



AGENDA

CORPORATE SERVICES COMMITTEE

12 AUGUST 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.

		Page
CSC25/46	LEAVE OF ABSENCE (ID25/483)	
CSC25/47	CONFLICTS OF INTEREST (ID25/484) 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.	
CSC25/48	REPORT OF THE VILLAGES COMMITTEE - MEETING 14 JULY 2025 (ID25/1563) The Committee had before it the report of the Villages Committee meeting held 14 July 2025.	4
CSC25/49	REPORT OF THE WELLINGTON TOWN COMMITTEE - MEETING 16 JULY 2025 (ID25/1564) The Committee had before it the report of the Wellington Town Committee meeting held 16 July 2025.	8
CSC25/50	MONTHLY REPORTING SNAPSHOT FOR COUNCILLORS - JULY 2025 (ID25/1489) The Committee had before it the report dated 1 August 2025 from the Corporate Strategy Performance Coordinator regarding Monthly Reporting Snapshot for Councillors - July 2025.	12

- CSC25/51 2026 BIENNIAL SURVEY FOR COMMUNITY SATISFACTION AND NEEDS (ID25/1448)** 28
- The Committee had before it the report dated 25 July 2025 from the Manager Customer Experience and Engagement regarding 2026 Biennial Survey for Community Satisfaction and Needs.
-
- CSC25/52 SOLAR CAR PARK WITH BATTERY & EV CHARGING TENDER - DUBBO REGIONAL AIRPORT (ID25/1427)**
- The Committee had before it the report dated 23 July 2025 from the Manager Airport Strategy and Operations regarding Solar Car Park with Battery & EV Charging Tender - Dubbo Regional Airport.
- 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)).*
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- CSC25/53 OUTCOME OF EXPRESSION OF INTEREST PROCESS - SALE OR LEASE OF 93L RAILWAY LANE, WONGARBON (ID25/1324)**
- The Committee had before it the report dated 4 July 2025 from the Manager Property and Land Development regarding Outcome of Expression of Interest Process - Sale or Lease of 93L Railway Lane, Wongarbron.
- 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)).*
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- CSC25/54 PROPOSED SALE OF WALKWAY - LANEWAY BETWEEN MEADOWBANK DRIVE AND SPRINGFIELD WAY, DUBBO (ID25/1397)**
- The Committee had before it the report dated 15 July 2025 from the Property Services Team Leader regarding Proposed Sale of Walkway - Laneway between Meadowbank Drive and Springfield Way, Dubbo.

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)) (Confidential details of Ratepayer involved in financial transaction).



**DUBBO REGIONAL
COUNCIL**

Report of the Villages Committee - meeting 14 July 2025

AUTHOR: Governance Officer
REPORT DATE: 1 August 2025

The Council had before it the report of the Villages Committee meeting held 14 July 2025.

RECOMMENDATION

That the report of the Villages Committee meeting held on 14 July 2025, be noted.



REPORT VILLAGES COMMITTEE 14 JULY 2025

PRESENT: Councillors K Richardson, A Ryan, and P Toynton, the Chief Executive Officer, the Director Strategy, Partnerships and Engagement, the Director Infrastructure K Charlton (Community Representative), F Doughty (Community Representative), M Hanney (Community Representative), L Hennessy (Community Representative), K Mudford (Community Representative), J Slack-Smith (Community Representative), E Walker-Manson (Community Representative), T Williamson (Community Representative) and P Wykes (Community Representative).

ALSO IN ATTENDANCE: Councillors J Black, J Cowley and P Wells, the Manager Resource Recovery and Efficiency, Manager Strategic Partnerships and Investment, the Waste Contract and Collection Coordinator, the Corporate Strategy and Performance Coordinator, the Economic Development Project Officer and the Executive Officer Strategy, Partnerships and Engagement.

Councillor P Toynton assumed the Chair of the meeting.

An Acknowledgement of Country was delivered by Councillor P Toynton.

The proceedings of the meeting commenced at 4:36 PM.

VC25/14 APOLOGIES (ID25/1184)

Apologies were received from Councillor S Chowdhury, K Charlton (Community Representative), V Parkes (Community Representative) and S O'Leary (Community Representative).

Councillor A Ryan and T Williamson (Community Representative) attended the meeting via Audio-Visual link.

VC25/15 CONFLICTS OF INTEREST (ID25/1189)

There were no conflicts of interest declared.

VC25/16 REPORT OF THE VILLAGES COMMITTEE - MEETING 14 APRIL 2025 (ID25/1332)
The Committee had before it the report of the Villages Committee meeting held 14 April 2025.

OUTCOME

That the report of the Villages Committee meeting held on 14 April 2025, be noted.

VC25/17 REPORT OF THE VILLAGES COMMITTEE - MEETING 19 MAY 2025 (ID25/1183)
The Committee had before it the report of the Villages Committee meeting held 19 May 2025.

OUTCOME

That the report of the Villages Committee meeting held on 19 May 2025, be noted.

VC25/18 VILLAGES AND RURAL WASTE FACILITIES (ID25/1327)
The Committee was addressed by the Manager Resource Recovery and Efficiency regarding this item.

Discussion held regarding:

- Lifting aids for bin lifters
- Support/assistance for the elderly
- Eumungerie Bin Collection
- Clarity for domestic waste services = 3 bin, 2 bin and rural waste services
- More opening hours via fobs
- Contact hours – community session at the Villages.

OUTCOME

That the presentation from the Manager Resource Recovery and Efficiency and the Waste Contract and Collection Coordinator be noted.

VC25/19 VILLAGES PUBLIC TRANSPORTATION (ID25/1328)
The Committee was addressed by the Manager Strategic Partnerships and Investment regarding this item.

OUTCOME

That the presentation from the Manager Strategic Partnerships and Investments be noted.

VC25/20 VILLAGE ROADSHOW PROGRAM - PROPOSED DATES (ID25/1329)

The Committee was addressed by the Director Strategy Partnerships and Engagement regarding this item.

OUTCOME

1. That the presentation by the Director Strategy Partnerships and Engagement be noted.
2. That the draft program be distributed to the Committee members with further discussions to be held with Community Representatives in relation to time allocation and best-fit communications channels.
3. That information relating to a flood study in Eumungerie be shared with the relevant Community Representatives.

VC25/21 STRATEGIC PLANNING AND VILLAGE PRIORITIES - WORKSHOP (ID25/1330)

The Committee was addressed by the Director Strategy Partnership and Engagement regarding this item.

OUTCOME

That the address by the Director Strategy Partnership and Engagement be noted.

VC25/22 MAJOR CAPITAL WORKS AND SIGNIFICANT PROJECTS (ID25/1318)

The Committee was addressed by the Director Infrastructure regarding this item.

OUTCOME

That the presentation from the Director Infrastructure be noted.

VC25/23 GENERAL BUSINESS (ID25/1190)

The following items of General Business were discussed:

1. That an extra meeting be held with Committee members to review the draft Housing for Our Future Strategy, on Wednesday 10 September 2025.
2. That the Committee be provided correspondence as listed:
 - Report to DRC Villages Committee from Wongarbron Community Representative J Slack-Smith.

The meeting closed at 6:17pm.

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CHAIRPERSON



**DUBBO REGIONAL
COUNCIL**

Report of the Wellington Town Committee - meeting 16 July 2025

AUTHOR: Governance Officer
REPORT DATE: 1 August 2025

The Council had before it the report of the Wellington Town Committee meeting held 16 July 2025.

RECOMMENDATION

That the report of the Wellington Town Committee meeting held on 16 July 2025, be noted.



REPORT WELLINGTON TOWN COMMITTEE 16 JULY 2025

PRESENT: Councillors L Butler, R Ivey, A Ryan and P Toynton, Director Strategy, Partnerships and Engagement, the Director Infrastructure, S Barton (Community Representative), J Brown (Community Representative), T Dray (Community Representative), M Griggs (Community Representative), E Holmes (Community Representative), T Kelly (Community Representative), D Littlewood (Community Representative), D Mitchell (Community Representative), I Parkes (Community Representative), D Ramsland (Community Representative), and J Wykes (Community Representative).

ALSO IN ATTENDANCE: Councillor J Black, the Manager Resource Recovery and Efficiency, the Waste Contract and Collection Coordinator, the Corporate Strategy and Performance Coordinator and the Executive Officer Strategy, Partnerships and Engagement.

Councillor A Ryan assumed the Chair of the meeting.

An Acknowledgement of Country was delivered by Councillor A Ryan.

The proceedings of the meeting commenced at 5:04 PM.

WTC25/14 APOLOGIES (ID25/1178)

Apologies were received from S Veech (Community Representative) and Rosalee Whiteley (Community Representative).

Councillor J Black and D Littlewood (Community Representative) attended the meeting via Audio-Visual link.

WTC25/15 CONFLICTS OF INTEREST (ID25/1180)

There were no conflicts of interest declared.

WTC25/16 REPORT OF THE WELLINGTON TOWN COMMITTEE - MEETING 16 APRIL 2025 (ID25/761)

The Committee had before it the report of the Wellington Town Committee meeting held 16 April 2025.

OUTCOME

That the report of the Wellington Town Committee meeting held on 16 April 2025, be noted.

**WTC25/17 REPORT OF THE WELLINGTON TOWN COMMITTEE - MEETING 21 MAY 2025
(ID25/1336)**

The Committee had before it the report of the Wellington Town Committee meeting held 21 May 2025.

OUTCOME

That the report of the Wellington Town Committee meeting held on 21 May 2025, be noted.

WTC25/18 WELLINGTON WASTE TRANSFER STATION (ID25/1337)

The Committee was addressed by the Waste Contract and Collection Coordinator and the Manager Resource Recovery and Efficiency regarding this item.

OUTCOME

1. That the presentation by the Waste Contract and Collection Coordinator and the Manager Resource Recovery and Efficiency be noted.
2. That the presentation be distributed to the Committee members via email.

**WTC25/19 STRATEGIC PLANNING AND WELLINGTON TOWN PRIORITIES - WORKSHOP
(ID25/1338)**

The Committee was addressed by the Director Strategy Partnership and Engagement regarding this item.

OUTCOME

1. That the address by the Director Strategy Partnerships and Engagement be noted.
2. That Community Representatives be forwarded the list of items of interest to consider a priority order, with further discussion to be held 15 October 2025.
3. That an agenda item be included at the 15 October 2025 meeting regarding the CBD Façade Enhancement.
4. That the presentation from D Mitchell regarding the CBD Façade Enhancement be distributed to the Committee via email.

WTC25/20 MAJOR CAPITOL WORKS AND SIGNIFICANT PROJECTS (ID25/1339)

The Committee was addressed by the Director Infrastructure regarding this item.

OUTCOME

1. That the address by the Director Infrastructure be noted.
2. That the following items be added to the Major Capitol Works and Significant Projects for future discussion:
 - Bore construction/operation within Wellington
 - Duke of Wellington Bridge

WTC25/21 GENERAL BUSINESS (ID25/1179)

The following items of General Business were discussed:

- First Cabinet meeting held in Wellington Chamber in 1964 with a remembrance plaque
- Debris along Bell Bridge
- Pioneer Park irrigation renewal project
- Reduction of CBD speed to 40km/h
- Oversized vehicles traveling through CBD
- Sunken garden progress
- Councillor L Butler requested permission of the Committee for himself to present his views on the science of the renewable energy sector. The Committee determined, by a significant majority, that a presentation by an individual in this case Councillor L Butler was not relevant to the purpose of the Committee.
- Wellington Cemetery expansion considerations

OUTCOME

That additional information/updates be provided regarding:

- Pioneer Park water pressure renewal costing
- Change of speed zone within the CBD
- Sunken Garden design

The meeting closed at 6:48pm.

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CHAIRPERSON



REPORT: Monthly Reporting Snapshot for Councillors - July 2025

DIVISION: Strategy, Partnerships and Engagement
REPORT DATE: 1 August 2025
TRIM REFERENCE: ID25/1489

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none">• Provide review or update	
Issue	<ul style="list-style-type: none">• Provide high-level report snapshots for Councillors regarding Council's Financial Performance, Facility Performance and Customer Experience Performance.	
Reasoning	<ul style="list-style-type: none">• Councillors are provided high level data and reporting on a monthly-basis for visibility and oversight on performance trends.	
Financial Implications	Budget Area	There are no budget implications from this report.
	Funding Source	Not applicable.
	Proposed Cost	Not applicable.
	Ongoing Costs	Not applicable.
Policy Implications	Policy Title	There are no policy implications 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 four principal themes and a number of objectives and strategies. This report is aligned to:

Theme:	3 Working Together for the Region
CSP Objective:	3.1 Our Council is open, fair, and accountable in its decision-making.
Delivery Program Strategy:	3.1.1 Continuously review and improve Council services to maintain efficiency and effectiveness.
Theme:	3 Working Together for the Region
CSP Objective:	3.1 Our Council is open, fair, and accountable in its decision-making.
Delivery Program Strategy:	3.1.6 Provide cost-effective and timely services while meeting statutory requirements.

RECOMMENDATION

That the information contained within the report of the Corporate Strategy and Performance Coordinator, dated 1 August 2025, be noted.

Jane Bassingthwaite
Director Organisational Performance

ZJ
Corporate Strategy
Performance Coordinator

BACKGROUND

Previous Resolutions of Council

22 July 2025 CCL25/177	<i>That the information contained within the report of the Corporate Strategy and Performance Coordinator, dated 4 July 2025, be noted.</i>
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REPORT

This report is an information only report. **Appendix 1** contains high-level data and statistics from the Finance, Services and Facility Performance, and Customer Experience dashboards for July 2025. Some data was not available at the time of the report publication.

Data collected at the time of the reporting may not have been validated/audited and numbers are subject to change pending published annual reports.

Major Projects: As at the end of July 2025, Council’s Your Say platform was showcasing 69 Community consultation or engagement projects, with 18 of these being active capital works projects.

APPENDICES:

- 1 [↓](#) Monthly Reporting Snapshot - July 2025

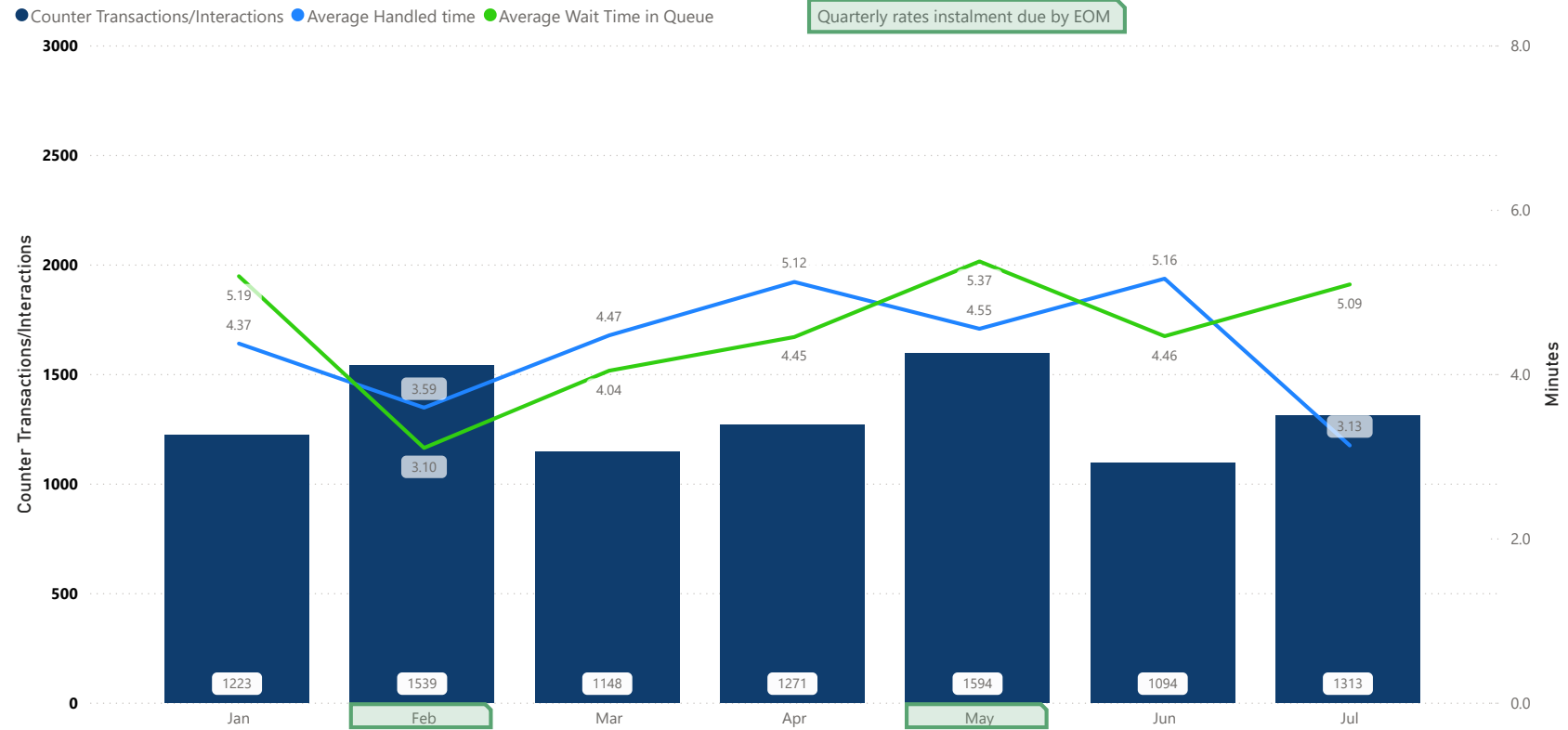
Customer Experience (CX) Performance

Call Centre - Calls handled, Abandoned Rate % and % of calls answered in 60 seconds by Month (calendar year)



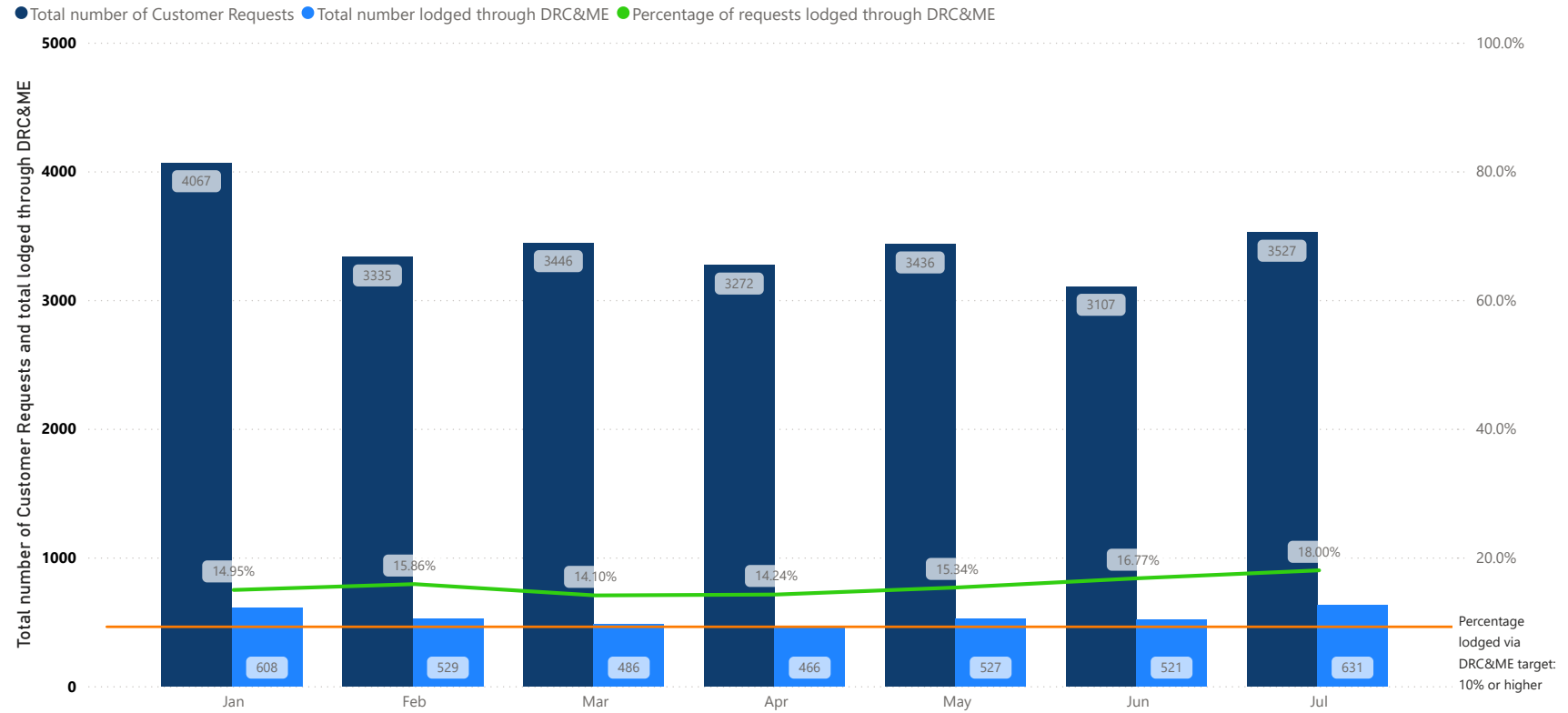
Customer Experience (CX) Performance

Counter - Counter transactions/interactions, Average handled time and Average wait time in queue by Month (calendar year)



Customer Experience (CX) Performance

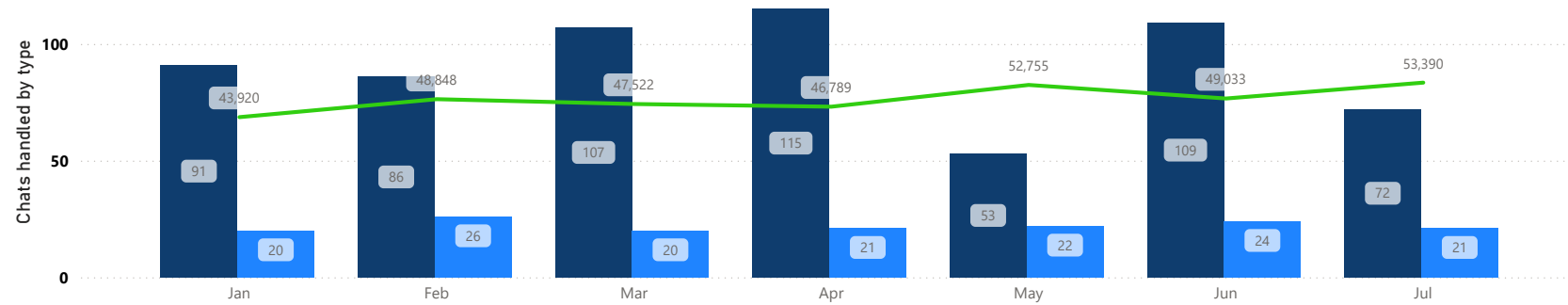
Customer Requests – DRC&ME conversion by Month (calendar year)



Customer Experience (CX) Performance

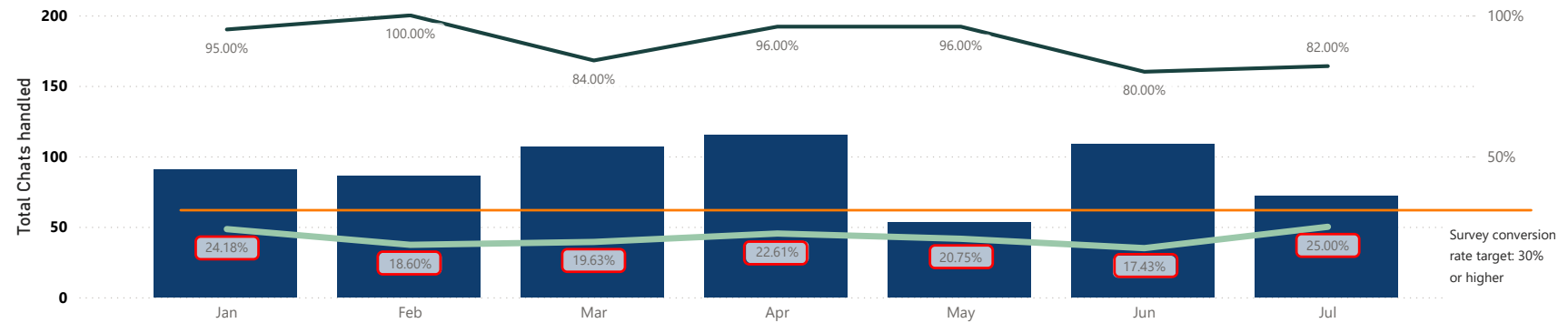
Webchat statistics by Month (calendar year)

● Total Number of Chats Handled ● Number of After Hours Emails Processed ● Total Visitors to Council's Website



Webchat satisfaction by Month (calendar year)

● Total Number of Chats Handled ● Survey Conversion Rate ● Overall Satisfaction

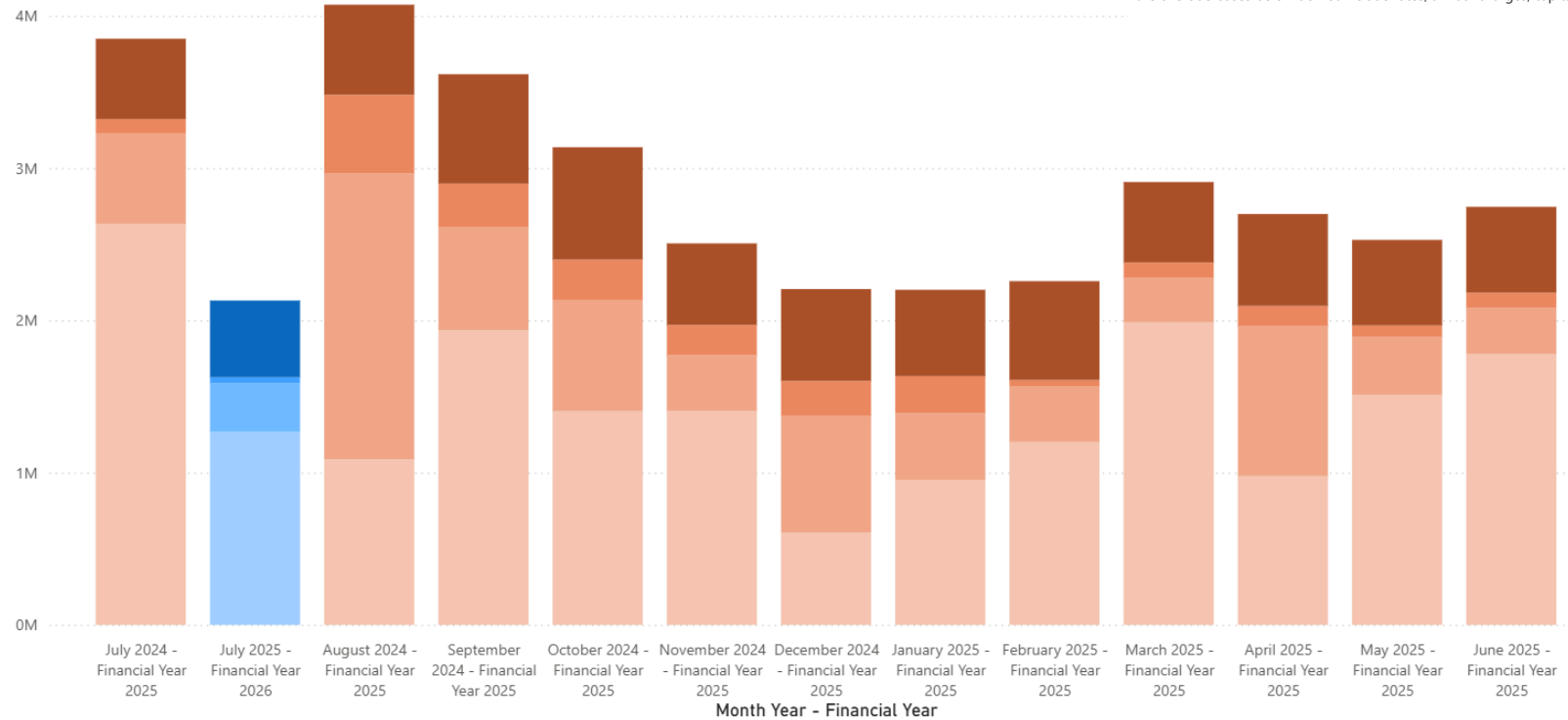


Financial Performance

Current and Last Financial Year Overdue Debt

● Current Debt ● 31-60 Days Debt ● 61-90 Days Debt ● 90+ Days ● Current Debt Last FY ● 31-60 Days Debt Last FY ● 61-90 Days Debt Last FY ● 90+ Days Debt Last FY

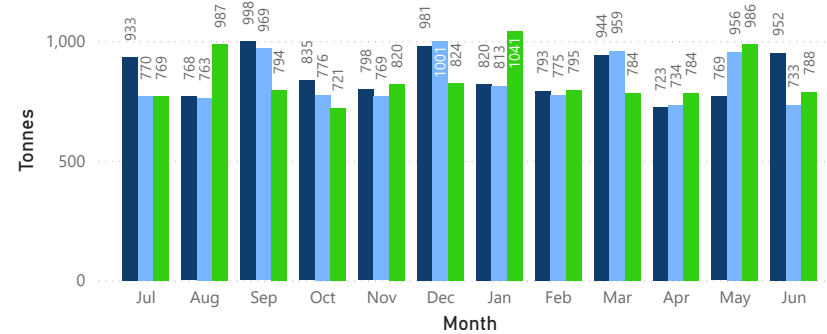
Associated fees are outlined in Council's Fees and Charges document, however the overdue bases below do not include rates, annual charges, capital grants.



Services Performance - Domestic Waste

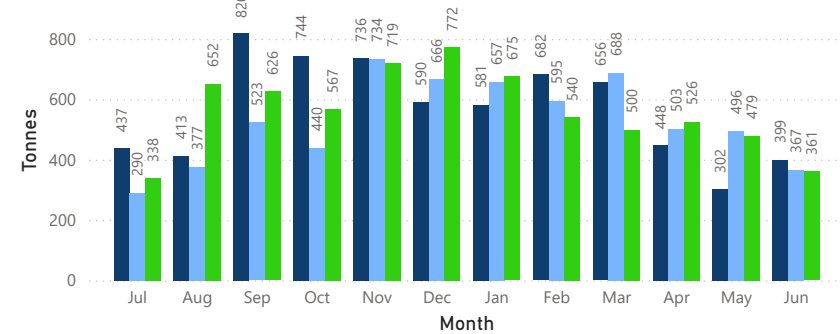
Mixed Waste Tonnes by Month by Year

Financial Year ● 2023 ● 2024 ● 2025



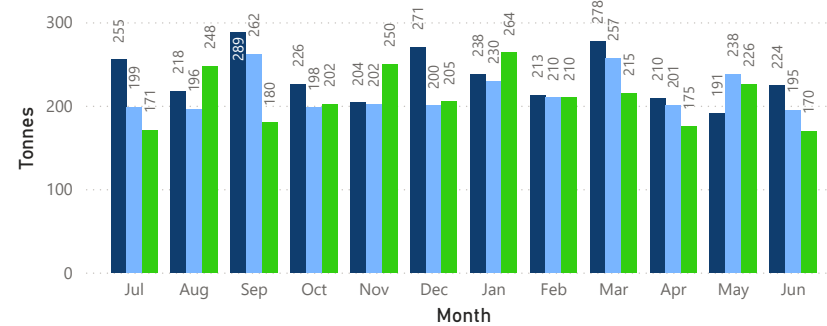
FOGO Tonnes by Month by Year

Financial Year ● 2023 ● 2024 ● 2025



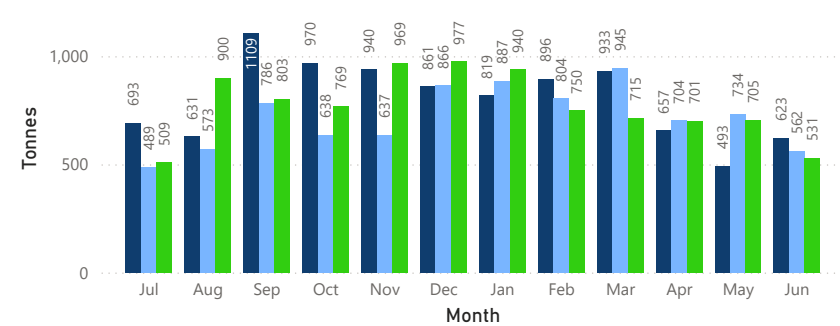
Recycling Tonnes by Month by Year

Financial Year ● 2023 ● 2024 ● 2025



Diverted from Landfill Tonnes by Month by Year

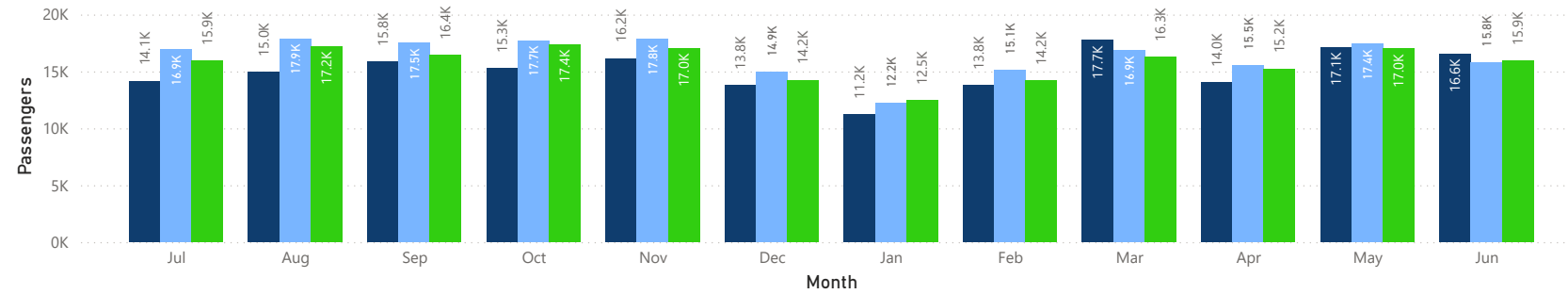
Financial Year ● 2023 ● 2024 ● 2025



Facility Performance - Business branches

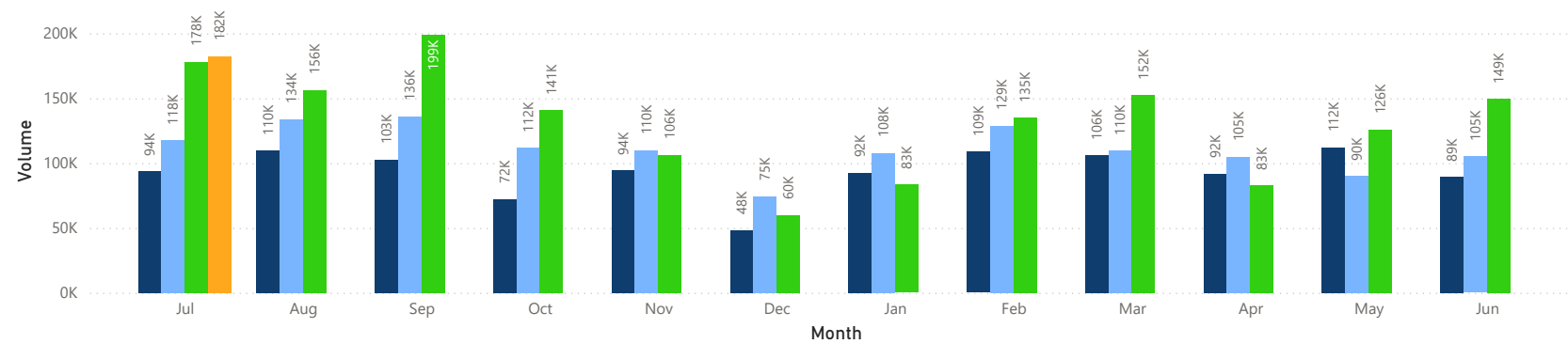
Dubbo Regional Airport - Passengers by Month by Year

Financial Year ● 2023 ● 2024 ● 2025



Dubbo Regional Livestock Markets - All stock types sold by Month by Year

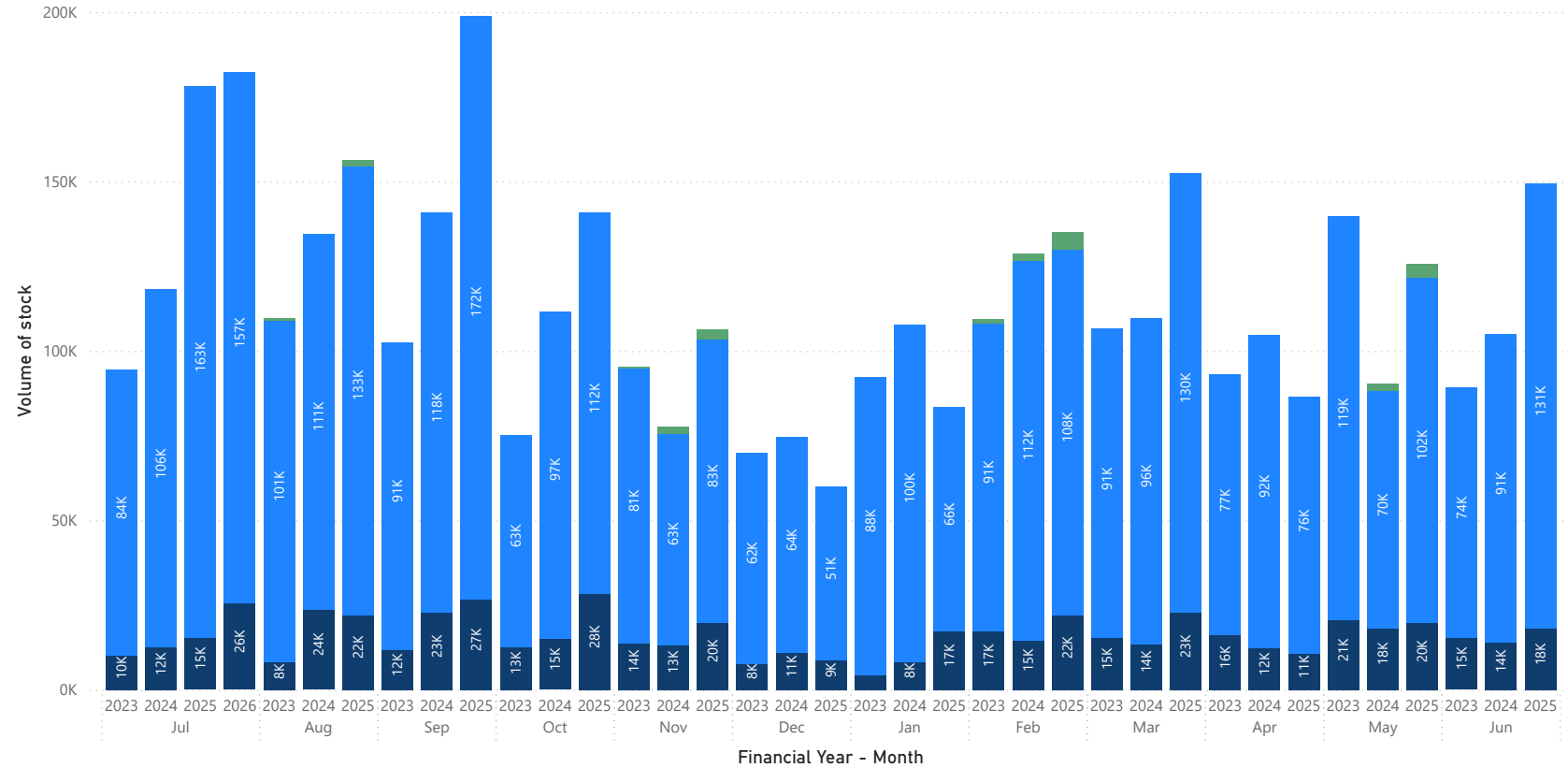
Financial Year ● 2023 ● 2024 ● 2025 ● 2026



Facility Performance - Business branches

Dubbo Regional Livestock Markets - All stock types sold by Month by Year

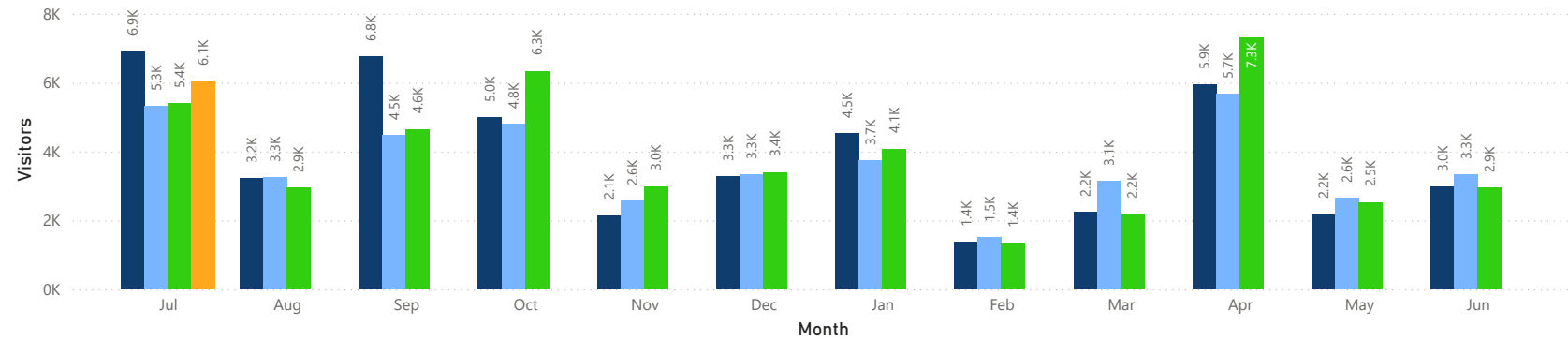
Stock type ● Cattle ● Sheep ● Goats



Facility Performance

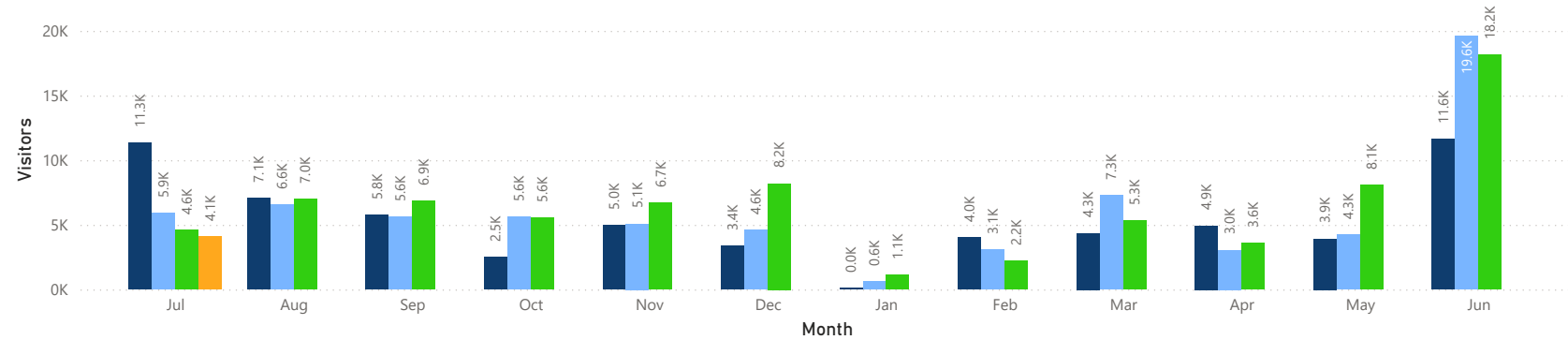
Old Dubbo Gaol - Visitors by Month by Year

Financial Year ● 2023 ● 2024 ● 2025 ● 2026



Dubbo Regional Theatre and Convention Centre - Visitors by Month by Year

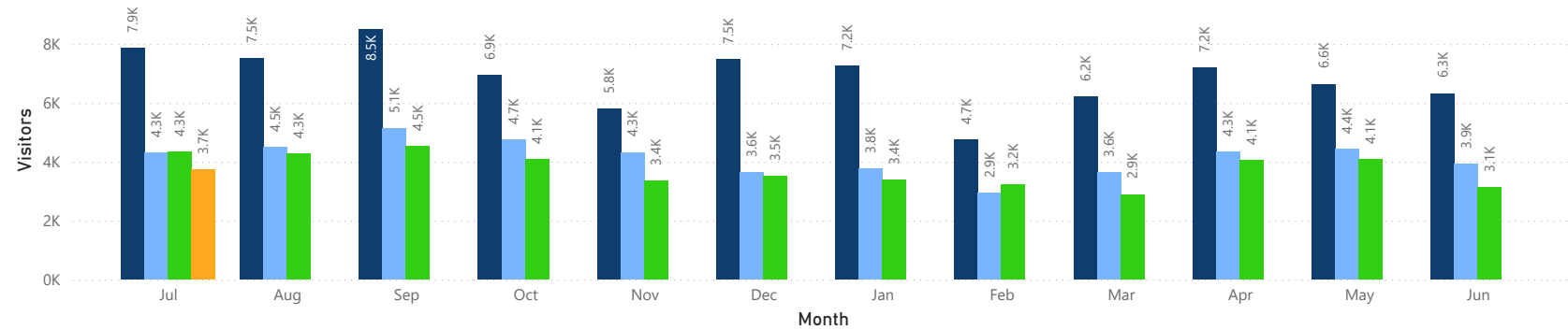
Financial Year ● 2023 ● 2024 ● 2025 ● 2026



Facility Performance

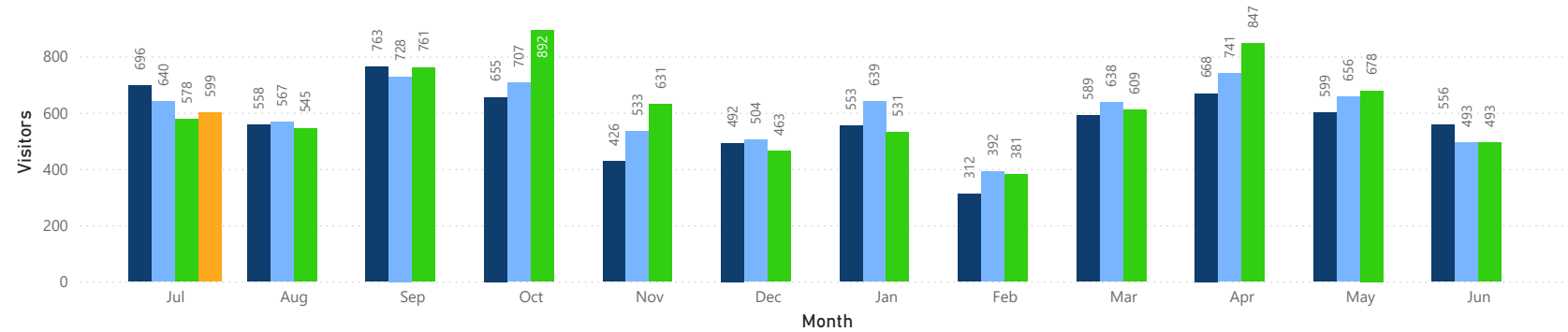
Dubbo VIC - Visitors by Month by Year

Financial Year ● 2023 ● 2024 ● 2025 ● 2026



Wellington VIC - Visitors by Month by Year

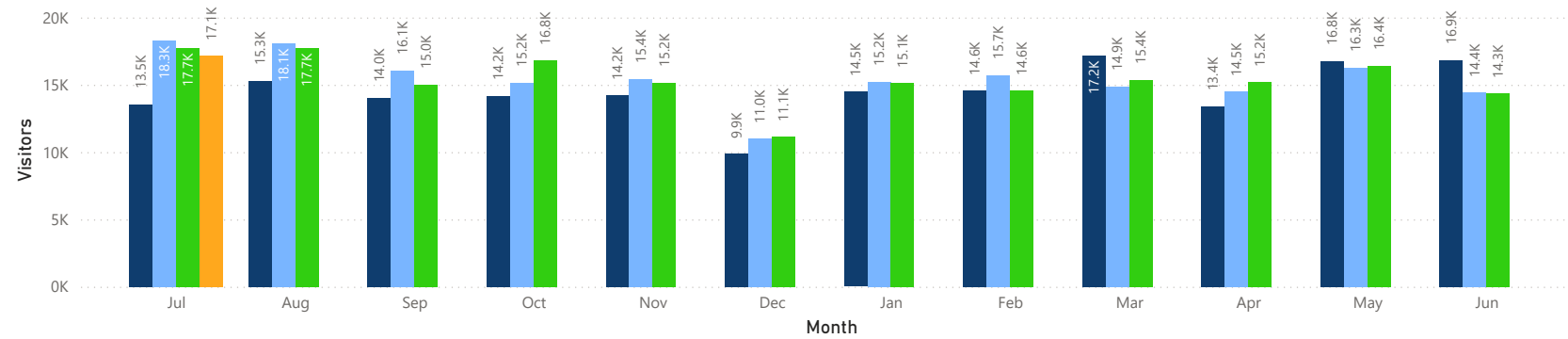
Financial Year ● 2023 ● 2024 ● 2025 ● 2026



Facility Performance

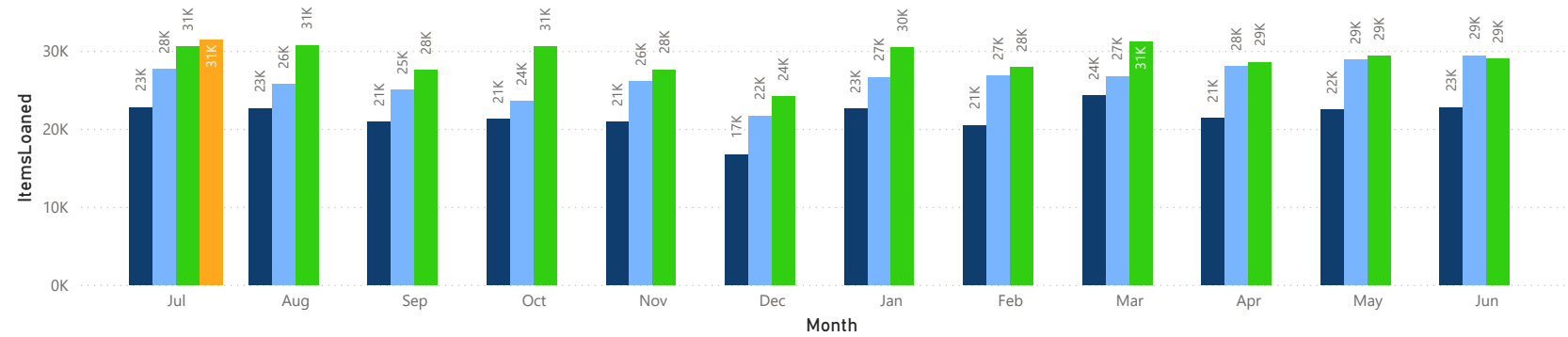
Macquarie Regional Library (all LGAs) Visitors by Month by Year

Financial Year ● 2023 ● 2024 ● 2025 ● 2026



Macquarie Regional Library (all LGAs) Items Loaned (all formats) by Month by Year

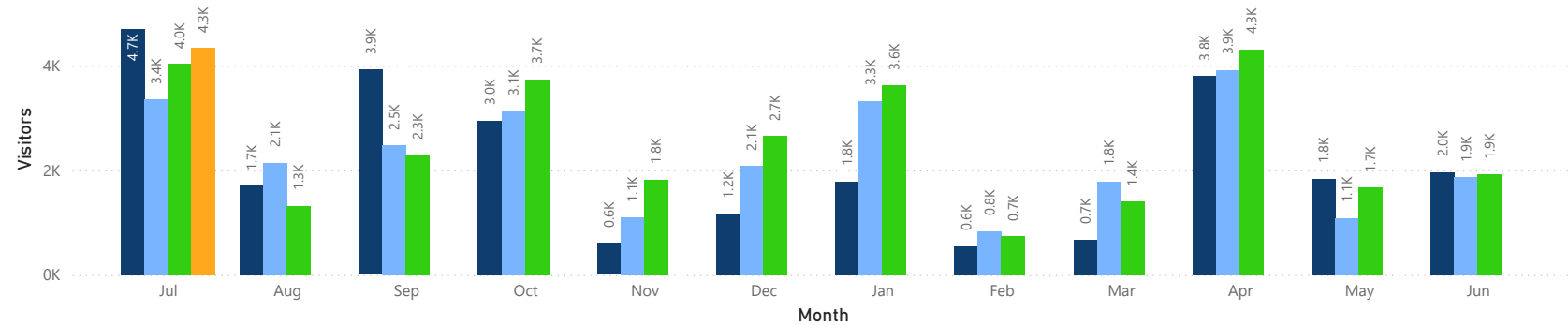
Financial Year ● 2023 ● 2024 ● 2025 ● 2026



Facility Performance

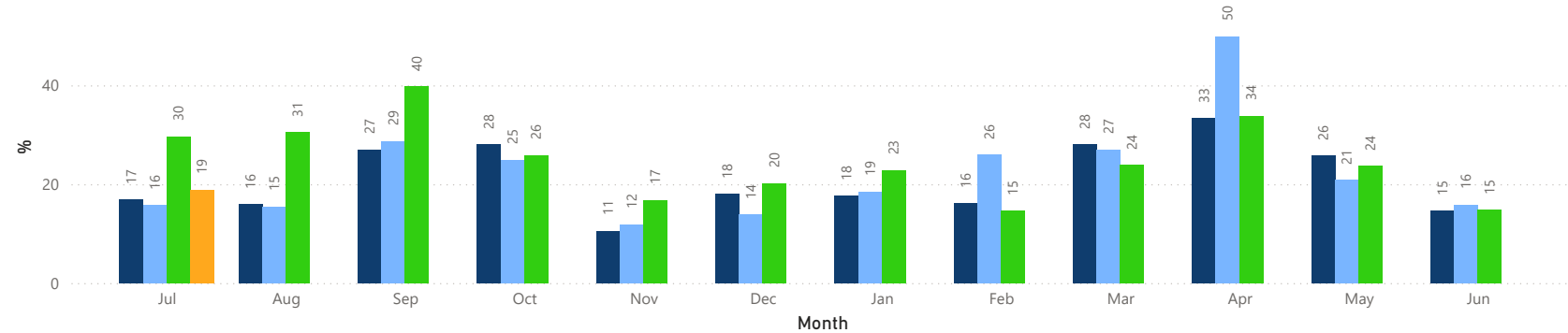
Wellington Caves Visitors Month by Year

Financial Year ● 2023 ● 2024 ● 2025 ● 2026



Wellington Caves Occupancy % by Month by Year

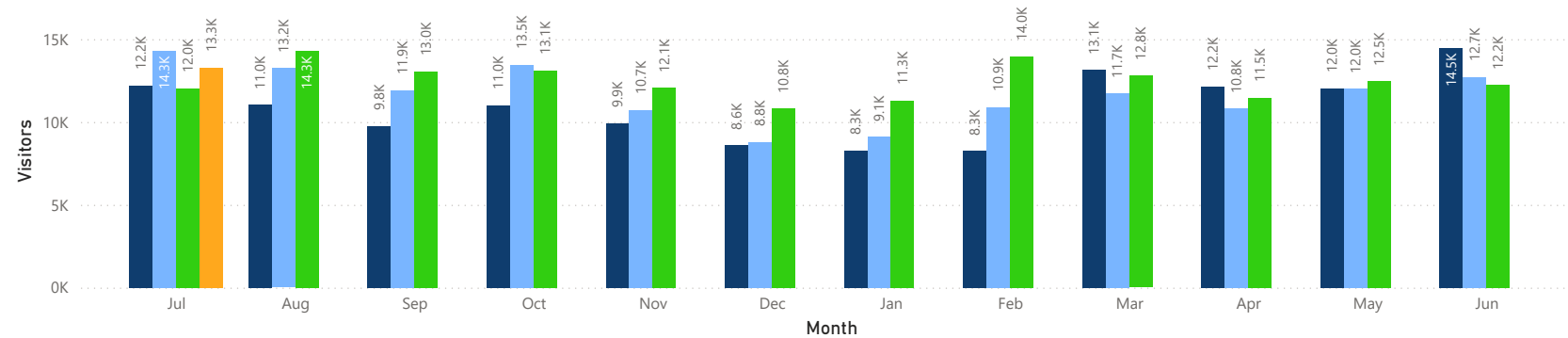
Financial Year ● 2023 ● 2024 ● 2025 ● 2026



Facility Performance

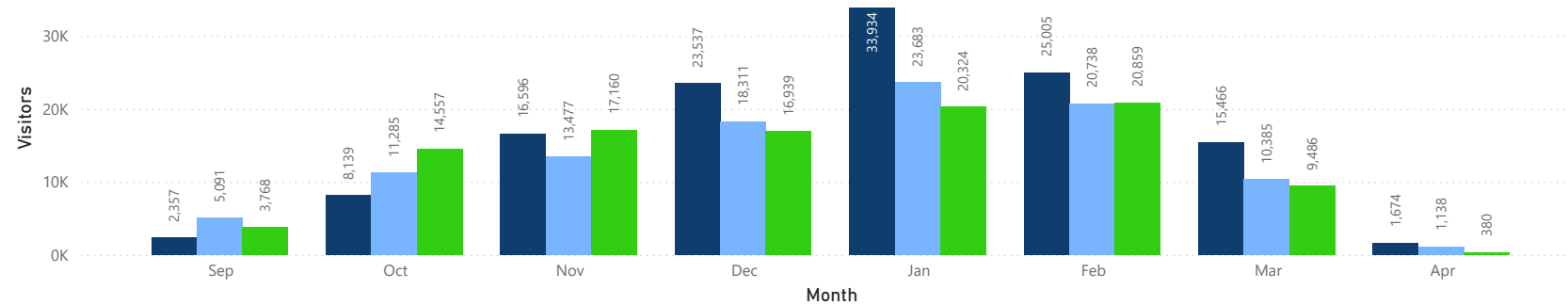
Western Plains Cultural Centre Visitors by Month by Year

Financial Year ● 2023 ● 2024 ● 2025 ● 2026



Aquatic Leisure Centres Total Visitors by Month by Year

Financial Year ● 2023 ● 2024 ● 2025





REPORT: 2026 Biennial Survey for Community Satisfaction and Needs

DIVISION: Strategy, Partnerships and Engagement
REPORT DATE: 25 July 2025
TRIM REFERENCE: ID25/1448

EXECUTIVE SUMMARY

Purpose	• Addressing a Council Resolution	
Issue	• Response to Notice of Motion Statistical Data Collection by Surveys	
Reasoning	• Council's obligations to obtain community satisfaction surveys • Cost-effective methods of satisfying this requirement	
Financial Implications	Budget Area	Customer Experience and Engagement
	Funding Source	Operational Budget 2025/2026
	Proposed Cost	Budgeted \$50,000
	Ongoing Costs	2027/2028 Budget forecast \$50,000
Policy Implications	Policy Title	Community Engagement Strategy 2021-2027 (Including Participation Plan)
	Impact on Policy	IAP2 guiding principles
Consultation	Strategic Partnerships and Engagement	Consultation on impacts

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 four principal themes and a number of objectives and strategies. This report is aligned to:

Theme:	3 Working Together for the Region
CSP Objective:	3.1 Our Council is open, fair, and accountable in its decision-making.
Delivery Program Strategy:	3.1.5 Operate with transparency, accountability, and integrity in all governance and decision-making processes.
Theme:	3 Working Together for the Region
CSP Objective:	3.1 Our Council is open, fair, and accountable in its decision-making.
Delivery Program Strategy:	3.1.2 Ensure decision-making reflects local needs through meaningful community consultation.

RECOMMENDATION

That Council maintains a biennial community satisfaction survey that supports IP&R outcomes of transparency, fairness and accountability through:

- 1. A statistically valid survey, delivered externally via phone and online.
OR**
- 2. An online survey with post-survey stratification delivered externally.
OR**
- 3. An online survey using internal resources.**

Jessica Brown
Director Strategy Partnerships and Engagement

TP
Manager Customer
Experience and
Engagement

BACKGROUND

Previous Resolutions of Council

27 May 2025 CCL25/122	<ol style="list-style-type: none">1. <i>That the CEO prepare a report for the August ordinary meeting of Council, outlining the councils requirements/obligations to obtain community satisfaction surveys.</i>2. <i>That the CEO explore more cost-effective methods of satisfying this requirement</i>
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Community satisfaction surveys are a tool used by Dubbo Regional Council to ensure that community needs and aspirations are identified and used to inform policy, prioritise operations and services and identify emerging needs. The Strategic Direction: Towards 2040 Community Strategic Plan highlighted on page 1 of this report, supports our obligations under the Local Government Act 1993 to report performance outcomes through the Integrated Planning and Reporting (IP&R) Framework each financial year in Dubbo Regional Councils Annual Report.

The current iteration of the community satisfaction survey started in 2016. It was intended to provide baseline information on community views towards and satisfaction with the services of Council. It was completed in line with NSW Government priorities to provide comparable results for newly merged Councils. Following the election of Councillors in September 2017, it was recommended that Dubbo Regional Council utilise a biennial community survey as an opportunity to measure satisfaction with services provided by Council, and we have continued to survey along those lines.

Council has continued to refine its engagement framework to be consistent with principles outline by the Engagement Institute (formerly IAP2 Australasia) and when we were developing the scope of the survey in 2024, Council chose to procure a statistically valid survey method, giving Council confidence that social justice principles of access, equity, participation were upheld and that the survey captured the voices of diverse demographic groups including age, gender, locality, and ratepayer status.

Responses were sought through Vendor Panel for the delivery of a statistically valid survey for 2024 and 2026. Two submissions were received and the final decision to engage Micromex Research was made based on:

- Importance and Satisfaction scaling: this feature provided more meaningful data around community's perceived value of a service or facility. This layer of analysis was informative for Council decision making around resource allocation.
- The report style was visual with graphic representations of data,
- Their comprehensive benchmarking database of NSW and Regional Local Government Areas.
- That two surveys delivered using the same methodology would deliver comparative data over four years.

Termination of this contract requires 60 days written notice to the supplier before January 2026.

At the Ordinary Council Meeting on 27 June 2024, Council endorsed the recommendation to deliver a Check-In survey in April 2025. This Check in was delivered at a final cost of \$9,250 using phone and online. The intent of the check in was to return to the 503 phone respondents the 724 online respondents online to answer a 10-minute survey to gauge changes in perceptions over the last 12 months. The Phone survey reached 24% of 2024 respondents, while the online survey reached 13% of 2024.

The approved 2025-2026 Budget and Capital Expenditure for delivering the 2026 Community Insights Survey (statistically valid survey) is \$50,000 and is supplemented by internally resourced activity including:

- Engagement Platform (YourSay) to support community engagement.
- Engagement and Customer Insights support the facilitation the delivery of the survey, and report results and outcomes to internal and external stakeholders.
- Marketing and Communications support the messaging and promotion.
- Corporate Strategy apply the data to strategic performance measures across integrated planning and reporting framework.

REPORT

The biennial statistically valid phone survey provides evidence-based data that informs Council's Community Strategic Plan – Towards 2040 and Integrated Planning and Reporting Framework. It serves a primary indicator for community satisfaction and emerging needs and supports grant applications for State Government funding.

The 2025/2026 Delivery Program and Operational Plan assess community satisfaction across 67 key performance areas, with 37 indicators sourced directly from the statistically valid survey.

Resourcing Implications

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	50,000	7,000	50,000	0	0	0
c. Operating budget impact (a – b)	-50,000	-7,000	-50,000	0	0	0
d. Capital Expenditure	0	0	0	0	0	0
e. Total net impact (c – d)	-50,000	-7,000	-50,000	0	0	0
Does the proposal require ongoing funding?			Funded in the 2025/2026 Budget			
What is the source of this funding?			Rates and General Revenue - Customer Experience and Engagement Budget			

Table 1. Ongoing Financial Implications

Options Considered

To meet our strategic obligation 3.1- *Council is open, fair and accountable in its decision making*, the following considerations have been explored.

Option 1

Continue with the status quo for the delivery of the statistically valid phone survey, with reduced external costs and increased internal resourcing

A statistically valid survey uses a probability-based sampling method to ensure that key population characteristics, such as age, gender, and location, are proportionally represented. This approach provides Council with high-confidence data that is suitable for benchmarking and strategic decision-making.

To reduce costs, the online opt-in survey would be delivered internally, resulting in an estimated saving of \$7,000, and the 2027 Check-In survey would be discontinued, saving an additional \$11,000.

Internal staff would manage the opt-in survey's delivery, data analysis, and reporting. While this approach is cost-effective, it carries reputational risks due to the lack of independent administration, which may impact community trust and reduce participation. Additionally, the opt-in survey does not support benchmarking.

Despite these limitations, retaining the statistically valid phone survey ensures continuity in data quality, supports longitudinal tracking of community satisfaction, and reinforces Council's commitment to inclusive and evidence-based engagement.

Option 2

Explore post-survey stratification for 2026, with reduced external costs and increased internal resourcing

This option proposes delivering the biennial Community Insights Survey via an online opt-in method, with post-survey stratification applied to enhance representativeness.

Post-survey stratification is a statistical technique that adjusts survey results after data collection to align with known population characteristics, such as age, gender, and location, using weighting and regression analysis. This method improves the accuracy of results without requiring a fully representative sample upfront.

Under this approach, internal staff would manage survey distribution and data collection, while external analysts would be engaged to perform the complex statistical adjustments such as regression analysis and weighting. To ensure broad participation, additional budget allocation would be required for targeted communications and promotional activities.

While this method is cost-effective and can maintain statistical validity, it carries risks with vulnerable groups particularly with under representation and digital access or literacy. We may need to consider targeted engagement with underrepresented groups.

Post-survey stratification, if mitigation strategies are in place to support accessibility, engagement and analytical integrity, can provide a flexible and financially sustainable alternative and deliver meaningful insights.

Option 3

Deliver an opt-in, online survey

To deliver an online survey, the biennial Community Insights Survey will be available to community as a self-select survey method on a single channel for community participation.

In this option, internal staff would lead the end-to-end delivery, including design, hosting, promotion, targeted engagement, analysis and reporting. Statistically valid techniques used to improve the collection and analysis of data would not be applied such as representative samples from known population characteristics (age, gender, and location) and the use of weighting and regression analysis.

The benefits would offer considerable cost efficiencies. Participation in opt-in surveys empowers the of the most passionate, directly impacted or self-motivated members of

community. It can provide nuanced perspectives on topics of deep, personal or lived experience.

However, this technique would compromise our commitment to open, fair and accountable decision making. Mitigation strategies would involve additional staff resourcing to support in-depth planning and targeted community engagement to drive inclusive participation.

While the opt-in online survey provides an opportunity for motivated community members to share their views, it introduces a bias in the data and does not accurately represent the broader population.

Overview for each option

Option	Cost efficiency	Community Impacts	Business Impacts
1. Status Quo with cost saving measures	14% saving or \$7,000 (estimated)	Preserves trust via statistically valid phone survey Opt-in may reduce participation	Maintains benchmarking Aligns guiding principles Moderate workforce planning strategies
2. Explore post survey stratification	20-30% (estimated)	Risks underrepresentation of groups and digital access barriers. Self-select may reduce participation	Requires external analysis Increased promotional budget Significant workforce planning strategies
3. Deliver an opt-in, online survey	Unknown. Additional wages vs operational budget savings	Loss of independence Risk underrepresentation of groups and digital access barriers Self-select survey fatigue Amplified opinions Underrepresentation of voices	Increase staffing (workforce and planning) Misleading or biased data Increased promotional budget Reputational risk