DRAFT

IP&R Framework

Community Strategic Plan

2018-2028: **Our place. Our plan.**

PORT STEPHENS COUNCIL

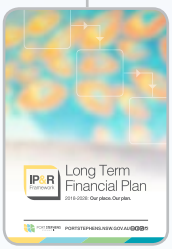
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Integrated Plans and resourcing strategies

Community Strategic Plan













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Port Stephens Council has prepared this plan on behalf of the Port Stephens community and would like to thank the residents, community groups, business and government representatives who provided input into the plan.

Acknowledgement

Port Stephens Council acknowledges the Worimi People as the traditional custodians of the land of Port Stephens. We also pay our respect to Aboriginal Elders past, present and future.

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A message from the

Mayor



It is with great pleasure that I present *Port Stephens 2028: Our place. Our plan* – Port Stephens' Community Strategic Plan and other key integrated and planning documents for Port Stephens.

This is a very exciting time for Port Stephens Council. In my first year as Mayor and with a fresh, cohesive team of Councillors, we have a real opportunity to make a difference over the next three years.

Throughout my campaign and in the initial months as Mayor, I have had countless conversations with many of you in our community and one thing is abundantly clear to me – we all love Port Stephens. We have a proud and passionate community who believe strongly in the importance of balancing growth with preservation of our rich history and treasured environment, and this is just as important to Council.

I have, along with Councillors and staff, been listening to what you have to say on your priorities relating to community, place, environment and Council, and we have responded with this vision for the future of Port Stephens through to 2028.

I am proud of the many exciting projects and works detailed in the Delivery Program such as the development of the Koala Sanctuary, the Medowie Multi-Purpose Community Centre, and place activation, which is all about business development and bringing life and a sense of identity to our planning strategies such as the Nelson Bay, Raymond Terrace and Medowie town strategies.

We are committed to working together as a Council and with other agencies and levels of government in order to realise this vision that our community has set. I am also passionate about connecting with our entire community and being open and collaborative with you throughout this process and on all issues.

As we move forward, I also endeavor to continue to provide strong leadership and advocate for our community and its needs across Port Stephens, the Hunter Region and New South Wales.

I look forward to working together with you to make our community's aspirations a reality.

Ryan

Ryan Palmer

Elected Council



Mayor
Ryan Palmer

East Ward



Councillor
Jaimie Abbott



Councillor
Glen Dunkley



Councillor
John Nell

Central Ward



Councillor
Chris Doohan



Councillor
Sarah Smith



Councillor
Steve Tucker

West Ward



Councillor
Giacomo Arnott



Councillor
Ken Jordan



Councillor
Paul Le Mottee

A message from the

General Manager



Port Stephens 2028: Our place. Our plan is a critical document for Council as it sets out the priorities of the community for our region over the next ten years and beyond.

Council responds to these aspirations by developing a robust framework of documents. These documents, together known as the Integrated Planning and Reporting (IP&R) Framework, guide how Council will contribute towards delivering, resourcing and financing the aims of the Community Strategic Plan. The Framework also guides how we report on our performance to our community, setting out a plan for how we will manage growth and enhance our services.

Our Mayor, Councillors and staff have worked closely over recent months to address the challenges and opportunities in achieving this balance. As General Manager, my priority is to ensure that the Council is sustainable so that we can respond to the needs and aspirations of our community.

We have over 50 different businesses within Council, which both individually and collectively deliver the services and facilities required by our community. Based on our application of the Australian Business Excellence Framework, we have streamlined the Delivery Program and Operational Plan to succinctly outline objectives, actions and what we deliver under each of the focus areas.

We will of course also continue to prioritise the delivery, maintenance and management of services that our community expects.

It's important to note that Council cannot address all of our community's aspirations alone and must partner with and advocate for other levels of government, agencies, the community and private enterprise to achieve these outcomes. The range of agencies involved is substantial and we have included these in this document to provide a guide to the range and diversity of other stakeholders involved.

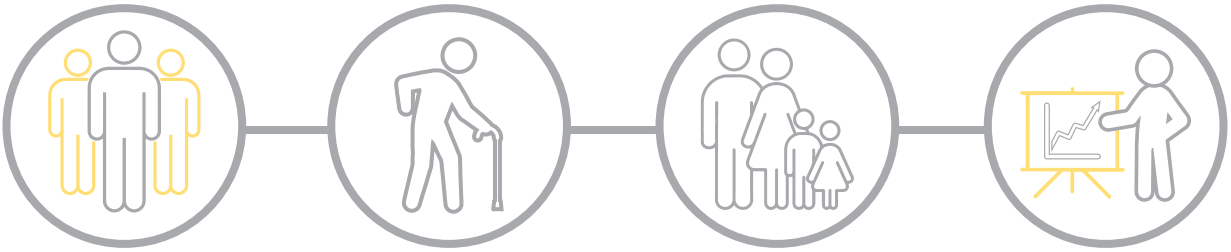
The views of the community are critical to guiding Council in its work and the community consultation and engagement process leads to better outcomes for everyone. Council is also continuing to grow our use of contemporary, sustainable communication channels, such as social and other digital media, to ensure we reach all people across Port Stephens.

Council works hard to deliver its services in transparent, financially and environmentally sustainable ways. It is not always possible to deliver all the aspirations of our community but by working together, we can achieve the key priorities in a way that sustains the great place in which we live.

Wayne

Wayne Wallis

About Port Stephens



92,800
people by 2026

Ages 65-79
largest population increase 2016- 2036

45 years
median age

1.4% growth
average annual population growth 2016-2026

The Port Stephens local government area (LGA) is the land of the Worimi nation, and Council values the unique status of Aboriginal people as the original owners and custodians of lands and waters, including those of the Port Stephens LGA.

Port Stephens was named for Sir Philip Stephens, First Secretary of the Admiralty in the late 1700's and later a Lord Commissioner of the British Admiralty between 1795 and 1806.

Region: Hunter

Area: 858.5 square kilometres

Population: 71,118 Estimated Residential Population (ABS 2016, ERP)

Population Projection: 92,800 by 2036 (NSW Department of Planning and Environment, 2016)

Median Age: 45 (Source: (ABS) 2016 Census QuickStats Port Stephens (A))

Population Density (persons/ha): 0.810

Labour Force: 33,833 (SALM, September Quarter 2017)

Unemployment: 4.4% (SALM, September Quarter 2017)

Number of Businesses: 4,750 (ABS, June 2016)

Main Employing Industries: Public Administration and Safety (14.8%), Manufacturing (11.8%) and Construction (11.4%)
(Source: REMPLAN, Employment (jobs) – Port Stephens (A) 2017)

Climate: (Williamtown weatherstation) Annual Mean Minimum Temperature 12.4°C; Annual Mean Maximum Temperature 23.1°C; Annual Mean Rainfall 1127.0mm
(Source: http://www.bom.gov.au/climate/averages/tables/cw_061078.shtml)

Major Population Centres: Raymond Terrace 12,815, Medowie 9,563, Nelson Bay 5,819
(Source: Australian Bureau of Statistics, (ABS) 2016 Census of Population and Housing)

Projected average annual population growth: 1.4% between 2016-2026

Age group to experience the largest population increase from 2016- 2036: 65-79 age group

More information is available in Council's Port Stephens Economic Profile, January 2017 available on our website
(Note: Information current as at 13 February 2018)

Our Vision

A great lifestyle in a treasured environment



An example of general comments received from the community during the informal consultation in late 2017.



Four Focus Areas

Our **Community**

Port Stephens is a thriving and strong community respecting diversity and heritage.

Our **Place**

Port Stephens is a liveable place supporting local economic growth.

Our **Environment**

Port Stephens' environment is clean and green, protected and enhanced.

Our **Council**

Port Stephens Council leads, manages and delivers valued community services in a responsible way.



Community Strategic Plan

What is the Plan's purpose?

The Community Strategic Plan (the Plan) is a cornerstone document of the NSW government's Integrated Planning and Reporting (IP&R) Framework required for all local governments. The purpose of the Plan is to:

- Identify community aspirations and priorities over the next ten years
- Outline Council's role in delivering these priorities
- Work with other governments and agencies to achieve our community's priorities
- Provide for community participation in decision making
- Provide a basis of accountability and consistency in reporting

Delivery Program and Operational Plan

How will we get there?

To deliver the Plan, Council requires various strategic and planning documents to guide its implementation and provide performance measures.

- Delivery Program – three years, reported on every six months
- Operational Plans – annual with budgets and fees and charges

Council's other strategic documents and policies provide more detail on the priorities and how Council plans to deliver them. These documents are available on Council's website.

Many of the community's priorities are beyond Council's sphere of control, involving partnerships with many other government departments, private enterprise and agencies.

The table below summarises Council's various roles in the community.

Sole responsibility	Deliver	As part of its core business, Council provides these services and assets
Shared responsibility	Facilitate and Support	Support and connect agencies to provide services in the community



Resourcing strategies

How will Council resource it?

Plans that are not properly resourced won't necessarily work. To meet the community's objectives, long term resourcing strategies are required. These consist of:

- Long Term Financial Plan
- Strategic Asset Management Plan
- Workforce Plan
- Fees and charges

Council is not the only source of funds for programs. Council funds are used to seed or match a range of other funding sources such as developer contributions, commercial profits and government grants. These additional funds are not guaranteed.

Monitoring the Plan

How will we know that we have succeeded?

A key purpose of a Community Strategic Plan is to bring about positive change or a desired outcome in the community.

Community Indicators

Council tests the effectiveness of its long term strategies in the community by assessing community indicators that show change over time. This data is also used to prepare the End of Term report. This report from the outgoing council measures the implementation and effectiveness of the Community Strategic Plan in achieving its social, environmental, economic and civic leadership objectives over the past three (normally four) years. Relevant community indicators are listed with each Key Direction.

Council's Performance Measures

Council deploys six key measures to record its performance against targets. Targets for each of these measures are determined annually and are listed in the Delivery Program. The measures are:

1. Service delivery
2. Customer satisfaction
3. Employee engagement
4. Governance
5. Risk management
6. Financial sustainability

Other

In some areas of Council, additional performance measures may be legislatively required.

Reporting on performance

Council regularly reports on its performance to ensure the community is informed of Council's operations and is able to track our progress and achievements in meeting the community's priorities.

Council uses a variety of reporting documents, including:

- Annual Report
- Six monthly reports
- Quarterly financial reports
- End of Term Report

How to read the Plan

The Plan establishes objectives for Port Stephens together with strategies for achieving those objectives over the next ten years.

Focus Areas

The four Focus Areas provide a structure for the Plan. These highlight the key priorities enabling Council to address key actions while aiming to holistically meet the community's vision of a great lifestyle in a treasured environment.

Key directions

Where do we want to be?

These are the long term priorities to achieve the vision.

Objectives

How will we get there?

These activities will assist us achieve the long term objectives.

Outcomes

How will we know that we have succeeded?

To assess this, Council monitors changes in the community and its own performance.

Community Indicators are markers that show change in the community over time.



Focus Area One

Our Community

Port Stephens is a thriving and strong community respecting diversity and heritage

Where do we want to be in the future?	How will we get there?
C1 Community diversity Our community accesses a range of services that support diverse community needs	C1.1 Provide facilities and services for children C1.2 Provide support for young people to build their confidence and contribution to the community C1.3 Encourage Port Stephens to be inclusive and access friendly C1.4 Support needs of an ageing population C1.5 Support volunteers to deliver appropriate community services
C2 Recognised traditions and lifestyles Our community supports the richness of its heritage and culture	C2.1 Recognise and support local Aboriginal and Torres Strait Islander People C2.2 Support and promote local cultural activities C2.3 Recognise and support the heritage of Port Stephens C2.4 Provide public libraries as vibrant community spaces
C3 Community partnerships Our community works with Council to foster creative and active communities	C3.1 Assist community service providers to effectively deliver services in the region C3.2 Support local community events that highlight and foster the creative, diverse nature of our community C3.3 Provide recreational and leisure facilities C3.4 Financially support creative and active communities

How will we know we have succeeded?

C1 Community Indicators	C2 Community Indicators	C3 Community Indicators
Usage of Council child care centres Participation in Council youth activities Usage of community halls Access friendly infrastructure Sustainable volunteer groups	Cooperative activities with local Aboriginal and Torres Strait Islander people Participation in cultural activities and events Preservation of Port Stephens heritage Public library usage	Diversity of services available to the community Participation in community activities and events Usage of recreation and leisure facilities Usage of Council's financial assistance programs



Focus Area One

Our Community

Port Stephens is a thriving and strong community respecting diversity and heritage

Where do we want to be in the future? (Community Strategic Plan)	How will we get there? (Delivery Program)
C1 Community diversity Our community accesses a range of services that support diverse community needs	C1.1 Provide facilities and services for children C1.2 Provide support for young people to build their confidence and contribution to the community C1.3 Encourage Port Stephens to be inclusive and access friendly C1.4 Support needs of an ageing population C1.5 Support volunteers to deliver appropriate community services
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How will we know we have succeeded?

C1 Community Indicators	C2 Community Indicators	C3 Community Indicators
Usage of Council child care centres	Cooperative activities with local Aboriginal and Torres Strait Islander people	Diversity of services available to the community
Participation in Council youth activities	Participation in cultural activities and events	Participation in community activities and events
Usage of community halls	Preservation of Port Stephens heritage	Usage of recreation and leisure facilities
Access friendly infrastructure	Public library usage	Usage of Council's financial assistance programs
Sustainable volunteer groups		

Focus Area Two

Our Place

Port Stephens is a liveable place supporting local economic growth

Where do we want to be in the future? (Community Strategic Plan)	How will we get there? (Delivery Program)
P1 Strong economy, vibrant local businesses, active investment Our community has an adaptable, sustainable and diverse economy	P1.1 Support sustainable business development in Port Stephens P1.2 Support and deliver services that attract sustainable visitation to Port Stephens
P2 Infrastructure and facilities Our community's infrastructure and facilities are safe, convenient, reliable and environmentally sustainable	P2.1 Plan civil and community infrastructure to support the community P2.2 Build Council's civil and community infrastructure to support the community P2.3 Maintain Council's civil and community infrastructure to support the community P2.4 Deliver road infrastructure services on behalf of Roads and Maritime Services
P3 Thriving and safe place to live Our community supports a healthy, happy and safe place	P3.1 Provide land use plans, tools and advice that sustainably support the community P3.2 Enhance public safety, health and liveability through use of Council's regulatory controls and services P3.3 Support the amenity and identity of Port Stephens P3.4 Support emergency services and protect Council assets from bush fires and extreme weather events

How will we know we have succeeded?

P1 Community Indicators	P2 Community Indicators	P3 Community Indicators
Tourism spend	Reduction in infrastructure gap	Efficient planning processes
Competitive and sustainably business environment	Condition of public assets	Perception of safety
Range of and attendance at iconic events	Condition of Council controlled roads	Housing affordability and stress
		Emergency services support

Focus Area Three

Our Environment

Port Stephens' environment is clean, green, protected and enhanced

Where do we want to be in the future? (Community Strategic Plan)	How will we get there? (Delivery Program)
E1 Ecosystem function Our community has healthy and dynamic environmental systems that support biodiversity conservation	E1.1 Protect and enhance local natural environment E1.2 Educate the community about the natural environment
E2 Environmental sustainability Our community uses resources sustainably, efficiently and equitably	E2.1 Reduce the community's environmental footprint
E3 Environmental resilience Our community is resilient to environmental risks, natural hazards and climate change	E3.1 Encourage community resilience to coastal hazards E3.2 Encourage community resilience to detrimental impacts from the environment E3.3 Encourage community resilience to the impacts of climate change

How will we know we have succeeded?

P1 Community Indicators	P2 Community Indicators	P3 Community Indicators
Air and water quality Habitat preserved and regenerated Participation in environmental education programs Noxious weed infestations	Improved water and energy consumption Waste per capita (landfill, recycle, green)	Coastal hazards mitigation and response Rehabilitated landfill sites Climate change mitigation and response



Focus Area Four

Our **Council**

Port Stephens Council leads, manages and delivers valued community services in a responsible way

Where do we want to be in the future? (Community Strategic Plan)	How will we get there? (Delivery Program)
L1 Governance Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety	L1.1 Develop and encourage the capabilities and aspirations of a contemporary workforce L1.2 Provide strong civic leadership and government relations L1.3 Provide a strong ethical governance structure L1.4 Provide strong supportive business systems for Council's operations L1.5 Reduce risk across Council
L2 Financial management Our Council is financially sustainable to meet community needs	L2.1 Maintain strong financial sustainability L2.2 Maximize non-rate revenue and investment to support Council services
L3 Communication and engagement Our community understands Council's services and can influence outcomes that affect them	L3.1 Provide a customer first organisation L3.2 Provide information in a range of accessible formats L3.3 Strengthen Council's reputation L3.4 Provide a voice for the community

How will we know we have succeeded?

P1 Community Indicators	P2 Community Indicators	P3 Community Indicators
Air and water quality Habitat preserved and regenerated Participation in environmental education programs Noxious weed infestations	Improved water and energy consumption Waste per capita (landfill, recycle, green)	Coastal hazards mitigation and response Rehabilitated landfill sites Climate change mitigation and response

IP&R Framework

Community Strategic Plan

2018-2028: **Our place. Our plan.**

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