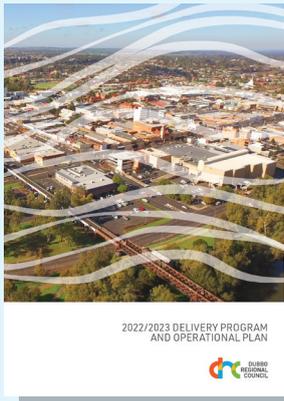
## 2040 Community Strategic Plan

**States** the community's vision, main priorities and aspirations



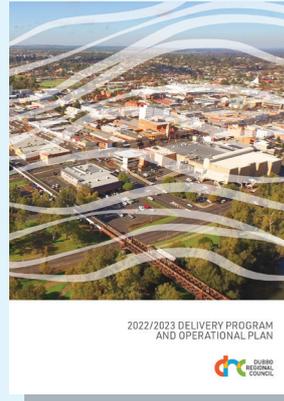
## Resourcing Strategy

**Demonstrates** how the Delivery Program and Operational Plan will be resourced from an asset, financial and workforce perspective



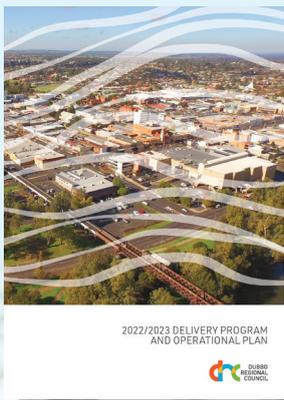
## Delivery Program

**Outlines** the principal activities that Council will undertake over the next 4-years to address the vision and objectives of the CSP



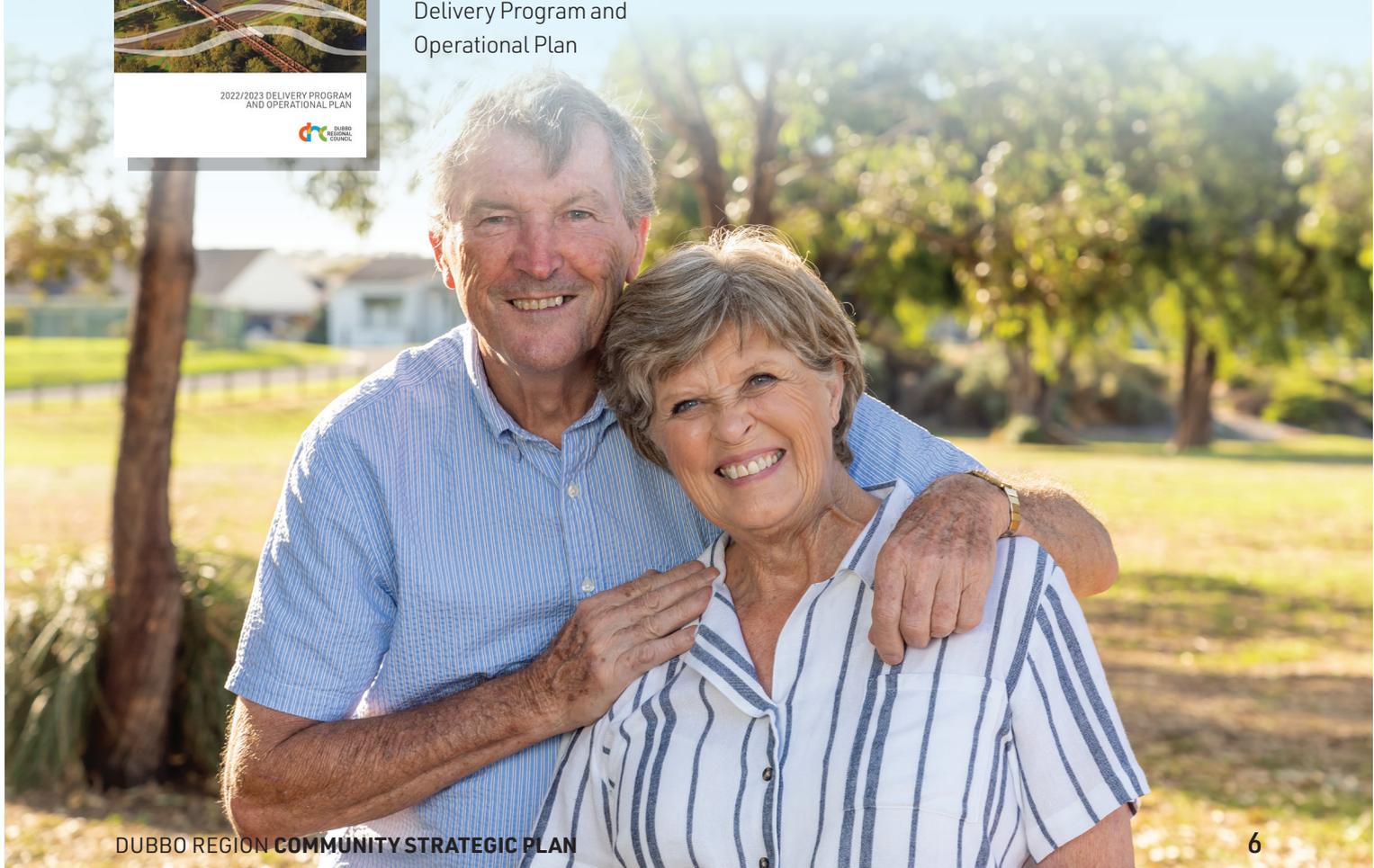
## Operational Plan

**Identifies** the projects, programs and actions that Council will undertake during the financial year to address the goals outlined in the Delivery Program



## Informing Strategies

**Guides** the priorities and actions in the Delivery Program and Operational Plan



# Council's guiding principles

This Plan is underpinned by the following guiding principles:

## Improving Council's decision-making

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

## A partnership approach

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

## Effects on future generations

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

## Social justice

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

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

## The Quadruple Bottom Line (QBL)

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



# Council's role

Council will identify and prioritise key local community needs and aspirations, and develop strategies and activities to achieve them within the resources available.

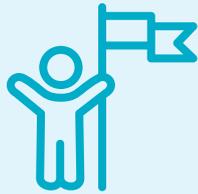
Council takes the lead role in implementing this Plan but has limited abilities and funding sources available to deliver all of the actions and initiatives identified by the community. All levels of government, stakeholders, community and individuals share responsibility for achieving the goals.

Council will have the following roles when implementing this Plan:



## PROVIDER

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



## LEADER

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



## COLLABORATOR

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



## ADVOCATOR

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



# Desired levels of service

Key to Council's role is understanding your desired levels of service and demands for essential facilities and programs. The desired levels of service is the balance between the service provided, the level of service you expect, and what you are prepared to pay for.

The desired levels of service will inform the actions within all of Council's plans.



# Our region

The Wiradjuri People are the original inhabitants and custodians of all land and water in the Dubbo Regional Local Government Area.

The region is one of the fastest growing and largest Local Government Area in regional NSW. Geographically located in the heart of NSW, it services a catchment area of over 120,000 people from across an area one-third the size of NSW, and is ideally located at the intersection of major road, rail and air routes. The broad range of economic sectors reinforces our role as a vibrant, regional service centre.

The region contains a diverse mix of urban, rural and industrial land uses, as well as significant area of natural bushlands and state forests.

The region is culturally diverse, and has a welcoming and vibrant society where a quality lifestyle, affordable housing, career opportunities and education options combine and make the region a great place to live, work, invest and play. Council and the community will continue to work together so that as change occurs, the many lifestyle elements that make the region a great place to live will be made even better.



# Our community



## POPULATION

Dubbo region: 54,843  
Aged 65+ years: 18%  
Aboriginal or Torres Strait Islander: 16.5%



## DWELLINGS

Dwellings: 22,500  
Person occupancy rate: 2.4

## HOUSEHOLDS

Owned outright or with a mortgage: 68%  
Renting: 32%  
Social housing: 4%

## HOUSEHOLD TYPES

Couple with children: 27.6%  
Couple without children: 28.1%  
Single parent: 12.8%  
Lone person: 24.2%  
Group households: 2.8%  
Multiple family households: 3.6%  
Other family households: 0.9%



## EDUCATION

Completed year 12: 36.8%  
Vocational qualification: 69.1%  
University qualification: 23%

## EMPLOYMENT

Health care, retail, education and training, and construction are the main employment industries

# 2040 forecast



## POPULATION

Dubbo region: 65,697  
Aged 65+ years: 23.3%  
Aboriginal or Torres Strait Islander: 16.5%



## DWELLINGS

Dwellings: 28,068

## HOUSEHOLDS

Owned outright or with a mortgage: 68%  
Renting: 32%  
Social housing: 4%

## HOUSEHOLD TYPES

Couple with children: 26.6%  
Couple without children: 28.1%  
Single parent: 12.5%  
Lone person: 25.6%  
Group households: 2.8%  
Multiple family households: 3.5%  
Other family households: 0.9%



## EMPLOYMENT

Health care, retail, education and training, construction, and manufacturing will be the main employment industries

# Planning to support your vision

This Plan contains six inter-related themes, objectives and supporting strategies that support your vision and aspirations for the future.



## 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



# Theme 1 – Housing



## Our objectives and strategies

### 1.1 Housing meets the current and future needs of our community

- 1.1.1 A variety of housing types and densities are located close to appropriate services and facilities
- 1.1.2 Housing is affordable and secure
- 1.1.3 Urban renewal occurs in the Dubbo Central Business District and Wellington Town Centre
- 1.1.4 Public and social housing are integrated into residential areas
- 1.1.5 Development opportunities are communicated to the community

### 1.2 An adequate supply of land is located close to community services and facilities

- 1.2.1 Land is suitably zoned, sized and located to facilitate a variety of housing types and densities
- 1.2.2 Adequate land is available in the villages for development
- 1.2.3 Development is supported by a strategic and affordable infrastructure framework
- 1.2.4 Rural and productive agricultural land is managed sustainably

### 1.3 Short-term and emergency accommodation is available

- 1.3.1 Short-term accommodation is available for the workforce associated with significant infrastructure, major projects and employment generators
- 1.3.2 Crisis and emergency accommodation supports the needs of the community

## Our partners

- Department of Planning and Environment
- Department of Communities and Justice
- Development industry
- Real Estate industry
- Finance industry
- First home buyers
- Residential land owners
- Not-for-profit and affordable social housing providers



# Theme 2 – Infrastructure



## Our objectives and strategies

### 2.1 The road transportation network is safe, convenient and efficient

- 2.1.1 Traffic management facilities enhance the safety and efficiency of the road network
- 2.1.2 The road network meets the needs of the community in terms of traffic capacity, functionality and economic and social connectivity
- 2.1.3 Additional flood-free road access over the Macquarie River at Dubbo is provided
- 2.1.4 Adequate and convenient car parking is available in commercial centres
- 2.1.5 Council works collaboratively with the government and stakeholders on transport-related issues

### 2.2 Infrastructure meets the current and future needs of our community

- 2.2.1 Water and sewer infrastructure and services meet the needs of the community
- 2.2.2 Solid waste management services meet the needs of the community

2.2.3 Urban drainage systems meet the needs of the community

2.2.4 Enhanced telecommunications coverage is available in the region

2.2.5 Council maintains infrastructure and delivers services at the adopted service levels as agreed with the community

2.2.6 Council utilises a modern and efficient plant fleet that meets operational needs

### 2.3 Transportation systems support connections within and outside the region

2.3.1 Appropriate and well-connected rail infrastructure is available

2.3.2 A network of cycleways and pedestrian facilities is provided and maintained

2.3.3 Public transport services are available in our villages

2.3.4 Our community has convenient air access to a variety of destinations

2.3.5 Roadside environments and entrance statements are developed and maintained



## Our partners

- Transport for NSW
- Australia Rail Track Corporation
- Department of Planning and Environment
- Department of Infrastructure, Transport, Regional Development and Communications
- Transport industry
- Cycling, running and walking groups
- Telecommunications providers
- Energy providers
- Public and community transport providers

# Theme 3 – Economy



## Our objectives and strategies

### 3.1 Visitor economy growth is supported

- 3.1.1 Diverse and unique tourism opportunities are explored, developed and supported
- 3.1.2 Events that foster cultural, recreational and community interaction are supported
- 3.1.3 Visitor accommodation is available

### 3.2 Employment opportunities are available in all sectors of our economy

- 3.2.1 Employment and investment opportunities for all sectors of the community are fostered
- 3.2.2 Traineeships and employment pathways are available for all sectors of the community
- 3.2.3 The growth, development and diversification of the agricultural industry is supported
- 3.2.4 The Dubbo Central Business District and Wellington Town Centre are supported by commercial activation programs and activities
- 3.2.5 Neighbourhood shopping centres provide attractive and convenient services and facilities

### 3.3 A strategic framework is in place to maximise the realisation of economic development opportunities for the region

- 3.3.1 Land is suitably zoned, sized and located to facilitate a variety of development and employment generating activities
- 3.3.2 The Dubbo Central Business District and Wellington Town Centre are supported by long-term plans
- 3.3.3 Major investment is proactively attracted and supported in line with regional opportunities

## Our partners

- Destination NSW
- Regional Development Australia
- Chamber of Commerce and business providers
- Tourism and visitor providers
- Education and training providers
- Department Planning and Environment
- Department of Premier and Cabinet



# Theme 4 – Leadership



## Our objectives and strategies

### 4.1 Council provides transparent, fair and accountable leadership and governance

- 4.1.1 Council encourages and facilitates two-way communication with and between stakeholders and the community
- 4.1.2 Council's decision-making processes are open, transparent and accountable
- 4.1.3 Council provides quality customer service
- 4.1.4 Statutory requirements are met and services are provided in a cost-effective and timely manner

### 4.2 The resources of Council are sustainably managed

- 4.2.1 The system of raising revenue is equitable and revenue from grants and other income sources is maximised

- 4.2.2 Technological capabilities meet the requirements of Council and the community
- 4.2.3 A highly skilled, diverse and motivated workforce is maintained
- 4.2.4 The business activities of Council are financially sustainable and provide financial returns to the community
- 4.2.5 Service reviews are conducted to improve Council's performance

## Our partners

- Department of Premier and Cabinet
- Office of Local Government
- The community



# Theme 5 – Liveability



## Our objectives and strategies

### 5.1 The health and safety of the community is improved

- 5.1.1 Effective medical services and facilities are available
- 5.1.2 The needs of older people and people with a disability are monitored to ensure appropriate services and facilities are available
- 5.1.3 There is an appropriate level of policing in our region

### 5.2 Our First Nations communities and cultures are celebrated and enhanced

- 5.2.1 The health, education and socio economic status of our First Nations communities is improved
- 5.2.2 The culture of our First Nations communities is recognised and celebrated
- 5.2.3 Items, areas and places of First Nations cultural heritage significance are protected and conserved

### 5.3 The lifestyle and social needs of the community are supported

- 5.3.1 The social service issues and requirements of our community are identified and met
- 5.3.2 A variety of youth activities and entertainment is available
- 5.3.3 People have access to a range of burial and interment options
- 5.3.4 Our community values domestic, companion and other animals

### 5.4 Our community has access to a full range of educational opportunities

- 5.4.1 Access to a variety of high quality education facilities, opportunities and choice is available
- 5.4.2 Childcare, preschool and after-hours care meets the needs of the community
- 5.4.3 Access to a high standard of library services and facilities is available

### 5.5 Our community has access to a diverse range of recreational opportunities

- 5.5.1 Passive and active open space is located to maximise access and use by the community
- 5.5.2 Unique recreation and open space facilities are available
- 5.5.3 Our sporting facilities cater for a wide range of events and opportunities

### 5.6 The diversity of our heritage, cultural services and facilities are maintained and promoted

- 5.6.1 Our community participates in and celebrates the high quality of cultural services and facilities available
- 5.6.2 Culturally and Linguistically Diverse peoples' culture and heritage is celebrated
- 5.6.3 Items of heritage significance protected, conserved and adapted for re-use where appropriate

## Our partners

- Department of Premier and Cabinet
- Department of Education
- Department of Communities and Justice
- Department of Planning and Environment
- Western NSW Local Health district
- Orana-Mid Western Police
- Aboriginal Land Councils, First Nations organisations and the First Nations community
- Education and training institutions
- Not-for-profit and non-government organisations
- Sporting groups and associations



# Theme 6 – Environmental Sustainability

## Our objectives and strategies

### 6.1 We achieve net zero emissions

- 6.1.1 Investment in renewable energy opportunities is encouraged and supported
- 6.1.2 Council buildings and facilities are energy efficient, carbon neutral and utilise renewable energy sources
- 6.1.3 Alternative modes of transport are available
- 6.1.4 Existing and new development is sustainable, has sufficient greenspace and efficiently uses resources

### 6.2 We recognise, plan for and respond to the impacts of climate change

- 6.2.1 The impacts of climate change are identified and addressed through collaboration with our community and government
- 6.2.2 Water supply is provided efficiently and sustainably to our community
- 6.2.3 Waste management processes reduce our environmental footprint and impact on the environment

### 6.3 Land use management sustains and improves the built and natural environment

- 6.3.1 The quality of the Macquarie, Talbragar and Bell river corridors are managed and enhanced
- 6.3.2 Stormwater discharge into receiving waters is limited
- 6.3.3 Endangered ecological communities, threatened species, habitats and environmental assets are protected

### 6.4 We plan for and mitigate the impacts of natural events and disasters

- 6.4.1 People and property are protected from fire-related incidents
- 6.4.2 Development does not place the community at risk from flood impacts
- 6.4.3 Local emergency management organisations and local State Emergency Services are capable of responding to emergencies

## Our partners

- Department of Planning and Environment
- Department of Primary Industries
- National Parks and Wildlife Service
- Environment Protection Authority
- State Emergency Services and local emergency management groups
- Development industry
- Local environment groups



# Relationship with other plans

This Plan has an intrinsic relationship with the following international, Federal and State plans and strategies

## GLOBAL ISSUES

Impacts our people and our future

- United Nations Sustainable Development Goals

## STATE NEEDS

Impacts residents in New South Wales

- NSW Premier's Priorities
- NSW State Plan
- Future Transport 2056
- NSW State Infrastructure Strategy
- NSW State Health Plan
- NSW Department of Education Strategic Plan
- NSW Disability Inclusion Plan
- NSW Inclusion Strategy

## REGIONAL NEEDS

Impacts residents in the Central West and Orana region

- Central West and Orana Regional Plan
- Central West and Orana Transport Plan
- Regional Development Australia Orana
- Western NSW Local Health Strategic Plan
- Western NSW Regional Water Plan

## LOCAL NEEDS

Impacts residents in the Dubbo Regional Local Government Area

- Integrated Planning and Reporting Framework
- Dubbo Regional Council policies, strategies and plans



# How will we know when we get to 2040?

It is important that we continually review and check our progress to ensure we continue to work toward the strategic outcomes included in the Plan and ultimately, the vision for the Dubbo Regional Local Government Area.

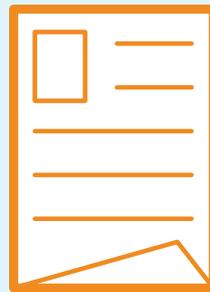
The documents below outline the public reporting requirements Council will undertake to ensure that progress is monitored and maintained in our journey to 2040.



## Budget Review Statement

A revised estimate of income and expenditure with reference to Council's Statement of Revenue Policy.

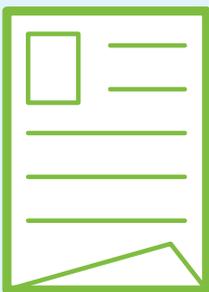
**Frequency:** Prior to 1 December, 1 March and 1 June.



## Annual Report

Report on the achievements in implementing the Delivery Program principal activities and their effectiveness in achieving CSP objectives.

**Frequency:** Adopt by 30 November every year.



## Progress reports on the Delivery Program

Report on the progress of the measures included in the Delivery Program.

**Frequency:** Present to Council every six months.



## State of the Region Report

Report Council's achievements in implementing the CSP over the previous four years

**Frequency:** Present at the second meeting of the newly elected Council and included in the Annual Report in year of an election.





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