

**TOWARDS 2040**  
COMMUNITY  
STRATEGIC  
PLAN





## Acknowledgement of Country

We acknowledge the Wiradjuri people who are the traditional custodians of the land on which we live, work and play. We pay our respects to Elders past and present of the Wiradjuri Nation and thank them for their care of the land, water and sky and extend that respect to other Indigenous Australians.

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# 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.

In June 2025, as part of the development of our 2025-2029 Delivery Program we regrouped the key focus areas using clearer, more accessible language that reflects what matters most to our communities. Instead of single words, we have developed statements that are more outcome-driven and forward-looking. This shift ensures our priorities are easy to understand, relatable, and aligned with a positive future for our region.

The strategic pillar wording, Growth, Infrastructure and Connectivity; Thriving and Inclusive Communities; Working Together for the Region; and Healthy Environment and Sustainable Future, better captures the shared vision. These statements focus on what we want to achieve, emphasising collaboration, community wellbeing, and long-term sustainability. By using plain English and an inclusive approach, we aim to make our priorities more meaningful and actionable for everyone.



# 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

### Growth, Infrastructure and Connectivity

- Everyone has access to safe, suitable, and affordable housing now and into the future.
- Land for homes, businesses, and services is planned and located where it's most needed.
- Our roads are safe, efficient, and easy to use for all.
- Infrastructure is planned and built to support our growing community.
- Our transport networks keep people and businesses connected within and beyond our region.

### Thriving and Inclusive Communities

- There are job opportunities across all industries.
- Everyone has access to quality education and lifelong learning opportunities.
- Our community enjoys diverse sports, recreation, and social activities.
- Arts, culture, and heritage are celebrated and shared.
- The voices, cultures, and contributions of our First Nations community are recognised and strengthened.
- We deliver services and enforce regulations fairly and responsibly to protect health, safety, and community standards.
- People feel safe, respected and empowered to authentically express their identity.

### Working Together for the Region

- Our Council is open, fair, and accountable in its decision-making.
- We have a clear strategy to drive economic development and attract investment.
- We proactively embrace opportunities to drive economic growth, create jobs, and support lasting prosperity for our community.
- Our local economy grows through diverse traditional and emerging industries.

### Health Environment and Sustainable Future

- We take action to achieve net zero emissions.
- We plan for and respond to climate change impacts.
- We manage land use to protect and enhance both the built and natural environment.
- We prepare for and reduce the risks of natural disasters.
- We manage our resources responsibly to ensure long-term sustainability.

# 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



## Integrated Planning and Reporting document suite



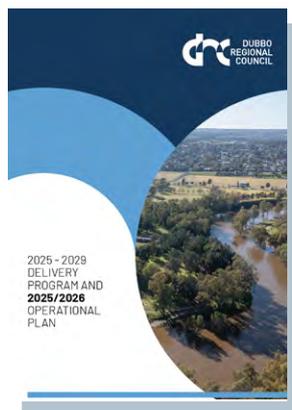
### 2040 Community Strategic Plan

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



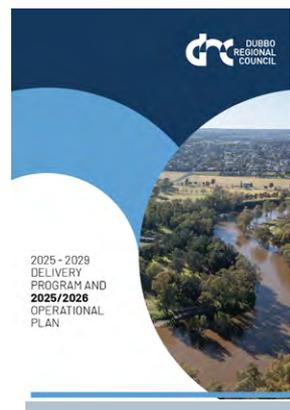
### Resourcing Strategy

**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 services and demands for essential facilities and programs. The desired levels of service is the balance between the services provided, the level of services you expect, and what you are prepared to pay for. The desired levels of services will inform the actions within all of Council's plans.





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

## 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 is the 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.

# Dubbo Region at a glance

## Population

2021	2024	2040 forecast
 <b>54,843</b> Dubbo Region population*	 <b>57,298</b> Dubbo Region population^	 <b>65,697</b> Dubbo Region population*
 <b>18%</b> Aged 65+ years*	 <b>17.3%</b> Aged 65+ years^	 <b>23.3%</b> Aged 65+ years*
 <b>16.5%</b> Aboriginal or Torres Strait Islander*	 <b>16.6%</b> Aboriginal or Torres Strait Islander^	 <b>16.5%</b> Aboriginal or Torres Strait Islander*

## Housing

2021	2024	2040 forecast
 <b>DWELLINGS</b> Dwellings: <b>22,500*</b> Person occupancy rate: <b>2.4*</b>	 <b>DWELLINGS</b> Dwellings: <b>24,258^</b> Person occupancy rate: <b>2.5^</b>	 <b>DWELLINGS</b> Dwellings: <b>28,068*</b>
 <b>HOUSEHOLDS</b> Owned outright or with a mortgage: <b>68%*</b> Renting: <b>32%*</b> Other Tenure Type : <b>4%*</b>	 <b>HOUSEHOLDS</b> Owned outright or with a mortgage: <b>64.2%^</b> Renting: <b>31.5%^</b> Other Tenure Type : <b>2.3%^</b>	 <b>HOUSEHOLDS</b> Owned outright or with a mortgage: <b>68%*</b> Renting: <b>32%*</b> Other Tenure Type : <b>4%*</b>
 <b>HOUSEHOLD TYPES</b> Lone person: <b>24.2%*</b> Group households: <b>2.8%*</b>	 <b>HOUSEHOLD TYPES</b> Lone person: <b>27.3%^</b> Group households: <b>3.4%^</b>	 <b>HOUSEHOLD TYPES</b> Lone person: <b>25.6%*</b> Group households: <b>2.8%*</b>
 <b>\$400,000</b> Median house price (Dubbo) 2021	 <b>\$565,000</b> Median house price (Dubbo) 2024^^  <b>\$295,000</b> Median house price (Wellington) 2024^^	

## Employment

2021	2024
 <b>26,395</b> Local jobs	 <b>26,650</b> Local jobs
<b>\$284.62 M</b> Value of DAs submitted**	<b>\$331.67 M</b> Value of DAs submitted**
	 <b>404</b> New citizens welcomed (2024)

### Source:

- \* 2021 Towards 2040 DRC Community Strategic Plan
- \*\* DRC data
- # ABS 2021 Census
- ^^ CoreLogic Asia Pacific
- ^ REPLAN Forecast



# Growth, Infrastructure and Connectivity

We are working to ensure our region grows in a smart and sustainable way. This means making sure there are a variety of housing options that are affordable and available to everyone. Council supports this by shaping planning policies, assessing development proposals quickly, and working closely with government and housing providers.

Good infrastructure is essential for daily life and future growth. We manage and advocate for improvements to local roads, state roads, water, sewer, stormwater systems, and how people walk, cycle, and travel across the region. Quality infrastructure helps businesses grow and keeps our community moving.



## Our strategic documents:

- 2020 Dubbo Transportation Strategy
- Wellington Town Centre Plan (under review)
- Dubbo CBD Strategy (under review)
- Dubbo Region Housing Strategy (in development)
- Dubbo Local Strategic Planning Statement (LSPS) 2020

## Alignment with state and regional priorities:

- Central Orana Regional Economic Development Strategy (REDS) 2023 Update
- NSW Department of Planning, Housing and Infrastructure Central West and Orana Regional Plan 2041
- NSW Regional Investment Attraction Strategy 2022–2027
- Central West and Orana 2041

## Alignment to quadruple bottom line:



SOCIAL



ECONOMIC



ENVIRONMENTAL

## Our partners:

- NSW Department of Planning, Housing and Infrastructure
- Development industry
- Real Estate industry
- Finance industry
- First home buyers
- Residential land owners
- NSW Land and Housing Corporation / Not-for-profit and affordable social housing providers
- Transport for NSW
- Australian Rail Track Corporation (ARTC)
- Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Transport industry
- Telecommunications providers
- Energy providers
- Public and community transport providers
- Regional Development Australia
- Chamber of Commerce and business providers



# Strategic pillar 1: Growth, Infrastructure and Connectivity

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

1.1.1: Ensure a variety of housing options, types and densities are available to accommodate diverse community needs.

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

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

1.2.1: Ensure infrastructure maintenance and service delivery align with community expectations.

1.2.2: Ensure planning processes prioritise community safety, including flood and fire risk management.

1.2.3: Upgrade water and sewer infrastructure to meet current and future demand.

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

1.3.1: Ensure land zoning supports sustainable development and future housing needs.

1.3.2: Facilitate well-zoned, appropriately sized land to accommodate future growth.

1.3.3: Proactively support urban renewal in the Dubbo CBD and Wellington Town Centre.

1.3.4: Promote the growth and vitality of villages and regional centres by ensuring adequate land for development.

## **1.4: Our roads are safe, efficient, and easy to use for all.**

1.4.1: Advocate for improvements to the state road network to boost safety and efficiency for intrastate travel.

1.4.2: Improve traffic management and road networks to meet community and economic needs.

1.4.3: Maintain and enhance urban and rural roads for safe and efficient travel.

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

1.5.1: Advocate for improved public transport options to enhance regional accessibility.

1.5.2: Expand mobile and telecommunications coverage to keep communities connected.

1.5.3: Expand pedestrian and cycleway networks to promote active and safe transport.





# Thriving and Inclusive Communities

We want everyone in our region to feel connected, safe, and supported. That means access to quality health care, education, safe spaces, community centres, recreation, and open green areas. We also recognise and celebrate the heritage of our First Nations people and our European history. Creating a strong sense of belonging and promoting wellbeing is at the heart of what we do.



## Our strategic documents:

- SPARC Cultural Plan (under review)
- 2020-2030 Dubbo Regional Council Recreation Strategy
- 2022-2025 Dubbo Regional Council Disability Inclusion Action Plan (under review)
- 2023-2033 Dubbo Regional Council Public Art Strategy
- 2025-2026 Dubbo Regional Council Reconciliation Action Plan
- Wellington Street Tree Masterplan 2023
- Community Safety and Crime Prevention Action Plan
- Youth Action Plan (in development)
- Pedestrian Access and Mobility Plan for Dubbo (in development)
- Dubbo Region Events Strategy (in development)
- Inclusion Diversity and Belonging Strategy (internal)

## Alignment with state and regional priorities:

- NSW Aboriginal Land Council Strategic Plan 2023-2026
- 2023 Commonwealth Closing the Gap Implementation Plan - National Indigenous Australians Agency
- National Cultural Policy – Revive: a place for every story, a story for every place

## Our partners:

- NSW Department of Communities and Justice
- All members of the community
- Not-for-profit and non-government organisations
- NSW Department of Education
- Education and training institutions
- Western NSW Local Health District
- Orana-Mid Western Police
- NSW Office for Regional Youth / Sporting groups and associations
- Not-for-profit and affordable social housing providers
- Aboriginal Land Councils, First Nations organisations and the First Nations community
- Destination NSW
- Tourism and visitor providers

## Alignment to quadruple bottom line:



# Strategic pillar 2: Thriving and Inclusive Communities

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

2.1.1: Encourage collaboration and shared goals to strengthen community connections.

2.1.2: Support and celebrate our diverse community and create opportunities that foster belonging and cultural exchange including the Culturally and Linguistically Diverse (CALD).

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

2.2.1: Ensure access to library services and facilities.

2.2.2: Improve access to childcare, quality education and lifelong learning opportunities for all ages.

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

2.3.1: Ensure well-connected and vibrant village centres that meet community needs.

2.3.2: Facilitate access to, encourage and support a variety of youth activities and entertainment options.

2.3.3: Increase opportunities for entertainment, recreation, and cultural activities for all ages.

2.3.4: Maintain a network of cycleways and pedestrian pathways to promote active travel.

2.3.5: Maintain and enhance passive and active open spaces for community use.

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

2.4.1: Facilitate access to a range of diverse funeral approaches that respect community traditions and memorial practices.

2.4.2: Identify and address social service requirements to support vulnerable community members.

2.4.3: Integrate public and social housing into residential areas to promote inclusivity.

2.4.4: Recognise the contributions of older people and people with a disability and ensure appropriate services, initiatives and facilities to meet their needs.

2.4.5: Support the expansion of mental health services, initiatives and facilities to enhance community well-being.

## **2.5: The voices, cultures, and contributions of our First Nations community are recognised and strengthened.**

2.5.1: Recognise, celebrate, and protect the culture and heritage of our First Nations communities.

## **2.6: There are job opportunities across all industries.**

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

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

2.7.1: Enhance community safety and crime prevention efforts to create a secure and welcoming environment.

2.7.2: Improve transport, digital access, and inclusive community networks to strengthen social and physical connections.

2.7.3: Support improved access to crisis and emergency accommodation.





# Working Together for the Region

Big challenges need strong partnerships. Council is committed to working with all levels of government, local organisations, and our community to deliver results. We focus on long-term planning, managing community assets, and keeping our finances on track so we can deliver great services. By uniting around shared goals, we can build a stronger, more resilient region.



## Our Strategic Documents:

- 2021-2027 Dubbo Regional Council Customer Experience Strategy
- 2022 Smart Region Strategy
- Smart Council Strategy (under review)
- 2023-2027 Community Engagement Strategy including Community Participation Plan (under review)
- Investment Strategy

## Alignment With State and Regional Priorities:

- Regional Development Australia – Orana Strategic Plan
- NSW Aboriginal Land Council Strategic Plan 2023-2026
- 2023 Commonwealth Closing the Gap Implementation Plan

## Our Partners:

- Department of Premier and Cabinet
- Office of Local Government (NSW)
- Other Local Councils
- Regional Development Australia
- NSW Reconstruction Authority / State Emergency Services and local emergency management groups
- Chamber of Commerce and business providers
- Aboriginal Land Councils, First Nations organisations and the First Nations community
- Not-for-profit and non-government organisations

## Alignment to quadruple bottom line:



# Strategic pillar 3: Working Together for the Region

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

- 3.1.1: Continuously review and improve Council services to maintain efficiency and effectiveness.
- 3.1.2: Ensure decision-making reflects local needs through meaningful community consultation.
- 3.1.3: Foster two-way communication between Council, stakeholders, and the community.
- 3.1.4: Maximise revenue opportunities from grants and other funding sources to enhance services for the community.
- 3.1.5: Operate with transparency, accountability, and integrity in all governance and decision-making processes.
- 3.1.6: Provide cost-effective and timely services while meeting statutory requirements.
- 3.1.7: Strengthen regional resilience through proactive planning and emergency preparedness.
- 3.1.8: Support local emergency management organisations and the State Emergency Services to ensure readiness and response capabilities.

## **3.2: Our local economy grows through diverse traditional and emerging industries.**

- 3.2.1: Support a diverse and resilient economy through innovation, new industries, and commercial activation programs.

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

- 3.3.1: Advocate for regional priorities at all levels of government and industry.
- 3.3.2: Allocate resources strategically to support sustainable growth and community well-being.
- 3.3.3: Proactively attract and support major investment aligned with regional opportunities.

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

- 3.4.1: Actively participate in the Renewable Energy Zone to drive economic growth, attract investment, and create targeted jobs.
- 3.4.2: Attract and retain a skilled workforce to meet regional needs and foster employment pathways, including traineeships.
- 3.4.3: Encourage and support unique visitor experiences and local tourism opportunities.
- 3.4.4: Facilitate short-term accommodation for workers involved in major infrastructure and economic projects.
- 3.4.5: Maintain a highly skilled, diverse, and motivated workforce to deliver quality services.
- 3.4.6: Reduce barriers to workforce attraction and retention across the Region.





# Health Environment and Sustainable Future

Protecting our natural environment is a shared responsibility. As our region grows, we're working to make sure development is done in a way that cares for the environment. Council supports renewable energy, waste reduction, and the protection of natural resources. We're also helping the community to learn more about sustainable living so that together, we can tackle big issues like climate change.



## Our strategic documents:

- 2020-2025 Dubbo Regional Council Energy Strategy & Implementation Plan (under review)
- 2022 Dubbo Regional Council Zero Emissions Fleet Strategy and Implementation Plan (under review)
- 2023-2050 Net Zero Framework for Council Operations
- Waste Strategy
- Integrated Water Cycle Management Plan (under review)

## Alignment with state and regional priorities:

- NSW Department of Planning, Housing and Infrastructure Central West and Orana Regional Plan 2041
- Central West and Orana 2041

## Our partners:

- NSW Department of Climate Change, Energy, the Environment and Water
- National Parks and Wildlife Service
- NSW Environment Protection Authority (EPA)
- Local environmental groups
- Cycling, running and walking groups
- Department of Primary Industries (NSW Department of Regional NSW)

## Alignment to quadruple bottom line:



ENVIRONMENTAL



CIVIC LEADERSHIP



# Strategic pillar 4:

## Healthy Environment and Sustainable Future

### **4.1: We manage land use to protect and enhance both the built and natural environment.**

4.1.1: Enhance and protect the Macquarie, Talbragar, and Bell River corridors in urban areas.

4.1.2: Ensure new developments include accessible green spaces to enhance community well-being and environmental health.

4.1.3: Maintain and improve roadside environments to support local ecosystems.

4.1.4: Safeguard biodiversity, threatened species, and ecological communities from harm.

4.1.5: Support responsible growth that balances development with environmental sustainability.

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

4.2.1: Allocate resources effectively to support sustainability and long-term community well-being.

4.2.2: Deliver efficient solid waste management services that meet community needs.

4.2.3: Encourage and support investment in renewable energy opportunities.

4.2.4: Ensure a reliable, efficient, and sustainable water supply for the community and future generations.

4.2.5: Implement environmentally responsible water management practices.

4.2.6: Reduce environmental impacts through improved waste management and resource recovery.

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

4.3.1: Identify and address climate change impacts through collaboration with the community and government.

4.3.2: Increase awareness of natural disasters such as fires, floods, and droughts to build community resilience.

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

4.4.1: Ensure new developments do not place the community at risk from environmental hazards.

### **4.5: We take action to achieve net zero emissions.**

4.5.1: Ensure Council buildings and facilities are energy-efficient, carbon-neutral, and utilise renewable energy sources.

4.5.2: Promote sustainable building and infrastructure practices that efficiently use resources and minimise environmental impacts.





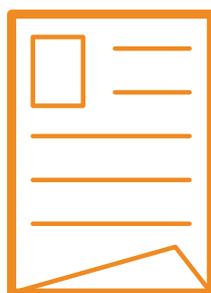
# How will we know when we get to 2040?



## 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:** Presented to Council every six months.



## State of the Region Report

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

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

<b>Responsible Officer:</b>	Director Corporate Strategy Partnerships and Engagement
<b>Division</b>	Strategy, Partnerships and Engagement
<b>Prepared by:</b>	Strategy and Performance Coordinator
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