

ATTACHMENTS UNDER SEPARATE  
COVER

ORDINARY COUNCIL MEETING  
11 APRIL 2023



**PORT STEPHENS**  
C O U N C I L

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# DEVELOPMENT ASSESSMENT REPORT

## APPLICATION REFERENCES

<b>Application Number</b>	16-2022-839-1
<b>Development Description</b>	Transitional Group Home
<b>Applicant</b>	INSITE PLANNING SERVICES PTY LTD
<b>Land owner</b>	FVSB PTY LTD
<b>Date of Lodgement</b>	14/10/2022
<b>Value of Works</b>	\$0.00
<b>Submissions</b>	75 submissions in objection

## PROPERTY DETAILS

<b>Property Address</b>	1-11, 15, 17-23, 26-27, 29-38, 42-43 & 45 Old Punt Road SWAN BAY, 1 & 40 Trawler Lane SWAN BAY
<b>Lot and DP</b>	LOT: 1-11, 15, 17-23, 26-27, 29-38, 42-43 & 45 DP: 285220
<b>88B Restrictions on Title</b>	Easement to drain water 2 wide Easement to drain water 6 wide & variable Right of foot way 2 wide
<b>Current Use</b>	Tourist Facility - Holiday Cabins and Oyster barn
<b>Zoning</b>	RU2 RURAL LANDSCAPE
<b>Site Constraints</b>	Bushfire prone land – category 1 and 3 SEPP (Resilience and Hazards) 2021 - coastal wetlands, coastal wetlands proximity area Acid sulfate soils – class 5 & 3 Endangered ecological communities – coastal saltmarsh; Biodiversity values map (wetlands) Height trigger map – RAAF base Williamtown & Salt Ash weapons range (refer structures higher than 45m) Bid strike group A - RAAF base Williamtown & Salt Ash weapons range (refer structures higher than 45m)
<b>State Environmental Planning Policies</b>	SEPP (Resilience and Hazards) 2021; State Environmental Planning Policy (Housing) 2021

## ITEM 1 - ATTACHMENT 4 PLANNERS ASSESSMENT REPORT.

**PROPOSAL**

The application seeks consent for a transitional group home at the tourist facility known as 'Fisherman's Village'. The proposed group home facility would be operated by Global Connect as an outreach program. The proposed transitional group home includes the following key elements:

- Maximum capacity of forty (40) participants at any given period, not including staff.
- Change of use for 29 existing tourist cabins to provide accommodation for the participants of the outreach program. The remaining balance of 10 cabins are proposed to remain for the approved tourist use. The typical cabin layouts are shown in **Figure 1** below.
- Group activities associated with the outreach program will be undertaken within the existing oyster barn. The oyster barn building is currently approved as a restaurant under the parent tourist facility and therefore requires a change of use to operate as part of the proposed transitional group home facility. The applicant has indicated the oyster barn will be used for dual purposes, as both a restaurant and to accommodate the group activities associated with the transitional group home.
- The existing restaurant in the oyster barn is proposed to continue operating from the site, providing meals to guests staying within the 'Fisherman's Village' tourist facility precinct. Hours of operation are:
  - Breakfast - 6.30-8.30am
  - Lunch – 12.30pm – 2pm
  - Dinner – 6pm – 7pm
- Shared use of communal facilities on Lot 1 and 2 between the tourist facility and group home uses. The shared communal facilities include, common driveway, open space areas, oyster barn including kitchen and dining hall, swimming pool, laundry facilities and communal bathrooms.
- The proposed hours for use of the oyster barn by participants is 6am-8pm daily.

No physical works are proposed as part of the application, given all activities and accommodation associated with the proposed group home use are within existing buildings.



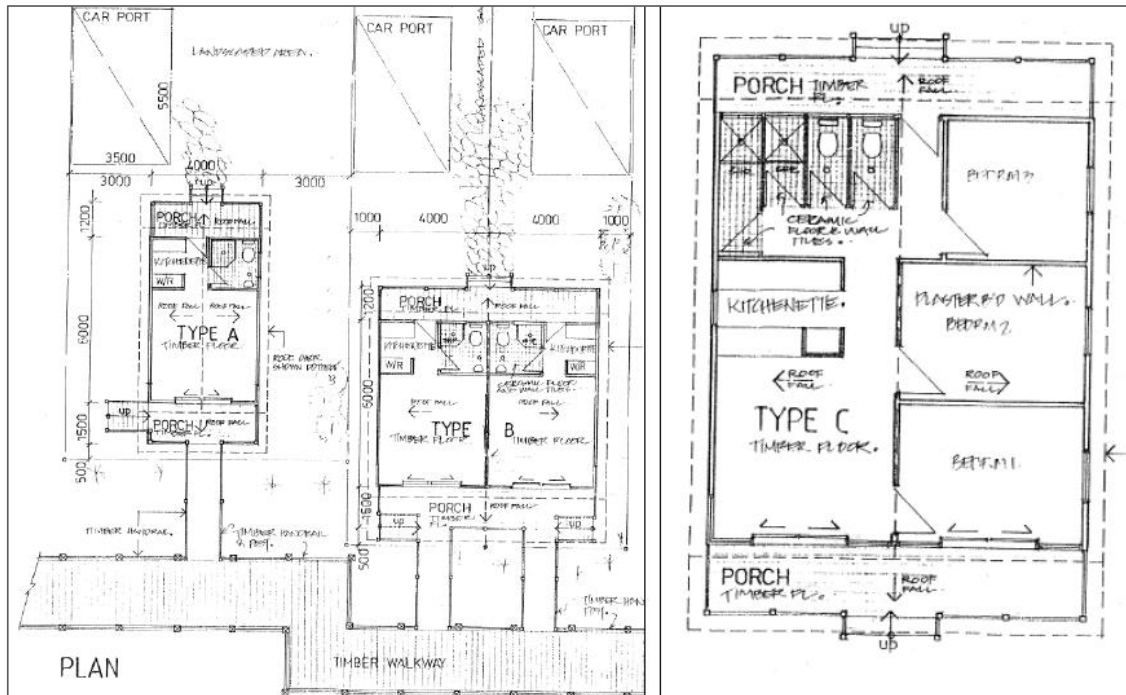


Figure 1: Typical cabin layouts

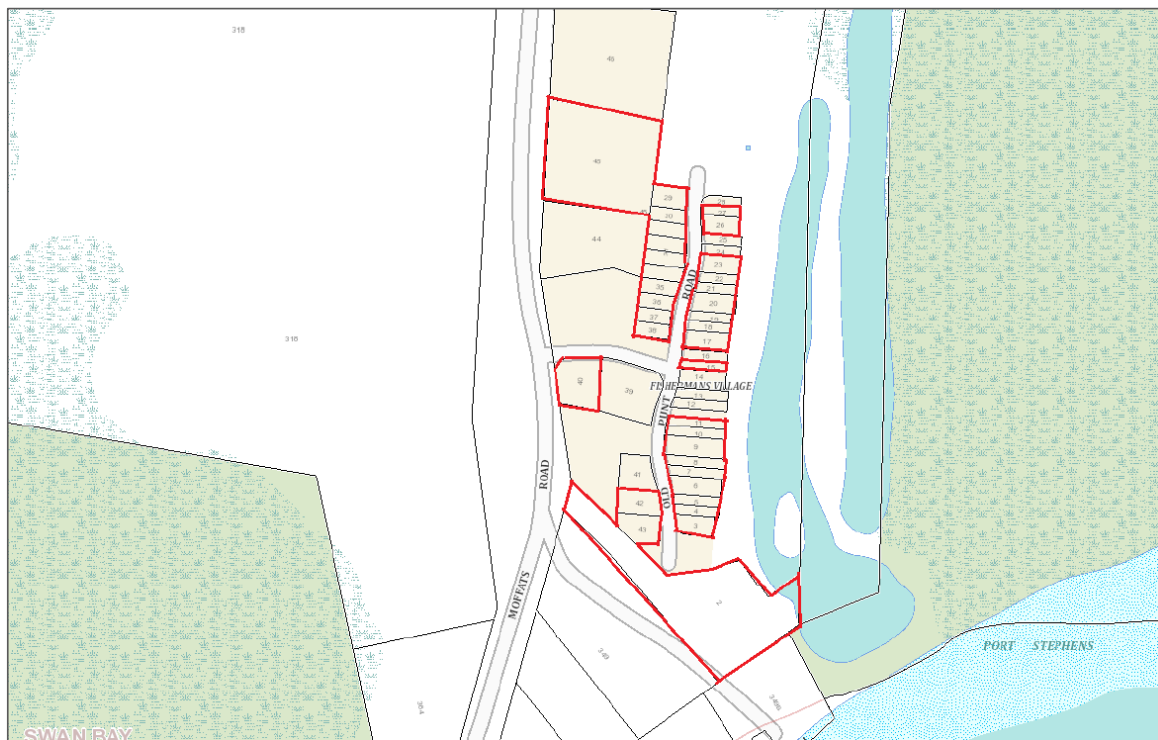


Figure 2: Tourist lots proposed for change of use to a transitional group home

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A detailed description of the Connect Global program is described in the Operational Management Plan (OMP) submitted with the application. The OMP describes the operations of the program as follows:

*“Connect Global Limited (CGL) is a Not-for-Profit organisation that facilitates outreach programs for men who are social disadvantaged and challenged. Specifically, the outreach program targets men who are ready to enter the recovery stage of dealing with their addiction to alcohol and/or drugs. In this sense CGL offer a Drug & Alcohol Rehabilitation, Education and Training Facility at their Swan Bay property.*

*CGL’s Mission statement is*

*“to equip men to live a Christ centred connected life of change. Resolving the devastating effects of substance addiction on the lives of individuals, their families, and their communities”.*

*The program focuses on a man’s responsibility to not only themselves, but their immediate family and the community in which they live by using a wholistic approach to achieve success.*

*The Connect Global Limited Rehabilitation Program uses no drugs/medication to rehabilitate the issues that are caused by drug abuse or alcoholism. Each program is tailored specifically to an individual’s needs, with programs generally running over a period of 6-12 months depending on the individual’s circumstances, with activities undertaken over this time on-site at Swan Bay, in the home with family and elsewhere in the community.*

*At the Swan Bay property, participants are put through an intensive 6 week on-site program, and will come back to the site between 3 and 6 times over the 6 – 12 months of the program. The program offers 24/7 staff supervision, access to case workers, psychologists, doctors, and group classes both on-site, and at other locations (eg Psychologist consulting rooms). Where activities occur off-site, participants are driven by CGL staff to and from appointments.*

*The program is centred around establishing accountability, disciplined routine, and work responsibility for each individual, taking a holistic approach to self-development which fosters mental, emotional, spiritual and physical healing, restoring dignity to each participant. The program connects individuals with the following services on-site and off-site to facilitate the above:*

*Rehabilitation Services*

- *Clinical Psychology*
- *Counselling and therapy*
- *One on one mentoring*
- *Relationship & communication skills*
- *Individual management planning*
- *Recreational and social activities*
- *Narcotics Anonymous*
- *Anger Management*
- *Conflict Resolution*

*Education*

- *Literacy Workshops*
- *Pre-vocational and vocational development programs*
- *Religious education & short courses*

*Training*

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- *Life skills workshops*
- *Legal system advocacy as required*
- *Job placement assistance as required*
- *Scheduled activities*
- *Health and Fitness programs*

*Site use details - Use of the Oyster Barn Building (on-site activities)*

- *Group Counselling sessions*
- *One on One mentoring*
- *Prayer and reflection sessions*
- *Dining (Breakfast/lunch/dinner)*
- *Chores on site (maintenance of yards, cooking, cleaning, waste management, laundry, etc)"*

The typical activities undertaken on any given day are described in the Operational Plan of Management as follows:

- "1. Exercise session from 6am.*
- 2. Breakfast 6.30-8.30am with all participants required to attend.*
- 3. 9am morning meeting (group counselling session) for all participants.*
- 4. Work duties follows which include: cleaning up the premises, gardening, kitchen work, bins, laundry, general maintenance of the premises etc.*
- 5. Lunch at 12.30 at Lot 2 with all the participants required to attend.*
- 6. 2pm there are further meeting which include:*
  - a) Mon/Wed/Fri there are group and individual meetings including psychological and counselling sessions*
  - b) Physical Training sessions in the afternoon*
  - c) Life skill meetings (including NA)*
  - d) Individual duties.*
- 7. Dinner 6pm with all participants to attend. Clean up by 7pm.*
- 8. Free time in the evening at the shed (Lot 2).*
- 9. Attending Church Sunday 8am to 12.30pm (off site)."*

**SITE DESCRIPTION**

The site is located at 2 Old Punt Road, Swan Bay comprised of 46 community title allotments. The site is commonly known as the 'Fisherman's Village', which is an approved tourist facility. The tourist facility was originally approved in 1992, with a further expansion approved in 1993, which included a 46 lot community title subdivision.

The lot composition of the site includes 39 tourist cabins, 2 communal facilities and 5 vacant lots with no structures. Under this application, 29 cabins are proposed for use as part of the transitional group home, while 10 cabins would remain for use as tourist accommodation. Lot 1 and 2 contain common areas, which are proposed to be shared between the group home and tourist uses. Lot 1 includes common driveways, open space, tennis court and a swimming pool. Lot 2 contains the approved oyster barn with a commercial kitchen and dining area.

The site covers an area of approximately 8,000m<sup>2</sup> and is relatively flat and clear of vegetation with the exception of landscape plantings scattered throughout the site. The Swan Bay water body adjoins the site to the south and an artificial canal to the east. Various commercial/marine

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operations are undertaken on the adjoining lot to the west, which includes a large shed and jetty. Rural residential land is located to the north of the site.

### BACKGROUND AND SITE HISTORY

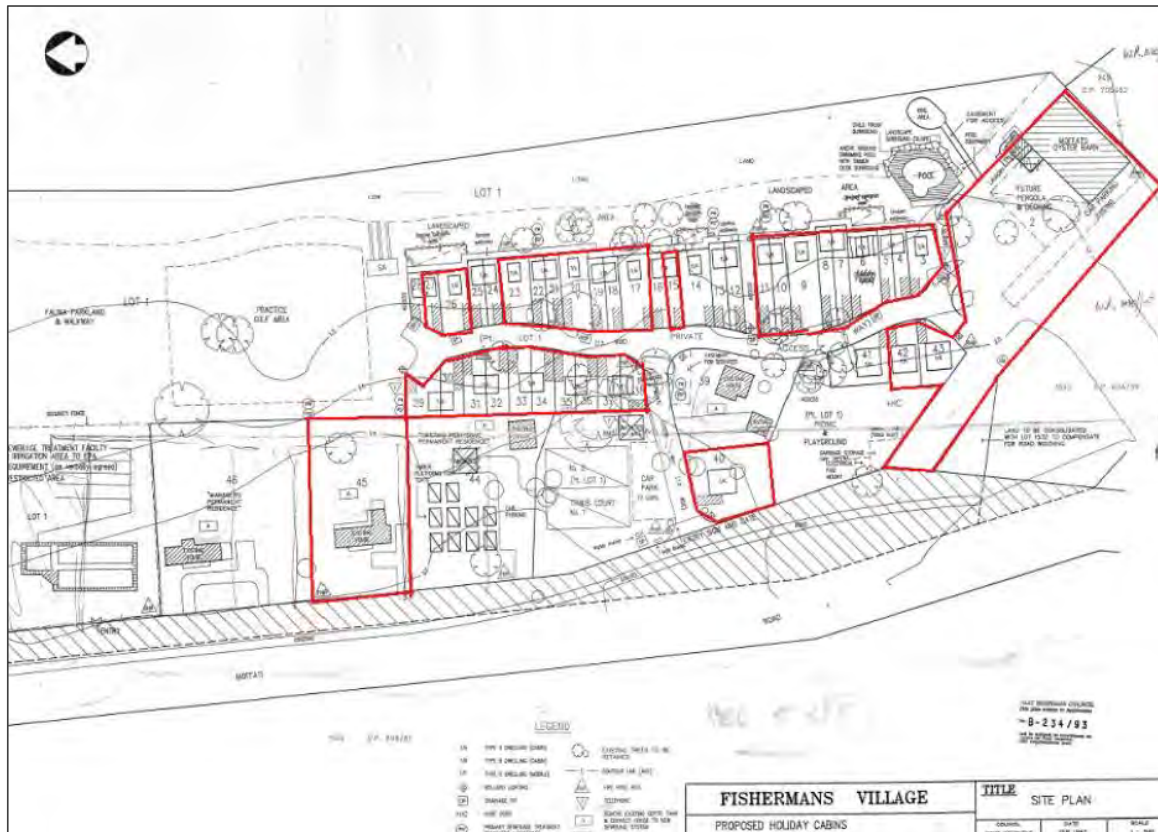
The site currently supports a tourist facility, consisting of 46 lots managed as community title which was originally approved in 1992. A summary of development applications lodged on this site is provided at **Table 1** below.

There is currently ongoing compliance proceedings associated with the use of the site as a transitional group home, including the cabins and oyster barn. This DA has been lodged in response to the compliance order.

**Table 1:** Summary of Development History

BA/DA Number	Development	Determination
BA 7-1974-262-1	Oyster Culling Shed	Approved
BA 7-1976-402-1	Alterations and Additions – Oyster Tasting and Promotion Room	Approved
BA 7-1989-4640-1	Tourist Facility – twelve holiday units	Approved, however, the consent lapsed
BA 7-1992-5731-1	Tourist Facility – twelve holiday units	Approved
BA 7-1993-80-1	46 Lot Community Title Subdivision and associated Tourist Facility – Holiday Cabin Development – this approved the Fisherman's Village and the tourist cabins now located on the site	Approved
BA 7-1993-80-2	Modification – Change to By Laws	Approved
DA 16-2021-1056-1	Community Facility	Withdrawn

The approved plans from BA 7-1993-80-1/2 and the sites subject to the proposed development are shown in **Figure 3** below.



**Figure 3:** Approved Site Plan BA 7-1993-80-1/2

### SITE INSPECTION

A site inspection was carried out on Thursday 9 February 2022.

The subject site can be seen in images 1 - 4 below:





**Image 1:** Common driveway and existing tourist cabins in background



**Image 2:** View of oyster barn and artificial canal





**Image 3:** View of oyster barn and shed on neighbouring site to the east



**Image 4:** Communal pool facilities

**ITEM 1 - ATTACHMENT 4 PLANNERS ASSESSMENT REPORT.****PLANNING ASSESSMENT**

The application was assessed, and comments provided, by the following external agencies and internal specialist staff:

Internal

Development Engineer – Supported with conditions.

Building Surveyor - Supported with conditions.

External

Rural Fire Service – Supported with conditions.

NSW Police – NSW Police responded, advising they were unable to make comment in regards to the application.

**Environmental Planning and Assessment Act 1979*****Section 4.46 - Integrated development***

Section 4.46 EP&A Act provides that development is integrated development if in order to be carried out, the development requires development consent and one or more other approvals. The proposed development is integrated as it requires approval under the Rural Fires Act 1997.

The application was referred to the NSW Rural Fire Service (RFS) as the site is bushfire prone and the proposal requires a bushfire safety authority under S.100B of the Rural Fires Act 1997. In response, RFS made no objection and supported the application, subject to General Terms of Approval.

***Section 4.15 - Matters for consideration***

The proposal has been assessed under the relevant matters for consideration detailed in Section 4.15 of the Environmental Planning and Assessment Act 1979 (EP&A Act).

***Section 4.15(a)(i) - any environmental planning instrument***

An assessment has been undertaken against each of the applicable environmental planning instruments (EPI's).

**State Environmental Planning Policy (Housing 2021)*****62 Determination of development applications******(1) A consent authority must not—******(a) refuse consent to development for the purposes of a group home unless the consent authority has made an assessment of the community need for the group home. . .***

The applicant's Social Impact Assessment (SIA) provides no detailed assessment of the extent of additional Alcohol and Other Drugs (AOD) services within the area that provide similar services to the proposed program, or assessment of the suitability of the site location for this purpose. Further assessment would be required to justify the need for the service within the locality and region. Further engagement of relevant service providers is also required to assess their capacity to provide services to the region.

There is concern with respect to the duty of care afforded to program participants, given a residential setting free of non-prescribed drugs and alcohol on the current site cannot be guaranteed due to the presence of tourists at the site. The inability to provide an Alcohol and Other Drug free environment for participants undergoing Alcohol and Other Drug rehabilitation consequently raises concerns in relation to the operator's duty of care to their clients and the ability for the facility to provide rehabilitation services to the community.



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With respect to local population characteristics as outlined in the Social Impact Assessment (SIA), the most obvious demographic features essentially all emphasise that Swan Bay is an older community. Other than this well-defined characteristic, there do not appear to be other demographic indicators of a demand for a group home within the immediate Swan Bay area.

Moreover, the applicant's SIA does not provide an assessment of other non-NADA (Network of Alcohol and other Drug Agencies) member services in the locality or the region. As CGL (the rehab facility operator) is not a NADA member service, there is limited understanding in the SIA of how the proposed operation contributes to the supply of non-NADA member services. Representatives of non-NADA member services in the local area were also not engaged by the applicant as part of the SIA to understand supply, demand and any challenges associated with operation.

The participants of the program are referred to the facility by a separate judicial process. The participants may not be residents of the Port Stephens LGA or the Hunter Region. Accordingly, it is unclear if there is a community demand for the group home within the proposed location.

In conclusion, there is insufficient detail in the SIA to demonstrate a need for the transitional group home in the proposed location. Importantly, the land use conflict arising between the tourist use and group home, largely founded on the inability to create a residential setting free of non-prescribed drugs and alcohol fails to demonstrate the group home and associated rehabilitation program will satisfy the community needs for such a facility.

Notwithstanding the above, the application is recommended for refusal on grounds relating to land use conflict, adverse social impacts and site suitability, as opposed to a lack of community demand for a transitional group home of this nature.

State Environmental Planning Policy (Resilience and Hazards) 2021

Chapter 2 Coastal Management

The aim of this Chapter is to promote an integrated and co-ordinated approach to land use planning in the coastal zone through managing development in the coastal zone and protecting the environmental assets. The subject land is mapped within the Coastal Environment Area, Coastal Use Area and land within proximity to coastal wetland areas.

*2.8 Development on land in proximity to coastal wetlands or littoral rainforest*

In accordance with Section 2.8 of Chapter 2 of the Resilience and Hazards SEPP, development consent must not be granted to development on land identified as 'proximity area for coastal wetlands' unless the consent authority (Council) is satisfied that the proposed development will not significantly impact the biophysical or ecological integrity of the adjacent coastal wetland of the quantity/quality of surface and ground water flows to and from the adjacent wetland.

Given the application is for a change of land use with no physical or building works, the proposed development is not considered to impact the biophysical or ecological integrity of the adjacent wetland nor is it considered to impact the quality/quality of the surface and ground water flows to and from said wetlands.

*2.10 Development on land within the coastal environment area*

In accordance with Section 2.10 of Chapter 2 of the Resilience and Hazards SEPP, development consent must not be granted for development within the coastal environment area unless the consent authority has considered whether the development will cause impact to the integrity of the biophysical and ecological environment, the values and natural coastal processes, marine

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vegetation, native vegetation and fauna and existing public open space and access to and along the foreshore.

The proposed development will not cause adverse impact on environmental values and natural coastal processes as it is a change of land use with no physical works required or proposed. Access to public open space and the foreshore would remain unchanged, noting that public access to the foreshore is not currently available through the site due to the site being private property.

*2.11 Development on land within the coastal use area*

In accordance with Section 2.11 of Chapter 2 of the Resilience and Hazards SEPP, development consent must not be granted for development unless the consent authority has considered existing and safe access to and along the foreshore, overshadowing and loss of views, visual amenity and scenic qualities and heritage values. The consent authority must also be satisfied that the development is designed and sited to avoid adverse impacts and to ensure the development has taken into account the surrounding built environment in its design.

The proposed development will not cause adverse impact on any existing public open space and safe access to and along the foreshore, beach, headland, or rock platform for members of the public as it is a change of use for existing buildings with no physical works proposed.

*2.12 Development in coastal zone generally—development not to increase risk of coastal hazards*

Section 2.12 of Chapter 2 of the SEPP requires consideration to whether the development would increase the risk of coastal hazards. The proposed development, involving no physical works, does not increase risk to coastal hazards.

Consequently, the proposed development generally complies with the aims of the Resilience and Hazards SEPP and the jurisdictional matters required for consideration stipulated under Section 2.8, 2.10, 2.11 and 2.12 and can therefore be supported.

Chapter 4 Remediation of Land

Section 4.6 of Chapter 4 of the Resilience and Hazards SEPP requires the consent authority to consider whether land is contaminated, is in a suitable state despite contamination, or requires remediation to be made suitable for the proposed development.

It is noted that the NSW list of contaminated sites and list of notified sites published by the EPA does not identify the site as being contaminated, nor has previous record of contamination in Council's system. The land is not within an investigation area, there are no records of potentially contaminating activities occurring on the site noting that it has been used as a tourist facility since 1993. On this basis, the proposed development satisfies the requirements of Chapter 4 of this SEPP.

Port Stephens Local Environmental Plan 2013 (LEP)

**Clause 2.3 – Zone Objectives and Land Use Table**

The proposed development is defined as a group home (transitional), which is permissible with consent in the RU2 Rural Landscape zone under the nominate parent term of group home in the land use table. The proposed outreach program operation, which spans over the oyster barn and several cabins on the site, is considered to be most appropriately characterised as a group home (transitional). This land use characterisation is based on the following:

- The development is occupied by persons forming a single household as the participants reside on site for weeks at a time to participate in the program, with shared kitchen, dining and lounge facilities, and the cabins providing for sleeping and amenities. The development is not solely confined to the oyster barn, but rather surrounding cabins and communal facilities.

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- The development includes the supervision of the participants by staff during their stay.
- The cabins provide temporary accommodation for the relief or rehabilitation of people for drug or alcohol rehabilitation purposes.
- Community facilities do not permit associated residential accommodation as part of the land use, unlike group home (transitional).

The objectives of the RU2 zone are as follows:

- *To encourage sustainable primary industry production by maintaining and enhancing the natural resource base.*
- *To maintain the rural landscape character of the land.*
- *To provide for a range of compatible land uses, including extensive agriculture.*
- *To facilitate a variety of tourist and visitor-orientated land uses that complement and promote a stronger rural sector appropriate for the area.*

The proposed development is not inconsistent with the zone objectives in respect to the following:

- The site would remain capable of supporting primary industry production associated with oyster aquaculture activities, as the proposed change of use does not involve the removal of any features of the site that support oyster aquaculture.
- The proposal does not involve any physical works and therefore would not cause any adverse impacts to rural landscape character.
- The site is not currently suitable to support extensive agriculture due to its small size. This would not change as a result of the proposal.

Notwithstanding the above, the application proposes the change of use of 29 existing tourist cabins to accommodation for the purpose of housing participants associated with the transitional group home use. The remaining balance of 10 cabins are proposed to remain for the approved tourist use. Whilst 10 cabins would be preserved for tourist use, the enjoyment of these cabins for tourist use would be impacted by the other cabins being used as a group home, given the intermixed and close nature of the tourist cabins in between the proposed group home cabins. These impacts extend to perceived safety, health, wellbeing, community wellbeing and amenity. These matters are discussed in greater detail against Section 4.15 (1)(b) (social impacts), later in this report.

On this basis, the proposed dual land-use of a transitional group home and tourist facility is not considered compatible in these circumstances, and the proposal would cause unacceptable impacts to the remaining tourist cabins. The impacts to the operation of the approved tourist facility are considered to contravene the objectives of the zone, specifically relating to the facilitation of a variety of tourist and visitor-orientated land uses that complement and promote a stronger rural sector.

**Clause 5.21 – Flood Planning**

The site is located within a High Hazard Floodway area with some parts of the site in a High Hazard Flood Fringe area. The existing flood risk (relating to flood damage and risk to life) remains unchanged with no proposed changes to on-site facilities and the site will continue to be used for short term temporary occupation, with no increase in the number of occupants. The proposal could satisfy the provisions of this section, subject to the preparation of a flood emergency response plan as a condition of consent, should the application be determined by approval.

**Clause 7.6 – Essential Services**

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The subject site is serviced by reticulated water, electricity and sewer. Moreover, the existing structures comprise appropriate stormwater management for roof and hard stand areas in accordance with Councils requirements. The subject land also maintains direct access to Old Punt Road, meeting the requirements of this clause.

**Clause 7.9 – Wetlands**

The proposal is located on land identified as wetland. However, no physical works are proposed and therefore no impacts to hydrology regimes, ecological conditions or vegetation within the wetland would occur. Similarly, there would be no water quality changes to the wetland as a result of the proposal.

***Section 4.15(a)(ii) - any draft environmental planning instrument that is or has been placed on public exhibition***

There are no draft EPI's relevant to the proposed development.

***Section 4.15(a)(iii) – any development control plan*****Port Stephens Development Control Plan 2014**

The Port Stephens Development Control Plan 2014 (DCP) is applicable to the proposed development and has been assessed below. Only those sections relevant to the proposal have been addressed.

**Chapter B5 – Flooding**

The subject land is mapped as being within the Flood Planning Area. Following from the discussion against clause 5.21 of the PSLEP above, the proposed development is acceptable in this regard.

The site is located within a High Hazard Floodway area with some parts of the site in a High Hazard Flood Fringe area. The existing flood risk (relating to flood damage and risk to life) remains unchanged with no proposed changes to on-site facilities and the site will continue to be used for short term temporary occupation, with no increase in the number of occupants. The proposal could satisfy the provisions of this section, subject to the preparation of a flood emergency response plan as a condition of consent, should the application be determined by approval.

**Chapter B7 – Heritage**

The site is not listed as a state or local heritage item. There are no proposed ground disturbance works that could impact Aboriginal heritage or sensitive artefacts.

**Chapter B8 – Road Network and Parking**

There are no additional car parking requirements generated as a result of the proposed transitional group home, noting that the number of cabins is not proposed to increase and sufficient car parking is already available for staff and the oyster barn.

The proposed transitional group home use would generate comparable traffic volumes to the approved tourist and visitor facility, noting that the number of cabins on site is to remain unchanged. On this basis, the existing road network has the capacity cater for the proposal.

**Chapter C – Development Types**

There are no development specific DCP chapters that apply to the proposal.

**Chapter D – Site Specific Controls**

There are no site specific DCP chapters that apply to the proposal.

**ITEM 1 - ATTACHMENT 4 PLANNERS ASSESSMENT REPORT.*****Section 4.15(1)(a)(iv) the regulations (to the extent that they prescribe matters for the purposes of this paragraph)******Section 62 - Consideration of fire safety***

The provisions of Section 62 of the Environmental Planning and Assessment Regulation 2021 are relevant to the proposal.

Port Stephens Council, as the consent authority for this application must—

- (a) consider whether the fire protection and structural capacity of the building will be appropriate to the building's proposed use, and
- (b) not grant consent to the change of building use unless the consent authority is satisfied that the building complies, or will, when the development is completed, comply, with the Category 1 fire safety provisions that are applicable to the building's proposed use.

As such, the following upgrades will be required as part of this change of use application, which will be raised as conditions of any approval of this development application.

- a) The mezzanine floor level, the coolroom, freezer room and any other unauthorised building work associated with the community building shall be assessed by a structural engineer. A certificate of the structural capacity, citing its intended purpose, shall be provided to the certifying authority prior to the issue of an occupation certificate
- b) Exit doors complying with Section D of the Building Code of Australia shall be provided in the community building. The number of exits shall consider the number of occupants as calculated by D1.13, the width of available exits under D1.6 and travel distances to exits as per D1.4.
- c) Exit signs and emergency lighting shall be installed in the community building achieving compliance with Part E4 of the Building Code of Australia.
- d) Braille exit signs shall be installed in the community building as per D3.6 of the Building Code of Australia.
- e) The cool and freezer rooms shall be upgraded to comply with G1.2 of the Building Code of Australia.

In the event the application is determined by way of approval, a conditions would be recommended requiring a fire safety certificate, addressing the above requirements be provided to the certifying authority prior to the issue of an occupation certificate for the change of use of the community building.

***Section 4.15 (1)(b) the likely impacts of that development, including environmental impacts on both the natural and built environments, and social and economic impacts in the locality*****Social and Economic Impacts**

The application includes a Social Impact Assessment (SIA), which concludes the following:

*“there are clear divergences among local residents with respect to GCL’s presence. Some have negative views, others are positively disposed to CGL. As such, determining a truly reliable assessment of localised impacts is problematic.*

*The impacts on the broader communities can be characterised as positive. There is a societal need for these services. In the context of a growing population, it is likely that, in absolute if not proportional terms, the need will increase over time.*

*Local residents have expressed their concerns and endorsements of CGL’s activities. As has been acknowledged, even though it is likely that some level of apprehension will remain regardless of what CGL does, some improvements are recommended in Section 7.2 that,*

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*from a balanced view, should contribute to addressing negative impacts, and enhancing positive impacts.”*

A number of recommendations are made in the SIA relating to the following:

- Amendment to the operational management plan to define expected behaviours of staff and participants;
- Introduction of a site induction procedure for participants;
- Amend the operations plan and complaints and dispute procedure to make the documents internally consistent and expressly set out procedures in respect of complaints by local residents or other external (third) parties;
- Implement visitation rules, including visitation period number of visitors and goods that visitors may bring to site;
- Continued community engagement to be incorporated into the existing complaints and dispute procedure; and
- Development of a response, recording and reply structure to be implemented in the complaints and dispute procedures.

In accordance with the findings of the applicant's SIA, the proposal would have beneficial social impacts, derived from the drug and alcohol rehabilitation programs. The proposal also provides transitional accommodation which allows participants to undertake the program away from the environment in which they may have previously used drugs or alcohol. The positive social benefits are evident in the description of the program provided in the Operational Management Plan (OMP) submitted with the application, as follows:

*“Connect Global Limited (CGL) is a Not-for-Profit organisation that facilitates outreach programs for men who are social disadvantaged and challenged. Specifically, the outreach program targets men who are ready to enter the recovery stage of dealing with their addiction to alcohol and/or drugs. In this sense CGL offer a Drug & Alcohol Rehabilitation, Education and Training Facility at their Swan Bay property.”*

The SIA highlights that the proposed program would directly improve the mental and physical health and wellbeing of participants in the program and notes that successfully recovered participants would be able to return to a productive life, no longer burdening health and welfare services. Families and associates of successful participants would also benefit as a result of a participants recovery.

The SIA highlights a need for drug and alcohol rehabilitation services in the locality, noting that no such facilities registered as members of the Network of Alcohol and other Drugs Agencies exist in the Port Stephens Local Government Area (LGA). However, it is acknowledged that there may be other non-member operators in the Port Stephens LGA.

Despite the social benefits associated with the proposal, there are adverse social impacts that will be felt by the users of the remaining 10 tourist cabins, intermixed with the 29 cabins proposed for use as a transitional group accommodation. This would be further exacerbated by the shared nature of the communal facilities, including, pool, tennis court and restaurant/kitchen within the oyster barn. The hours of the restaurant coincide with the meal times for the rehabilitation program. This creates incongruity between the restaurant being open to the public and using the facility as part of a rehabilitation program, such as the use of alcohol by the public at the restaurant. As result, it is unlikely that the approved restaurant and rehabilitation program could coexist in an appropriate manner.

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Council commissioned a third party review of the SIA submitted with the application. The independent review was undertaken by Umwelt, dated February 2023. The review of the SIA made the following key findings:

- The dual use of the site for tourist accommodation and as a group home are incompatible, based on consideration of the RU2 Rural Landscape zone objectives and a review of the community submissions.
- Social impacts have not been evaluated using likelihood and magnitude levels and consequently the overall significance of social impact has not been identified in the report. Despite this, Umwelt is of the view that social impacts experienced by tourist users of the development are likely to be significant.
- Stakeholders, that may be impacted, or who have an interest in the proposal, have not been adequately consulted to consider all relevant views, including those of more vulnerable or marginalised groups.
- There is no discussion in the assessment of how consideration of social impacts has been used to inform the proposal design/service delivery. This is evident as there have been no changes made to the Plan of Management, following the completion of the SIA in October 2022.
- Limited mitigation measures have been proposed to address the social impacts that have been identified in the assessment, with no reference to how the proponent intends to adaptively manage social impacts. A complaints and grievance process, while a valid mechanism, will not be sufficient to mitigate/manage the potential social impacts associated with the proposal.
- As per the 'Practice Guide: Providing Alcohol and Other Drug Treatment in Residential Settings (2022)', rehabilitation program operators have a duty of care to provide a safe alcohol and drug free environment for their participants to facilitate recovery, which in the current context will be difficult to achieve given the proposed mixed use of the site with tourists. As a result, rehab participants may gain access to drugs or alcohol, compromising the safety of both program participants and tourist users may be compromised as a result of a lack of separation between the two uses of the site and shared use of communal facilities.
- Further assessment required of how the proposal may change the local demographic, social and cultural characteristics of the Village and the broader Swan Bay community.
- The SIA has not examined how social impacts may change should the proposal not proceed.

Social issues are also identified within the public submissions received in relation to the proposal. All 75 of the submissions were opposed to the proposal, however, some recognised the importance of drug and rehabilitation facilities, if appropriately located. The relevant social issues raised in the submissions are summarised in the following broad categories:

- Mixing of local residents including children with convicted criminals and drug and alcohol users;
- Equitable access to communal facilities at the site;
- Safety concerns relating to the presence of convicted criminals and drug and alcohol users;
- Anxiety, fear and unease due to presence of convicted criminals and drug and alcohol users;
- Overall dissatisfaction with the existing and proposed group home/rehabilitation program, including its effectiveness at rehabilitating participants;

**ITEM 1 - ATTACHMENT 4 PLANNERS ASSESSMENT REPORT.**

- Difficulties ensuring proper oversight, security and control of participants in the group home/rehabilitation program;
- Potential for drug use or illegal activities to occur on the site;
- Lack of access to emergency services;
- Anti-social behaviour from group home/rehabilitation program users; and
- Traffic, noise, dust and general amenity related impacts.

Other miscellaneous objections to the proposal were made in the submissions, relating to other aspects of the development. However, many relate to allegations made regarding the existing operation of the group home/rehabilitation facility.

In conclusion, the proposal could potentially be considered suitable, if the transitional group home change of use was to cover the entire tourist facility and the site was properly managed, to avoid land use conflict and prevalent social impacts. Wider off-site impacts to surrounding rural residential land are considered to be limited due to their distance from the facility and supporting more long-term occupation compared to the short term tourist use. However, due to the intermixed nature of tourist sites throughout the group home cabins and shared use of communal facilities, it is unlikely that these two uses could exist in harmony on the site. This is further exacerbated by the transient nature of tourists, who may visit the site, unaware that it is shared with a transitional group home facility, as expressed in a large number of the public submissions received. Tourists would also be unaware of the management practices associated with the outreach program.

The applicant's Operational Management Plan (OMP) does not include sufficient controls to appropriately mitigate and manage the relationship between the group home and tourist uses and ensure the safety of all persons involved. Given the intermixed nature of the two land uses, it is unlikely that sufficient management controls could be feasibly implemented to rectify this land use conflict to an acceptable extent. Moreover, the OMP does not include sufficient supervision and management controls to ensure a drug free environment. Similarly, it is unlikely that this could be achieved given the intermixed nature of the two land uses.

On this basis, the proposal would result in unacceptable social impacts and the application is recommended to be refused on these grounds.

#### Impacts on the Built Environment

The proposed development would not result in any impacts to the built environment as no physical works are proposed. The proposed use would take place within existing buildings.

#### Impacts on the Natural Environment

The proposed development would not result in any impacts to the natural environment as no physical works are proposed.

In the event the application is approved, operational waste from the site could be managed appropriately subject to conditions of consent.

#### ***Section 4.15(1)(c) the suitability of the site for the development***

The proposal is for a change of use and does not involve any physical works. As a result, the environmental values of the site will not be adversely impacted as a result of the proposal.

Impacts from natural hazards including bushfire and flooding have been appropriately considered and the facility can be appropriately managed in this regard, subject to conditions.

Notwithstanding, the site is not considered suitable for the proposed use as the transitional group home is located on a site intermixed with tourist cabins and involves shared use of communal facilities including a swimming pool and oyster barn restaurant/dining area. As a result, the



## ITEM 1 - ATTACHMENT 4 PLANNERS ASSESSMENT REPORT.

proposal would likely result in adverse social impacts affecting the remaining tourist cabins, which contradicts the objectives of the zone relating to facilitating a variety of tourist and visitor-orientated land uses that complement and promote a stronger rural sector.

The site could potentially be considered suitable, if the proposed change of use to a transitional group home was to encompass the entire tourist facility and was properly managed through detailed actions to avoid land-use conflict and adverse social outcomes. As outlined in the Umwelt peer review of the SIA, this would include a suite of social impact management measures to address levels of community outrage, and more intangible social impacts such as psychosocial impacts, impacts on sense of community within 'Fishermans Village', potential division between residents and clients. Such measures have not been fully identified within the applicant's SIA provided as part of the application.

Notwithstanding, the change of use does not encompass the entire tourist facility and appropriate detailed management actions have not been proposed, and as a result the site is not suitable for the proposed development.

**Section 4.15(1)(d) any submissions made in accordance with this act or the regulations**

Public Submissions

The application was exhibited from 31 October 2022– 14 November 2022, in accordance with the provisions of the Port Stephens Council Community Participation Plan. 75 submissions from 78 individuals were received during this time. The matters raised during the exhibition period have been detailed in the table below.

Comment	Council Response
<p><b>Land use</b></p> <ul style="list-style-type: none"> <li>• Proposal does not meet definition of a transitional group home.</li> <li>• The tourist and group home land uses are incompatible.</li> </ul>	<p>The description of the proposal within the Statement of Environmental Effects submitted with the application matches the definition of transitional group home in the Port Stephens Local Environmental Plan 2013, which is as follows:</p> <p><b><i>“Group home (transitional) or transitional group home means a dwelling—</i></b></p> <p><i>(a) that is occupied by persons as a single household with or without paid supervision or care and whether or not those persons are related or payment for board and lodging is required, and</i></p> <p><i>(b) that is used to provide temporary accommodation for the relief or rehabilitation of people with a disability or for drug or alcohol rehabilitation purposes, or that is used to provide half-way accommodation for persons formerly living in institutions or temporary accommodation comprising refuges for men, women or young people,”</i></p> <p>As detailed elsewhere in this report, it is concluded that due to the intermixed nature of tourist cabins throughout the proposed group home facility and shared use of communal</p>

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	facilities, it is considered unlikely that these two uses could exist in harmony and therefore it is agreed that the tourist and group home land uses are incompatible in the circumstances of the application.
<b>Communal facilities</b> <ul style="list-style-type: none"> <li>Communal facilities are not currently accessible to tourist users.</li> <li>The proposal will result in communal facilities only being available to group home/rehab users.</li> <li>Access has been restricted to communal areas through signage.</li> </ul>	The applicant suggests the shared communal facilities are proposed to be available to both tourists and the group home users. However, due to the incompatible nature of the two land uses as identified in this report, it is agreed that the proposal would restrict or discourage equitable access to communal facilities.
<b>Social impacts</b> <ul style="list-style-type: none"> <li>Social impact study is inadequate, including consultation.</li> <li>Community, including families and children are frightened to enter or stay at the village and do not feel safe.</li> <li>Intimidating, violent and anti-social behaviour from existing group home/rehab users has been witnessed at the site.</li> <li>The group home/rehab users may conduct criminal activities.</li> <li>The existing group home/rehab facility is unsuccessful in rehabilitating participants, leading to relapse.</li> <li>Existing group home/rehab users wander for kilometres from the site.</li> <li>A more isolated location should be chosen for such a group home/rehab users.</li> <li>Community, including families and children would mix with criminals including drug addicts and sex offenders.</li> <li>Submitter agrees that rehab facilities are required to assist these men, but consideration must also be given to the where it is appropriate to do so.</li> <li>Supervision and security of the group home/rehab users is inadequate.</li> <li>Noise generated by group home/rehab</li> </ul>	<p>The Operational Management Plan submitted with the application indicates access to medical professionals is available through the program.</p> <p>The proposal caters for drug and alcohol rehabilitation, which includes participants with a criminal history. There are a number of beneficial social aspects of the proposal and a broader societal need for group home and drug and alcohol rehabilitation facilities. However, as outlined in this report, due to the intermixed nature of tourist sites throughout the proposed group home cabins and shared use of communal facilities, it is considered unlikely that these two uses could exist in harmony. This is further exacerbated by the transient nature of tourists, who may visit the site, unaware that it is shared with a transitional group home facility. As a result, safety, health, wellbeing, community and amenity related impacts are likely to be felt by tourist users of the site, in line with the submissions received by community members.</p> <p>Additionally, a number of deficiencies in the applicant's Social Impact Assessment (SIA) have been identified by Umwelt as part of a third party review that specialises in social impact assessment. The third party review also identified deficiencies in the Operational Management Plan (OMP) submitted with the application and highlights that the plan does not adequately demonstrate that the proposed use can offer the appropriate duty of care to participants in the program.</p> <p>Consistent with the community submissions</p>

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<p>users.</p> <ul style="list-style-type: none"> <li>• There have been police attendances to the property.</li> <li>• There is a lack of Police presence in the Swan Bay area.</li> <li>• Group home/rehab users don't have access to jobs or public transport.</li> <li>• Loss of peace, quite and small community feeling in Swan Bay.</li> <li>• The operators of the existing group home/rehab do not perform duty of care.</li> <li>• Existing group home/rehab users can access drugs and alcohol.</li> <li>• Local school bus pick-up and drop-off points are Moffats Road leading to an increased safety risk.</li> <li>• The existing home/rehab facility does not use proper medical professionals.</li> <li>• There is a general lack of services.</li> <li>• The operators of the existing group/home rehab facility are only temporarily improving their image while the DA is lodged with Council.</li> <li>• Council should do their own independent social impact study.</li> </ul>	<p>received in relation to the DA, it is concluded that the proposal would result in unacceptable social impacts and therefore is recommended to be refused on these grounds.</p>
<p><b>Natural Hazards</b></p> <ul style="list-style-type: none"> <li>• The site is a high hazard flood zone and is not appropriate for the proposed group home use.</li> <li>• The site is bushfire prone and there for not appropriate for the proposed use.</li> <li>• Group home/rehab users present a risk of arson.</li> </ul>	<p>The site is located within a High Hazard Floodway area with some parts of the site in a High Hazard Flood Fringe area. The existing flood risk (relating to flood damage and risk to life) remains unchanged with no proposed changes to site facilities. The site will continue to be used for short term temporary occupation for the same number of occupants. The proposal could satisfy the provisions of this section, subject to the preparation of a flood emergency response plan as a condition of consent.</p> <p>The proposed group home is a development type nominated as a special fire protection purpose and therefore requires approval from RFS. The application was referred to RFS who made no objections, subject to conditions relating to asset protection zones, ember protection, emergency evacuation procedures, landscaping, and road and water utility</p>

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	<p>upgrades.</p> <p>Arson is a criminal act and is a matter to be dealt with by NSW Police, not as part of a development application.</p>
<p><b>Traffic and roads</b></p> <ul style="list-style-type: none"> <li>• Increase in traffic and associated dust and noise.</li> <li>• The roads in Swan Bay are in disrepair.</li> <li>• Traffic is damaging roads.</li> <li>• The application states the users of the existing group home/rehab facility do not have cars.</li> <li>• Some existing Group home/rehab users think Moffatts Road is a private driveway.</li> <li>• The existing Group home/rehab users walk and run along Moffatts Road in the dark, presenting a safety hazard.</li> </ul>	<p>The proposal would generate traffic volumes comparable with the approved tourist and visitor operations, noting that the number of cabins on site is to remain the same. On this basis, the existing road network has the capacity cater for the proposal. Repair of roads will continue to occur in accordance with Council's maintenance program.</p> <p>Moffatts Road is a public road and not a private driveway. Council's assessment of the application has been undertaken on that basis. Council cannot restrict pedestrian access to public roads. However, the Operational Management Plan submitted by the applicant could be updated to provide stricter management of the daily exercise undertaken by participants of the program. No such measures are currently included and the Operational Management Plan is considered inadequate for the proposed use.</p>
<p><b>Food handling</b></p> <ul style="list-style-type: none"> <li>• The oyster barn kitchen may not meet the relevant food safety standards.</li> </ul>	<p>The proposed group home and any associated kitchen would be required to comply with the Food Act 2003, if approved by Council.</p>
<p><b>Impact on land values</b></p>	<p>Impacts to land or home values are not relevant matters for consideration under Section 4.15 of the EP&amp;A Act 1979.</p>
<p><b>Criminal and other allegations</b></p> <ul style="list-style-type: none"> <li>• Submission alleges the site is regularly visited by outlaw motorcycle gangs.</li> <li>• Submission alleges the existing group home/rehab users have trespassed on private property.</li> <li>• Submission alleges people are dealing drugs on the site.</li> <li>• Submission alleges that vehicles associated with the existing group home/rehab facility speed on the roads and partake in other dangerous driving behaviour and drive unregistered vehicles.</li> <li>• Submission alleges some group/home</li> </ul>	<p>Criminal activity is a matter for the NSW Police.</p> <p>The payment of contractors is a civil matter, which is not related to the assessment of the DA.</p> <p>General perceptions and pricing of the existing group home/rehab facility operators are not relevant matters for consideration under Section 4.15 of the EP&amp;A Act 1979.</p>

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<p>rehab users are in breach of bail conditions.</p> <ul style="list-style-type: none"> <li>Submission alleges the operators of the existing group home/rehab facility do not pay contractors.</li> <li>The operators of the existing rehab facility are secretive and deceptive.</li> <li>The existing group home/rehab facility is overpriced.</li> </ul>	
<p><b>Community Management Statement</b></p> <ul style="list-style-type: none"> <li>The community management statement does not allow for the type of facility proposed.</li> <li>The existing community management statement exists to benefit all lot owners and therefore the proposal is inconsistent with this.</li> </ul>	<p>There was a Civil and Administrative Tribunal hearing with regard to the Community Management Statement (Shetab &amp; Ors v The Owners DP 285220). The claims that the current facility was inconsistent with the Community Management Statement were dismissed given the evidence before the tribunal was deemed to be insufficient to support a finding that the activities of Connect Global breached any by-laws. Notwithstanding, the application is recommended for refusal on other planning grounds.</p>
<p><b>Other</b></p> <ul style="list-style-type: none"> <li>The proposal is a land grab, pushing out small investors and the existing community.</li> <li>Unlawful dumping has occurred by operators of this site.</li> <li>Existing Group home/rehab users are not picking up rubbish on Moffatts Road, as indicated in the application.</li> </ul>	<p>The proposed group home, is listed as a use permitted with consent in the RU2 Rural Landscape zone and therefore warrants consideration through the development application process. Social impacts to local residents are considered throughout this report and have been found to be unacceptable in the circumstances of the application.</p> <p>Illegal dumping is known to occur in Swan Bay and numerous other locations across the Port Stephens Area. Council's compliance section takes preventative actions to minimise illegal dumping and investigates illegal dumping incidences as required. This is a separate matter to the assessment of development applications.</p> <p>The Operational Management Plan included with the application indicates rubbish collection will occur as part of the rehabilitation program. The Operational Management Plan is proposed to be implemented as part of the development, should the application be approved by Council.</p>
<p><b>Unauthorised use of the facility</b></p> <ul style="list-style-type: none"> <li>The facility is operating without Council approval.</li> </ul>	<p>Council has issued two compliance orders in relation to the unauthorised use of the facility. The latest order, issued on August 30, 2022, requires the following to be done:</p>

## ITEM 1 - ATTACHMENT 4 PLANNERS ASSESSMENT REPORT.

	<ul style="list-style-type: none"> <li>• Cease the use of the premises as a Transitional Group Home.</li> <li>• Only use the premises for its approved use.</li> </ul> <p>The order also provides the following Clause to which this DA responds to:</p> <p><i>If a competent development application, seeking to regularise the unauthorised use of the Premises, is lodged within sixty (60) days from the date of the Order, Council will consider deferring action for failing to comply with the terms of the Order until determination of the application.</i></p>
<b>Wastewater</b> <ul style="list-style-type: none"> <li>• The existing wastewater system is likely insufficient.</li> </ul>	<p>The site is serviced by sewer, which if required, could be upgraded in accordance with Hunter Water Corporation requirements.</p>
<b>Notification of DA</b> <ul style="list-style-type: none"> <li>• Only a few residents on Moffatts Road were notified of the application and the residents of Fisherman's village were not.</li> </ul>	<p>Council's Community Participation Plan requires notification of DAs for group homes to neighbouring properties. These notification requirements were satisfied and extended to residents further along Moffatts Road and surrounds due to the known community interest in the proposal. However, not all residents on Moffatts Road were sent letters given the significant distance some of these properties are from the development site.</p>

**Section 4.15(1)(e) the public interest**

The proposed transitional group home facility provides drug and alcohol rehabilitation services and transitional accommodation for persons with criminal convictions. There are a number of positive social aspects of the proposal and a broader societal need for group homes and drug and alcohol rehabilitation facilities. However, due to the intermixed nature of tourist sites throughout the group home cabins and shared use of shared communal facilities, it is considered unlikely that these two uses could exist in harmony. This is further exacerbated by the transient nature of tourists, who may visit the site, unaware that it is shared with a transitional group home facility. As a result, safety, health, wellbeing, community and amenity related impacts are likely to be felt by tourist users of the site. This is consistent with the 75 submissions objecting to the proposal, which raise the following concerns.

- Mixing of local residents including children with convicted criminals and drug and alcohol users;
- Equitable access to communal facilities at the site;
- Safety concerns relating to the presence of convicted criminals and drug and alcohol users;
- Anxiousness, fear and unease due to presence of convicted criminals and drug and alcohol users;

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- Overall dissatisfaction with the existing and proposed group home/rehabilitation program, including its effectiveness at rehabilitating participants;
- Difficulties ensuring proper oversight, security and control of participants in the group home/rehabilitation program;
- Potential for drug use or illegal activities to occur on the site;
- Lack of access to emergency services;
- Anti-social behaviour from group home/rehabilitation program users; and
- Traffic, noise, dust and general amenity related impacts.

Additionally, a number of deficiencies in the Social Impact Assessment (SIA) submitted with the application have been identified as part of a third party review conducted by Umwelt, who specialise in social impact assessment. The third party review also identified deficiencies in the Operational Management Plan submitted with the application and highlights that the plan does not adequately show that the proposed use can offer the appropriate duty of care to participants in the program.

Taking into consideration the adverse social impacts of the proposal and the likelihood of land use conflict, on balance, the proposal is not considered to be in the public interest,

***Section 7.11 & 7.12 – Local Infrastructure Contributions***

Development contributions are not applicable as the proposal does not involve the addition of any new dwellings. Section 7.12 contributions are not applicable as the proposal does not exceed the relevant cost of works threshold for contributions.

**DETERMINATION**

The application is recommended to be refused under delegated authority, subject to the reasons for refusal provided as contained in the notice of determination.



# Medowie Place Plan



Medowie Place Plan – March 2023



# Guudji Yiigu

(Goo-jee ik-koo)

We welcome you to  
Port Stephens – part of  
the Worimi Aboriginal  
Nation who speak the  
Gathang language.



We acknowledge the Worimi  
as the original Custodians  
and inhabitants of Port  
Stephens.

May we walk the road  
to tomorrow with mutual  
respect and admiration as  
we care for the beautiful land  
and waterways together.

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## What is a Place Plan

Place plans are a way of planning for the growth of unique towns and villages across Port Stephens. Place plans provide a local filter on the Port Stephens Community Strategic Plan and other important planning documents to create actions which improve the liveability and wellbeing of our communities.

### Actions

The actions in our local place plans create alignment in the way we plan for future land use, invest in infrastructure, attract investment and bring life to our streets. Place plans recognise the importance of our public spaces in creating great places to live, work and play.

### Community

Most importantly, the development of place plans starts with talking to our community. They respond to the community's values and priorities for their place aspirations; they enable collaborative partnerships between residents, business and Council to deliver great place outcomes.



## Our place planning approach



### Local values

Through the Port Stephens Liveability Index, we know the values and priorities of our individual communities. This information provides the foundations of our place plans and helps guide planning and decision making across our community.



### Start with yes

A culture that supports innovation and ideas is critical to the success of our place plans. By starting with yes, we can encourage new thinking, new ideas and attract more people to share in creating great places.



### Test and trial

Great places don't appear by accident – they take time, effort and a shared understanding that not every project will work every time. By testing and trialling low cost, short term ideas, we learn by doing and create the stepping stones to bigger and better things.



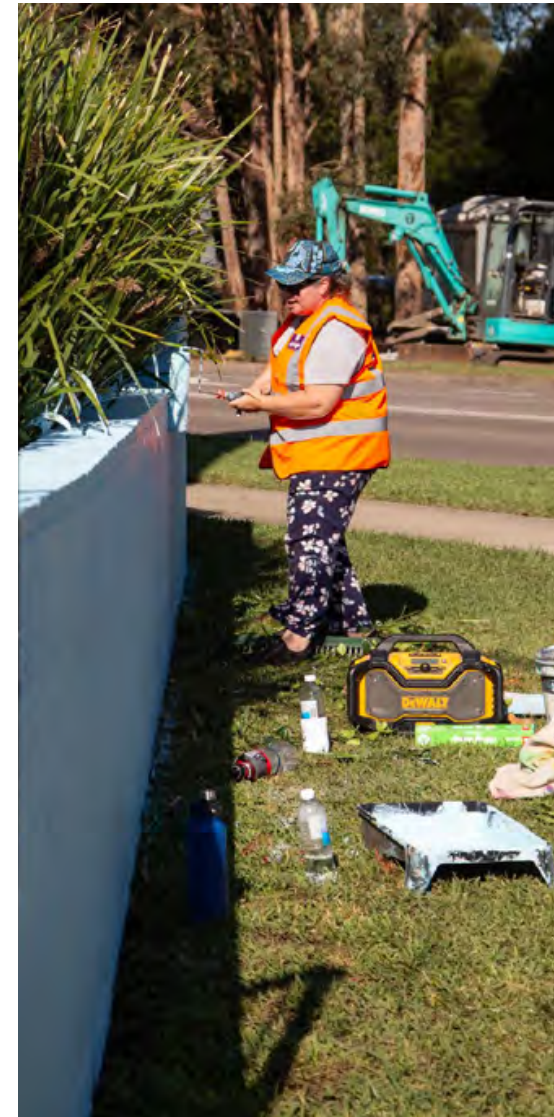
### Civic pride

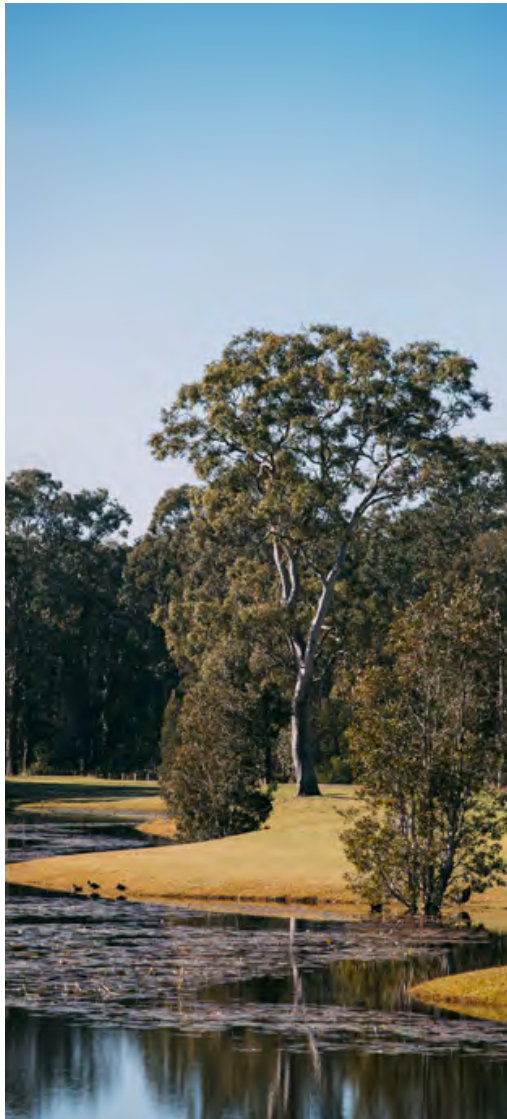
The Port Stephens community is abundant with energy and expertise and people who want to be involved in planning and creating for their place. Place plans provide opportunities for collaboration, foster pride and create meaningful community connection.



### Measure and benchmark

When we trial a new idea, launch a new program or invest in our public spaces, we need to understand what works and what doesn't. Measuring the success of our projects and comparing them to the best possible examples we can find will help build amazing places where people will want to live, work and play.





## About Medowie

Medowie is a town on the move – within minutes of Williamstown RAAF base and major employment zones of Tomago and Williamstown. Medowie is just half an hour from the City of Newcastle, 15 minutes from Raymond Terrace, and 30 minutes from the beaches and bays of the Tomaree Peninsula.

Affectionately known as the 'place of tall trees', Medowie is surrounded by large areas of open space. It's bordered by the unique natural environment of the Tilligerry State Conservation Area, the Medowie State Conservation Area, Moffatts Swamp Nature Reserve and Grahamstown Dam.

This open space and rural setting has been home to growers and producers for many years. The community has strong ties to this farming background, from flowers and fruit and vegetables to macadamias and mushrooms. Regular markets and local farm gate stalls celebrate this community connection to the land.

Over the past few years, Medowie's population has grown with more and more families attracted by a choice of public and private schooling along with a close proximity to employment zones.

This in turn has changed the town centre, which now includes multinational retail chains operating alongside locally owned and operated business.

Medowie is home to 2 private high schools, 3 primary schools and hosts a range of well supported sporting facilities catering to AFL, Cricket, Rugby Union and Netball. Events are high on the community calendar and attract both residents and visitors to the town centre.

In 2021, more than 200 residents participated in the Medowie 7 Day Makeover. This community based project harnessed the passion of volunteers from across Medowie who worked to transform the look and feel of the town centre through public art, landscaping and sculptures. The event highlighted the community's connection to their place and was a catalyst to the development of this Place Plan.

By 2040, Medowie's population is projected to grow to approximately 15,000 people. As new residents choose to live and invest in this community, it's important that new development embraces the identity of Medowie – the open space, the natural environment and the unique rural residential character of the place.

## ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.

Future planning in Medowie focusses on enhancing the natural assets and supporting residential development near the town centre, which in turn will drive investment in community facilities that cater to the growing population.

To support this population growth over the next 15 years, additional commercial and employment zoned land is identified to enable opportunities for business investment and economic growth.

#### Character principles

- Medowie's 'tall trees' strongly contribute to the identity of the place and have ecological, aesthetic and cultural value.
- Protection and enhancement of habitat and corridors, and planning for the conservation of koalas is a vital consideration for development in Medowie.
- New development respects the semi-rural look and quiet village character that's valued by the community.
- Safe and accessible pathways create a network for pedestrians and bike riders to key shopping, community and social services, and the green spaces that

surround the town centre – it's safe and easy to walk or ride in Medowie.

- Pathways are provided in a collaborated approach between Council and developers.
- Quality social and recreational infrastructure is accessible and suitable for the growing town.
- The town centre is the focus for commercial and community activity and proposals outside of this are unlikely to be supported.
- Local business is supported, and new commercial activity is encouraged to service the growing community.
- A cohesive town centre continues to provide for the needs of the community and is activated by regular community events and social activities.
- Development will have a neutral or beneficial effect on water quality and no increase in flooding impacts.

The residents of Medowie are unique. Knowing who they are helps us understand their values and priorities.



Population  
**10,879**

**6.9%**

Aboriginal & Torres Strait Islander population



**3,154**  
Families

**629**  
Active Businesses  
trading in Medowie\*



Median Age  
**37**

**429**  
Current Defence  
personnel



ABS 2021 Census data; \*Remplan data July 2022

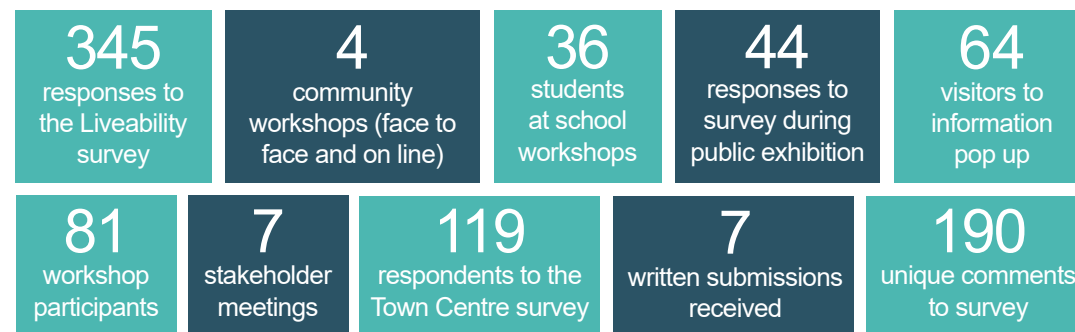
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Liveability is simply what a place is like to live in – creating liveable places improves the wellbeing of our communities.



## We've been listening

The community explored the future of Medowie through an extensive community engagement process. Here's a snapshot of the **Medowie Place Plan Engagement Report**.



### What makes Medowie a great place to live?

In September 2020, 345 people from Medowie completed the Liveability survey, telling us what they value about their community and their priorities for their place. We used this data to shape the Medowie Place Plan – to set the vision, and define the actions that deliver the best outcomes for the Medowie community.

### Key themes

The Liveability survey results indicate that the 6 most important themes of liveability for the people of Medowie are:

- **Protection of natural environment**
- **Movement**
- **Character**
- **Quality of open space**
- **Management and safety**
- **Economy**



ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.

**In Medowie, you most value**

These are the things most important to you in your ideal neighbourhood.



Elements of natural environment (natural features, views, vegetation, topography, water, wildlife)



Locally owned and operated business



Sense of neighbourhood safety (from crime, traffic and pollution)



General condition of public open space (street trees, footpaths, parks)



Local businesses that provide for daily needs (grocery stores, pharmacy, banks)

**In Medowie, your top strengths are**

These are the things you care about most and which you say are performing well. We'll continue to celebrate and protect these.



Elements of natural environment (natural features, views, vegetation, topography, water, wildlife etc.)



Locally owned and operated businesses



Local businesses that provide for daily needs (grocery stores, pharmacy, banks etc.)



Sense of personal safety (for all ages, genders, day or night)



Access to neighbourhood amenities (cafes, shops, health and wellness services etc.)



Sense of belonging in the community

**In Medowie, your top priorities are**

These are the things most important to you, but you believe they're underperforming. We'll work together to improve these.



Evidence of recent public investment



General condition of public open space (street trees, footpaths, parks etc.)



Walking/jogging/bike paths that connect housing to communal amenity



Quality of public space (footpaths, verges, parks etc.)



Access and safety of walking, cycling and/or public transport



Protection of the natural environment



Evidence of Council/government management

**Liveability Index – how does Medowie compare?**

Medowie



Port Stephens



National Average





## ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.

## Community engagement

**Phase 1:** Liveability survey and Town Centre survey

**Phase 2:** Series of workshops with community and businesses and meetings with key stakeholders.

**Phase 3:** Series of workshops with community, businesses and schools about the town centre expansion site.

**Phase 4:** Draft actions and Concept Plan for town centre expansion site tested via survey with workshop participants and some landowners in the town centre.

**Phase 5:** Public Exhibition of the draft Medowie Place Plan.

## How you value your town centre

A Town Centre survey for Ferodale Road between Peppertree Road and Medowie Road provided place-specific insights into how the community rates the strengths and weaknesses of the town centre area. These views provided valuable direction for town centre improvement.

## Strengths



Vegetation and natural elements (street trees, planting, water, etc.)



Welcoming to all people



General condition of vegetation, street trees and other planting



Sense of safety (for all ages, genders, day/night, etc.)



Overall look and visual character of the area

## Improvement priorities



Things to do in the evening (shopping, dining, entertainment, etc.)



Maintenance of public spaces and street furniture



Cleanliness of public space



Walking paths that connect to other places



Ease of walking around (including crossing the street, moving between destinations)



Elements of natural environment (views, vegetation, topography, water, etc.)

# Emerging themes for Medowie

## Environmental sustainability

Medowie residents place a high value on the natural environment.

Medowie provides key habitat corridors for a number of native species, including Koala, Brush-tailed Phascogale, Squirrel Glider and Powerful Owl. These corridors are made up of important vegetation, including Endangered Ecological Communities, like Swamp Sclerophyll Forest and Hunter Lowland Redgum Forest.

To ensure the long term protection of these plants and animals, these corridors need to be maintained, strengthened, and where possible, rehabilitated. This is particularly important at road crossings, where traffic management measures can be used to minimise negative impacts.

Grahamstown Dam is a major source of drinking water for the greater Hunter region and improving drainage infrastructure to maintain or improve water quality is of critical importance for the Greater Hunter Region.

The long term protection and conservation of the environment requires collaboration between the community and all levels of government. We could achieve this through education campaigns, citizen science, interpretive signage, trails, and environmental programs, or partnerships between community groups, schools, Council, Hunter Water and state agencies.

## More opportunity for walking and cycling

Medowie offers great connectivity for private vehicles, however the overall liveability is limited because of poor active transport (walking and cycling) infrastructure and a lack of public transport options.

The design of the current town centre prioritises cars over pedestrians, making movement around the public domain difficult and unsafe for pedestrians. Visitors identify this as one of the most important issues for the town centre.

Medowie's population growth continues to put connectivity and traffic flow under pressure,

with potential bottleneck intersections that will impact movement. These roads and intersections have been identified for further investigation by Council.

Creating streets that give pedestrians and cyclists priority over cars will increase the liveability and appeal of the town centre. We can both increase the use of the town centre and length of time people stay, shop, and interact in this area by slowing down cars, ensuring the connectivity of the shared pathway network, and creating end of trip facilities like bike racks. We can also attract people to the streets by adding landscaping, shade, and seating.

## Enhance the look and feel of Medowie

Character is what makes a neighbourhood distinctive and shapes the identity of a place. It encompasses the land, people, the built environment, history, culture and tradition, including Aboriginal and non-Aboriginal. These elements create a specific look and feel, and a sense of belonging that a person feels for that place.

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The community often refer to Medowie as the 'place of tall trees' with a character influenced by open space, a bushland setting and village feel. This has changed over the past few years with a number of large housing developments and commercial investment in the town centre driving population growth.

To protect and enhance the character of Medowie while still enabling growth, planning controls need to be established. These controls ensure consistency, consideration for the character of the place and most importantly, a balanced approach to development in Medowie.

### Create quality open spaces

Medowie has a large amount of open space around the town centre, some of which is used for sporting fields or is currently inaccessible bushland.

Access to open space is vitally important for exercising, relaxing, playing and connecting to the natural environment. Walkable, accessible, well-designed open space is integral to a town's character and promotes healthier lifestyles, supports diversity and improves wellbeing.

Quality open space needs to be multifunctional, enable group or community activities, provide gathering places, create areas suitable for play and adventure, and protect wildlife by protecting natural habitat.

To support ongoing population growth and ensure the delivery of high quality public spaces, Council recently purchased land in the Medowie town centre for a mix of commercial, recreation and residential development.

The 7.6 hectare site at 38 Ferodale Road was identified in the 2016 Medowie Planning Strategy as a catalyst site and is critical to supporting future growth. In consultation with the community, Council will develop a masterplan for the site which, over time, will see the delivery of recreation facilities, improved connectivity, housing and employment land.

### Safe and secure public spaces

We want to feel comfortable, safe and secure when we visit a place. We need to feel welcome so we stay and explore.

Medowie's town centre lacks a sense of comfort; it's not always safe for pedestrians to move around, there's minimal space for

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gathering and parts of the public space feel tired and unloved.

While there's been a noticeable improvement in the last few years, particularly in the community's ownership following the 7 Day Makeover, more work is still needed.

Improving public spaces is a shared responsibility. It needs ownership and action from the community, business and Council to create long term improvement.

Business and property owners within the town centre can create a more inspiring environment through improved shopfronts and retail space that encourages people to stay longer and spend more. Council can impact design and development through planning controls and maintenance and residents can grow pride and ownership through volunteering, events and activations.

The vision and ambitions of residents and local business can be aligned by creating a local group to deliver quick wins and progress bigger ideas. This could be through the establishment of a Medowie Town Team, helping local change makers connect and collaborate with potential partners across Port Stephens.

#### Increase employment land for commercial and industrial uses

Consolidating the town centre as the focus for commercial and community activity is a key feature of this Place Plan. Commercial uses should be located on land with frontage to, and generally bound by, Medowie Road, Ferodale Road and Peppertree Road.

The community told us they value the local businesses that service their daily needs, but would like to see more cafés and restaurants, as well as more things to do in the evening (bars, dining, cinema, and live music). Smaller scale shops and businesses are preferred over 'big box' or mall type development.

A recent study identified the need for more businesses in Medowie in coming years to support a growing community. Rezoning additional land for commercial development or redevelopment of the older parts of the town centre can assist in attracting new business. However, even if land is available, some shops and services need a larger catchment area than Medowie can offer and are best located in regional centres like Raymond Terrace.







## Planning for the future of Medowie

Council adopted the Medowie Planning Strategy (the Strategy) in 2016 to guide future growth of the town. The Strategy provides local direction for land use planning and sustainable growth, including residential land release, habitat and key corridors, water quality and flood impacts, and community facilities. It also sets out the requirements for Planning Proposals in Medowie.

Since the adoption of the Strategy, a large amount of the land identified for residential development has been rezoned, with new housing estates complete or under construction. More shops and commercial services have moved to the Medowie town centre, but the community tells us that the centre itself isn't functional or inviting.

The Medowie Place Plan will deliver a vibrant town centre which supports the growing community. Actions from this Place Plan will result in an improved variety of shops, recreation and entertainment opportunities, and improved pedestrian connectivity. Retaining and enhancing the natural

environmental that surrounds the town centre will create a place that not only provides for the retail and service needs of the community, but also allows people to connect and live their lives.

The Medowie Place Plan has been designed to be considered in conjunction with the Medowie Planning Strategy. The Place Plan updates the Strategy by identifying additional opportunities for commercial development, recreation facilities and public infrastructure. These opportunities are shown on The Future of Medowie map. The Place Plan does not identify any new residential land in addition to that identified in the Strategy. Where there are any inconsistencies between the Place Plan and the Strategy, the Medowie Place Plan will inform decision making.

**The Future of Medowie map** provides guidance and considerations for future growth, while protecting the natural environment and enhancing liveability.

ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.

**Key**

**Existing Structure**

- Conservation
- Commercial
- Rural Residential
- Residential
- Rural
- Education
- Light Industry
- Pacific Dunes
- Recreation
- Hunter Water land
- Habitat Corridor
- Roads
- Campvale drain

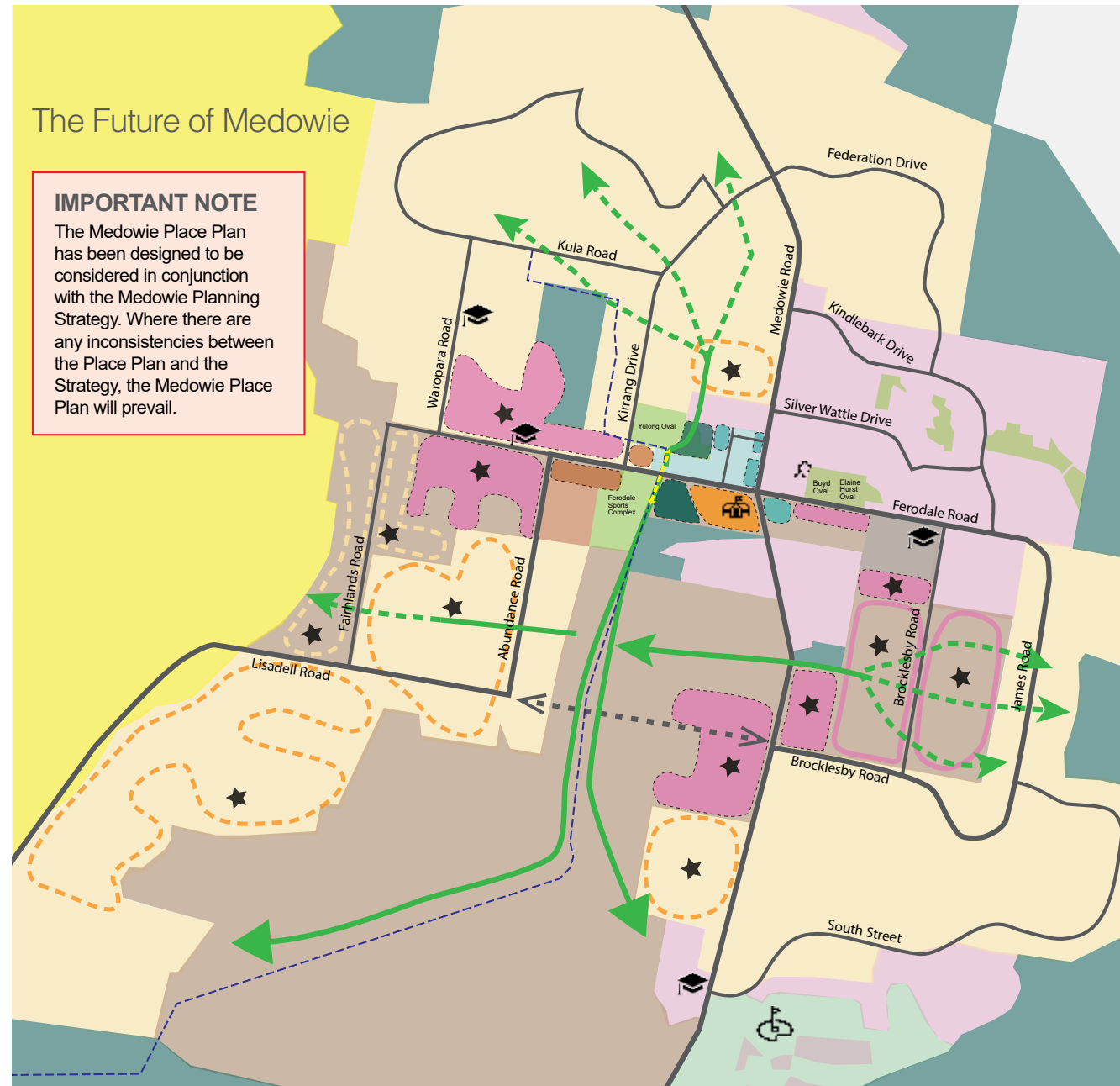
**Proposed Structure Changes**

- Future residential
- Future commercial
- Future conservation
- Future town centre site (residential, commercial, mixed use, recreation)
- Investigate for future expansion of employment land
- Future connecting road
- Future rural residential
- Rural residential infill
- Opportunity to improve habitat corridor
- Long term residential investigation
- Refer to Medowie Planning Strategy for details

The Future of Medowie

**IMPORTANT NOTE**

The Medowie Place Plan has been designed to be considered in conjunction with the Medowie Planning Strategy. Where there are any inconsistencies between the Place Plan and the Strategy, the Medowie Place Plan will prevail.



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**Biodiversity**

Biodiversity and fauna movement corridors aren't designed to restrict development but to enhance liveability, protect local habitat and increase the wellbeing of those that live, work and play in the place. These areas can become an asset for the community, particularly when they could be used for recreation, education or relaxation.

**Commercial and employment land**

A recent commercial land needs assessment highlighted that to meet demand for commercial land in Medowie over the next 20 years, up to 4 additional hectares of land needs to be rezoned for commercial development. Land within and near the town centre is identified as being potentially suitable for rezoning.

The town centre expansion site (south of Ferodale Road) will include commercial land within a mix of residential and recreational uses, with the appropriate land zoning to be determined through the planning proposal process.

The light industrial area located at Abundance Road is expected to meet demand for employment land in the short term. Land to the north of this area and opposite Medowie Social is identified for the possible future expansion of employment land. Further investigation at the planning proposal stage is required to understand the short and long-term needs and the most suitable use or zone for this land, which could be light industrial, commercial, or another appropriate use.

**Residential and rural residential land**

The Medowie Planning Strategy identified 14 residential release areas in 2016, and since its implementation, 6 precincts have been rezoned and are at various stages of completion.

Opportunities for future rural residential development are identified to the west of town. This includes infill opportunities on rural residential land that can already be subdivided under current planning controls, and rural land that will need to be rezoned in order to allow new development.

The town centre expansion site at 38 Ferodale Road will likely include higher density residential development, mixed with other uses. Further consultation and master planning of the site will determine how this can be achieved in conjunction with other uses proposed for the site.

Planning proposals for future residential development, particularly those close to the town centre need to demonstrate how they'll achieve housing diversity and higher densities.

This Place Plan doesn't identify any future residential or rural residential land in addition to what has already been identified in the Medowie Planning Strategy.

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## Habitat protection

Habitat corridors in Medowie provide connections for wildlife to various conservation areas. Habitat fragmentation and connectivity is a consideration under the test of significance in the Biodiversity Conservation Act and all planning proposals or development applications must demonstrate how the corridors will be managed.

The Medowie Planning Strategy identifies key habitat corridors, which have been reviewed and updated in this Place Plan. The Place Plan also demonstrates the importance of improving the north-south corridor through the town centre, which is a dangerous crossing location for wildlife, and actions detail how this corridor can be enhanced in this urban area.

Two sites have been identified for future conservation zoning; the western part of the town centre expansion site and east of Yulong Oval. The conservation of these sites will contribute to the improvement of the habitat corridor.

Although this Place Plan identifies key habitat corridors in Medowie, there's also a number of other high-value vegetation sites in and around Medowie.

Full consideration of the impacts of future development on all biodiversity values will be

a fundamental consideration of the planning process.

## Future connecting road

The Medowie Planning Strategy proposes the investigation of a new Brocklesby to Lisadell Road link. This link would reduce pressure and congestion on Ferodale Road, and contribute to creating a more pedestrian friendly town centre. This requires discussions with landholders and investigation of funding opportunities.

## Planning proposal process

To rezone land, a land owner or developer (the proponent) can request Council to change the planning laws to allow a different type of development on the land. The application needs to provide very specific detail of the proposed use of the site and the potential impacts this new type of use might have on the place.

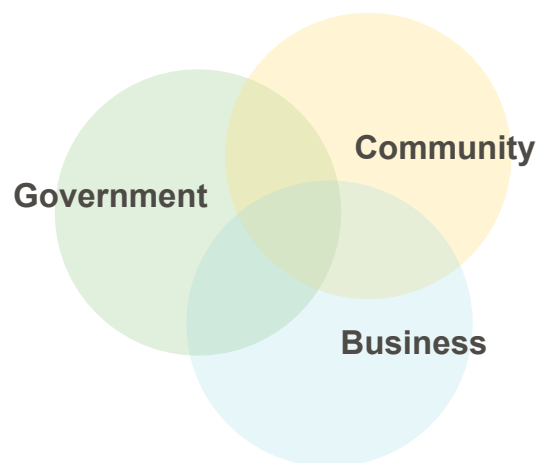
Planning proposals will need to address the requirements **outlined on Council's website** and the **Medowie Planning Strategy**.

## Planning process





# A shared responsibility for our place



Individual responsibilities but opportunities for partnerships



## Residents

Residents make an important contribution to their place through individual or collective efforts. The impact on the look and feel of a place is through the diversity of people; their rich heritage, lived experience and their sense of ownership of public and private space. Place making activities are developed in partnership with the residents and reflect strong cultural values, in particular with the Traditional Owners of the Land, the Worimi people.



## Local workers

Local workers contribute to a place in many ways, and have a connection to a place even if they don't live there. Their presence activates a place and makes it vibrant and they support local business. Some workers even volunteer their time to activities that improve the place.



## Visitors

Visitors and tourists, including day trippers, overnight visitors, or those just passing through, play an important role in a place. They provide a customer base that may result in new local business like cafés and restaurants, or key attractions that also benefit residents by offering a larger variety of things to see and do.



## Business

Businesses have many opportunities to contribute to placemaking. These could include funding and supporting community projects, collaborating with other businesses, sharing resources or training local workers. Businesses make a vital contribution to the character of the place. Maintaining an attractive shopfront that presents positively to the streetscape contributes to an appealing and welcoming town centre.

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**Port Stephens Council**

Council has 4 different roles in implementing place plans – as a coordinator by providing guidance and assistance for a project; as a supporter by providing permission, inspiration or project funding; as a partner that works with community groups and business to undertake projects; or as the primary organisation that funds and delivers the project.

**Investors and developers**

A town or city needs people and organisations that believe in its potential, and who are able to invest in its future. Investors, including families, businesses, and developers play an active role in ensuring that development aligns with the strategic direction of a place. They're in a position to deliver and maintain housing, infrastructure, and business opportunities that improve and grow places.

**Community groups and volunteers**

Community groups and volunteers with a can-do and proactive attitude are vital for placemaking projects. They include sporting clubs, schools, charities, churches, clubs, social groups and environmental custodians. Community groups and volunteers contribute significantly to their community.

**State Government**

State Government has 3 roles in placemaking – as an authority, a strategic visionary and a funding body. Importantly, they have a significant role in the management of roads and other infrastructure, parks and heritage, which are all essential contributors to the identity of a place.

## Working together

Creating great places requires a collaborative approach and ownership from all those that live, work and play in the place. By working together we can harness people-power to achieve more, and best of all, create lasting connections that improve liveability and increase the wellbeing of the Medowie community.

## Town Teams

Town Teams are a group of positive and proactive people that work collaboratively to improve a place or area. The Town Team model is inclusive and open to everyone – businesses, residents, community groups and anyone keen to have a go.

Talk to Council about how you can join Medowie's Town Team and connect with other ambitious community members to start delivering outcomes for your town.





# Creating better places and spaces in Medowie

## What projects are in the pipeline for Medowie?

In the next 5 years, Council expects a range of projects, as shown on the map, to commence. These projects will improve liveability in Medowie and include improvements or replacement of existing roads, additional pedestrian and cycle infrastructure, and a range of community and recreational facilities.

Council has already started to budget for these projects and you can find more detail in our **Resourcing Strategy, Local Infrastructure Contributions Plan** and **Projects and Works** page.

### IMPORTANT NOTE

Timing, funding or locations may be subject to change.

## Other potential future projects

Potential future projects shown on the map represent opportunities to deliver desired outcomes for Medowie, but these projects are not yet funded in Council's work program.

There's many other ways to deliver these outcomes – such as through grant funding secured by either Council or community groups, fundraising by individuals or charity groups, donations or sponsorship by businesses, or through voluntary planning agreements with developers.

These projects should inspire all of the community (including developers) to get involved in creating a better Medowie – delivering the best future for Medowie requires everyone to contribute and work together. Talk to Council if you're interested in delivering one of these projects.

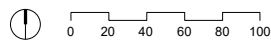




# Creating better places and spaces in Medowie

## IMPORTANT NOTE

Timing, funding, or locations may be subject to change.



## ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.

## Recreation Projects

- |   |   |      |
|---|---|------|
| 1 | Medowie Childcare Centre shade shelter replacement.                                       | 2023 |
| 2 | Yulong Oval. Sports amenities building replacements with kiosk, change rooms and toilets. | 2023 |
| 3 | 38 Ferodale Road. District open space with recreational facilities.                       | 2024 |
| 4 | Coolabah Reserve. Park furniture, seating and half multi-sport court.                     | 2026 |
| 5 | Coachwood Reserve. Off-leash dog exercise area improvements.                              | 2026 |
| 6 | Kindlebark Reserve. Playground replacement.   | 2028 |
| 7 | Creighton Reserve. Playground replacement.  | 2029 |
| 8 | Medowie Tennis. Facility upgrade.   | 2027 |

## Potential Future Projects

- |    |  |  |
|----|--|--|
| 9  | Ferodale Oval. Expansion into a 2 oval facility at senior competition standards.                     |  |
| 10 | Community Precinct upgrades.   |  |
| 16 | Wilga Road. Off-road shared path from Wilga Road to Town Centre including bridge for creek crossing. |  |
| 17 | Ferodale Road. Campvale drain bridge upgrade.  |  |
- Location Non Specific**
- |   |   |      |
|---|---|------|
| ○ | Improve and enlarge existing drains crossing roads, overland flow paths, downstream drainage systems. | 2027 |
| ○ | Bus facilities.   |      |
| ○ | Bicycle parking facilities (end of trip facilities).  |      |
| ○ | Medowie Road. Fitness equipment along shared path.  |      |
| ○ | Skate park.   |      |
| ○ | Short term RV parking area.   |      |
| ○ | Campvale drain nature walk.   |      |

## Civil Projects

- |    |  |              |
|----|--|--------------|
| 1  | Medowie Road. Gateway treatment at entrance to Medowie north of Boundary Road.                         | 2026         |
| 2  | Medowie Road. Gateway treatment and change in speed zone north of Kindlebark Drive.                    | 2026         |
| 3  | Medowie Road. Gateway treatment and change in speed zone south of Ferodale Road.                       | 2026         |
| 4  | Medowie Road. Upgrade off-road shared path from Medowie Road to Cherry Tree Close.                     | 2028         |
| 5  | Medowie Road. New pedestrian refuge island south of Ferodale Road.                                     | 2028         |
| 6  | Brocklesby Road. New pedestrian refuge island at Ferodale Road.  | 2023         |
| 7  | Ferodale Road. Upgrade pedestrian refuge island west of Medowie Road.                                  | 2023         |
| 8  | Lisadell Road and Abundance Road. Pavement widening from Fairlands Road to Abundance Road.             | 2024         |
| 9  | Ferodale Road. Road widening with parking at 51 Ferodale Road to 85 Ferodale Road.                     | 2027         |
| 10 | Ferodale Road/Peppertree. Road Upgrade intersection, to be signalised.                                 | 2027         |
| 11 | Ferodale Road. Roundabout to 46 Ferodale Road.   | 2025         |
| 12 | James Road. Pavement rehabilitation and widening from 52 James Road to 76 James Road.                  | 2025         |
| 13 | James Road. Pavement rehabilitation and widening from 90 James Road to 101 James Road                  | 2027         |
| 14 | Silver Wattle Drive. New path from Medowie Road to Bottle Brush Avenue.                                | 2027         |
| 15 | Various roads. Restore/maintain, including Medowie Road between Kindlebark Drive and Federation Drive. | 2023 to 2029 |

## Investing in your community

In recent years Council has invested over \$10 million in Medowie through road works, new shared paths, sports facility improvements and the construction of Medowie Social.

Council is expected to invest over \$8 million in Medowie over the next 5 years.

## Key

- Schools
- Community Buildings
- Shopping Centre

## Access / Connections

- ..... Upgraded Shared Path

## Projects

- # Upcoming Recreation Projects
- # Upcoming Civil Projects
- # Potential Future Projects

# Look and feel for Medowie

Creating an attractive streetscape brings people into town and makes people want to stay longer. The use of a consistent colour palette and materials can help to create a beautiful town with its own unique 'look and feel'.

Small projects such as shop front renovations, fence replacements and street furniture, present opportunities to create a more cohesive town centre and a sense of belonging to the community.

The colour palette of earthy tones, represents the many attributes of Medowie and celebrates the diversity of the broader Port Stephens Central Ward region.



**Yellow** for the sandy soil and for the stunning skies at dawn and dusk.

**C:** 0% **M:** 9% **Y:** 44% **K:** 0%  
**R:** 255 **G:** 229 **B:** 159  
**Hex:** FFE59F



**Teal** for the community spirit shown during the 7 Day Makeover.

**C:** 66% **M:** 5% **Y:** 35% **K:** 0%  
**R:** 181 **G:** 211 **B:** 178  
**Hex:** b5d3b2



**Deep green** for the tall trees that form Medowie's name sake.

**C:** 91% **M:** 44% **Y:** 66% **K:** 35%  
**R:** 0 **G:** 86 **B:** 78  
**Hex:** 00554D



**Rusted steel** for industrial components of the Central Ward and its surrounds.



**Burnt orange** for the bright coloured earth found around Medowie.

**C:** 19% **M:** 69% **Y:** 94% **K:** 6%  
**R:** 193 **G:** 102 **B:** 50  
**Hex:** C16632



**Brown** for the bark of our trees and shells of our delicious macadamias.

**C:** 29% **M:** 41% **Y:** 56% **K:** 3%  
**R:** 181 **G:** 146 **B:** 117  
**Hex:** B59275



**Deep blue** for the cool waters of the Grahamstown Dam.

**C:** 86% **M:** 58% **Y:** 44% **K:** 26%  
**R:** 43 **G:** 83 **B:** 101  
**Hex:** 2A5364



**Clear-finished timber** for the natural materials found in and around Medowie.

ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.





## ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.

## What can we do?











Creating vibrancy in our town centres and public spaces requires a collaborative approach. It needs shared ownership and action from business, the community and Council to create places that are resilient, welcoming and inclusive. Place activation is not about big budgets and big infrastructure, it's about creating unique and innovative experiences and testing new ideas. This approach connects local identity both through the built form of the place and the programming of the space.

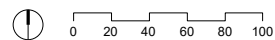
## Did you know?

Did you know that Council offers a range of funding streams for our community to create vibrant places and improve the liveability of their town? **Visit our website** to find out more or call us on 4888 0255.

## Key

## Points of Interest

-  Markets
-  Ceremonies and Celebrations
-  Community Centre
-  Entertainment Space
-  Making Memories
-  Walk to School
-  Wayfinding Signage
-  Schools
-  Community Buildings
-  Shopping Centre



## Art is in the heart of community

Art is an expression of the community. Create a public mural or put together a 'Walk and Talk' street art trail to enjoy with friends and visitors.



## Be active or chill out

Open spaces like ovals and natural reserves make great activation spaces. These areas can be used actively through sport or simply to chill out and enjoy each other's company at a casual outdoor cinema event.



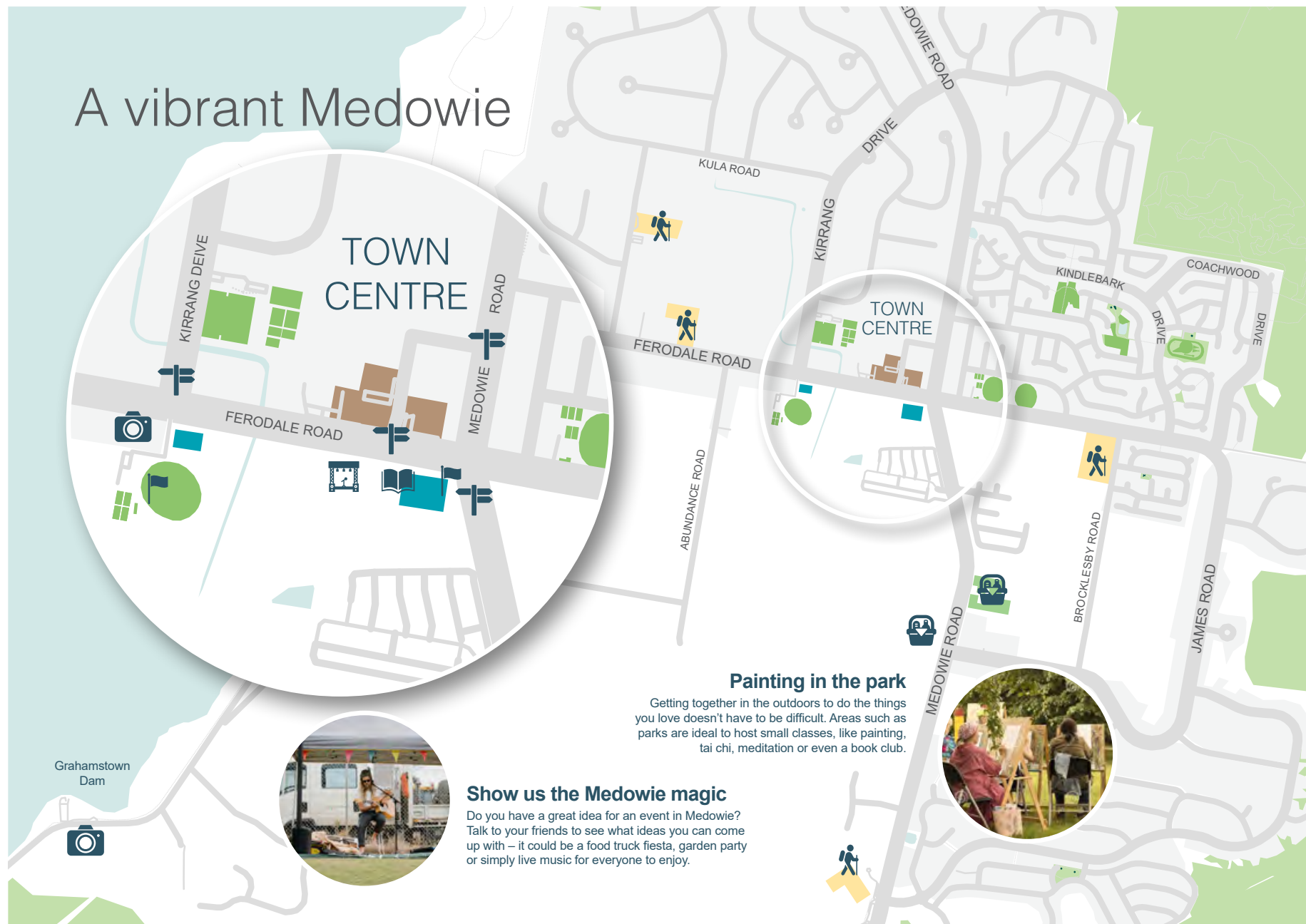
## Meet in the street

Liven up our streets with a unique pop up display, coffee van or acoustic busker to add vibrancy – little things make a big difference!



## Meet the makers

Do you know someone growing their own produce in Medowie? Consider creating a produce swap or farmers market or take some time to attend an open flower farm tour in your very own backyard.





ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.



# Medowie Town Centre Concept Plan

The Medowie Town Centre Concept Plan was developed in response to what you told us was important in workshops, surveys and discussions – to create a great place for the community of Medowie. The Concept Plan provides an indication of what the town centre expansion site and surrounding streets might look like.

This concept will be refined through further consultation and master planning of the site. Changes to the concept are made as detailed information becomes available.

Council purchased the land at 38 Ferodale Road in 2021. The Concept Plan shows how this site and immediate surrounds can become a multifunctional space that delivers on the community vision by accommodating a range of community priorities. The site could include retail premises, housing, tourist accommodation, pathways, car parking, recreation and play spaces and a meeting place for Medowie. The future masterplan can explore the link with the existing shopping centre to the north to create a Main Street at Ferodale Road.

The future development areas represent a higher density style of development, specially designed to fit within and enhance the natural environment. These buildings could provide housing or tourist accommodation on the upper floors, while retail space, catering for businesses like boutique shops and cafes, could be provided at ground level to activate the village square. Development controls will be prepared to ensure that future development protects and enhances the highly valued village character of Medowie. A community and cultural precinct contains the existing community centre, to cater for future population growth.

The Concept Plan aims to improve walkability in and around the town centre expansion site by connecting key destinations with new and better pathways in a more pedestrian friendly environment. An avenue of trees planted along main roads, as well as other road treatments, will help slow traffic and make it easier to cross the road for both people and wildlife, while contributing to the town's 'tall trees' character.

There'll be space for social gatherings, such as picnics, markets, or events. The mix of uses at the village square will create a vibrant place and strengthen the sense of community.

The vegetated land to the west of the site can be reserved as a conservation area. Native vegetation can be rehabilitated and restored, and opportunities to access this area for passive recreation will be explored. The site will be enhanced through carefully selected landscaping, with a strong focus on native species to reinforce Medowie's natural bushland setting. The western part of the site may also offer opportunity for integrated stormwater management.





# Town Centre Concept Plan

## Legend

- ① Village square
- ② Potential Recreation Precinct with play area
- ③ Access road with avenue of trees
- ④ Carparking
- ⑤ Conservation area
- ⑥ Future residential development site
- ⑦ Riparian corridor and drainage upgrade works
- ⑧ Connection paths through site
- ⑨ Upgrades to Ferodale Road
- ⑩ Upgrades to Peppertree Road
- ⑪ Future mixed use site
- ⑫ Community and culture precinct

ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.





# Actions

Medowie's Liveability Index results have inspired a series of action items. Port Stephens Council has 4 roles in delivering these actions.



## Coordinate

As a **coordinator**, we'll provide guidance on how to start your project, help by identifying approvals required, advise you about funding opportunities, get you in touch with other organisations, or advocate for your project.



## Support

As a **supporter**, we may provide support, permission, inspiration or funding.



## Deliver

In **delivering**, we'll fund and deliver the project.

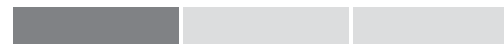


## Partner

As a **partner**, we'll work with the community, business, developers, and state agencies to undertake projects or programs.

**Cost** indicates whether an action is a relatively cheap or a costly undertaking.

### Low



### Medium

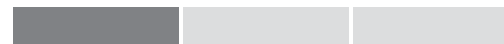


### High



This Place Plan has a planning horizon of 5 years. **Timeframes** denote when delivery of an action is expected to start.

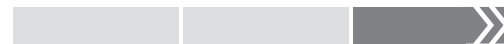
### Short term – 0 to 2 years



### Medium term – 2 to 4 years



### Long term – 4 to 5+ years



## Emerging themes

Environment	Open Space
Movement	Management and safety
Character	Economy

### IMPORTANT NOTE

Cost estimates and delivery timeframes are indicative only and subject to further investigation.

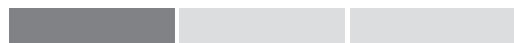
The order for commencement of actions is flexible and will be based on timing and availability of funding and resources, and community initiative.



## ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.

**1. Enjoy sustainable gardening**

There's a growing interest in sustainable gardening, but many would-be gardeners don't know where to start. Together with knowledgeable community groups, a series of education programs and a sustainable planting guide could be developed for Medowie residents to learn about sustainable gardening, the use of appropriate garden varieties, bush tucker, edible species and shade species. Community members could consider creating a community garden or a native edible garden with likeminded people to practice and share their skills.

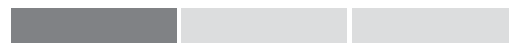
**Timeframe****Cost**

**Lead:** Community **Council role:** Support

**2. Caring for Medowie's environment**

Community members could organise a working bee or support a conservation group to help care for Medowie's environment. Projects could include looking after native vegetation in reserves to provide a high quality environment for local fauna and native bees, or maintaining stormwater quality improvement devices to mitigate risk of pollutants entering waterways. Council can put you in touch with existing groups, or you can talk to us about setting up a new group. We can also help you access community grant funding for your proposed project.

Reach out the Council's Volunteers Support Officer to express your interest in joining a conservation group.

**Timeframe****Cost**

**Lead:** Community **Council role:** Support

**3. Getting our streetscapes right**

The streetscape has a big impact on the look and feel of a place. The quality of a street affects whether people choose to walk, cycle, or take the car and can affect whether people feel safe.

It's important that the right vegetation is planted in the right place and that there's sufficient street furniture like shade structures, rubbish bins and seating. A Medowie Streetscape Guide will be developed to provide direction about streetscape elements such as landscaping, paving, materials and colours, and will aim to strengthen the rural character of Medowie and reflect the town's character. We'll focus on strengthening the rural character of Medowie to reflect the town's character as the 'place of tall trees'. This will help guide private landscaping, street tree planting, and provide inspiration for developers.

**Timeframe****Cost**

**Lead:** Council **Council role:** Deliver

## ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.

## 4. Smart, green and clean

Medowie has an opportunity to implement a smart, clean and green philosophy by introducing sustainable practices into the design of new public spaces and businesses.

Consideration should be given to including solar panels on public and private buildings, planting trees to provide shade and reduce heat, as well as investigating the inclusion of smart city technology in our public spaces. Third party providers could install and maintain electric vehicle infrastructure.

## Timeframe



## Cost



**Lead:** Business **Council role:** Support

## 5. Keeping our drinking water clean and safe

Medowie plays an important role in maintaining healthy drinking water catchments for the region. High value conservation land often coincides with flood prone land or land required for drainage, forming a 'blue-green' corridor.

Exploring opportunities to beautify, maintain and improve blue-green corridors can help achieve environmental, water quality, community and recreational benefits. This could be through the inclusion of boardwalks, interpretive signage, stormwater quality improvement treatments and seating.

Educational programs can support these projects and inform the community and school aged children about our shared responsibilities for water management and quality.

Partnerships between community, schools, Council, state agencies and Hunter Water Corporation would be essential in making these actions successful.

## Timeframe



## Cost



**Lead:** Council **Council role:** Partnership

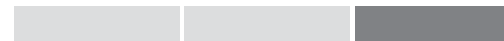
## 6. Native is best

The town centre expansion site is currently home to many non-native pine trees, which impacts on the ability of native flora to flourish and offers limited habitat for native wildlife. Removal of these pine trees and replanting with native species will be a great conservation outcome for Medowie and will create habitat and wildlife movement corridors for our precious native animals. Maintaining this new vegetation would make a great project for a community group.

## Timeframe



## Cost



**Lead:** Council **Council role:** Deliver

## ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.

## 7. Get back to nature

Residents and visitors highly value the natural setting of Medowie. Opportunities to be immersed in the natural environment in public spaces and along pathways should be explored. Things like aesthetically pleasing boardwalks over flood prone areas, bird hides with educational and interpretive information to increase awareness and encourage environmental responsibility or working with relevant agencies to improve connections to state forests and National Parks.

## Timeframe



## Cost



**Lead:** Council **Council role:** Coordinate

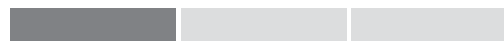
## 8. Signpost the town centre

Attracting visitors to the town centre starts with helping them find it! Google Maps and other online mapping systems need to be updated to label the Medowie Town Centre. These online tools could be supplemented with appropriate signage along Medowie Road or an attractive town map, to provide a sense of arrival.

## Timeframe



## Cost

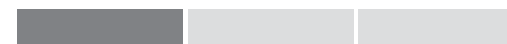


**Lead:** Community **Council role:** Support

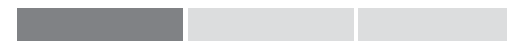
## 9. Get fit and have fun

Pathways are more than a piece of infrastructure to get you from A to B. People can discover something new just around the corner. Walking or cycling can become an adventure, particularly with new or temporary uses popping-up in the area. Pathways can incorporate art, environmental or historical trails, invite fitness or play and provide easy and safe access to destinations in the town centre. Enhancing existing pathways with exercise equipment and activating them through events such as a Medowie Park Run, will open up more opportunities for the community to activate and utilise these routes in different and interesting ways.

## Timeframe



## Cost

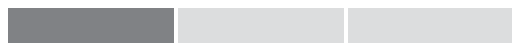


**Lead:** Community **Council role:** Support

## ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.

**10. Getting to school safely**

Giving our kids a safe walking and cycling environment to get to school is great for their physical wellbeing, confidence, independence and for creating social connections. Future shared paths along Ferodale Road to connect to school will benefit Medowie's kids. Regular 'walk to school' and 'safe cycling' days can be organised to encourage the use of these paths.

**Timeframe****Cost**

**Lead:** Community **Council role:** Support

**11. Village loop**

The Medowie town centre is car orientated and doesn't provide a pedestrian or bicycle friendly environment. As part of the review of the Medowie Traffic and Transport Study, we'll consider the construction of a shared pathway loop. This would connect the town centre to the shared path along Medowie Road, and provide easy access to end of trip facilities and amenities in the town centre.

**Timeframe****Cost**

**Lead:** Council **Council role:** Deliver

**12. I like to move it, move it – moving around Medowie**

It's important that everyone can move around a place in a safe and convenient way. Medowie has experienced significant growth over the last several years, with new residents and businesses investing in the town.

While various means of transport need to coexist, in some areas pedestrians have a clear priority over cars. We can trial this idea with occasional road closures for events, markets or cycling and think about introducing end of trip options like bike storage and drinking fountains. We'll test and trial to see what might work and what the response is.

The Medowie Traffic and Transport Study will be updated to guide future infrastructure projects and will review and prioritise the timing and funding of pathways connecting to schools, recreation areas, and the town centre.

**Timeframe****Cost**

**Lead:** Council **Council role:** Deliver

## ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.

### 13. Extend and connect shared pathways

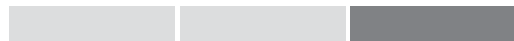
Options for active and more sustainable transport will be encouraged and investigated.

Existing shared pathways, for walking and cycling, could be extended and improved to include connections to nearby suburbs, schools, key features and sites. We'll investigate options and grant opportunities to extend the Medowie Road shared path to the RAAF Base (at Williamstown), Newcastle Airport and Raymond Terrace to improve and enable better commuter options.

#### Timeframe



#### Cost

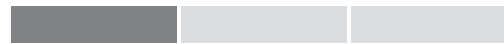


**Lead:** Council **Council role:** Partnership

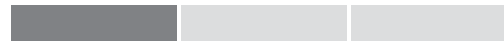
### 14. Creative solutions for placemaking

Creating great places doesn't always have to cost large amounts of money or require permanent fixtures. Commercial operators and shopkeepers could consider running a kiosk style business, potentially renting play equipment or quirky furniture such as beanbags, as well as selling food and souvenirs. There's also opportunity to develop a makers space to support the creative community in Medowie. If this sounds like you, we encourage you to talk to Council's Vibrant Places team to discuss your ideas.

#### Timeframe



#### Cost



**Lead:** Business **Council role:** Support



## ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.

**15. Community connection**

Community groups are important to the vitality of a place. They offer encouragement, connection, resources and support. You might want to support some of the efforts and projects that existing groups are doing or talk to Council's Vibrant Places team who can provide advice on how to create your own community group.

**Timeframe****Cost**

**Lead:** Community **Council role:** Support

**16. Spice up Peppertree Road**

Murals, sculptures, landscaping and interesting street furniture create a sense of place and help reinforce a town's character. Peppertree Road is an ideal location for murals and art installations to increase the visual appeal of the town centre. Some businesses have already made a start, but there's still more to do in the surrounding shopping areas. An avenue of street trees and the provision of street furniture and lighting will spice up this street even more.

**Timeframe****Cost**

**Lead:** Business **Council role:** Support

**17. Celebrate trees**

To reinforce Medowie as 'place of tall trees', it's proposed an 'avenue of trees' be planted along part of Ferodale Road. We'll also investigate opportunities along other main roads and key sites. To celebrate, a planting day can be organised that includes multiple sites around town. Council will help facilitate partnerships and activities with local schools, community groups and seek corporate sponsors to align efforts with initiatives such as National Tree Day.

**Timeframe****Cost**

**Lead:** Council **Council role:** Coordinate



## ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.

**18. Controls for the look and feel of the Medowie town centre**

To ensure the Medowie town centre develops in a desirable way, a site specific Development Control Plan (DCP) for the town centre will be prepared. The new DCP chapter will include the existing shopping precinct and the town centre expansion site. The DCP will set out the future character of the town centre, including creating a natural setting and a high degree of connectivity. The DCP will focus on a shady and green town centre, with buildings designed to fit within a natural setting.

**Timeframe****Cost**

**Lead:** Council **Council role:** Deliver

**19. Define Medowie's character**

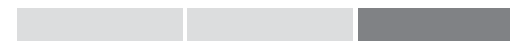
What do we really mean when we refer to Medowie as the 'place of tall trees', or having a 'village feel'? Using Liveability data and feedback from community workshops, we can create a more detailed character description for Medowie. This character description document can be used in the design of the built environment and celebrated through theming for unique events, public art, community activities, and placemaking.

**Timeframe****Cost**

**Lead:** Council **Council role:** Deliver

**20. Create a Main Street**

We want to create a Medowie town centre with a classic 'country town' main street feel. Road treatments, building design, pedestrian facilities and landscaping will transform Ferodale Road from a car focussed collector road, to a charming main street that prioritises pedestrians. To reclaim Ferodale Road for pedestrians, a main street public domain plan will be required for the road between the bridge over Campvale Drain to the roundabout at Medowie Road. A main street should provide opportunities for on-street parking, additional street trees, crossing points and new pathways. Ferodale Road will need to be widened to accommodate this change. We'll investigate opportunities to develop a similar public domain plan for Peppertree Road.

**Timeframe****Cost**

**Lead:** Council **Council role:** Deliver

## ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.

## 21. Let's play!

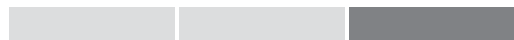
Building on the great work of the 7 Day Makeover, the community are keen to spend time with their friends and family in the heart of Medowie. There's an opportunity for a new, integrated recreational precinct, close to the shops and community facilities, and well connected by footpaths and cycleways.

A recreational precinct could include elements like a play space, skate park, climbing structures and nature play, so that it can be enjoyed by a range of ages. A great community hub integrates with its surroundings and offers amenities for parents and carers such as a comfortable place to sit and watch the kids play, somewhere to grab a coffee, or a bite to eat. The Medowie community has some great ideas for such a recreational precinct as shown in the Engagement Report that accompanies this Place Plan.

## Timeframe



## Cost



**Lead:** Council **Council role:** Deliver

Further investigation and materplanning is required to determine where it'll be located and what elements should be included. When the time comes, we want you to get involved and help us design a place that will be exciting for our community, as well as friends, families and visitors when they visit the town centre.

This action includes multiple projects with specific time frames and various stages like consultation, planning, design and construction. Some projects can start in the short term, but may be delivered in the medium or longer term.

## 22. The heart of town

The new town centre expansion will offer quality public space for people to come together, play, socialise and do business. With your help, the open space areas planned for the site will become the new heart of town – the place to be, to meet friends, recreate, dine, or relax. The design of the open space, which could include pocket parks to support small group activities, will be determined through the master planning of the site.

In the meantime, you can use an existing park or space for your group activity!

Would you like to be involved in small tai chi and yoga classes, host regular boot camps, organise a 'movies in the park' event, or have Christmas carols with your community in our open spaces?

Get a group together and talk to Council's Vibrant Places team about your proposed activity.

## Timeframe



## Cost



**Lead:** Community **Council role:** Support

## ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.

**23. Light it up**

Creative use of lighting is a great placemaking tool. It improves safety through passive surveillance and encourages people to stay out longer and support the night-time economy. Lighting up pathways, seating, trees and buildings will make the town centre a more pleasant place to be at night. Lighting needs to be carefully designed so it doesn't impose on wildlife habitat, where it can scare away native animals. The use of sustainable options like solar should be investigated.

**Timeframe****Cost**

**Lead:** Community/Business  
**Council role:** Partnership

**24. Make it happen – rezoning the town centre expansion site**

Land at the town centre expansion site and other town centre locations require rezoning to enable future development. Council will prepare a planning proposal to ensure sufficient future supply of residential and commercial land, identify land suitable for environmental conservation (environmental zones) and recreational purposes.

**Timeframe****Cost**

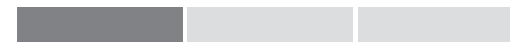
**Lead:** Council **Council role:** Deliver

**25. Has it worked?**

A 2021 Medowie Town Centre survey provided place-specific insights into how respondents rated the strengths and weaknesses of Ferodale Road (between Peppertree Road and Medowie Road roundabout).

The feedback provided valuable insights for town centre improvements and were used in the preparation of various actions in this Place Plan.

A new survey will be scheduled in 5 years (2028) to see if these actions have had a positive impact on how people experience the town centre.

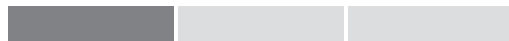
**Timeframe****Cost**

**Lead:** Council **Council role:** Deliver

## ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.

**26. Establish a Medowie Town Team**

Align the vision and ambitions of residents and local businesses by creating a local group that can deliver quick wins and progress bigger ideas. One option for doing this could be to establish a Medowie Town Team. This will help local change makers find each other and connect with potential partners across Port Stephens.

**Timeframe****Cost**

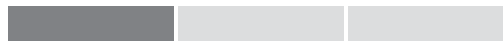
**Lead:** Community **Council role:** Coordinate

**27. Linger for longer**

The 7 Day Makeover in Medowie demonstrated that communities can shape their own environment. Small-scale projects can create a sense of place when they celebrate the essence, look and feel of a place.

Community members and groups can run place based activations and projects, with Council support, that include music, art, sensory gardens, and custom-made street furniture like benches.

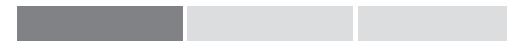
Do you have a great idea for projects that you'd like to see in your town centre and public spaces? Council will work with you to scope out your idea for events and projects that will add vibrancy to Medowie. Let's provide more opportunities for people to come together and enjoy each other's company and be of benefit to business and build community.

**Timeframe****Cost**

**Lead:** Community **Council role:** Support

**28. Celebrate rural**

Medowie's soils are rich, fertile and support many small producing farms and local growers. There's opportunity to celebrate the contribution that these farm gate experiences offer the community. Council can work with growers to find opportunities to get involved in produce markets to showcase local farms, food and produce. These events could include presentations or local produce dinners. For those a little more established, there's also the option to create farm gate experiences and agritourism opportunities for your business.

**Timeframe****Cost**

**Lead:** Community **Council role:** Support

## ITEM 4 - ATTACHMENT 2 MEDOWIE PLACE PLAN.

## 29. A signature event for Medowie

Medowie is already home to some successful small scale events and could build on this by developing a signature event that celebrates the town and its people. Consider designing and delivering an annual signature event that's specific to Medowie.

The Medowie Christmas Carols have previously been funded by Council's Community Funding Program. This event has been a highlight for many residents and flagged as a must have for coming years.

We encourage the community to work with Council to identify unique opportunities to create an event that highlights the things you love about your place.

## Timeframe



## Cost



**Lead:** Community **Council role:** Support

## 30. Planning the town centre expansion

Medowie has a unique opportunity to plan for an expansion to its town centre. Council, residents, business and state government agencies will work together to create a masterplan for the site.

The Concept Plan for the town centre expansion site at 38 Ferodale Road will be the starting point, but part of the privately owned land in the shopping centre north of Ferodale Road could also be included.

The masterplan will incorporate the community vision and priorities and will respond to the Medowie character description and guidelines. It'll define the type and best location for commercial, residential, recreation and open space uses. This includes supporting infrastructure, such as pathway connections to surrounding areas and drainage and stormwater infrastructure. Staging of development and funding opportunities will be investigated through this process. Council will undertake comprehensive community engagement during the master planning process.

## Timeframe



## Cost



**Lead:** Council **Council role:** Deliver

## 31. Top spot for a tourist stop

Creating drawcards for tourists to visit, stay and shop in towns takes a dedicated effort. Medowie's proximity to Newcastle Airport and the Pacific Highway makes it a top spot for a tourist stop.

Developing key attractions such as a hedge maze, tree tops adventure or a graffiti wall, as well as leafy open spaces would help draw visitors to Medowie. Diversifying the tourism offering will help attract more visitors from within Port Stephens and further. As day visitors extend their stay, there'll be options for Medowie to consider hosting RV friendly vehicles and commercial accommodation options should be explored.

## Timeframe



## Cost



**Lead:** Community/Business **Council role:** Support





# Medowie Place Plan Engagement Report

Planning for your place



April 2023





## ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.



# Medowie Place Plan

What we've been hearing

The place planning process aims to capture the character of the unique communities within Port Stephens and to give voice to their residents. By giving ownership to the community of the roadmap for the future, it not only enhances their connection to place but also ensures that the priorities and actions within the plan are created by those who it will impact. The Medowie Place Plan is an action-oriented strategy informed and guided by community input.

## What we've been up to



### Community events

191 attendees



### Surveys

522 responses



### Webpages

1785 visitors



### Direct emails

4165 sent



### Social media

9553 reached

## Emerging themes



68%

Elements of natural environment



60%

Locally owned and operated businesses



59%

Sense of neighbourhood safety



57%

General condition of public open space



56%

Local businesses that provide for daily needs

ITEM 4 - ATTACHMENT 4 ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

## Top things we've been hearing

Wonderful bushwalks are present all across Medowie and these natural beauties should always be celebrated

Need to prioritise safe pedestrian access

Creating a centre will give Medowie a starting point from where connections radiate from

## Liveability priorities

### Our Strengths

Local business that provides for daily needs  
Locally owned and operated businesses  
Sense of personal safety

### High Priorities

Protection of the natural environment  
Quality of public space  
Connecting the community (via pathways)

### Secondary Priorities

Access and safety of transport options  
Things to do in the evening  
Spaces suitable for specific activities

maintained and clean  
**active**  
**connected** rural  
**green**  
environmental



77%

Average satisfaction rating for the draft Place Plan action items (after Public Exhibition)

## Engagement timeline

**Phase 1**  
**Surveys**  
September 2020

**Phase 2**  
**Workshops**  
November 21 – August 22

**Phase 3**  
**Check-in**  
August 2022

**Phase 4**  
**Public Exhibition**  
November 2022

**Adoption**  
May 2023

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**ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.**

## Summary

Place Plans are a new way of planning for the growth of the unique towns and villages across Port Stephens. Place Plans provide a filter on the Port Stephens Local Strategic Planning Statement and other strategic documents to create actions which improve the liveability and wellbeing of our communities.

Place plans use a 'bottom-up' approach and collect the shared ideas and aspirations of communities through a 4 phase engagement approach:

- Phase 1**      Liveability Index survey and Town Centre survey (Sept 2020).
- Phase 2**      Workshops with local residents and businesses to set priorities and a vision for Medowie (Nov 2021).  
Additional workshops were held with local residents as well as students from 2 Medowie schools to investigate opportunities for a town centre expansion at 38 Ferodale Road (June and August 2022).
- Phase 3**      A check-in survey on the draft place plan actions and concept plan for the town centre expansion site sought feedback from Phase 2 (Aug 2022) workshop participants.
- Phase 4**      The draft Medowie Place Plan was available for community comment during public exhibition (Nov 2022).

## Overview

**Phase 1** included two surveys consistent with the place planning process, most notably the Liveability Index which was implemented LGA wide through external provider Place Score. In their words '*Place Score transforms community opinion into data-driven evidence to unlock the power of your places.*'

**Phase 2** was a key engagement component and consisted of a community workshop series. Initially it was for 2 workshops for 2 hours held during November 2021.

To ensure inclusion of the recently purchased land at 38 Ferodale Road, Medowie into the drafting of the Place Plan, two more workshops were held. These workshops focused on how the new site could be used to fulfil the community vision and priorities previously identified and improve the Medowie town centre.





These workshops were then extended to two schools. These workshops were designed to introduce the site at 38 Ferodale Road and consider what they would like to see on the site and explain why and also to draft up a plan.

**Phase 3** circled back to previous engagements with local residents and asked community workshop attendees to complete a survey about their support for key actions outlined in the draft Medowie Place Plan.

**Phase 4** began once Council gave approval to exhibit on the 25<sup>th</sup> October 2022. During public exhibition the community were invited to provide feedback through submissions to Council, a Survey Monkey survey (with a similar format to the Phase 3 check-in survey) and directly with council officers at targeted community pop-up events.

## ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

## Communication and engagement methods

COMMUNICATIONS METHODS		
ACTIVITY	DESCRIPTION	REACH
 <b>Project webpage</b>	Medowie Place Plan Council website page <a href="https://www.portstephens.nsw.gov.au/development/place-plans/medowie-place-plan">https://www.portstephens.nsw.gov.au/development/place-plans/medowie-place-plan</a>	726 page views
	Used to host information and supporting documents	
 <b>Have Your Say page</b>	Planning for your place EHQ project page <a href="https://haveyoursay.portstephens.nsw.gov.au/planning-for-your-place">https://haveyoursay.portstephens.nsw.gov.au/planning-for-your-place</a>	965 visits (not Medowie specific)
	Used to collect registrations and host information	
 <b>Direct emails</b>	EHQ members direct email and newsletter Aug 2021	1223
	PSToday on 19/8/21	2517
	Direct emails via <a href="mailto:converse@portstephens.nsw.gov.au">converse@portstephens.nsw.gov.au</a> to identified known stakeholders, interest groups for Medowie	179
	Follow up emails for workshop 3, Jul 2022	179
	Follow up emails for check in survey, Aug 2022	57
<b>Total emails sent</b>		<b>4165 sent</b>
 <b>Social media</b>	Port Stephens Council Facebook	3484 reached
	Advertisement ran from 27 August to 8 September 2021	
	Medowie Draft Place Plan Have your say - Facebook	4837 reached
	Medowie It's On post - Facebook	1232 reached
<b>Total reach</b>		<b>9553 reached</b>

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## ENGAGEMENT REPORT - MEDOWIE PLACE

Council  
news itemRelevant news items that appear on the Council website 94 page  
page views
<https://www.portstephens.nsw.gov.au/council/news/2022/medowie-on-the-move-with-new-draft-place-plan>




News item details draft Place Plan on public exhibition

## ENGAGEMENT METHODS

ACTIVITY	DESCRIPTION	STATS
<b>Phase 1</b> 	Liveability Index	345 surveys completed by Medowie residents
	Medowie Ferodale Road Impact Maximiser Report	119 surveys completed
<b>Liveability Index reports</b>	<b>Total surveys completed</b>	<b>464 total surveys</b>
<b>Phase 2</b> 	Structured deliberative workshops to allow for deeper exploration of local situation and exploration including ideas and solutions generation.	
	Workshop 1: 12 September 2021	24 attendees
	Workshop 2: 19 September 2021	23 attendees
	Workshop 3 (face to face): 8 June 2022	23 attendees
	Workshop 3 (online): 9 June 2022	11 attendees
	Workshop 3 (kids 1): 8 August 2022	8 attendees
<b>Community Workshops</b>	Workshop 3 (kids 2): 8 August 2022	28 attendees
	<b>Total workshop attendances</b>	<b>117 attendees</b>
<b>Phase 3</b> 	Attendants from the Place Plan workshops for Medowie were asked to follow up their session by responding to a short survey to confirm the direction of the Place Plan before submitting it to council. There was a Draft Concept and Action Plan attached to the survey for attendants to review before submitting their responses.	There were <b>38</b> visitors to the survey site with <b>14</b> complete surveys submitted.
<b>Medowie Place Plan check-in survey</b>		

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## ENGAGEMENT REPORT - MEDOWIE PLACE

<b>Phase 4</b> 	<b>Pop-up one:</b> Medowie Markets Bull 'n' Bush Hotel 12 November 2022	30 people visited
	<b>Pop-up two:</b> Medowie town centre 24 November 2022	34 people visited
	<b>Medowie pop-ups</b>	<b>64 total visitors</b>
<b>Phase 4</b> 	To make it easier to lodge a submission, a short survey was created to help us understand the community's opinion about the draft Medowie Place Plan, specifically the proposed actions in the Plan that aim to make Medowie a better place to Live, Work, and Recreate	44 surveys completed
<b>Public exhibition survey</b>		
<b>Phase 4</b> 	Emails, documents and reports received by council through direct channels and correspondence sent directly to council officers.	7 submissions received
<b>Public exhibition submissions</b>		



## ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

### Key engagement findings

This chapter provides a brief overview of the key findings of the various engagement activities that guide the Medowie Place Plan. Detailed information about the methodology used and community responses are available in the appendices.

#### Phase 1 – Liveability Index and town centre surveys

##### Liveability Index survey

In September 2020, Council undertook the first Port Stephens wide liveability survey. About 345 people from Medowie completed the survey and told us what they value about their place and how it is performing. This data was used as the basis for the first workshop series held in September 2021.

The Liveability Index survey shows that the top five values for Medowie are:

1. Elements of the natural environment (natural features, views, vegetation, topography, water wildlife).
2. Locally owned and operated business.
3. Sense of neighbourhood safety (from crime, traffic, pollution).
4. General condition of public open space (street trees, footpaths, parks)
5. Local businesses that provide for daily needs (grocery stores, pharmacy, banks).

The top priorities identified in the liveability index for Medowie included:

1. Evidence of recent public investment (roads, parks, schools)
2. Quality of public space (footpaths, verges, parks)
3. Walking/jogging/bike paths that connect housing to communal amenity (shops, parks)
4. General condition of public open space (street trees, footpaths, parks)
5. Sense of neighbourhood safety (from crime, traffic, pollution)
6. Protection of the natural environment
7. Elements of natural environment (natural features, views, vegetation, topography, water, wildlife)

For more detail, see **Appendix A**.

**Note:** a more recent analysis of the data in Sept 2022 resulted in a minor reduction in the number of priorities. However, the Medowie Place Plan has responded to the full set of priorities as listed the above.

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### Town Centre survey (Ferodale Road near the Community Hall)

Council conducted a site-specific town centre survey at Ferodale Road, between Peppertree Road and Medowie Road (April 2021). This survey received 119 responses and some of the priorities identified include:

- Things to do in the evening (like shopping, dining, and entertainment)
- Maintenance of public spaces and street furniture
- Cleanliness of public space
- Walking paths that connect to other places
- Ease of walking around (including crossing the street, moving between destinations)
- Elements of the natural environment (like views, vegetation, topography, and water)

For more detail, see **Appendix B**.

### Phase 2 – Community workshop findings

A series of workshops were held in 2021 and 2022 to offer community, businesses, community groups, and key stakeholders the opportunity to share their insights and vision for Medowie involving the following:

- **Introduction and education** (Workshop 1): building rapport, building understanding of scope, setting the scene and presenting Liveability data (including the PX street assessment) to guide the session, what makes a great place.
- **Immersion and detailed exploration of place** (Workshop 1) – priority places, issues and deep dive into local values
- **Ideas generation** (Homework Workshop 1 – Discussion Workshop 2) – quick wins and big picture moves - actions for both Council and community leaders. Identification of barriers to delivery and how we can deliver the ideas.
- **Action planning** (Workshop 2) – actions planning of some of the quick wins and big picture moves identified as part of the workshop.

### Workshop 1 and 2 findings

Workshops 1 and 2 were undertaken in an online environment during lockdown. Considering the circumstances, attendance at both workshops was excellent, with 47 and 34 attendees respectively.

The workshops aimed to get a better understanding of the Liveability Index survey outcomes for Medowie. Discussions with workshop attendees provided more detail about the values and priority areas identified.

Some of the key findings include:

- Create more safe pathways and better connections for pedestrians and cyclists between neighbourhoods and to surrounding areas.

## ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

- Create additional or improved public recreation spaces for all ages and abilities.
- Improve and utilise opportunities for bushwalking and mountain biking.
- Investigate opportunities for a new quality public place, like a town square, for people to meet.
- More opportunities for outdoor music or entertainment like a festival.
- Make outdoor spaces more attractive and convenient with additional seating, lighting, public art, and signage.

Workshop 2 attendees produced a series of Action Plans based on quick win and big picture ideas:

Quick Wins	Big Picture
Run food truck nights	Develop a community garden
Implement a local park run	Run a farmers market
Street library in Bower playground	Develop a Regional Play Space
Shade trees along new Medowie Road path	More shared paths around Medowie

For more detail on workshops 1 and 2, see **Appendices C and D**.

### Workshop 3 findings

Workshop 3 focussed on the site at 38 Ferodale Road, which is critical for the ongoing development of the town centre. Face-to-face and online workshops were offered, with 23 and 11 people attending respectively.

Major themes considered were Community and Recreation, Movement and Place, and the Town Centre expansion site.

Some key points from this workshop are:

- The site could include retail premises, housing, tourist accommodation, pathways, recreation and play spaces, and a meeting place for Medowie.
- Retail space should be catering for small-scale businesses like boutique shops, cafes, and restaurants.
- A town square should be included and offer space for activities.
- The village/rural character of Medowie should be protected and development should fit in.
- Pedestrian priority, a pedestrian friendly environment, and walkability is important. Paths should connect various point within the town centre.
- The western part of the site could be considered for future conservation.
- Many ideas were provided for play spaces, a potential skate park, an outdoor recreation area and embellishments like seating, lighting, shelters.

Detailed information is included in **Appendix E**.

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### School workshop findings

School workshops were held at Medowie Public School (8 students) and Catherine McAuley Catholic College (28 students) in August 2022. It was very beneficial for the development of the place plan to be able to speak directly with young people because:

- A very limited number of young people were engaged through the Liveability Index survey.
- Young people may be reluctant to participate in workshops with adults.
- It is not always possible to approach school-aged children via schools due to a busy curriculum.

The workshop encouraged students to think about the needs of various users of the town centre and the opportunities offered by the town centre expansion site (38 Ferodale Road). They used this information to create a plan/design for the site. The topics they considered were movement, playing, shopping, housing, environment, and community facilities.

Some key points that they raised include:

**Things to Do** – Students had a strong interest in more things to do, like swimming pools, dog parks, events, outdoor cinemas, massive shopping centres, and large shopping chains.

**Landmarks** – A strong emphasis on landmarks generated ideas like fountains, a Ferris wheel, and roller coasters.

Some suggestions confirmed the findings from previous workshops, including libraries, outdoor cinemas, outdoor gyms, murals and public art, and moving around safely.

Some novel ideas suggested by students include:

- Community gardens and community fruit trees
- Possum houses
- Fenced dog off lead areas including dog a swimming pool
- Petting zoo

“When you think about Medowie, you don’t normally think pretty, but we are here to change that by adding a landmark to Medowie (the Fountain) in a large open space. Mostly because Medowie is very claustrophobic.”

Student – Catherine McAuley Catholic College

Interestingly, playgrounds and skate parks received less attention from the students than may have been expected.

See **Appendix F** for some of the plans created by students.

**ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.****Phase 3 – Check-in survey**

People who attended at least one of the workshops about the Medowie Place Plan had the opportunity to respond to a short survey to confirm the direction of the draft place plan.

A draft concept plan for the town centre expansion site and draft place plan actions were provided for this purpose (August 2022). The survey was completed by 14 people.

The survey showed overall high levels of support for both the draft concept plan (84.6%) and each of the draft actions.

For full details, see **Appendix G**.

**Phase 4 – Public exhibition findings**

A number of different engagements were

**Survey**

A survey was created in Survey Monkey to collate community feedback in relation to the Medowie Place Plan. Unlike the check-in survey from Phase 3, this survey was not targeted at previously engaged residents but instead sought input from all community members and interested parties.

The survey sought feedback on specific actions outlined in the Medowie Place Plan and whether or not the community supported or opposed them. It also provided the opportunity for respondents to leave more detailed comments on the actions.

The survey was completed by 44 community members. The overall support for the draft concept plan and related actions was high at 76.9%. Although this was not as high as the support from the targeted survey in Phase 3 (84.6%), considering this survey was completed by 30 more people and open to the general public, not just workshop attendees, this should be seen as a very positive outcome. Another positive to be taken from the survey data is that all respondents who answered the question about the formation of a Medowie Town Team wanted to learn more and remain informed about this project.

From the list of actions outlined in the draft Place Plan, 'Keeping our drinking water clear and safe' (93%) and 'Celebrate trees' (91%) were the two most supported items, whereas 'Linger for longer' (60%) and 'Has it worked?' (44%) faced the most opposition.

For a list of questions and the response data, see **Appendix H**.



**ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.****Submissions from the community**

Public exhibition allowed the opportunity for community members to submit responses to the draft Medowie Place Plan. 7 different individuals or organisations submitted 8 responses to Council. The submissions ranged from short answers in response to the Plan to detailed reports that included mapped and diagrammed feedback. The respondents included local residents, key stakeholder groups with interest that spans across the LGA and a surveying company engaged to respond on behalf of a client.

For full details, see **Appendix I**.

**Community Pop-ups**

Council staff attended two major community events in Medowie during the public exhibition period. Members from the Engagement, Strategic Planning and Vibrant Places teams set up a stall at the Medowie community markets and the Medowie town centre Christmas event in order to provide information to and answer questions from interested community members. The stalls had maps, large copies of the Place Plan and information handouts that linked to the online survey. The feedback from the community was varied and not all relating to the Medowie Place Plan, however it did provide valuable insight into how the proposed actions might affect local residents.

For full details including a summary of the community feedback, see **Appendix J**.

## **Appendices**

**Appendix A:** Liveability Index survey

**Appendix B:** Town Centre survey

**Appendix C:** Workshop 1 (Sept 2021)

**Appendix D:** Workshop 2 (Sept 2021)

**Appendix E:** Workshop 3 (June 2022)

**Appendix F:** School workshops (Aug 2022)

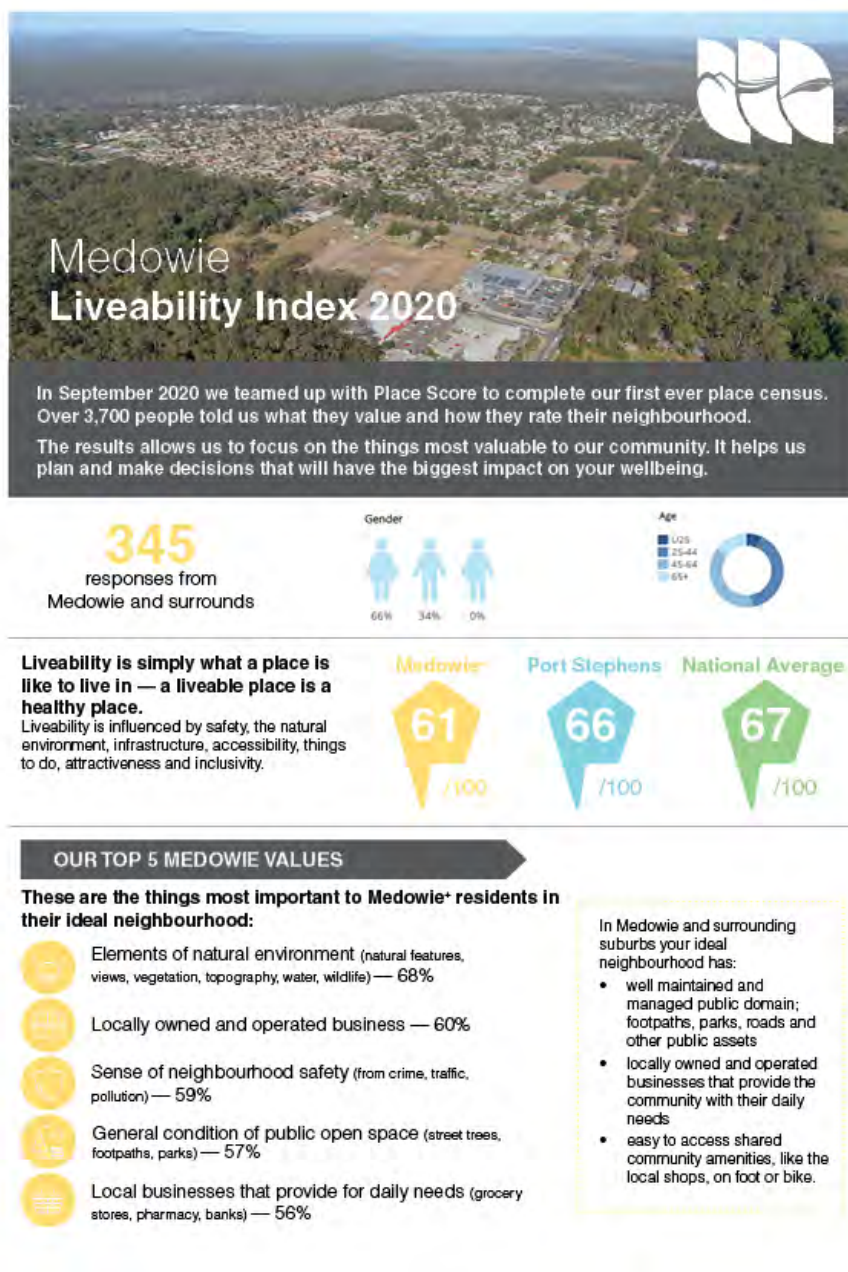
**Appendix G:** Check-In survey (Aug 2022)

**Appendix H:** Public exhibition survey (Nov 2022)

**Appendix I:** Medowie pop-ups (Nov 2022)

**Appendix J:** Port Stephens Examiner (Nov 2022)




## Appendix A - Liveability Index survey



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OUR STRENGTHS

These are the things you care about most and say are performing well. We must continue to celebrate and protect these.

-  Local businesses that provide for daily needs (grocery stores, pharmacy, banks)
-  Sense of personal safety (for all ages, genders, day or night)
-  Locally owned and operated businesses

OUR LIVEABILITY PRIORITIES

These are the things most important to you and are underperforming. We must work to improve these.

-  Evidence of recent public investment (roads, parks, schools)
-  Quality of public space (footpaths, verges, parks)
-  Walking/jogging/bike paths that connect housing to communal amenity (shops, parks)
-  General condition of public open space (street trees, footpaths, parks)
-  Sense of neighbourhood safety (from crime, traffic, pollution)
-  Protection of the natural environment
-  Elements of natural environment (natural features, views, vegetation, topography, water, wildlife)
-  Things to do in the evening (bars, dining, cinema, live music)
-  Evidence of Council/government management (signage, street cleaners)
-  Access and safety of walking, cycling and/or public transport (signage, paths, lighting)
-  Spaces suitable for play (from toddlers to teens)
-  Local education opportunities (from elementary to adult education)
-  Spaces suitable for specific activities or special interests (entertainment, exercise, dog park, BBQs)
-  Sustainable urban design (water sensitive design, transport-oriented design, building design, density)
-  Amount of public space (footpaths, verges, parks)
-  Landmarks, special features or meeting places



For more information go to  
[PORTSTEPHENS.NSW.GOV.AU](https://PORTSTEPHENS.NSW.GOV.AU)  






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## Appendix B – Town Centre survey



### MAXIMISE YOUR IMPACT

This Impact Maximiser Report helps you increase the impact of your place experience and community values data collected via Place Score's PX Assessment and Care Factor tools. It provides place-specific strengths and weaknesses that can help improve the performance of your mainstreet.

In April 2021, Place Score conducted a PX (Place Experience) Assessment of Ferodale Road (btw Peppertree Rd and Medowie Rd) and a Town Centre Care Factor (CF) survey in Medowie for Port Stephens Council.

Your community identified the mainstreet to be performing well in terms of:

- Grocery and fresh food businesses
- Welcoming to all people
- Car accessibility and parking

On the other hand, the following areas were highlighted as not performing as well:

- Amenities and facilities
- Free and comfortable group seating
- Public art, community art, water or light feature

Please note – In the following sections of the report 'Feroale Road' refers to the section of Ferodale Road between Peppertree Road and Medowie Road.

#### ABOUT FERODALE ROAD

Ferodale Road is a two-way double lane road which serves as an access to a cluster of eateries and supermarkets. It has a divider towards Medowie Road which slows down the traffic coming in from the highway. There is high greenery with trees on both sides of the road along with wide footpaths.

To either side are Medowie Community Centre, Woolworths, a park, a large car park and some terrace housing. The road also features a bus stop and public toilets, both located nearby the community centre.

At the time of the assessment, Ferodale Road was mostly used by Woolworths customers as a way to cut the centre and access Medowie Road. There was also limited pedestrian activity along the road, with most users driving into the commercial area.

### 58

FERODALE RD, OFFERS A RELATIVELY LOW PLACE EXPERIENCE, WITH A PX SCORE 6 POINTS LOWER THAN THE 2021 NATIONAL BENCHMARK AVERAGE STREET PX OF 66/100!

#### PLACE STRENGTHS AND PRIORITIES

Your Strengths and Priorities are determined by aggregating community values against the current performance of your street.

- High CF = High PX Score = Strength
- High CF = Low PX Score = Priority
- Mid to low CF = Low PX Score = For consideration

CF	STRENGTHS
1	Vegetation and natural elements (street trees, planting, water etc.)
2	Welcoming to all people
3	General conditions of vegetation, street trees and other planting
4	Sense of safety (for all ages, genders, day/night etc.)
5	Overall look and visual character of the area

CF	IMPROVEMENT PRIORITIES
1	Things to do in the evening (shopping, dining, entertainment etc.)
2	Maintenance of public spaces and street furniture
3	Cleanliness of public space
4	Walking paths that connect to other places
5	Ease of walking around (including crossing the street, moving between destinations)
6	Elements of the natural environment (trees, vegetation, landscaping, water etc.)

CF	FOR CONSIDERATION
1	Local history, heritage buildings or locations
2	Outdoor restaurants, cafe and/or bar seating

**LEGEND**

- Strengths (Protect and Build upon these attributes)
- Improvement Priorities (Focus on improving these attributes)
- For Consideration (Focus on improving these attributes AFTER all priorities have been addressed)

Source: 1. National average benchmark 66/100 (2021). 2. More context around central location page 9.

PLACESCORE 2021



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## HOW DOES FERODALE ROAD COMPARE?

Ferodale Road is performing below the National Benchmark average. Its main point of difference is car accessibility and fresh food businesses. Most other aspects of place are either performing similarly or below the national average.

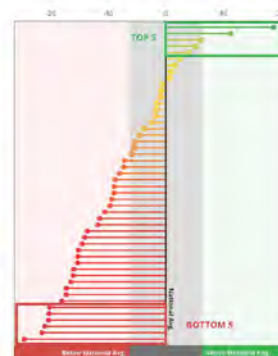
Understanding your strengths and weaknesses compared to the National Benchmark can help you plan to build on your competitive advantage or improve areas that are under-performing.

## PX SCORES



## BEST AND WORST PERFORMING ATTRIBUTES

TOP 5 ATTRIBUTES COMPARED TO THE NATIONAL AVERAGE	
Car accessibility and parking	+18.7%
Grocery and fresh food businesses	+11.2%
Businesses that reflect the local community and values	+6.2%
Vegetation and natural elements (trees, grass, painting, artwork etc.)	+5.3%
Evidence of recent public investment (new planting, paving, street furniture etc.)	+4.0%
BOTTOM 5 ATTRIBUTES COMPARED TO THE NATIONAL AVERAGE	
Time and comfort for group seating	-24.6%
Street furniture (including benches, bins, signs etc.)	-21.5%
Interesting things to look at (people, shops, views etc.)	-21.0%
Time and comfortable places to sit alone	-20.4%
Amenities and facilities (toilets, water, business, parents rooms etc.)	-20.3%



PX Score of 58 attributes of Ferodale Rd compared with Place Score National Benchmark

**PLACESCORE** 2021 Notes: Attributes with a score of 100 Place Score attributes are performing compared to the National Benchmark average. Data collection is based on a survey of 100. The grey area represents attributes that are performing below the national average, while the green area represents attributes that are performing above the national average. National average scores are 100. The grey area is 100.

Maplewood  
Urban Masterplan

## ABOUT YOUR DATA

This section includes a summary of your Care Factor survey and Street PX Assessment data. This includes your community's values, the performance of your main street, how it compares to other places in Australia, the strengths and priorities for your main street.

Place Score offers two sophisticated data collection tools, Care Factor (CF) survey and Place Experience (PX) Assessments.

Like a 'place census', Care Factor captures what your community really values, while PX Assessments measure the community's need place experience. Together they help you identify what is important, how the place is performing, and what the focus of change should be. An attribute with a high CF but a low PX should be a priority for investment as it will have the most positive impact on the most amount of people.

## ABOUT YOUR PLACE SCORE DATA

Two types of Place Score data have been used to develop the recommendations in this report.

Data source	n=
Town Centre Care Factor (CF)	119
Street Place Experience (PX) Assessment	62

## Your Town Centre Care Factor (CF)

• Collected face to face on 23 and 24 April 2021

• 119 respondents; 52 men, 66 women and 1 different identity

## Your Street PX Assessment

• Collected face to face on 23 and 24 April 2021

• 62 respondents; 26 men and 36 women

To support the development of this Impact Maximiser Report Place Score has also considered Google Maps (2021).

## THE FIVE DIMENSIONS OF GREAT PLACES

The 50 Place Score attributes have been defined as a result of extensive investigation of community, academic and commercial research to identify the factors that contribute to place experience. We group them under five key place dimensions.



## LOOK &amp; FUNCTION

The physical characteristics of the area - how it looks and works, its buildings, public space and vegetation



## SENSE OF WELCOME

Whether the place is inviting to a range of people regardless of age, income, gender, ethnicity or interests



## THINGS TO DO

Activities, events and the invitation to spend time in the place that might lead to a smile, a nod or even a new friend



## UNIQUENESS

Things that make the area interesting, special or unique - these could be physical, social, cultural or economic aspects of the place



## CARE

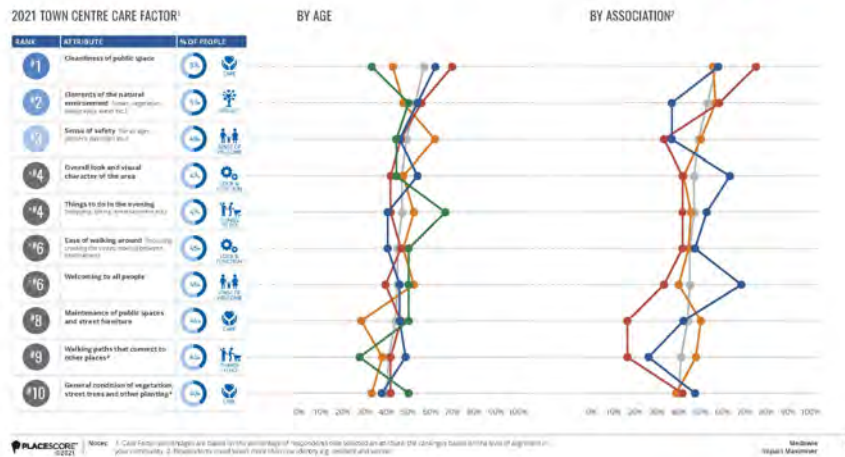
How well the area is managed, maintained and whether improvements are being made - it considers care, pride and both personal and financial investment

**PLACESCORE** 2021

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## MEDOWIE'S TOP 10 CARE FACTORS

The Medowie community's ideal town centre varies greatly depending on whom you ask, with age and association with the centre significantly impacting values. However, most community members would agree on their ideal town centre featuring natural elements and a great look and feel. The perfect town centre would also be walkable and welcoming to all.



## FERODALE ROAD PLACE EXPERIENCE

(Between Peppertree Road and Medowie Road, Medowie)

Ferodale Road is a two way double lane road which serves as an access to a cluster of eateries and supermarkets. It has a divider towards Medowie Rd which slows down the traffic coming in from the highway. To either side are Medowie Community Centre, Woolworths, a park, terrace housing and a large car park. There is lush greenery with trees on both sides of the road.

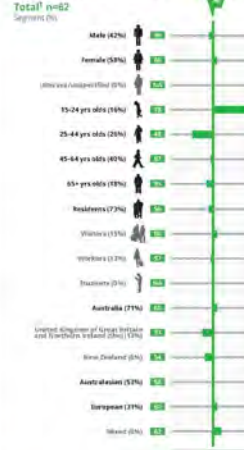
### KEY FINDINGS

- 62 people completed an on-site assessment via face-to-face surveys on 23-24 Apr 2021.
- Ferodale Road received a Px score of 58/100.
- The strongest rated attribute is 'Grocery and fresh food businesses'.
- The poorest rated attribute is 'Amenities and facilities'.
- Men rate 'Unique mix or diversity of people in the area' 11% higher than women.
- Women rate 'Service businesses (post offices, libraries, banks etc.)' 14% higher than men.
- 15-24 yrs olds rate 'Shelter/awnings (protection from sun, rain etc.)' 58% higher than 25-44 yrs olds.
- 25-44 yrs olds rate 'General condition of vegetation, street trees and other planting' 13% higher than 65+ yrs olds.
- 65+ yrs olds rate 'Welcoming to all people' 13% higher than 25-44 yrs olds.



### COMMUNITY GROUP Px SCORES

Grouped with your community may provide place experience (ability to use a place). The following infographic displays the Px Score for different demographic segments.



Notes: 1. This report is based on 100% of the survey responses. Respondents could select more than one category, e.g. resident and worker. 2. Grouped with a 10% margin of error. 3. Placescore is a tool that measures the quality of a place based on a range of factors including safety, accessibility, and sustainability. 4. Respondents could select more than one category, e.g. resident and worker. 5. Placescore is a tool that measures the quality of a place based on a range of factors including safety, accessibility, and sustainability.

**PLACESCORE<sup>3</sup>**  
 58/100

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A town centre's PX Score is a number between 0 and 100 which measures your community's experience of that place. Here we drill down into the individual place attributes which contribute positively and negatively to place experience. The three strongest and poorest attributes under each place dimension are listed. Each attribute score is shown as a number between 0 and 10.



## 2020 PRIORITIES FOR FERODALE ROAD

By understanding what the local community values and how it rates your town centre strengths, we can preserve what is working well and recommend the areas for impactful investment.

These tables and graph illustrate your town centre strengths, improvement priorities and secondary priorities.

**STRENGTHS** should be celebrated and protected.

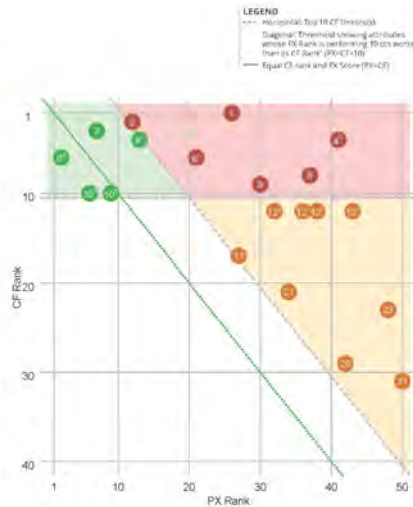
**IMPROVEMENT PRIORITIES** identify the aspects of your town centre that are important to people but are currently under-performing. Improving these attributes will have the most significant impact on your community.

**FOR CONSIDERATION** identify attributes to look-out for, they are negatively affecting your town centre and can become more significant issues if more people start caring about them.

CF	STRENGTHS
10	Vegetation and natural elements (street trees, landscaping, water etc.)
9	Welcoming to all people
8	General condition of vegetation, street trees and other planting
7	Sense of safety (for all ages, genders, day/night etc.)
6	Overall look and visual character of the area

CF	IMPROVEMENT PRIORITIES
4	Things to do in the evening (shopping, dining, entertainment etc.)
3	Maintenance of public spaces and street furniture
2	Cleanliness of public space
1	Walking paths that connect to other places
0	Ease of walking around (prevalence of parking, the street, mapping between destinations)
0	Elements of the natural environment (trees, vegetation, landscaping, water etc.)

CF	FOR CONSIDERATION
10	Local history, heritage buildings or features
9	Outdoor restaurant, cafe and/or bar seating
8	Public art, community art, water or light features
7	Physical safety (pavement, stairs, lighting etc.)
6	Landmarks, special features or meeting places
5	Amenities and facilities (toilets, water, outdoor seating, parking etc.)
4	Evidence of public events happening here (markets, fairs, festivals etc.)
3	One of a kind, quirky or unique features
2	A cluster of similar businesses (food, cultural, leisure, fashion etc.)



**PLACESCOT** 01217

**Notes:** CF Score (representing rank) on the Y-axis is higher the better the overall quality of the town centre. PX Rank (representing rank) on the X-axis is higher the better the overall quality of the town centre. The diagonal line shows attributes where CF Rank is performing better than PX Rank. The red area shows attributes where CF Rank is performing worse than PX Rank. The green area shows attributes where CF Rank is performing better than PX Rank.

**PLACESCOT** 01217

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### Appendix C - Workshop 1 (Sept 2021)

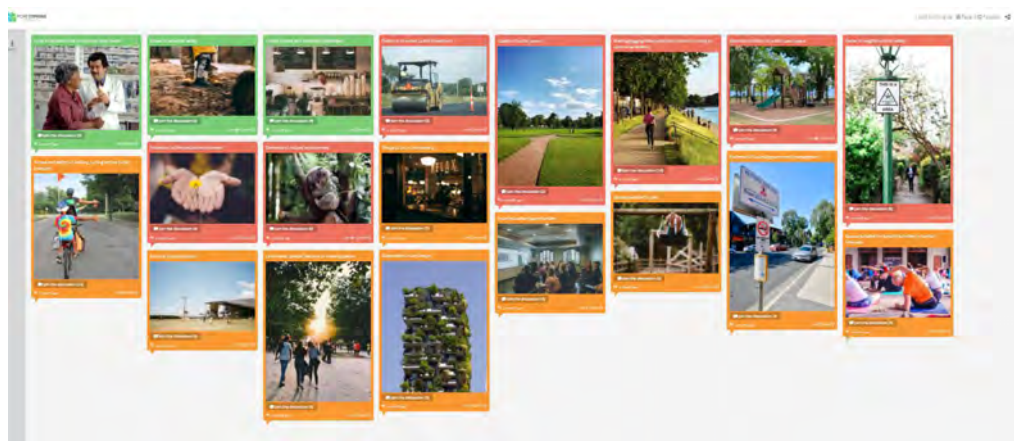
Workshop 1 was held with local residents, businesses and representatives from community groups and organisations to set priorities and a vision for Medowie. The results of the Liveability Index (**Appendix A**) were the starting point for discussion. The following activities were undertaken.

#### Activity: What is your place plan?

Online engagement tool (Miro) was used to help create a fun and engaging workshop activity designed to build confidence in the online environment.

#### Activity: Testing the Liveability Index values for Medowie

Online engagement tool, Social pinpoint, was used to help capture and focus a 'deep dive' into the Liveability Index findings for Medowie. The exercise was designed to explore what the attributes mean to different people.



The following table is a summary of the activity. There were 104 comments received.

It should be noted that many of the participant comments were adjusted and uplifted to focus on the broader attribute, rather than on specifics. For example, if someone had commented, 'More rubbish bins – especially before Maccas opens' this has been uplifted to 'Well maintained public spaces with more seating and no rubbish'. This process ensures similar comments are grouped and key priorities are more easily highlighted.

It should also be noted that some of the Liveability attributes are very similar – these have been aligned into the following table to best highlight the similar attributes and comments and are not in the order of priorities as presented in the Liveability Index data findings for Medowie in 2020 (see **Appendix A**).



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Some of the key findings are:

- Create more safe pathways and better connections for pedestrians and cyclists between neighbourhoods and to surrounding areas.
- Create additional or improved public recreation spaces for all ages and abilities.
- Improve and utilise opportunities for bushwalking and mountain biking.
- Investigate opportunities for a new quality public place, like a town square, for people to meet.
- More opportunities for outdoor music or entertainment like a festival.
- Make outdoor spaces more attractive and convenient with additional seating, lighting, public art, and signage.

Type	Liveability attribute	What does this mean to me? Why is it important to me?	Comment count
STRENGTHS	Local business that provides for daily needs	Everyday shopping/grocery needs are met however more shopping and/or service options would generally be welcomed	5
	Locally owned and operated businesses	Support unique local business in Medowie esp. based in food production	3
	Sense of personal safety	Need adequate street lights and pathing to access facilities	2
		Comfortable with personal safety in Medowie	1
HIGH PRIORITIES	Sense of neighbourhood safety	Better street and path lighting and use of CCTV	5
		Knowing who your neighbours are	1
	General condition of public open space	Well maintained public spaces with more seating and no rubbish	6
		More park equipment options to suit various users ie., young children or those who would like exercise and relaxation	4
	Quality of public space	Seating and outdoor gym equipment along Medowie Road shared paths to make one long park	6
		Activation of existing areas i.e. Park Run	1
		Quality installations required	1
	Evidence of recent public investment	Improved entrance to Medowie at Richardson Road roundabout, suburb signage and consider public art element	3
		Wildlife is in decline whilst feral animals are increasing including domestic cats	3
	Protection of the natural environment	More expectation on developers to provide green spaces and retain natural bushland where possible	2
		More environmental education opportunities (including waste, Landcare, Ngioka model)	3
	Elements of the natural environment	Nearby bushland (Hunter Water/State Forest) to be able to be used for bushwalking and mountain biking	3
		Medowie means place of tall trees and should be kept as such	1

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Type	Liveability attribute	What does this mean to me? Why is it important to me?	Comment count
SECONDARY PRIORITIES	Walking/jogging/bike paths that connect housing to communal amenity	New and improved pathways are needed to provide safe connection between nearby suburbs and key features i.e. Medowie to RAAF base; Medowie to Raymond Terrace along Richardson Road, Medowie to Fern Bay and Stockton; and between schools, shops and housing.	14
	Access and safety of walking, cycling and/or public transport	School children (Wirrenda) and pre-school (Kindlebark) unable to walk to and from school safely	4
		More bus shelters and more direct bus connections – getting to the University can take 2-3 hours	3
		Pedestrian crossings across Ferodale and Medowie Roads	2
		Improved safety of parking options at Wirreanda and Grahamstown Dam walk	2
		Trucks along Medowie Road should use the highway not Medowie Road as a short cut	1
	Evidence of Council/government management	More frequent mowing of nature strips and laneways	2
		More kerbing to remove open drains	1
		Better response to maintenance requests	1
	Things to do in the evening	Live outdoor music or entertainment opportunities e.g. outdoor cinema or festival	4
		More takeaway food options	1
		General comment regarding tension between 'things to do' and potential future development	1
	Spaces suitable for specific activities or special interests	Family activity options to include teenagers such as swimming pool, cinema, bowling alley, regular events	3
		Retiree activities i.e. Men's shed, senior programs	2
		More family support or adult education program opportunities i.e. WEA, My Time support	1
	Spaces suitable for play	Potential access to Grahamstown Dam for kayaking and non motorised water sports	1
		Fenced playground	1
		Upgrade to Finnan Park (HWC) to include disability friendly equipment	1
	Local education options	Public high school required	2
	Sustainable urban design	Ensure future developments meets environmental goals	1
		Better future planning of paths are required for future developments	2
	Amount of public space	Lack of public space.	2

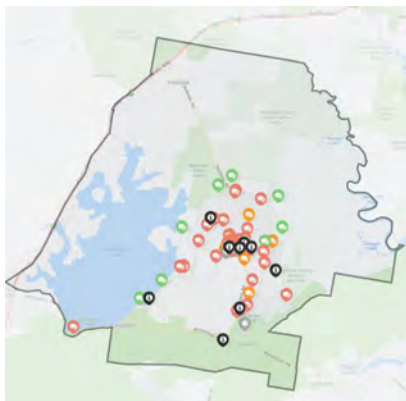
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Type	Liveability attribute	What does this mean to me? Why is it important to me?	Comment count
	Landmarks, special features of meeting places	Town square for teenagers to 'hang out' – mobile phone charging options	2

**Activity: 'Mapping your priorities'**

This exercise focused on people mapping specific areas to a liveability priority.



There were 69 responses received and some of the key themes are as follows:

- Lack of safe pathways connections with 30 related comments.
- Additional/enhance existing public recreation spaces and opportunities including bushwalking and mountain biking opportunities with 23 related comments.
- No town square or quality central place for people to meet and/or community space in general with 8 related comments.

The full overview of comments and suggestions is included in the tables below.

Theme 1: Lack of safe pathways connections (30 comments)		
#	Comment	Pin type
<b>Priority Medowie Road path completion</b>		
1	Think the path [Medowie Road] is great and can't wait for this little missing link [Silverwattle to Ferodale] to be completed.	Celebrate and protect
2	Safety for walking - not enough lighting, whole length of Medowie Road.	High Priority
3	Glad to hear this is happening!	Information
4	Pedestrian crossing required. Footpaths are great but nothing to connect them from where they end on one side of the street and where they start on the other side of the street.	High Priority

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Theme 1: Lack of safe pathways connections (30 comments)		
#	Comment	Pin type
5	They are currently extending the shared path from Ferodale to Silverwattle Drive, reducing the amount of crossings	High Priority
6	Lack of safe footpaths – Priority between Ferodale and Medowie Road	High Priority
<b>Priority around schools</b>		
7	Footpaths connections to school [Wirreanda]	High Priority
8	Fix up this area [Wirreanda] to make parking for the school - making it safer for children with ride to school initiatives - to also include space for people with a disability to park. People are being injured due to looseness of the gravel. Needs a whole approach.	High Priority
9	There is no footpath or safe walking area through this stretch. I often see pedestrians come off the Medowie Road new pathway and turn onto Brocklesbury Rd and just walk on the street. Due to the proximity to the main road it is a particularly dangerous section of road for pedestrians. This section of road also connects to the public school and due to the lack of pathway forces children to ride all the way to Ferodale road to get to Wirreanda or risk it taking the shorter route.	High Priority
10	Pathway connections between Medowie Public School and Christian School to be improved.	High Priority
11	Terrifying along Abundance Road with kids walking from Medowie public school. Needs pathway along here.	High Priority
12	Also terrifying along here for school children [Kirrang and Wilga Rd] pathway improvements and pathway connections between Medowie Public School and Christian School to be improved.	High Priority
13	No footpath [Kirrang Drive] connecting to the school [Medowie Public] Better connection for all schools with pathways. Also connect sporting fields to school	High Priority
14	Extend existing pathway along Waropara Road in this section between Christian School and Kula Road.	High Priority
15	I wonder if a short term solution could be an on-road bike lane separated with a barrier similar to the new lane on Hunter St Newcastle?	High Priority
<b>Priority around town centre connectedness</b>		
16	Footpath connections from residential to town centre- lack of: conflict between pedestrians and cars	High Priority
17	Town centre/walking paths/parks- rubbish	High Priority
18	A pedestrian crossing somewhere along Ferodale Road would be great. It's a very busy road and is difficult to cross safely.	High Priority
19	Rethink this whole commercial area. Complete dogs breakfast at present. Start with a centre, incorporate pedestrian areas and green space. Radiate connectivity from here so people can access without driving. green space trails to avoid roads and link the N/S/W/E of Medowie	High Priority

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Theme 1: Lack of safe pathways connections (30 comments)		
#	Comment	Pin type
20	Agreed. If you want to park at woolies (generally the place where you would buy the most items) it is not safe or convenient to get to the post office or chemist or even the butcher. Need to prioritise safe pedestrian access	High Priority
21	Consider a walking pathway that takes people through the bush area to the town centre. A walk through designated green corridor rather than all pathways and recreation on a busy road	Med. priority
22	Adding to others comments about pathing - we need to create footpaths or shared paths along bus routes to alleviate conflicts between pedestrians and transport and connect housing to the shared path infrastructure Council has provided. In particular, areas where the school buses travel. Picture of bus routes included.	High Priority
23	Dangerous at the sporting fields, Ditch should be a footpath. Cars parked here - often bogged and need to be pulled out. Lots of cars and existing parking at oval is not sufficient. Dangerous with kids.	High Priority
24	Connections to soccer/ Medowie social/ school	High Priority
<b>Priority around connection to other suburbs/areas</b>		
25	Link Medowie Road path to the RAAF base / Airport	High Priority
26	Bike connection to airport via RAAF base is missing.	Med. Priority
27	Consideration even to link further with those that commute to work into Newcastle. Newcastle/Lake Mac have FAR FAR superior safe cycleways and connectivity to public transport. Need to have a safe cycle access to Fern Bay, where city of Newcastle have provided safe access to the ferry wharf	High Priority
<b>Other</b>		
28	The pathway should connect to the town center to allow cyclist, runners and walkers to be able to travel to Finnan Park	High Priority
29	The pathway already connects to the town center (Fairlands then Ferodale - more important pathing required elsewhere)	High Priority
30	This is a dangerous location [South Street/Boyd Blvd] given the speed of the traffic, lack of lighting, a makeshift gutter and often sodden soil. Walking the dogs around this corner or riding bikes is dangerous. There is no safe place to walk on the edge of the road when turning up Boyd ave. Cars come from both directions at a higher speed because of the rural setting of the properties to the north. When walking the South street / James Road / Medowie road loop this is the most dangerous corner.	High Priority



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**Theme 2: More/enhance existing public recreation areas including unlocking bushwalking/mountain biking opportunities (23 comments)**

#	Comment	Pin type
<b>Unlocking bushwalking/mountain biking opportunities</b>		
1	Preserve/ protect natural area- bike riding, bushwalking opportunities	Celebrate and protect
2	Wonderful bushwalks are present all across Medowie and these natural beauties' should always be celebrated	Celebrate and protect
3	Fantastic walking/riding trails that are currently an offence to use. Can we consult with Hunter water and allow the community access on specific marked trails and de-criminalise enjoying nature. Can create a 10km/5km/2km trail with minimal effort.	Celebrate and protect
4	The Medowie State Conservation Area and Medowie Nature Reserve are part of NSW National Parks and Wildlife Service. Could we formalise tracks, add signage and enhance the experience for locals and visitors alike (similar to Tilligerry Habitat)? What are we conserving? Are there points of interest?	Celebrate and protect
5	Transmission Line Trail should be not gated and opened up for runners, and bushwalkers, Great walk up to Daniel James trail and showcases Medowie's natural beauty	High Priority
6	Create a nature trail through bushland	High Priority
<b>Enhancing existing organised sport / public recreation areas</b>		
7	Consider a skate park redesign and seek input from the local kids. Get them to design a park with bowls etc. similar to that in Raymond Terrace or near Mereweather Beach in Newcastle. There are heaps of great young artists in town that could create some amazing murals if encouraged and supported by council	High Priority
8	Medium Priority – Skate park is not a quality place, it's messy and not a good place for younger children. Offering better place for teenagers to hang out may allow better use of the skate park area for younger kids as it is currently a safety issue for them (feeling unsafe).	Medium priority
9	Upgrade Ferodale Oval Amenities and provide second oval for cricket and AFL.	Med. priority
10	Upgrade amenities for Yulong Oval	Med. priority
11	Rarely see this great facility open? [Grahamstown Aquatic Club] can we make it more accessible for kite surfers/windsurfers as well as sailing.	Celebrate and protect
12	Expand the current BMX bike track	Celebrate and protect
13	Park run location? [Pacific Dunes]	Other
14	Coolabah reserve- protect, maintain this area	High Priority

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Theme 2: More/enhance existing public recreation areas including unlocking bushwalking/mountain biking opportunities (23 comments)		
#	Comment	Pin type
15	Retaining wall and Path coming from Coolabah Rd damaged.	High Priority
16	Coolabah reserve	Celebrate and protect
<b>Enhancing existing passive recreation / walking areas</b>		
17	Formalised car parking for access to dam walk.	High Priority
18	Great connection to Raymond Terrace. Would like to see workout stations along this section of path from Fairlands to the Sailing club. This would be a great feature and enhance the path to become a fitness trail. Addition of 1-3 water stations along here would also be a benefit (Join the party Hunter Water?)	Celebrate and protect
19	Toilet at beginning of shared pathway (across the road from Kedahla Close). Toilets are provided at Finnan Park (Hunter Water Corporation), but it is very dangerous crossing Richardson Road from the shared path to access them.	High Priority
20	like to see exercise work stations along the Lisadell/Grahamstown road section of the footpath toward the sailing club	Medium priority
21	Fantastic pathways have been installed from the Bower Estate all the way to Catherine McAuley Catholic College. I think it's worth considering placing some bins along the path at few points. Many afternoons the pathway is packed with people walking, riding and running up and down Medowie road and it will only get busier when the connection to the catholic college is complete. It's a beautiful path to keep this path spotless and to celebrate it I advise we install some garbage bins.	Medium priority
22	Lighting along this path would be a great asset especially in the winter months when people are exercising after dark.	Medium priority
23	Need to incorporate fitness stations within residential areas of Medowie to promote health and wellbeing - installation of exercise equipment in various parks connected by walkways/ pathways to create a 'fitness trail'	Medium priority

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<b>Theme 3: No town square or quality central place for people to meet and/or community space in general (8 comments)</b>		
	<b>Comment</b>	<b>Pin type</b>
1	Public space quality - no place that is safe, close to business. Connected to central area, school. No town square in the town centre. Can create a better place for teenager to be. Skate park is not a quality place. Messy. Nowhere else to go for teenager.	High Priority
2	Quality public space for teenager. High tech benches, solar. Connect to these public spaces (bike paths)!	High Priority
3	Public Space - Missing town Square and facilities to accommodate a growing community. Well connected to the rest of Medowie.	High Priority
4	Creating a centre will give Medowie a starting point from where connections radiate from. The town is a hotchpotch of commercial development. A centre with a pedestrianised area/green space/memorial etc would bring the commercial area together.	High Priority
5	There is a hut / shed in the bush here used by the kids as a place to engage in antisocial behaviours such as drug use. May be worth having a look to see what's going on there and what options can be provided for teens if this is the best thing in town	High Priority
6	Link [shopping centre] better with education opportunities.	Med. priority
7	Men's shed and community veggie garden location? [Near Medowie Community Centre]	Other
8	Medowie country music festival location? [Medowie social]	Other
<b>Theme 4: Other (6 comments)</b>		
	<b>Comment</b>	<b>Pin type</b>

**Road improvements**

1	There should be turning lane for the Bower estate when come from the highway, it's dangerous with cars to slow up and turn with cars following behind having just gone from 100km/hr to 80km/hr (Apologises for photo google maps hasn't been updated)	High Priority
2	Traffic island - many people turning right into Boundary Rd (from Medowie Rd), cut across and end up on the incorrect (right) side of the street. Many Bower estate residents have almost had collisions whilst leaving the estate because of people entering it.	High Priority
3	Seal the whole of Ferodale Road, rethink this intersection [Ferodale and Fairlands) and traffic priority	High Priority

**Other**

4	Mobile reception is appalling - not sure if there is anything Council could do to help here	High Priority
5	<b>Time for our own Police station?</b>	<b>High Priority</b>

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**Activity: 'Vision for Medowie in 10 years' time'**

Participants were asked to provide three words to describe their vision for Medowie in 10 years' time. The following word cloud resulted (the larger the font the more times the word was used by participants):

**Activity: Local case study – Continue momentum from the 7 Day Makeover**

A case study using online break out rooms was used to discuss ways to continue momentum from the 7 Day Makeover, with the view that creating great places can benefit business and community and doesn't necessarily mean at great cost.

Some of the key ideas included

- Extend 7 Day Makeover main features throughout town i.e. 'gum leaves' along new shared path together with seating
- Lights in trees at Community centre
- Town centre map
- Pedestrian crossing across Ferodale Road
- More mountain bike/walking trails to suit young people and family activity

**Activity: Quick Wins, Big Picture**

At the conclusion of Workshop 1 participants were asked to undertake a home work exercise which would feed into the activities for Workshop 2. This activity centred on people detailing their quick win and big picture ideas. These were presented as part of the presentation for Workshop 2 as follows:

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- Street library in Bower playground
- Garden clean up
- Walk and bike trails map
- Small and large dog parks
- Food truck nights
- Local park run
- Nature trails through state forest
- Shade along new Medowie Road path
- Lining bike paths where footpaths aren't available
- Maintain existing fire trails
- Workout stations along the path to the Dam

**Big picture**

- Run a farmers market
- More shared pathways
- Water play splash park at Finnan Park
- Unpowered watercraft activities expanded on Grahamstown Dam
- Bins, seating and shade along new Medowie Road pathway
- Develop a Men's shed
- Upgrade trails from Moffatts Swamp to Oyster Cove
- Develop a community garden



## Appendix D - Workshop 2 (Sept 2021)

Workshop 2 attendees produced a series of Action Plans based on quick win and big picture ideas:

QUICK WIN 1: Run food truck nights	
What do we already have to work with?	Monthly market around Bull'n'Bush Existing food truck event at the Bower Teddy Bear's picnic fundraiser AFL Field has water, power and toilets available
What's the situation?	Businesses can benefit from extra people in the town centre New toilets in town centre park should have power available Community centre can be used stall holders to complement event
What does success look like?	Event should be welcoming to residents and community members Opportunity for fund raising for community projects (tie in with 'leaf' stickers) Pleasant night time environment (fairy lights etc) Appropriate timing (not when other large events are on)
Who needs to be involved and what is their role	Business owners – to enable use of their car parking Land developers Guides and Scouts groups (car wash fundraising / can collection) Business owners (sponsorship opportunity) Volunteers
What might stop this happening?	Lack of toilets Lack of room Lack of parking Availability of power and water Ability to attract enough food trucks

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Three key actions to make it happen	<ol style="list-style-type: none"> <li>1. Council approval and backing</li> <li>2. Schedule it at the right time</li> <li>3. A facilitator or group/team to lead the event.</li> </ol>
<b>QUICK WIN 2: Implement a local park run</b>	
What do we already have to work with?	<p>Existing runners or interested parties – gyms to assist; Little Athletics group</p> <p>Local café sponsor – support for event and for participants and business</p> <p>Existing Park Run Australia network see website link <a href="https://www.parkrun.com.au/">https://www.parkrun.com.au/</a></p>
What's the situation?	<p>Where would the park run go – needs to go for 5km.</p> <p>The run around the dam would work? Safety of track – pedestrian track.</p> <p>No crossing of roads.</p> <p>Bushland track – space for car parking?</p>
What does success look like?	Would be having a park run
Who needs to be involved and what is their role	<p>Land owner approval</p> <p>Community action group – volunteers for the actual park run – set up flags, timers etc</p>
What might stop this happening?	Lack of suitable land; major roads; difficulties with insurance; lack of community support; COVID
Three key actions to make it happen	<ol style="list-style-type: none"> <li>1. Find the right person/team to lead the event</li> <li>2. Find the appropriate location that meets all the requirements, safety , access, permissions</li> <li>3. Get approval from Parkrun Australia, promotion to potential users</li> </ol>
<b>QUICK WIN 3: Street Library in Bower Playground</b>	
What do we already have to work with?	7 day makeover included a street library – look at what works and doesn't work for this one Bower Playground
What's the situation?	<p>Bower Playground is a little removed so the location is helpful</p> <p>Connection to Bower Playground is good</p> <p>Playground will have toilets and car parking</p> <p>Enough room for the library to be included</p>

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What does success look like?	<p>Would motivate kids to ride to Bower Playground to access the library</p> <p>People are using it to take books away but also while they are there</p> <p>Good circulation of books</p> <p>Preschool nearby and could be a partnership</p>
Who needs to be involved and what is their role	<p>Parents with kids to help facilitate</p> <p>Facebook group for people that live in Bower</p> <p>Men shed to build the structure</p> <p>Business donations from materials</p> <p>Council could assist with funding if a group was to facilitate</p>
What might stop this happening?	<p>Vandalism – make it vandal proof – Perspex rather than glass</p> <p>Content might not be an issue so someone should monitor</p> <p>No one wants to do the project but unlikely</p>
Three key actions to make it happen	<ol style="list-style-type: none"> <li>1. Identify the leading group/person – possibly 7 day makeover group rep</li> <li>2. Sourcing community feedback on the project</li> <li>3. Researching other successful street libraries</li> <li>4. Sourcing of building materials</li> <li>5. Approvals to build on the land</li> <li>6. Identify a content manager/librarian</li> </ol>
<b>QUICK WIN 4: Shade trees along new Medowie Road pathway</b>	
What do we already have to work with?	<p>Brocklesby Road is a good example. Planting like this would work; going to the Bower has taller trees</p> <p>Nursery at Shoal Bay (Council run – Ngioka) can assist with appropriate planning.</p> <p>Volunteers could contribute.</p> <p>Create a visual barrier between the existing pathway and the road. Need some 'middle growth/scrubs, not just trees.</p>

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	<p>Garden beds work well, compare western shoreline at Stockton and garden projects at Kindlebark Oval Medowie.</p> <p>Brocklesby Road is a good example. Planting like this would work; going to the Bower has taller trees</p>
What's the situation?	<p>Brand new path, but the southern end still has lots of road works. No trees, barren.</p> <p>Leaves and sticks create hazard for kids scooters and skateboards. Gumtrees are a problem.</p> <p>High speed traffic and lack of lighting for pedestrians. Car lights make it difficult to see.</p>
What does success look like?	<p>Looks less new/sparse. Will look more Medowie like.</p> <p>Will bring more wildlife with lower bushes.</p> <p>Filtering car lights. Solar lights would add to the look and feel and provide safety.</p> <p>It will be more pleasant to walk there. Higher use rate of people.</p> <p>Drink water station along the path, rubbish bins, and a place to sit and rest (sandstone blocks like in town centre. Convenience.</p> <p>The path to continue to the RAAF base to the south.</p>
Who needs to be involved and what is their role	<p>Council, Ngioka Centre (nursery).</p> <p>Council - Regular sweeping of the path to keep it clean and safe.</p> <p>Volunteers to install. Garden groups, landcare groups, scouts.</p> <p>Could be a 7 day makeover project? i.e seating, garden beds etc.</p> <p>Could this be a school project? Like a Tree Planning Day, garden beds etc.</p> <p>Schools would be happy to be involved</p>
What might stop this happening?	<p>Lack of funding, although it is not expected to be too expensive (gardens, limestone blocks).</p>
Three key actions to make it happen	<ol style="list-style-type: none"> <li>1. Just do it!</li> <li>2. Get key stakeholders together.</li> <li>3. Get nursery ready to start. Pick the right trees.</li> </ol>

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BIG PICTURE 1: Promote the community garden	
What do we already have to work with?	Community garden on Waropara Rd
What's the situation?	Owned by Medowie Christian College Run by a separate group Publically available – need to coordinate with group running the garden Facebook page for the community garden
What does success look like?	Potential for additional garden(s) – shared knowledge in running new gardens
Who needs to be involved and what is their role?	Community garden running group Council available of land (new sites) Facebook group – Medowie Permies. Could be linked with new or existing gardens Residents Council / Businesses / Farmers – materials, manure, soil, plants etc
What might stop this happening?	Nil.
Three key actions to make it happen	Obtain materials from sponsors – start with local businesses Advertising signage (Council approvals etc.) Access to Medowie Tidy Towns materials etc.
BIG PICTURE 2: Develop a Regional Play Space	
What do we already have to work with?	Have previously held a Christmas Carnival experience on the AFL grounds/Medowie Social land Potential use of existing car park space behind Medowie hall – which is only for overflow for community centre – often used for burnouts and other anti-social behaviour Also, space for land behind Coles for regional play space? Use of 'paper roads' in Medowie strategy to connect to regional play space' See link to Medowie Strategy on Council's website here <a href="https://www.portstephens.nsw.gov.au/grow/local-area-planning-strategies/medowie-strategy">https://www.portstephens.nsw.gov.au/grow/local-area-planning-strategies/medowie-strategy</a> Other locations not discussed?



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What's the situation?	<p>Would solve a lot of problems already identified around meeting places.</p> <p>Medowie doesn't have anything like Speers Point park; Maitland Park – it would be great to have something of this calibre (but would cost \$\$)</p> <p>Some kind of permanent stage and seating potential includes previous discussion around Rotunda</p>
What does success look like?	Would be a long time to deliver – and launch event would need to be huge!
Who needs to be involved and what is their role?	Everybody would need to be involved - would need master planning!
What might stop this happening?	Risk of delivery – is related to funding availability
Three key actions to make it happen	<p>1. Would need some suitable space allocated to allow this to happen.</p> <p>2. Would need consultation around what it would look like – supersized like Speers Point, Maitland or smaller</p> <p>3. Masterplan</p>
<b>BIG PICTURE 3: More shared paths around Medowie</b>	
What do we already have to work with?	<p>Key connections are already in place (e.g. new Medowie Road pathway)</p> <p>Port Stephens Pathway Plan to review and prioritise from there</p>
What's the situation?	Key pathways are there but there is no connections.
What does success look like?	<p>Pathways joined from key connections to make the it easy to ride and not needing to drive with bike to shared pathway</p> <p>Interim measure to facilitate joining of pathways such as on road lined pathways (cycleways) where safety isn't a concern.</p>
Who needs to be involved and what is their role?	Council for funding and construction, community for input
What might stop this happening?	Funding as pathways are expensive

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Three key actions to make it happen	<p>Port Stephens Pathway Plan to review and prioritise from there</p> <p>Talking to community to confirm priorities</p> <p>Community to work with Council to lobby external funding</p>
<b>BIG PICTURE 4: Run a farmers market</b>	
What do we already have to work with?	<p>Monthly markets already being held in front of Bull &amp; Bush (private land).</p> <p>Town centre feels really alive when it is on!</p> <p>Food truck event held occasionally.</p>
What's the situation?	<p>Lack of parking at the moment and unsafe situations for young kids with cars driving in and out.</p> <p>Current location is very visible which is very important.</p> <p>You can combine the market with a visit to town centre business as well. This benefits the businesses.</p> <p>Location of markets:</p> <ul style="list-style-type: none"> <li>- Parking solution - perhaps moving market to Medowie social? Boyd Oval has sufficient parking and could be good location.</li> <li>- Moving markets elsewhere than Bull &amp; Bush will take business away from shopping centre. The combination &amp; proximity of markets + shops is important for business and customers.</li> </ul>
What does success look like?	<p>Activated town square for the markets.</p> <p>Strong social opportunities, meet and greet, be connected with your community, friends, and family.</p> <p>Music adds to the atmosphere of the markets.</p> <p>The market offers opportunity for additional activities.</p> <p>The markets are connected to other places and it is easy to move between (markets, skate, Medowie social, new rotunda for music).</p> <p>Location: the combination &amp; proximity of markets + shops is important for business and customers.</p> <p>Maybe just rebrand the current markets? Use these to add other elements like music, food vans.</p>
Who needs to be involved and what is their role?	<p>Town centre Businesses</p> <p>Current market organisers and market stall holders.</p>

**ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.**

What might stop this happening?	Nil.
Three key actions to make it happen	<ol style="list-style-type: none"><li>1. Start talking with organisations that are already doing it (current markets, food trucks).</li><li>2. Permanent advertising (sign) to create awareness (not just leading up to the day). Also use Facebook.</li><li>3. Provide supporting infrastructure like water, power, and waste.</li></ol>

## **Appendix E - Workshop 3 (June 2022)**

Two community workshops considered the town centre expansion site at 38 Ferodale Road, Medowie. These workshops focused on how the new site can fulfil the community aspirations and priorities for improving the Medowie town centre.

Major themes considered were Community and Recreation, Movement and Place, and the Town Centre expansion site. Below an overview of the suggestion made by workshop attendees.

### **1. Community and Recreation**

#### **Look and feel**

- Reflect the Place of Tall Trees theme
- Reflect the Medowie 7 Day Makeover theme - natural look and feel with timber and sandstone.
- Consider seasonal colours.
- No concrete or hard surfaces.
- Classier open spaces to complement future cafes and restaurants in a future commercial space.
- Use sustainable materials

#### **Shade**

- Provide sufficient shade and reflect the Place of Tall Trees theme
- Use a combination of trees (plants and trees native to the area, well maintained), shelters (hard covers not shade sails, arbours, made of natural materials like timber and sandstone)
- Integrate infrastructure and street furniture with trees and natural space.
- 2-sided shade structures (wind protection)

#### **Furniture**

- Practical seating/supportive; no sunlounge chairs
- Locked garbage bins/cabinets
- Public toilets - accommodate women's needs
- Covered picnic tables
- Something a bit different like chairs that have pushbike repair kits attached, furniture that can be moved around, solar charging points for phone charging and bird hives (nest boxes).
- Moveable furniture that can be moved around
- Include power for multiuse

**ITEM 4 - ATTACHMENT 4  
PLAN.****ENGAGEMENT REPORT - MEDOWIE PLACE****Play elements (see also under Miscellaneous)**

- Bike/scooter circuit, also suitable for little kids
- BMX pump, track with asphalt surface
- Something like Bare Creek Bike Park in Sydney: the park features 1.6km of downhill bike trails, flow trails, skills and dirt jump areas, a pump track, walking trails, a dedicated access road, as well as toilets, drinking fountains, bike maintenance stations
- Consider examples like Boomerang Park and Maitland Park with open areas, fenced play area for kids (especially next to road), where you can ride a bike and with footpaths around the park
- Create opportunity for teenagers to ride their bikes (push and motor) somewhere away from the town centre. Include shaded areas
- Playground positioned back from the road
- Centrally located so parents can supervise on one spot
- Talk to young people about design of play spaces
- Flying fox, climbing wall, tree tops equipment
- Tree based play concept e.g. Tree houses, ropes between trees, tree tops equipment, flying fox, slide coming down
- Fountain splash pad for little kids
- Range of ages for children for play
- Playground close to coffee shop/café
- Fenced playground like at Maitland Park
- Hedge maze
- Big kids playground - natural looking obstacle course circuit with things like railway sleepers etc
- Big boulders to enable people/kids to climb over rocks
- Climb on rocks and wander through gardens

**Skate Park**

- Playground/skate park receives polarised views across participants of the workshops: large skate park or a smaller park with a mix of other uses and facilities
- Existing skate park not in a great location that should be central in the community and collocate with playground, furniture etc
- Flat surface, bowls, rails etc
- Medowie Skate and Scoot - high proportion of young people - 680 signatures on petition
- Purpose built skate park with flats, fun box, and half pipes. Connectivity is important and needs passive surveillance so it does not attract unwanted activities. Should be twice the size of Stockton Skate Park, with covered seating, a cafe, and opportunity for birthday parties
- Co-locate skate and play to parents can grandparents can have eyes on both of the kids
- Relocate skate park to new site
- Skate park needs lighting



**ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.**

- Stockton example - combination of skate park element & adjacent to playground/play space (but separated)
- Lighting for a skate park to be dim normally and button push for brighter use lighting at night
- Not supportive of skate park as don't want to take up a new space with the skate park
- Playground: either a large skate park or a smaller park with a mix of other uses and facilities
- Can the existing ovals accommodate a skate park so it does not have to be on the new town site?
- No big skate park on the new town centre site
- Expand the park and include a young children skate park

**Access and accessibility**

- Accessibility to be considered
- Make access pathways wide enough for accessibility, prams etc
- All abilities
- Connecting key facilities
- Public transport stop
- Needs to be for everyone, use at different times etc.
- Wide shared walkways (prams, walk, bikes etc.)
- Make the toilets more accessible

**Parking**

- Provide sufficient parking
- Parking to be located close to picnic areas
- Rear to curb for safety of unloading kids & 'stuff'
- Rear to curb parking on both sides, and expand at the community centre to wrap around the block to connect the two blocks
- Rear to kerb parking for unloading kids
- Children areas away from parking
- Provide bike parking
- Car parking that can also cater for mobile vans for service delivery, like breast screening, library services, blood tests etc.
- Parking set back from recreation space areas with connecting pathways, like Stockton Park

**Lighting**

- Light up trees
- Main path lighting
- Solar panel that lights up in the night (interactive lighting)
- People will move through at night when area is lit up
- Use solar lighting
- Lighting needs to be highly elevated
- Security lighting

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- Decorative lighting - can dress up at Christmas time etc
- Skate park needs lighting

**Existing community centre**

- Incorporate library, outdoor stage, presentation area
- Library - new branch/media/public Wi-Fi - sub-par internet
- Renovate and paint outside of the Community Centre
- Community Centre is location for the mobile library and provides for a range of other community services – would be good to provide options for them to take their services (which?) outside, but need to be able to do this safely and efficiently

**Miscellaneous**

- Water/pond
- Rope bridge or something to cross the creek to Medowie Social
- Programs for young people
- Outdoor furniture provider (kiosk) e.g. Beanbags, cushions etc.
- Indoor space/multi-purpose space
- Programs for young people
- Coffee van space
- Wetlands/boardwalks in marsh area; Raised walkway through the wetlands area
- Aerial ropes to pull yourself along
- Multipurpose space/sports:
  - PCYC
  - Community centre is used well; could this space be more functional
  - Mini library – programs
  - Wifi/internet
- Consider vandalism
- Outdoor fitness equipment
- Little dog area; separate small and large dog off leash areas; dogs on lead ok
- Basketball/multipurpose court
- Hopscotch on pathways
- Remote control boats
- Community amphitheatre
- Larger area to congregate everyone for ANZAC services etc
- Highlighting the indigenous culture of the area through street art or public art
- Cultural art display spaces - installations
- Artists wall - young people
- Inspiration - Wagga Victory Memorial Garden would be an option
- Multipurpose event spaces for outdoor cinema; for carols by candlelight, bands, markets etc; Markets - open events space
- Gardens that you can wander through; Artists wall - young people
- Native trees for the area to reduce maintenance - donate and buy a tree program to empower the community
- Whole family integrated space

## **2. Movement and Place**

### **Traffic management**

- Need to improve the flow and safety of shopping precinct that will affect traffic into and around proposed site (Ferodale Road)
- Currently 3 different levels within the shopping precinct and the number of driveways that people have to navigate means that people drive from shop to shop. This is unhealthy way to live in a township. Much better to promote health benefits of park and walk.
- Lights likely on Peppertree Road rather than bridge, roundabout or tunnel – this would allow larger groups of people to move between both precincts (shopping / retail and natural open space)
- Investigate one way options to slow down traffic
- Elevated and quirky speed humps would be preferable along Ferodale Road rather than diverting the road into the parcel of land
- Redirect heavy traffic (trucks) out of centre of town (signage / speed humps)
- Provide wayfinding signage from Medowie Road into Ferodale and shopping precinct
- We need a distinctive town centre. Car parking angled. Slowing down the traffic along Ferodale Road so people can choose to walk around town. At the moment people drive from one set of shops to the other - not healthy and dangerous.
- Fast chargers for electric vehicles (EV)
- Fairlands Road needs to be widened
- Campvale Drain bridge linked to Medowie Social

### **Parking**

- Angled parking on southern side Ferodale Road and limit the speed to 40kms
- Angled parking can convert into food trucks parking
- Small cluster car parking throughout the site will give access to all types of visitors/residents i.e. easy to park close to amenities for families with kids, elderly (short walk), all accessible (wheelchair friendly)
- Currently parking outside Bull and Bush is used to support retail and markets once a month. The facility has been sold and may lose parking – where is the overflow and where will the markets go? Do we need to allow space for meandering markets on the site?
- Better use of the community centre car parking
- Preferably no parking lots at the new town centre site, but maybe some parallel/angle to curb parking if it's really necessary

### **Pathways**

- Place footpath / bike track across the Ferodale road to keep kids safe. The bike track could form part of the experience with access into the nature area / playground / park. There needs to be provision for bike racks, water fountains, dog bowls

**ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.**

- Boardwalk type pathways that relate and reinforce nature, but also provide options to still visit the southern side of the block where flooding occurs... turn the negative into a positive and have footpath as having safe access to go above the ground level and look out over the water (when heavy rain) i.e. Tilligerry walk
- Wide enough to provide options for shared pathways and also enough space on either side for exercise equipment stations, grassed area for picnicking, tai chi overlooking water – people need to be able to peel off as they discover new options “around the corner” it becomes a surprise and a delight to discover new uses in the space
- Wide walkways (as wide as possible) paved or decorative concrete with key features spaced throughout (e.g. water feature, climbing things, large potted plants, comfortable timber seating in line with the Medowie Makeover)
- Can we have dedicated zones / times that close down the footpaths so dedicated running / cycling groups i.e. park run can use this asset.
- Can we provide options to link the community centre with pathways through to Medowie Social and sporting precinct
- Very important the feeling of meandering, discovering and exploring along the footpaths, rather than just a mechanism to get from point A to point B
- Use pathways to create art trails, even as simple as painted hopscotch etc - allow people to really interact and play! Flooded and wet areas - interact with the environment - turn the deficit into something wonderful i.e. duck ponds, boardwalk
- Connect the 2 sides of Ferodale and make it easier for pedestrians
- Shared pathways – need an education campaign to support the mixed use bikes / people / prams / wheelchairs
- Concerns over driveways / lots of crossings - need to watch out for these, need to consider safety bike path on the new block to keep it safer for people / kids
- Connect pathway from Medowie social through the trees and connect to Tallwood and another to the community centre
- Wetlands bridge and path to connect to Medowie Social and Medowie Sports Complex and track around at all

**Lighting**

- Creative use of lighting that provides unique ways to light pathways, seating and footpaths – encourages people to linger in their place for longer
- Encourages and promotes night time economy opportunities such as “light up the night” walks, nocturnal animal spotting tours, musicians / buskers
- Use lighting to promote safety in creative ways i.e. pedestrian lighting etc
- Use up-lighting into trees to again reinforce the importance of trees / nature have to those in the community of Medowie
- Solar stations should be incorporated – sustainability and nod to the environment
- Lighting options that can double as heat lamps during winter therefore encouraging people to get out after dark
- Need to be mindful of animals that lighting doesn’t have negative impact
- Example Sun Dial in Zadar – Croatia

**ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.****Place making / public spaces / things to do**

- Sensory options – if we can't have the big playground, perhaps we look at a different USP... having a sensory garden / walk / areas instead
- Natural water play
- Artworks that give something interesting to see on the ground and / or encourage people to walk further around the path to explore more
- Giant piano on the floor that lights up and plays music
- Shaded areas
- Provide seating that celebrates the essence / feel of Medowie (tree seating, quirky design, charging stations built into seats)
- We want people to meet and converse in public spaces – would like to hear music (would be good to incorporate power, charging stations, speakers, wireless, Bluetooth, power)
- Graffiti wall – encourage people to “leave their mark” – show the art / youth
- Open BBQ areas / community pizza oven
- Buy a picnic at the shops and use BBQs near the tree area
- Hold events like open-air cinema, mountain bike weekend (with camping), or use the skate park for remote controlled cars
- Community garden opportunity and path to Medowie Social. Connect all the different opportunities and places that the centre has to offer
- Consider 7 Day Makeover / place activation opportunities
- The new stage created at the 7-Day Makeover is not utilised as it is a bit too small
- Perhaps look for small-scale opportunities or find ways to improve the area further to make attractive and get activity around it. For example, coffee and bacon roles on Sundays with an opportunity to use the stage
- There are at least 5 coffee car owners in Medowie - contact for future activation opportunities in staged area

**Planting/ Nature/ Environment**

- Preserve and strengthen the “theme” of our town: Medowie is a Place of Tall Trees
- Working with community groups, like the gardening groups to assist in planting, growing of plants and trees
- Use street plantings / trees to encourage people to turn off from the roundabout and be led naturally into the town centre
- Use street trees to create an avenue of deciduous trees - makes a statement of what is the town centre and encourages people to slow down, walk, relax, ponder, appreciate colours and seasons
- Use deciduous trees where possible and replace with light when leaves fall
- Please retain nature corridor between site and housing estate next door - so that natural perimeter screens out housing
- Bird feeders / nature boxes to encourage animals



**ITEM 4 - ATTACHMENT 4  
PLAN.****ENGAGEMENT REPORT - MEDOWIE PLACE****Spaces**

- Open dining areas like a piazza area (Medowie Common) that has extended opening hours (thus activating night time economy as well as early morning get togethers post tai chi, meditation sessions etc) / shaded seating areas are missing - great opportunity to provide seating that celebrates what is the essence / feel of Medowie
- Provide options for hammocks – people hanging about in the trees
- Vibrancy in the space, activate and allow events and activities to take place
- Use the terminology 'natural creeks' (instead of a drain)
- Splash park incorporated into the design

**3. Town Centre****Look and Feel/Character**Create a pedestrian friendly town centre

- The centre has a strong car focus. Many people don't walk, but drive between the shops in the town centre. This further creates a less attractive environment for pedestrians, as it remains car dominated.
- Ensure the town centre is accessible and pedestrian friendly.
- Create better bike and pedestrian areas and access with the commercial areas reflecting this.
- Connect the Tallowood development to the new town centre site with a footpath.
- End of trip facilities are required for (mountain) bike riders. People come from all over the (outer) region to ride in the Medowie area, but there is no supporting infrastructure.
- Create a Piazza style town square, linked with businesses and open recreational space.
- There is no wheelchair access and not even pedestrian access to McDonalds.
- Inspiration from The Canopy - Lane Cove Canopy: environment for the community and retailers to converge, convenience and atmosphere for day and night trading and activities. Open green space casual and formal dining options, park activities for all ages and a purpose built stage for entertainment and events.

Include Park and Playground in new town centre site:

- The site needs to include open space - park/playground, BBQs.
- Like Centennial park has a shop for beanbags and the like so you spend the whole day in the park. Could this be a community run kiosk?
- Take into account all abilities, sensory experiences.

Look and Feel:

- Residents appreciate the rural look and feel of Medowie and support the concept of Tall Trees.

**ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.**

- Town centre needs more charm, character, and personality. There are currently no attractive buildings. We want to be a town not a suburb.
- Country town feeling is missing in the town centre. Main Street concept is important, with trees and places to sit.
- Use natural materials, like natural stone. Don't create a concrete jungle in our beautiful natural setting. Integrate new development in this natural setting.
- Create a really organic environment in the town centre, like garden café and a boardwalk like in Tilligerry.
- Building height may affect the look and feel of the place. No more than 2 storeys and no high-rise/multi-storey in the town centre.
- Need an urban design panel - not cheap and nasty. Future developments - look to future/not tossed out.

Inclusive:

- Space should provide for all and be inclusive. Ensure accessibility for all people. Don't use pavers and ensure accessibility.
- Young people 14-24 considerations.
- Public spaces to remain alcohol free (if kids around).
- Create an inclusive place, not just for one group of people. Places for all ages. Refer to Oatley (Hurstville).

**Commercial land and uses**Support for commercial uses:

There is general support for the inclusion of commercial uses on the new Town Centre site, but it is 'conditional' to:

- Limited height.
- Small scale (no big box).
- No big-box retail (like Best & Less), but focus on smaller businesses, that can be run by (local) families.
- The rural setting of Medowie is to be maintained and strengthened; big franchises do not fit this profile.

Commercial type of uses:

- Small-scale eateries - near playground. Restaurants and café's that overlook open space.
- Cafe would be nice, but is hard to get to Medowie.
- Cafes with outdoor seating.
- No pub; no Aldi.
- Eco-lodge/ accommodation.
- Eco hotel on this site could cater for family visiting Medowie and mountain Bike riders could stay for a weekend, spend money in town. Target people who are already visiting to stay longer.
- Wedding venue.

**ITEM 4 - ATTACHMENT 4  
PLAN.****ENGAGEMENT REPORT - MEDOWIE PLACE**

- Businesses that outgrow the markets. Possible collectives (Nelson Bay) or "try space" for business; incubator style.
- The new town site can be a catalyst for other sites to also (re)develop. I.e. existing town centre site or land on the other side of Ferodale Rd (Bull n Bush strip).
- Restaurants could accommodate 2-storey in a central area of town where there is always something to do, day and night. Like cinema, restaurants, play opportunities.
- Park could generate money for the park by including a volunteer run kiosk with rentals.
- Rooty Hill RSL as an example.
- Commercial sport business/places/ Indoor sports centre are looking for space in Medowie (like gymnastics).
- PCYC could be as a focus area for young people (Medowie is a very sporty town) - see Cessnock.

Mix of residential and commercial:

- There would be substantial population growth in coming years and need for additional housing and commercial uses.
- Sydney/Rousehill shopping centre is an example of commercial and living mixed - could be an idea, but very modern; not sure if it fits Medowie?
- Scale of development could be single storey or multi- storey.

Surrounds:

- Piazza style eating opportunities and with places to sit; well connected by footpaths.
- Missing in the centre is a piazza style outdoor area. Need to work out where cars can park elsewhere.
- Shopping centre is very enclosed. Piazza idea could work. Shaded areas would be good
- Standardised shop fronts with a common design running throughout
- No A-frame signs cluttering the space.

**Residential uses and type**

- A suitable mix of commercial and residential will support a growing population.
- Option is for 1 or 2 storeys of residential above commercial ground floor.
- The new town site could offer more residential and commercial diversity for Medowie.
- Development of the site should consider the look and feel of Medowie (trees, rural character).
- If development doesn't go upwards, you will need to spread out and take up more land for the residential and commercial needs at the cost of other uses.
- There are design solutions that mitigate height, like screening, recess, and use of trees.

**ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.****Environmental assets and constraints**

- Consider the flood prone land at the western end of the new town site (near Medowie Social) for boardwalks and other infrastructure that may be suitable to access and utilise this part of the site.
- Protect and enhance vegetation and wildlife (koala) crossings near Bull n Bush and habitat/corridor in the western part of the new town centre site.
- Can Campvale Drain become a natural asset with incorporated wetland walks?
- Introduce EV charging points as it fits with the natural environment of Medowie.

**Tourism**

- Plenty of tourists coming through the town - encourage them to stay longer and spend.
- RV parking and friendly town for short term overnight; RV parking and RV Friendly Town, short term.
- Need the right signage and activation to pull tourists off the main roads and take some time to shop or kids to play in Medowie.
- Medowie could become an attraction for visitors and encourage hotel operators / developers to invest in the town.
- Caravan parking is missing for tourists wanting to visit and spend in town.
- Mountain bike riders visit Medowie from far, but no place to stay.

**Other**

- Consider cost of living and cost to Council when planning for the town centre area as there is a long term effect on rates. For example, skate park may chew up a lot of Council budget.
- Community and businesses can assist and contribute to projects, which reduces costs to Council. For example, Landcare groups could assist with implementation and future maintenance of landscaping, or tree planting.

## **Appendix F – School workshops (Aug 2022)**

### **School Workshop results**

School workshops were held in August 2022 at Medowie Public School (8 students) and Catherine McAuley Catholic College (28 students).

The workshop encouraged students to think about the needs of various users of the town centre and the opportunities offered by the town centre expansion site (38 Ferodale Road). They used this information to create a plan/design for the site.

The topics they considered were:

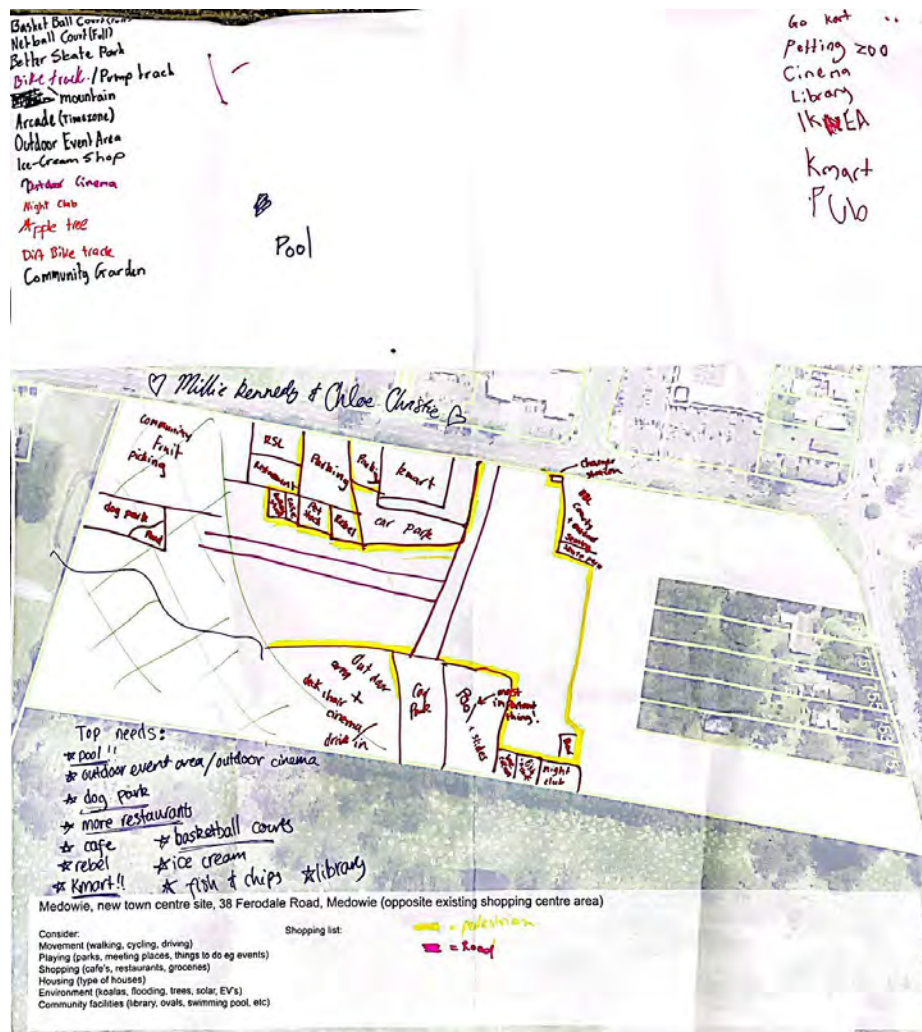
- Movement (walking, cycling, driving)
- Playing (parks, meeting places, things to do, events)
- Shopping (cafes, restaurants, groceries)
- Housing (types of housing)
- Environment (koalas, flooding, trees, solar, electric vehicles)
- Community facilities (library, ovals, swimming pool)

Below are some of the plans they created for the new town centre expansion site at Ferodale Road.



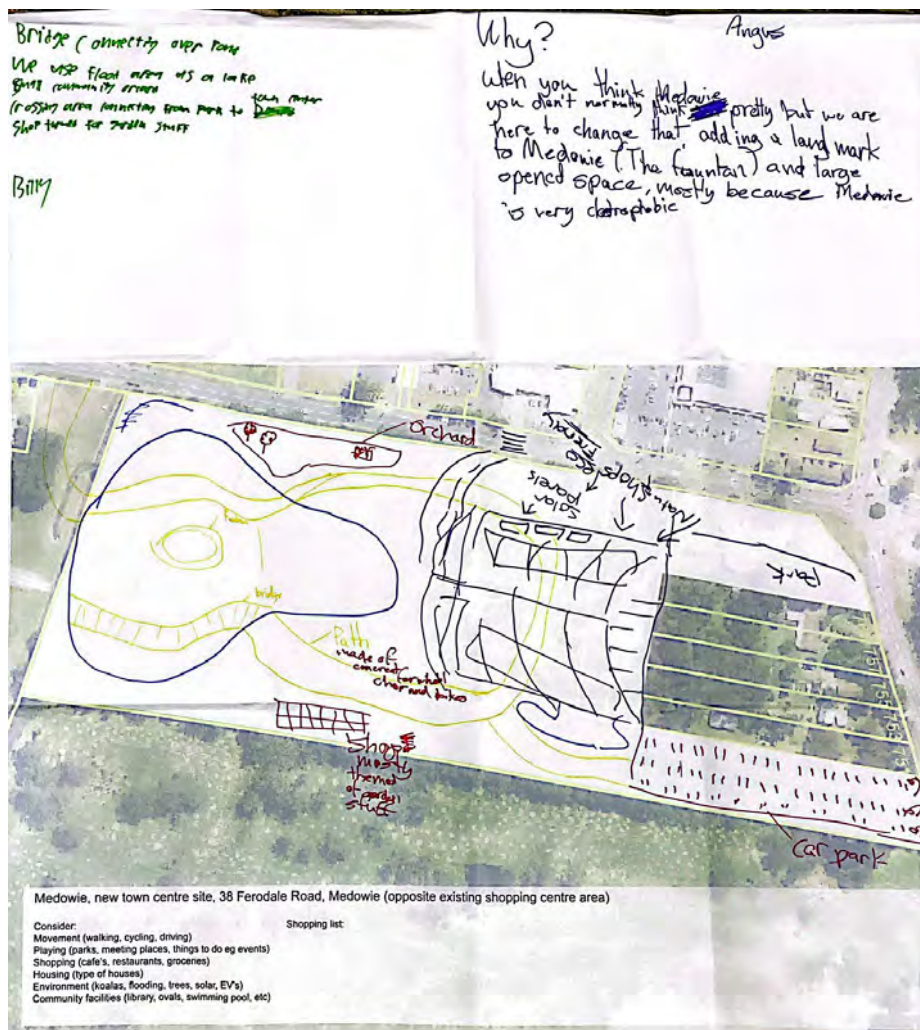
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## ENGAGEMENT REPORT - MEDOWIE PLACE



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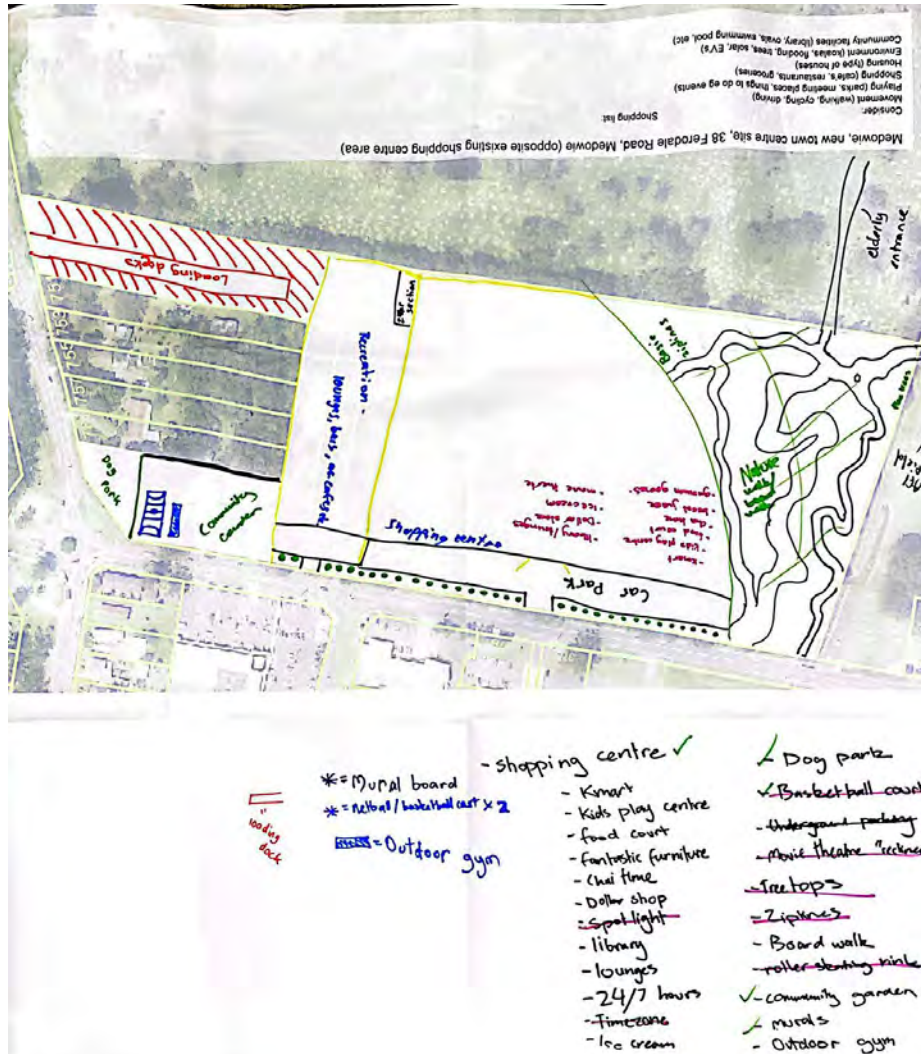






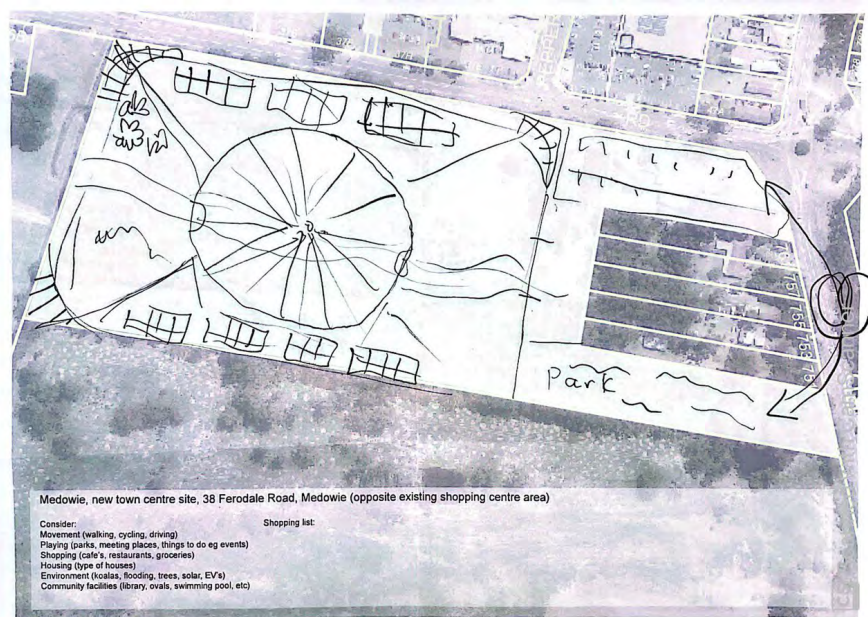
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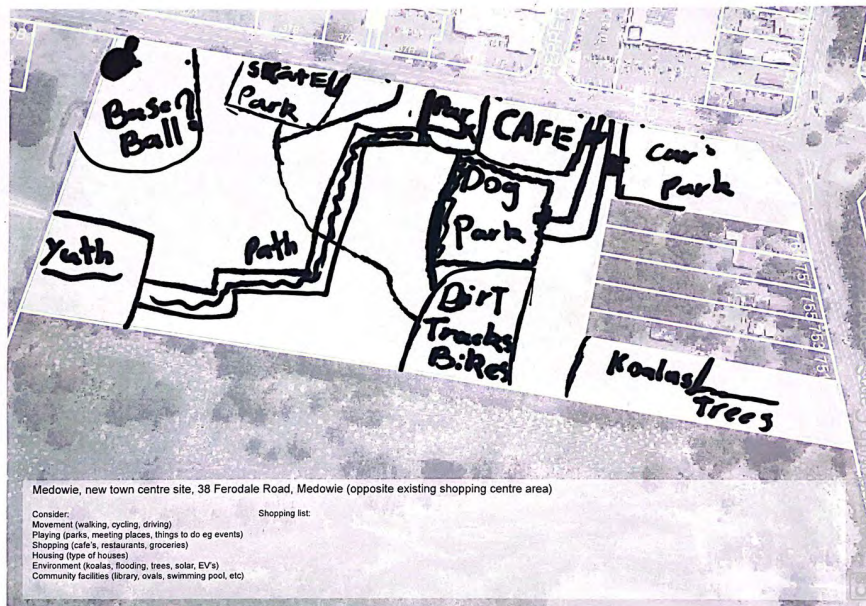
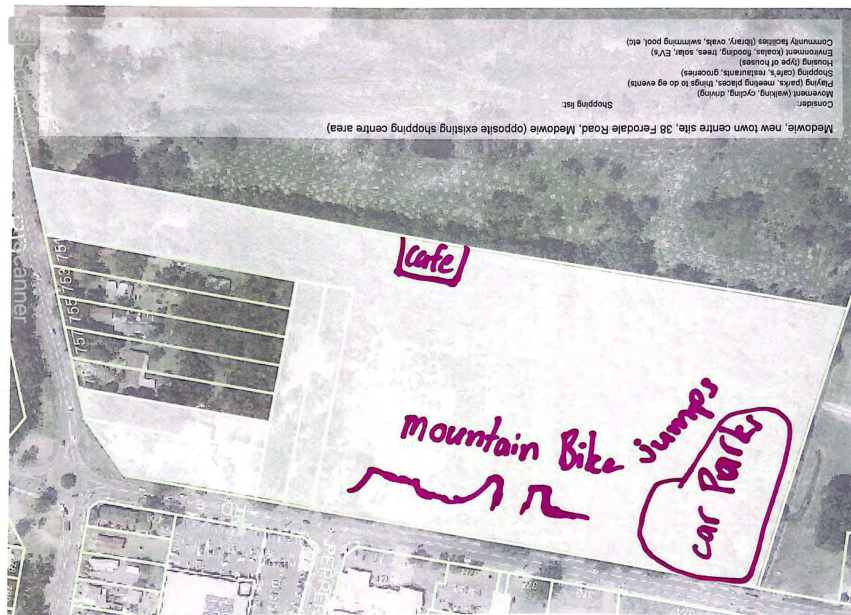






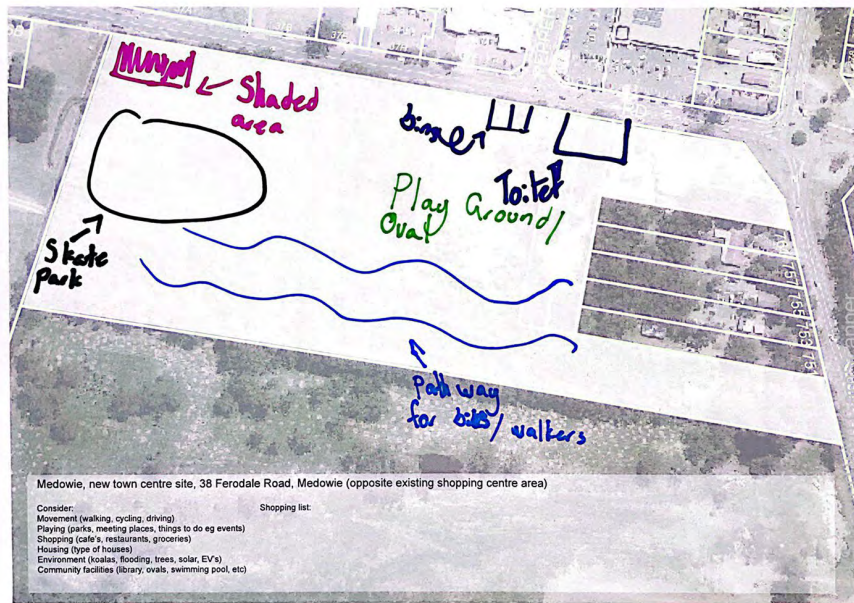
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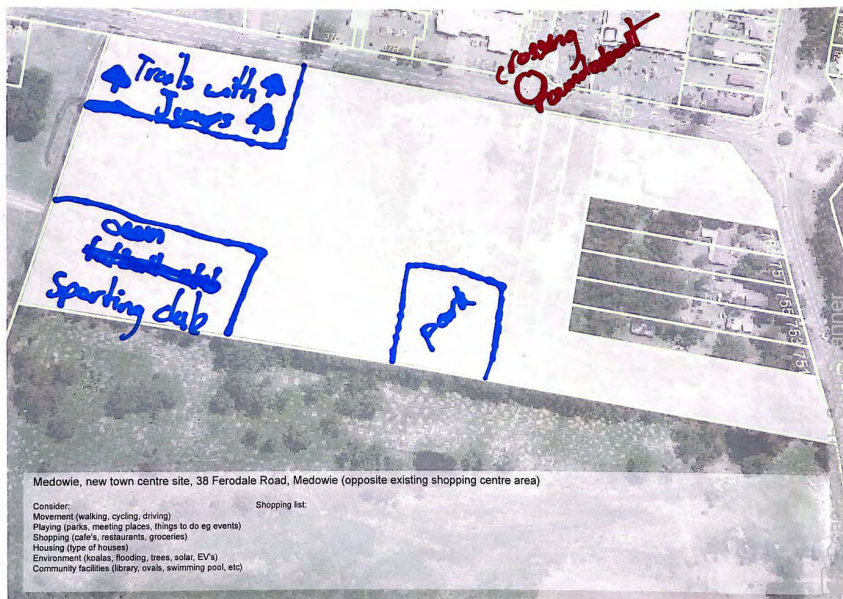
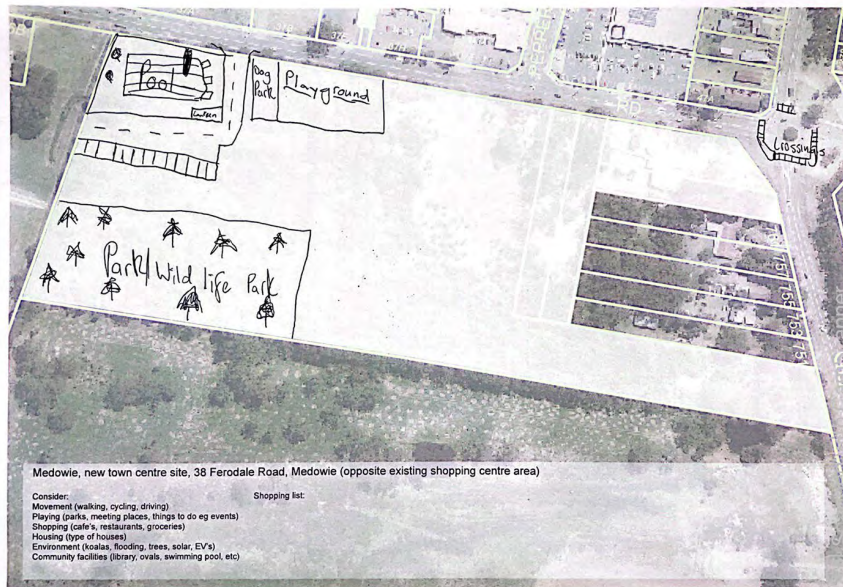
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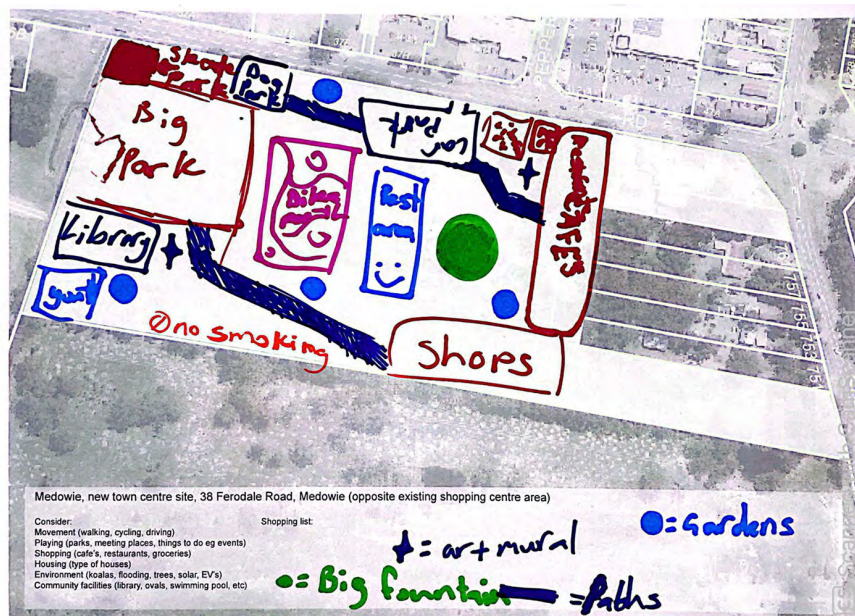


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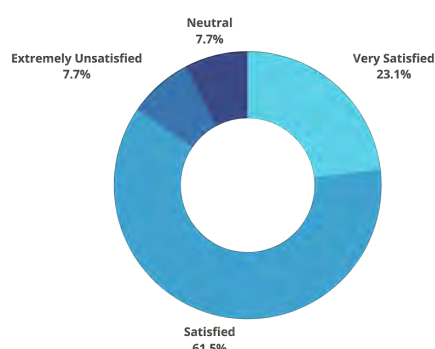


## Appendix G - Check-in survey (Aug 2022)

People who attended at least one of the workshops about the Medowie Place Plan had the opportunity to respond to a short survey to confirm the direction of the draft place plan. A draft concept plan for the town centre expansion site and draft place plan actions were provided for this purpose (August 2022). The survey was completed by 14 people.

**Note:** One respondent contacted Council after submitting their survey because they had answered at the wrong end of the spectrum. Their answers to those questions were removed.

### 1. What do you think of the concept plan for the town centre area at 38 Ferodale Road, Medowie and its immediate surrounds?\*



Optional question (8 response(s), 6 skipped)

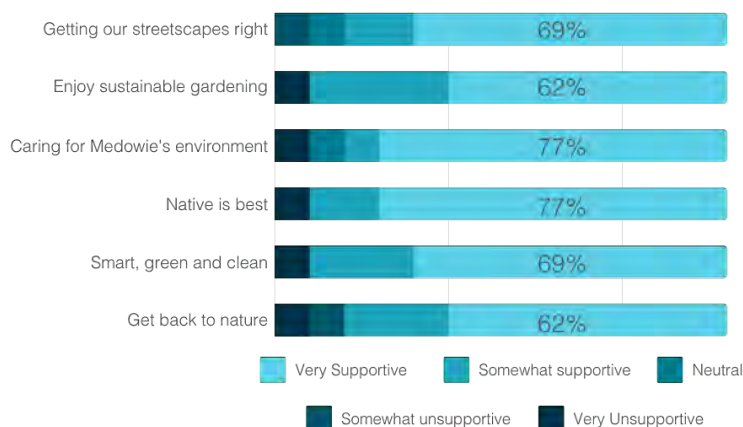
### 2. Do you have any specific comments about the concept plan in general? (short answer)

#	Comments
1	Please make sure we have open space and lots of native plants and trees.
2	Love the inclusion of conservation
3	Must provide longevity ... do it first ... do it right. Any installation must be robust and maintained.
4	Great idea. Gives the kids a place to socialise.
5	no town square? no connectivity from community centre to the new square
6	Concerned about the areas of residential expansion in size proximity to play areas and style to suit the recreation area
7	Should not have allowance for future residential. This removes further opportunity for additional public space as the town grows.

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PLAN.

## ENGAGEMENT REPORT - MEDOWIE PLACE

## 3. What do you think of each of the 6 Environment action items for the draft Medowie place plan?\*



## 4. Do you have any specific comments about the draft Environment action items (short answer)?

#	Comments
1	Would love a sustainability hub like Randwick where the community can be involved and kids and groups can be educated.
2	Inclusiveness is very favourable
3	Plant native trees and remove foreign trees (pine trees). Love the avenue of trees & lighting for Ferodale Rd, Peppertree & Medowie Rd. Involve Murrook Green Team.
4	Keep it as green as possible, minimize the # of buildings and roads.
5	Plant trees please
6	Need to minimise felling of native trees. Some are over 100 years old but the council has no concern for clearing natives
7	The more native plants the better, the more birds we get

Optional question (7 response(s), 7 skipped)

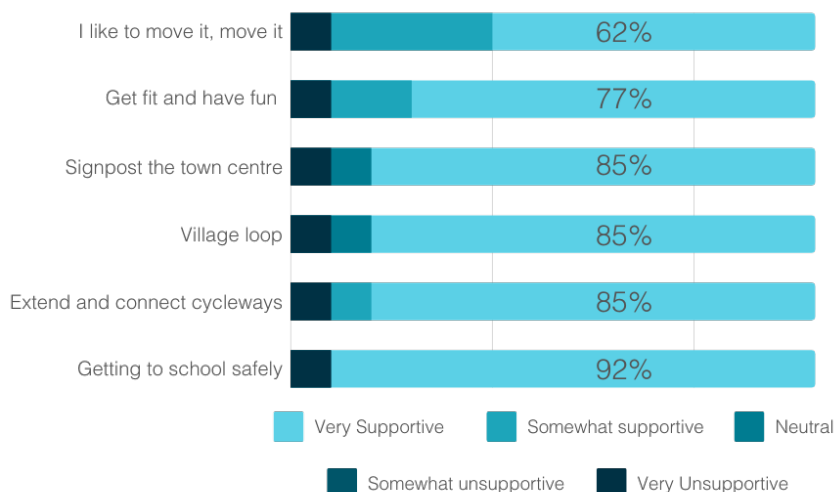
Question type: Single Line Question



ITEM 4 - ATTACHMENT 4  
PLAN.

## ENGAGEMENT REPORT - MEDOWIE PLACE

## 5. What do you think of each of the 6 Movement action items for the draft Medowie place plan?\*



## 6. Do you have any specific comments about the draft Movement action items (short answer)?

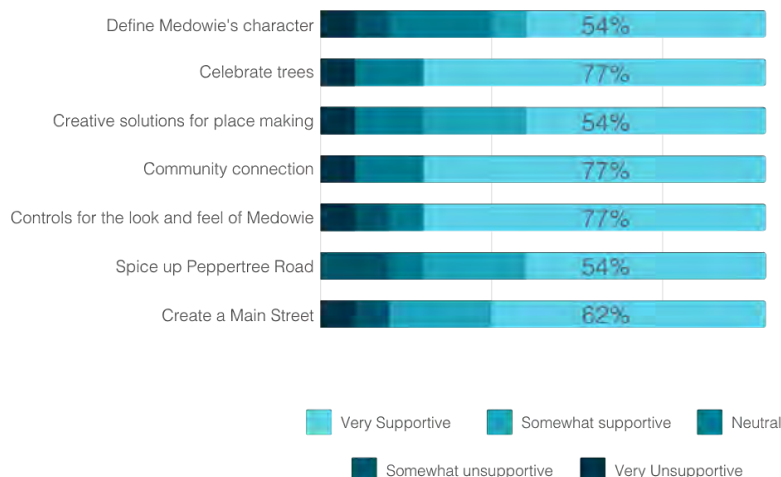
#	Comments
1	Definitely need bike tracks in the town centre.
2	Look after the children, they are our future.
3	Put a cycle path from Medowie Rd roundabout up to Wirreanda School and down to Medowie School for kids to ride scooters and bikes to school. Indigenous murals by Jim Batt are amazing! More of these please.
4	Excellent.
5	Children / elderly safe areas.
6	Need to have good parking areas for bikes in town areas.
7	To have it in place as soon as possible.
8	Extend sign posting to other areas of the town, eg, skate parks, playgrounds, businesses, sporting facilities (tennis, Soccer, etc.).

Optional question (8 response(s), 6 skipped)

Question type: Single Line Question

## ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

### 7. What do you think of each of the 7 Character action items for the draft Medowie place plan?\*



### 8. Do you have any specific comments about the draft Character action items (short answer)?

#	Comments
1	Need more shade and places for young people to hang.
2	We need a main street style of encouragement.
3	It would be great to achieve this, presently our look is all over the place.
4	Open drains on Medowie Rd/Ferodale Rd=3rd world country character, should be enclosed, curb the gutters there. Cutting down trees for housing developments means Medowie not a Place of Tall Trees. Focus on village character with a big YES to avenue trees.
5	Excellent ideas.
6	We need controls in what businesses move into peppertree road to prevent a repeat of what we just saw happen.
7	Murals tend to attract graffiti, which decreases aesthetics, would prefer to see small gardens and sculptures.

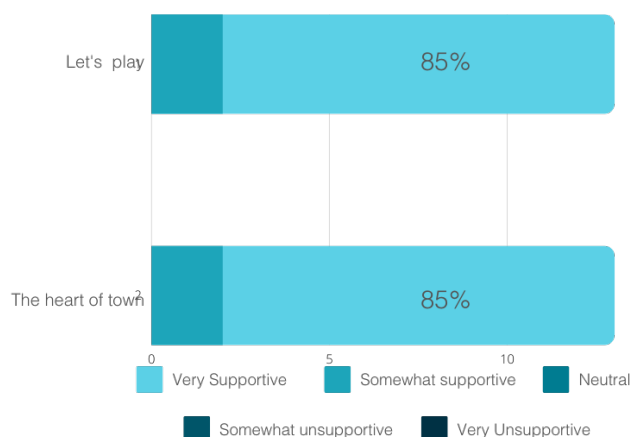
Optional question (8 response(s), 6 skipped)

Question type: Single Line Question

ITEM 4 - ATTACHMENT 4  
PLAN.

## ENGAGEMENT REPORT - MEDOWIE PLACE

## 9. What do you think of each of the 2 Open space action items for the draft Medowie place plan?\*



## 10. Do you have any specific comments about the draft Open space action items (short answer)?

#	Comments
1	We need an accessible lay ground and skate park. My son has disabilities and the current one is out of his league. Maybe we could have a mini track with street signs for kids around the playground.
2	Recreation precinct with skate park, toilets, water fountain, covered BBQs and picnic tables right next to Ferodale Rd for passive surveillance and kid's playground, NOT next to the carpark. Sealed path into the skatepark so kids can ride there. Splash Park.
3	Keep the town square as open and grassy as possible where fitness classes can operate and kids can run around. improve the existing play area near the community centre. Ensure no road truncates the two to allow freedom of movement.
4	Perhaps dog friendly, with poo bags and bins around.

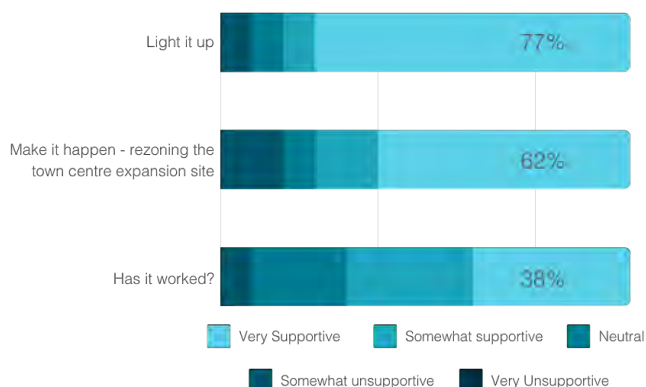
Optional question (4 response(s), 10 skipped)

Question type: Single Line Question

ITEM 4 - ATTACHMENT 4  
PLAN.

## ENGAGEMENT REPORT - MEDOWIE PLACE

## 11. What do you think of each of the 3 Management and safety action items for the draft Medowie place plan?



## 12. Do you have any specific comments about the draft Management and safety action items (short answer)?

#	Comments
1	With lighting up I'd risk of younger people and antisocial behaviour after hours. Don't have any tunnels or spaces that could be used for vaping.
2	Not happy not what was talked about.
3	Alcohol free zone at skate park, zero tolerance on graffiti. Install lights for skate park (users hit button for brighter lights set timer like at Charlestown skate park). Skate park remote control car races at night. Demolish townhouses Ferodale Rd roundabout.
4	lean toward conservation and recreation for this space not commercial development.
5	Lots of lighting.
6	I support future commercial growth in the town centre but not residential. The proposed residential area could be repurposed for short term, 1 or 2 night, caravan parking to attract passing through traffic, which intern, supports businesses.

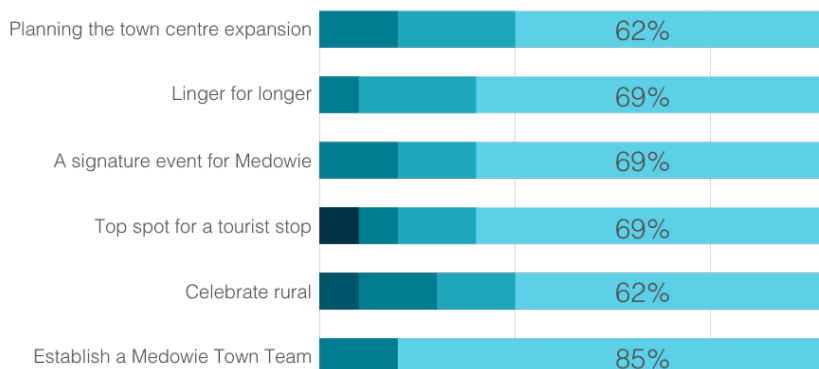
Optional question (6 response(s), 8 skipped)

Question type: Single Line Question

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PLAN.

## ENGAGEMENT REPORT - MEDOWIE PLACE

## 13. What do you think of each of the 6 Economy action items for the draft Medowie place plan?\*



## 14. Do you have any specific comments about the draft Economy action items (short answer)?

#	Comments
1	Support, space and incentive for local businesses to open on a Sunday.
2	We need to be on the same page.
3	Growers markets are a strong draw card and should be key to promoting out town.
4	Custom-made street furniture has not weathered well; no one uses it or the hopscotch. Better to plant trees and lighting to create character. Put rubbish in the bin for free-WiFi at skate park, like Raymond Terrace. Medowie as a rest stop from the freeway.
5	The current town centre needs a face-lift to improve connectivity. It is a dogs breakfast currently and a local team to have oversight is a good thing.
6	Can't wait to have this happen, to liven it all up.
7	As above, adding overnight caravan use area can increase tourist pass through on the way, or driver reviver stop for highway.

Optional question (7 response(s), 7 skipped)

Question type: Single Line Question

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## ENGAGEMENT REPORT - MEDOWIE PLACE

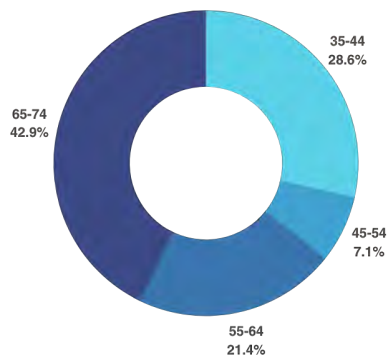
15. Please put your email address here to help us confirm and build up our list of local Medowie experts!\*

Answers were removed for privacy reasons.

16. What is your suburb?



17. What is your age bracket?





## Appendix H – Public Exhibition survey (Nov 2022)

### Questions



**PORT STEPHENS  
COUNCIL**

**Draft Medowie Place Plan - public exhibition feedback**

On 25 October 2022, Council resolved to exhibit the **draft Medowie Place Plan**. This draft plan was developed after significant community consultation and aims to improve the liveability and wellbeing of the Medowie community.

The draft Place Plan document will be on exhibition from **1 November to 30 November 2022** and available at:

- Council Administration Building, 116 Adelaide Street, Raymond Terrace
- Medowie Community Centre, 44 Ferodale Road, Medowie
- Raymond Terrace Library, 18a Sturgeon Street, Raymond Terrace
- Tilligerry Community Library, 46 Meredith Avenue, Lemon Tree Passage
- Tomaree Library & Community Centre, 7 Community Place, Salamander Bay

Download the plan:

- [Draft Medowie Place Plan](#) (PDF 5.1MB)
- [Draft community engagement report](#) (PDF 8.0MB)

To make it easier to lodge a submission, we have a short survey that will help us understand your opinion about the draft Medowie Place Plan, specifically the proposed actions in the Plan that aim to make Medowie a better place to Live, Work, and Recreate. It will take approximately 10 minutes to complete the survey.

Please continue on to the survey. Your feedback is appreciated.

## ITEM 4 - ATTACHMENT 4

ENGAGEMENT REPORT - MEDOWIE PLACE  
PLAN.

## Draft Medowie Place Plan - public exhibition feedback

1. How do you feel about the **Concept Plan** for the town centre area at 38 Ferodale Road, Medowie and its immediate surrounds? (see image below or view Page 31 of the Medowie Place Plan for more details)

Very supportive	Supportive	Neutral/unsure	Opposed	Very opposed
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Medowie Town Centre Concept Plan - 38 Ferodale Road

Town Centre  
Concept Plan

## Legend

- ① Village square
- ② Potential Recreation Precinct with play area
- ③ Access road with avenue of trees
- ④ Carparking
- ⑤ Conservation area
- ⑥ Future residential development site
- ⑦ Riparian corridor and drainage upgrade works
- ⑧ Connection paths through site
- ⑨ Upgrades to Ferodale Road
- ⑩ Upgrades to Paperbark Road
- ⑪ Future mixed use site
- ⑫ Community and culture precinct



2. Do you have any specific comments about the **Town Centre Concept Plan**?

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PLAN.

## ENGAGEMENT REPORT - MEDOWIE PLACE

3. What do you think of each of the 7 **Environment** action items for the draft Medowie Place Plan?

	Very supportive	Supportive	Neutral/unsure/need Information	Opposed	Very opposed
Getting our streetscapes right	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enjoy sustainable gardening	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Caring for Medowie's environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Native is best	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Keeping our drinking water clear and safe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Smart, green and clean	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Get back to nature	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Do you have any specific comments about the draft **Environment** action items?

ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

5. What do you think of each of the 6 **Movement** action items for the draft Medowie Place Plan?

	Very supportive	Supportive	Neutral/unsure/need information	Opposed	Very opposed
I like to move it, move it - moving around Medowie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Get fit and have fun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Signpost the town centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Village loop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Extend and connect cycleways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Getting to school safely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Do you have any specific comments about the draft **Movement** action items?

# ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

7. What do you think of each of the 7 **Character** action items for the draft Medowie Place Plan?

	Very supportive	Supportive	Neutral/unsure/need information	Opposed	Very opposed
Define Medowie's character	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Controls for the look and feel of the Medowie town centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Celebrate trees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community connection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creative solutions for place making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spice up Peppertree Road	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Create a Main Street	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Do you have any specific comments about the draft **Character** action items?

9. What do you think of each of the 2 **Open space** action items for the draft Medowie Place Plan?

	Very supportive	Supportive	Neutral/unsure/need information	Opposed	Very opposed
Let's play	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The heart of town	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Do you have any specific comments about the draft **Open space** action items?

# ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

11. What do you think of each of the 3 **Management and safety** action items for the draft Medowie Place Plan?

	Very supportive	Supportive	Neutral/unsure/need information	Opposed	Very opposed
Light it up	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Make it happen - rezoning the town centre expansion site	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has it worked?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Do you have any specific comments about the draft **Management and safety** action items?

13. What do you think of each of the 6 **Economy** action items for the draft Medowie Place Plan?

	Very supportive	Supportive	Neutral/unsure/need information	Opposed	Very opposed
Planning the town centre expansion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Linger for longer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A signature event for Medowie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Celebrate rural	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Top spot for a tourist stop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish a Medowie Town Team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Do you have any specific comments about the draft **Economy** action items?



## ITEM 4 - ATTACHMENT 4

## ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

15. Page 16 of the draft **Medowie Place Plan** displays a map that explores 'Planning for the future of Medowie' (see image below). Do you have any comments about this map and the future of Medowie?

The Future of Medowie - draft Medowie Place Plan p.16

The Future of Medowie

- Key**
- Existing Structure**
- Conservation
  - Commercial
  - Rural Residential
  - Residential
  - Rural
  - Education
  - Light Industry
  - Pacific Dunes
  - Recreation
  - Habitat Corridor
  - Roads
  - Compule drain
- Proposed Structure Changes**
- Future residential
  - Future commercial
  - Future conservation
  - Future town centre site (residential, commercial, mixed use, recreation)
  - Investigate for future expansion of employment land
  - Future connecting road
  - Future rural residential
  - Rural residential with
  - Existing rural residential zoned land, undeveloped
  - Opportunity to improve habitat corridor
  - Long term residential investigation
  - Refer to Medowie Planning Strategy for details



16. Do you have any final comments about the draft **Medowie Place Plan**?

## ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

\* 17. Contact Info - as this is a submission for the public exhibition of the Medowie Place Plan, please include at least your name and email.

Name	<input type="text"/>
Address	<input type="text"/>
Address 2	<input type="text"/>
Suburb	<input type="text"/>
Postcode	<input type="text"/>
Email Address	<input type="text"/>
Phone Number	<input type="text"/>

18. After the **Medowie Place Plan** is adopted, we will look at setting up our **Town Team** for Medowie. A **Town Team** is a group of people who want to be involved in helping deliver some amazing projects for their place. If you are interested in joining the **Medowie Town Team** or even just learning more about the process, please check the box below and we will keep in touch.

☐ I am interested in learning more about the **Medowie Town Team**, please keep me informed.

ITEM 4 - ATTACHMENT 4  
PLAN.

## ENGAGEMENT REPORT - MEDOWIE PLACE

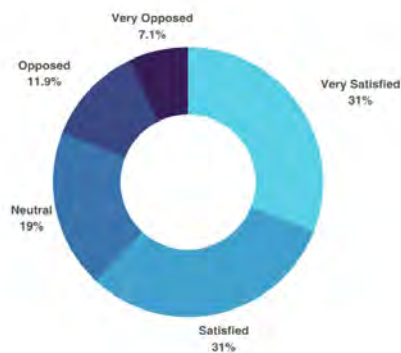
## Responses

*The percentages displayed in the following bar graphs (Q3 onwards) show the % of people in favour (responses above neutral) of the various actions listed in the Medowie Place Plan.*

Draft Medowie Place Plan - public exhibition feedback

Q1 How do you feel about the Concept Plan for the town centre area at 38 Ferodale Road, Medowie and its immediate surrounds? (see image below or view Page 31 of the Medowie Place Plan for more details)

Answered: 42 Skipped: 2



	VERY SUPPORTIVE	SUPPORTIVE	NEUTRAL/UNSURE	OPPOSED	VERY OPPOSED	TOTAL	WEIGHTED AVERAGE
(no label)	30.95% 13	30.95% 13	19.05% 8	11.90% 5	7.14% 3	42	2.33

# ITEM 4 - ATTACHMENT 4 ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

Draft Medowie Place Plan - public exhibition feedback

## Q2 Do you have any specific comments about the Town Centre Concept Plan?

Answered: 38 Skipped: 6

#	RESPONSES	DATE
1	Moving the proposed Town Square from north of Ferodale Rd [Strategy Dec16] to the new development area opens up opportunities in regards to both pedestrian & vehicle traffic safety & flow, but it is not clear as to how much of the Strategy Plan is being retained. Nor is the connection between north & south of Ferodale Rd clear, although there is great potential to be explored.	11/30/2022 5:08 PM
2	Port Stephens Council was given the petition with 1,277 signatures by Medowie residents requesting a new skatepark be built in Medowie Town Centre alongside a children's playground, BBQs and covered seating. That's almost 1 in 10 residents of Medowie. The Councillors and Mayor unanimously approved a new skatepark in Medowie Town Centre in July 2022. Where is the new skatepark in the Medowie Place Plan? Give the Medowie kids a new, fit for purpose skatepark like Anna Bay and Murrumbidgee. There are 3,600 kids under 19 years living in Medowie and these kids need somewhere to play, meet and socialise with their families. That will make Medowie Town Centre vibrant as soon as it opens. People leave Medowie to go to skateparks at Stockton, Anna Bay, Charlestown and Wallsend skatepark.	11/30/2022 3:26 PM
3	Town centre needs to be fluid, preferably under cover & pedestrian friendly. Utilise more secure fields for special events. The 'It's On Medowie' event held by PS Council was held on a small amount of grass, by the side of a main road. With a 'Merry Christmas 2022' sign, expecting kids to put their heads through with cars going by behind them. It was not well thought out. We need to use space wisely & safely for our young children.	11/30/2022 2:03 PM
4	Need to get traffic away from the main area	11/30/2022 1:39 PM
5	Skate park included in original concept, less provision for housing development and more picnic, shade areas, halve area 6 replace with area 2.	11/30/2022 1:31 PM
6	Needs more community spaces and opportunity's for leisure	11/30/2022 11:34 AM
7	Residential areas (6) should definitely be medium density. The east/west access road intersection at Medowie Rd needs to be left in & left out only. Ferodale Rd needs to be speed restricted to a 40kmh zone. Question the need for mixed use sites, would be better as medium density residential which would not generate much additional traffic. The area can be then be the quieter side of the street. Carpark areas further along Ferodale Rd to the west could become mixed use in lieu.	11/24/2022 3:21 PM
8	nil	11/23/2022 3:58 PM
9	Looks great and would benefit everyone.	11/21/2022 9:05 AM
10	Regional playground and skatepark with bbq facilities, splash water park	11/20/2022 10:04 PM
11	There needs to be inclusive area for children/teens. A space where they can gather in safety, play and enjoy. An inclusive level skate park recreation area is in dire need for the growing township. For the amount of young people now living in the township they need to have the facilities to enjoy and safely with longevity. The children/adolescents in the town need something now - not in 5-6 years time. Along with adult fitness centres would be beneficial.	11/17/2022 6:38 PM
12	What sort of commercial will this be. It must benefit the community, not just cater to set group. Have a look at places like Avalon town centre, where you have a hub of bars/cafes, clothing for youth etc. There seems to be a bigger pull to accomodating elderly, that's not ok. Areas like Medowie are like Matcham, Terrey Hills, acreage areas that have sky rocketed in price because they've maintained their community. I fear greed will make Medowie lose it's charm.	11/17/2022 1:19 PM
13	I am glad to see a focus on preserving and retaining flora and fauna - green spaces. I also think it is important to continue to expand our cycleways to encourage an active lifestyle	11/17/2022 12:16 PM

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# ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

## Draft Medowie Place Plan - public exhibition feedback

14	Consider expanding to connect to the wider community. Consider signage to our existing farms to highlight Medowes assets. Consider offering them a feature and free spaces at the farmers market to encourage their participation.	11/17/2022 12:04 PM
15	In my opinion this is way too late - this town has lacked planning and has so many contradictory uses. It also favours commercial interests NOT the natural environment. Our town is a mish-mash of separate shopping areas, multiple industrial and commercial zones all jumbled with residential areas.	11/14/2022 12:23 PM
16	Road repairs and development need top priority before any of the other activities take place.	11/11/2022 10:31 AM
17	It looks like a lovely quiet space maintaining the rural, tall trees and nature feel of Medowie. Please do not include a skate park in this area. There are more appropriate places	11/9/2022 12:32 PM
18	This area is just being used as more housing development. A library, town pool or updated fire station would be a far better option.	11/7/2022 9:11 PM
19	I think there is too much residual area set aside in the plan. Medowie and Ferodale roads are not sufficient for the potential increased traffic.	11/7/2022 8:33 PM
20	There are no footpaths for James Road, there are many people with disabilities including myself and brother living on the road...	11/7/2022 8:17 PM
21	Needs a skate park and bike pump track	11/7/2022 6:35 PM
22	We don't need house commission in medowie we have enough trouble with junkies here. Use the money to fix the roads properly. Why do we need a culture place waste of money put a nice botanical garden keep the trees and bush our wild life we have no we're to go. Stop ruining our beautiful bush town.	11/7/2022 2:53 PM
23	I think it's great. No requirement for an additional skatepark	11/7/2022 12:40 PM
24	Put it off and fix the road infrastructure	11/6/2022 4:22 PM
25	Just that 2028 is some time away!	11/6/2022 3:20 PM
26	Put a skatepark right in the middle of it. The skatepark in Cairns is the best to go by. Fits is seamlessly.	11/6/2022 2:47 PM
27	Perhaps more room for trees for shade and just nature goodness. With that said there is already areas but more is always better in my opinion.	11/6/2022 8:57 AM
28	I think that the youth of Medowie have been forgotten in this area. Already we see them riding their skateboards and scooters around the car parks of Coles, Woolworths and the lower car park area near the pub. We would like to see either a skate park, bike track or pump track closer to the main precinct so the youth have somewhere to meet and use up energy in a safer manner rather than riding around the car parks like they do currently.	11/6/2022 7:46 AM
29	There needs to be more permanent bike paths to link the community to the town center. Be great to ride to the shops or into town center for different activities.	11/5/2022 11:45 PM
30	I believe we also need to include an improved skate park ..., this will allow young people a viable, SAFE space	11/5/2022 11:26 AM
31	We need a skate park!!! The local skate park is not appropriate for little people... my 4year old had a massive fall last week because he desperately also want to go off ramps with his bigger brothers... PLEASE!!!!!!	11/4/2022 11:10 PM
32	1. Will there be a shared path way/ cycle running the length of Ferodale Rd to Medowie Social? (at least from roundabout?) 2. During one of the community connect groups there was talk about off the street parking (similar to Nelson Bay town centre) is that still being considered? 3. Where is (a) Connection path through site connecting too? 4. What is the purpose of secondary road from new part of peppertree rd to Medowie rd? seems dangerous just to add another T intersection to Medowie Rd, less than 100m down from an existing one would it be better to utilize this space for carparking? Therefore would allow the area already earmarked as carparking (4) to be put to better use? 5. Lots of residential sites if this considered for low medium high density? there was talk of two story buildings with residential units of top and commercial business space on the ground floor is this still being considered?	11/4/2022 8:22 PM
33	This is the wrong place for a skate park.	11/4/2022 2:39 PM

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# ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

## Draft Medowie Place Plan - public exhibition feedback

34	More commercial space is needed	11/4/2022 11:22 AM
35	My concern remains about funding this project, with cost of living as it is. I am not keen on further council rate rises to fund this plan.	11/4/2022 9:07 AM
36	11 - is a great opportunity for shop-top housing of three to four storeys. 9 - Ferrodale should have one r	11/3/2022 8:22 PM
37	Fund the skate park and bring it forward. Young people need better facilities, this will reduce nuisance crime	11/3/2022 9:22 AM
38	We would like a new skate park that safer for our children	11/2/2022 12:47 PM

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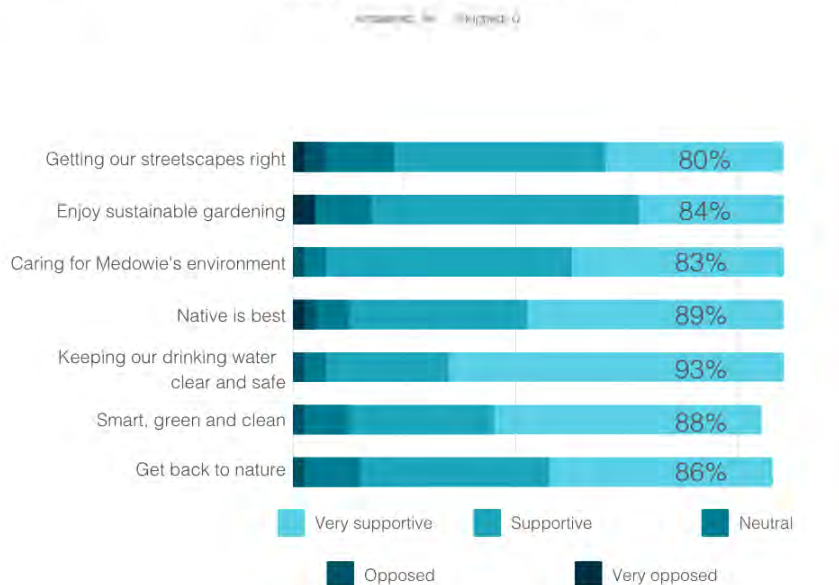
83 Port Stephens Council



# ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

Draft Medowie Place Plan - public exhibition feedback

Q3 What do you think of each of the 7 Environment action items for the draft Medowie Place Plan?



Draft Medowie Place Plan - public exhibition feedback

	VERY SUPPORTIVE	SUPPORTIVE	NEUTRAL/UNSURE/NEED INFORMATION	OPPOSED	VERY OPPOSED	TOTAL	WEIGHTED AVERAGE
Getting our streetscapes right	36.36% 16	43.18% 19	13.64% 6	4.55% 2	2.27% 1	44	1.93
Enjoy sustainable gardening	29.55% 13	54.55% 24	11.36% 5	0.00% 0	4.55% 2	44	1.95
Caring for Medowie's environment	43.18% 19	50.00% 22	4.55% 2	2.27% 1	0.00% 0	44	1.66
Native is best	52.27% 23	36.36% 16	6.82% 3	2.27% 1	2.27% 1	44	1.66
Keeping our drinking water clear and safe	68.18% 30	25.00% 11	4.55% 2	2.27% 1	0.00% 0	44	1.41
Smart, green and clean	57.14% 24	30.95% 13	9.52% 4	2.38% 1	0.00% 0	42	1.57
Get back to nature	46.51% 20	39.53% 17	11.63% 5	2.33% 1	0.00% 0	43	1.70

# ITEM 4 - ATTACHMENT 4 ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

Draft Medowie Place Plan - public exhibition feedback

## Q4 Do you have any specific comments about the draft Environment action items?

Answered: 24 Skipped: 20

#	RESPONSES	DATE
1	Balance is required between objectives: social, traffic flow (pedestrian & vehicle), social, economic, environmental; & none should rule over the other, meaning compromise is required.	11/30/2022 5:08 PM
2	The street trees would be nice. The Town Centre needs two entry roads and off-street parking is essential. All the pine trees should go. Secluded "pocket parks" are unsafe, visibility is key for safety. There are plenty of playing fields in Medowie so to do nothing with the land for years to benefit the community is a cheap option. Use the developer funds - benefit Medowie to make up for the explosion of traffic on our local roads.	11/30/2022 3:26 PM
3	Stop cutting out trees down unless unsafe	11/30/2022 1:39 PM
4	Building structure that merge with the landscape	11/30/2022 11:34 AM
5	Stupid question about drinking water.	11/24/2022 3:21 PM
6	nil	11/23/2022 3:58 PM
7	No	11/17/2022 6:38 PM
8	One of the key areas that make Medowie it, is that pine forest. Please maintain parts of it, work the new areas around pine pockets. Look at Pizzey Park on the Gold Coast, they have done just that. With a man made lake in the middle for a dang park that kids wade in also. It's fantastic. The fact Medowie has no aquatic pool, this could be a brilliant solution to allowing kids to be around water while maintaining that environmental appeal.	11/17/2022 1:19 PM
9	Please don't remove the radiata pines. They provide lovely shade and mushrooms in Autumn. The dense dark green foliage looks so healthy and provides beautiful forest backdrop. I was really sad when you removed the pines near grahamstown dam, please keep these.	11/17/2022 12:16 PM
10	Consider revegetation to support koalas, kangaroos, native birds and animals in the area. Consider pest management given the amount of rabbits in this area.	11/17/2022 12:04 PM
11	If these are going to be adopted and agreed, then please do this. Stop allowing trees to be removed - totally. We will otherwise need to be renamed Nullarbor NSW. Also stop allowing development that discharges storm water onto roads or otherwise causing problems for existing residents and businesses.	11/14/2022 12:23 PM
12	I have lived in Medowie for 22 years although have had a close connection since 1983. It is growing faster than the infrastructure can handle. Stop cutting down trees as well. As home owners we have to follow strict guideline while developers do not seem to.	11/11/2022 10:31 AM
13	Plantings should encourage native birds animals frogs butterflies etc.	11/9/2022 12:32 PM
14	This is a Federal Level approach. Local council needs to concentrate on local issues. Improve the disgraceful state of the roads. Add more footpaths to existing areas, not just new areas. Improve parks and sport facilities.	11/7/2022 9:11 PM
15	You need to consider that James Road is the missing link between connecting pathways on foordale road and Medowie Road. Please add pathways as we do not drive and have guide dogs, they will eventually retire, we need access to the footpaths so we can walk the retired dogs and with my children to the shops/ friends houses/ dog parks etc... We feel trapped here on James Road, no access to anywhere on foot.	11/7/2022 8:17 PM
16	Nil	11/7/2022 6:35 PM
17	Leave it as it is you have ruined enough wild life and bush already.	11/7/2022 2:53 PM
18	Timeline should be brought forward	11/6/2022 3:20 PM

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# ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

## Draft Medowie Place Plan - public exhibition feedback

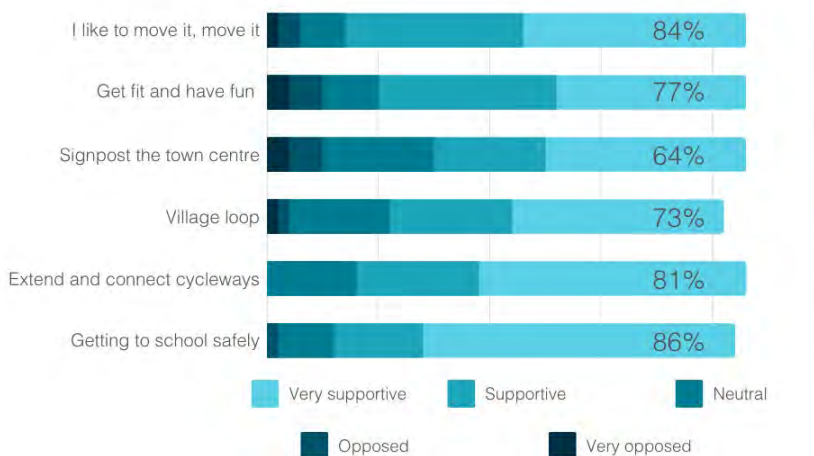
19	Nope.	11/6/2022 8:57 AM
20	Environmental play is great. But please don't forget adolescent need a place to hang out like skate park similar to Stockton	11/5/2022 11:45 PM
21	Yes, add more play areas... a flying fox, slides and a skate park!	11/4/2022 11:10 PM
22	Support	11/4/2022 2:38 PM
23	There is a lack of commercial space in the area meaning Medowie is lacking growth on the commercial front.	11/4/2022 11:22 AM
24	Nil	11/2/2022 12:47 PM

ITEM 4 - ATTACHMENT 4 ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

Draft Medowie Place Plan - public exhibition feedback

Q5 What do you think of each of the 6 Movement action items for the draft Medowie Place Plan?

Answered: 43 (100%)



Draft Medowie Place Plan - public exhibition feedback

	VERY SUPPORTIVE	SUPPORTIVE	NEUTRAL/UNSURE/NEED INFORMATION	OPPOSED	VERY OPPOSED	TOTAL	WEIGHTED AVERAGE
I like to move it, move it - moving around Medowie	46.51% 20	37.21% 16	9.30% 4	4.65% 2	2.33% 1	43	1.79
Get fit and have fun	39.53% 17	37.21% 16	11.63% 5	6.98% 3	4.65% 2	43	2.00
Signpost the town centre	41.86% 18	23.26% 10	23.26% 10	6.98% 3	4.65% 2	43	2.09
Village loop	46.34% 19	26.83% 11	21.95% 9	2.44% 1	2.44% 1	41	1.88
Extend and connect cycleways	55.81% 24	25.58% 11	18.60% 8	0.00% 0	0.00% 0	43	1.63
Getting to school safely	66.67% 28	19.05% 8	11.90% 5	2.38% 1	0.00% 0	42	1.50

## ITEM 4 - ATTACHMENT 4

## ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

Draft Medowie Place Plan - public exhibition feedback

## Q6 Do you have any specific comments about the draft Movement action items?

Answered: 30 Skipped: 14

#	RESPONSES	DATE
1	Medowie has not been a "village" for a long time so it is time to grow up in regards to the practical aspects of planning & development & not try to return it to something that it can no longer be. This does not mean that characteristics normally associated with a "village" can not be retained; rather best to describe the characteristics we want for a modern substantial town utilising our natural advantages. Consider the population of a "village" (hundreds) versus a "medium town" (10,000+). Ref: <a href="https://www.abs.gov.au/ausstats/abs@.nsf/Lookup/2071.0main+features1132016">https://www.abs.gov.au/ausstats/abs@.nsf/Lookup/2071.0main+features1132016</a>	11/30/2022 5:08 PM
2	Extend the pathway from Wirreanda to the new skatepark in the Medowie Town Centre so the kids can ride there safely.	11/30/2022 3:26 PM
3	Love the cycle & pathways but please note that not all children live in the suburban area of Medowie. We need walkways & cycleways that connect all the way down Brocklesby Road to the school. Brocklesby Road is very dangerous trying to access the pathways at Medowie Road end & also trying to walk up towards Wirreanda school. Numerous children have nearly been knocked off bikes or struggle to ride on the grass, especially in wet weather. It's dangerous to ride on roads because of the amount of pot holes & botched patches.	11/30/2022 2:03 PM
4	Kids definitely need more footpaths considering some of them aren't able to get a bus pass as too close too the school	11/30/2022 1:39 PM
5	Before upgrading cycle way to raaf or Rt medowie cycleways need upgrading, Kirrang dr for access to school.	11/30/2022 1:31 PM
6	The sooner the better	11/30/2022 11:34 AM
7	The takeup of cycling to school in Ferodale Rd is very disappointing- look at the car congestion when good cycling access is available already. Being driven to school from 600m away is hopeless.	11/24/2022 3:21 PM
8	nil	11/23/2022 3:58 PM
9	More footpaths near schools.	11/21/2022 9:05 AM
10	The area needs speed signs, and speed bumps, the pot holes actually work well to slow down drivers, but speed bumps would be a better speed deterrent.	11/17/2022 1:19 PM
11	Please don't add signage for medowie- we moved here because it is a sleepy little town. One of the big drawcards was a lack of signage! Why would we want it to get any busier? I am really supportive of improvements to cycle paths and occasional active events	11/17/2022 12:16 PM
12	Consider accessibility and safety for older and disabled people.	11/17/2022 12:04 PM
13	Don't assume everyone can walk / run or cycle...we do have people with wheelchairs / mobility scooters and others who would like to get / stay fit...they also need amenities. Outdoor gyms, good equipment in a central location for all to use.	11/14/2022 12:23 PM
14	Bicycles in the wrong places can be very intrusive	11/9/2022 12:32 PM
15	Children can not travel safely to Schools because of a non-existent paths for bikes and walking. We have already seen one child hit on a bike while travelling from School. Council have added paths to new housing estates but neglected established areas around existing Schools.	11/7/2022 9:11 PM
16	Please consider James Road for the footpaths...	11/7/2022 8:17 PM
17	Nil	11/7/2022 6:35 PM

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## ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

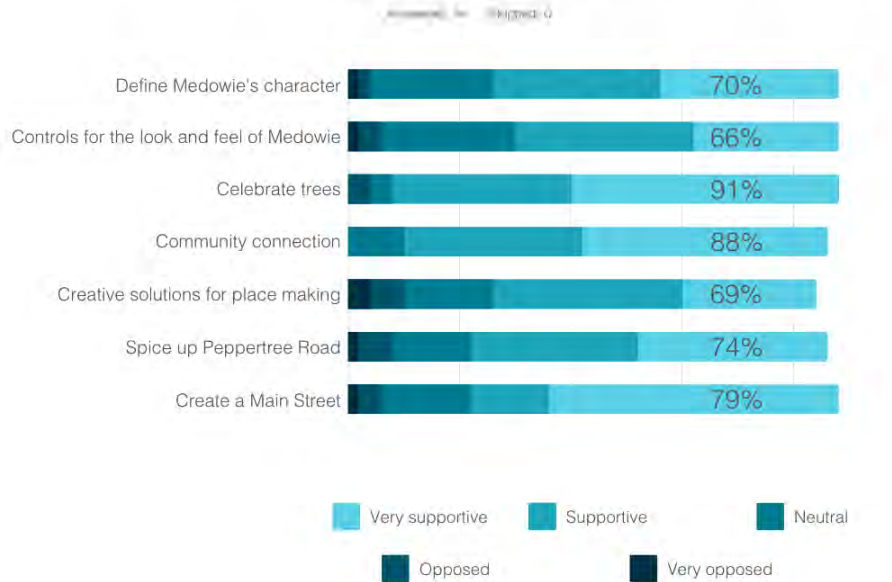
## Draft Medowie Place Plan - public exhibition feedback

18	Need to fix the roads so EVERYONE is medowie can move around medowie without having to be run over by cars	11/6/2022 4:22 PM
19	Time frame should be sooner	11/6/2022 3:20 PM
20	There's already a bike path that goes to Raymond Terrace. There's already a very good connection of paths around town for cycling. reckon it wouldn't take much to connect with a mix of on road use. There is enough signs. Definitely no more signs. We could rip out half the signs around the town and we'd be no worse off.	11/6/2022 2:47 PM
21	Make it quality and not stupid looking like the big chairs in medowie that no one uses.	11/6/2022 8:57 AM
22	A dedicated bike track area big enough for adults and kids to ride is needed.	11/6/2022 7:46 AM
23	There is limited bike paths to Medowie Christian School. The roads are not safe to ride on especially roads next to open drains. There is no where safe when cars are coming in both directions to move further to one side	11/5/2022 11:45 PM
24	The young in our area need a space... this may reduce vandalism and stop the constant complaints from some Medowie residents	11/5/2022 11:26 AM
25	The exercise equipment on the side of the road is such an eye sore and clashes with the natural environment, the ones along Nelson Bay water front are an example of this, the benefit these bring are heavily outweighed by their lack of use, eyesore and clashing with natural environment.	11/4/2022 8:22 PM
26	Support	11/4/2022 2:38 PM
27	I think there are loads of options for small children and feel cycle ways and options for school age/adolescents are needed over more playground spaces. Also for people without children they will not see benefit in more playgrounds or signposts...	11/4/2022 9:07 AM
28	Kimang Drive shared pathway is necessary to provide safe access to schools.	11/3/2022 8:22 PM
29	Current condition of roads is a disgrace	11/3/2022 9:22 AM
30	Nil	11/2/2022 12:47 PM

ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

Draft Medowie Place Plan - public exhibition feedback

Q7 What do you think of each of the 7 Character action items for the draft Medowie Place Plan?



## ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

Draft Medowie Place Plan - public exhibition feedback

	VERY SUPPORTIVE	SUPPORTIVE	NEUTRAL/UNSURE/NEED INFORMATION	OPPOSED	VERY OPPOSED	TOTAL	WEIGHTED AVERAGE
Define Medowie's character	36.36% 16	34.09% 15	25.00% 11	2.27% 1	2.27% 1	44	2.00
Controls for the look and feel of the Medowie town centre	29.55% 13	36.36% 16	27.27% 12	4.55% 2	2.27% 1	44	2.14
Celebrate trees	54.55% 24	36.36% 16	4.55% 2	4.55% 2	0.00% 0	44	1.59
Community connection	51.16% 22	37.21% 16	11.63% 5	0.00% 0	0.00% 0	43	1.60
Creative solutions for place making	28.57% 12	40.48% 17	19.05% 8	7.14% 3	4.76% 2	42	2.19
Spice up Peppertree Road	39.53% 17	34.88% 15	16.28% 7	6.98% 3	2.33% 1	43	1.98
Create a Main Street	59.09% 26	15.91% 7	19.18% 8	4.55% 2	2.27% 1	44	1.75

## ITEM 4 - ATTACHMENT 4 ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

Draft Medowie Place Plan - public exhibition feedback

## Q8 Do you have any specific comments about the draft Character action items?

Answered: 20 Skipped: 24

#	RESPONSES	DATE
1	Medowie is a busy growing town ... it is not a village; refer Q6	11/30/2022 5:08 PM
2	The street furniture and statues from the 7-day makeover are looking tired, deteriorated, cheap and mouldy. Fewer quality street fixtures at higher cost that last and survive the weather are better than lots of cheap painted recliner chairs that no person ever sits on. The housing development cutting down Medowie's tall trees is seriously undermining this nickname.	11/30/2022 3:26 PM
3	Can council be trusted, medowie shopping centre is all out of alignment, a community area where markets and community activities can be organised in all weather. Ferodale upgrade welcome.	11/30/2022 1:31 PM
4	Medowie needs a centre with more shops and cafes and decent out door spaces for families. A decent play ground and cycle tracks would be fantastic for families	11/30/2022 11:34 AM
5	Pepper Tree needs to live up to its name- tree planting en mass. Looks like Ferodale Rd is the main street, which needs to be slowed down dramatically. I understand the traffic light assistance to pedestrians for movement across Ferodale but it also assists vehicle speeds, as opposed to roundabouts and pedestrian thresholds to physically slow vehicles. Difficult call but I would favour the latter.	11/24/2022 3:21 PM
6	nil	11/23/2022 3:58 PM
7	Again Avalon village main strip is a great example of how character has been established so well, the annual market day, which shuts the village off to cars and brings in a lot of revenue as well as music and market style stalls, all things very realistic to the layout already of Medowie centre.	11/17/2022 1:19 PM
8	Keen to retain and celebrate trees. How can we continue to maintain existing green spaces?	11/17/2022 12:16 PM
9	I love terrace style retail such as Kiama and I think this would really suit Medowie given the design of our current retail precinct.	11/17/2022 12:04 PM
10	We need to create a village- style town shopping centre	11/9/2022 12:32 PM
11	Having footpaths on James Road is inclusive for everyone in the community as well, this road has the most beautiful scenery in Medowie and this should be celebrated as well.	11/7/2022 8:17 PM
12	Nil	11/7/2022 6:35 PM
13	Leave the bush alone ur taking the charm out Medowie I've been here since 1984	11/7/2022 2:53 PM
14	No.	11/6/2022 8:57 AM
15	The draft character action items are forgetting that Medowie now has many many families and there are more to come. The youth of Medowie have been forgotten and the character does not feel welcoming to youth and families.	11/6/2022 7:46 AM
16	Keep the rural vibe	11/5/2022 11:45 PM
17	Youth centre needed with police. RAAF and community support teams	11/5/2022 11:26 AM
18	Skatepark! Please!!!	11/4/2022 11:10 PM
19	The art installed by (i think) the McCloy Group have installed just after the gardens is nice and fine example of appropriate art. (the branch with circular leaves). its simple enough that that it doesn't offend the natural environment but enhances it.	11/4/2022 8:22 PM
20	Nil	11/2/2022 12:47 PM

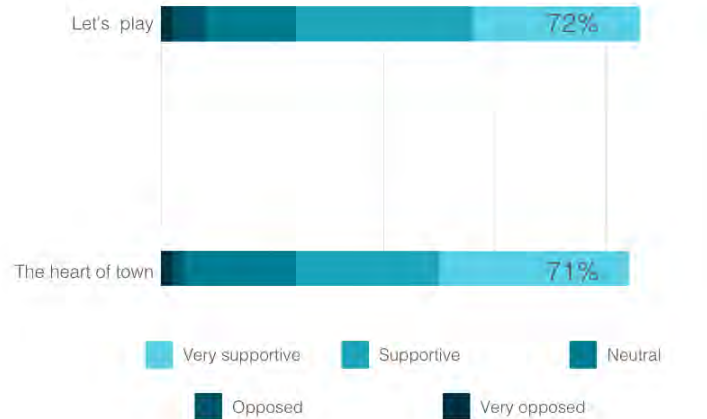
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ITEM 4 - ATTACHMENT 4  
PLAN.

## ENGAGEMENT REPORT - MEDOWIE PLACE

Draft Medowie Place Plan - public exhibition feedback

Q9 What do you think of each of the 2 Open space action items for the draft Medowie Place Plan?



	VERY SUPPORTIVE	SUPPORTIVE	NEUTRAL/UNSURE/NEED INFORMATION	OPPOSED	VERY OPPOSED	TOTAL	WEIGHTED AVERAGE
Let's play	34.88% 15	37.21% 16	18.60% 8	6.96% 3	2.33% 1	43	2.05
The heart of town	40.48% 17	30.95% 13	23.81% 10	2.38% 1	2.38% 1	42	1.95

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# ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

Draft Medowie Place Plan - public exhibition feedback

## Q10 Do you have any specific comments about the draft Open space action items?

Answered: 22    Skipped: 22

#	RESPONSES	DATE
1	Open space is great. What Medowie really needs is an all weather area to socialise, whether hot & windy or cold & wet; ie. maintain economic capacity during weather in extremes. Just as Raymond Terrace has; ie. 2 x air conditioned locations to shop & grab a cuppa.	11/30/2022 5:08 PM
2	The open space for yoga and art classes is the looks good sounds great but is really the cheap option. When the art class is not on for the 45 minutes once a week all you have is vacant land. There is no standing draw card to the town centre area except for the odd dog walker meandering a pathway. Put the skatepark in the Medowie Town Centre that over 1,200 people in Medowie asked for, and with it the kids playground, splash bay, seating and a dog park and the space will be a hive of community activity and engagement. Funding for the new skatepark can be arranged through state government grants but Council needs to put the new skatepark firmly in its plan first before any grant would be considered.	11/30/2022 3:26 PM
3	Light it up make it happen.	11/30/2022 1:31 PM
4	As a new arrival to Medowie I am gob-smacked at the lack of use of Medowie Social. I think it is about 500m away from where it should have been. A very bad investment by Council I think.	11/24/2022 3:21 PM
5	nil	11/23/2022 3:58 PM
6	No more Housing estates.	11/21/2022 9:05 AM
7	There needs to be inclusive area for children/teens. A space where they can gather in safety, play and enjoy. An inclusive level skate park recreation area is in dire need for the growing township. For the amount of young people now living in the township they need to have the facilities to enjoy and safely with longevity. The children/adolescents in the town need something now - not in 5-6 years time. Along with adult fitness centres would be beneficial.	11/17/2022 6:39 PM
8	An outdoor arena for concerts, carols etc. music events.	11/17/2022 1:19 PM
9	There is already a park, and the play facilities would be very expensive- listed as the most expensive planned item. I believe the money could be better spent in other ways	11/17/2022 12:16 PM
10	Supportive of play space. We need an area that's supportive of all of our younger people. Our people love making dirt tracks and jumps as exhibited by a number of places around town. They also need shaded spaces to divert away from places they loiter such as the chemist.	11/17/2022 12:04 PM
11	New spaces must be designed to admit EVERYONE so good, wide paths, ramps etc.	11/14/2022 12:23 PM
12	No skate park here	11/9/2022 12:32 PM
13	James Road is the spot where people walk in peace and hear all the wildlife, yet connected to the loop in the town.	11/7/2022 8:17 PM
14	Nil	11/7/2022 6:35 PM
15	Ehh.	11/6/2022 8:57 AM
16	The open space action items don't seem to welcome youth or families.	11/6/2022 7:46 AM
17	Safer road crossings needed	11/5/2022 11:45 PM
18	Skate park!!!	11/4/2022 11:10 PM
19	As stated in the draft an large open space for markets and Medowie Christmas Carols is fantastic idea, similar to Fly Point in Nelson Bay.	11/4/2022 8:22 PM
20	Support	11/4/2022 2:38 PM

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**ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE  
PLAN.**

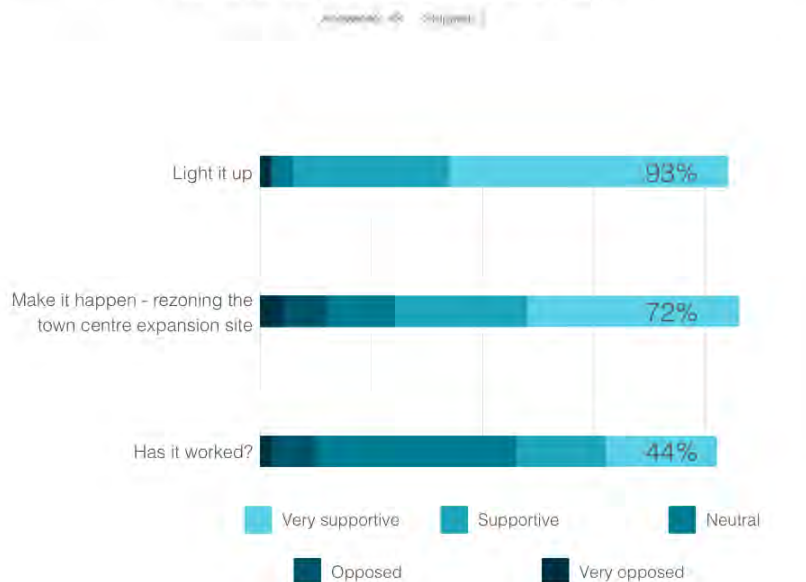
## Draft Medowie Place Plan - public exhibition feedback

21	We have plenty of playgrounds and would benefit from options for older kids/young adults	11/4/2022 9:07 AM
22	We need a safer skate park for our children	11/2/2022 12:47 PM

# ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

Draft Medowie Place Plan - public exhibition feedback

Q11 What do you think of each of the 3 Management and safety action items for the draft Medowie Place Plan?



Draft Medowie Place Plan - public exhibition feedback

	VERY SUPPORTIVE	SUPPORTIVE	NEUTRAL/UNSURE/NEED INFORMATION	OPPOSED	VERY OPPOSED	TOTAL	WEIGHTED AVERAGE
Light it up	59.52% 25	33.33% 14	4.76% 2	0.00% 0	2.38% 1	42	1.52
Make it happen - rezoning the town centre expansion site	44.19% 19	27.91% 12	13.95% 6	9.30% 4	4.65% 2	43	2.02
Has it worked?	24.39% 10	19.51% 8	43.90% 18	9.76% 4	2.44% 1	41	2.46

ITEM 4 - ATTACHMENT 4  
PLAN.

## ENGAGEMENT REPORT - MEDOWIE PLACE

Draft Medowie Place Plan - public exhibition feedback

## Q12 Do you have any specific comments about the draft Management and safety action items?

Answered: 17 Skipped: 27

#	RESPONSES	DATE
1	Safety & security, especially for business premises, has been on the community wish list for many years.	11/30/2022 5:08 PM
2	The campvale drain floods and that quarter of the site is unusable. The off-street car park is essential like at Stockton skate park. Widening Ferodale road is essential. Engage with the local Indigenous artists and make Medowie interesting and fun to visit. Put in the Regional Park.	11/30/2022 3:26 PM
3	More area needs to be set aside for activities and social events, we have enough area for housing, limited housing is needed in town centre, this is council chance to expand our town centre and social facilities, business in this area should support this only, ie dining.	11/30/2022 1:31 PM
4	No	11/30/2022 11:34 AM
5	nil	11/23/2022 3:58 PM
6	We don't want to expand or draw tourists. We moved here for a quiet life	11/17/2022 12:16 PM
7	Make sure play spaces are open and we'll ventilated to prevent vaping such as what happens in playgrounds and toilets at McDonald's.	11/17/2022 12:04 PM
8	Honestly, we hate what Medowie is becoming, it is getting busier, unsafe (traffic, environmentally) and far too busy. We will probably sell up and move out in the near future. This is indictment on council with its lack of planning and lack of control in how quickly so many new subdivisions have been allowed to happen.	11/14/2022 12:23 PM
9	Need security cameras and more police presence to rid Medowie of the scum who don't appreciate our town	11/9/2022 12:32 PM
10	I know there is a segment of the community keen to have an area reserved for a skate park. I am strongly opposed to this. This type of facility regularly attracts a minority of destructive youth that cause trouble around the community and graffiti in an area we are trying to encourage people to visit and feel safe.	11/7/2022 8:33 PM
11	We need new car park	11/7/2022 8:17 PM
12	Nil	11/7/2022 6:35 PM
13	Just ensure there's amply light sources for when it gets darker.	11/6/2022 8:57 AM
14	Lighting should be kept as safety orientated eg paths or saved for sculptures/ art. Putting lights on a tree and pointing them at the canopy can be disturbing to wildlife and we shouldn't impose more than already do so on the natural environment. eg light in tree near Medowie Community centre.	11/4/2022 8:22 PM
15	Safety is paramount	11/4/2022 2:38 PM
16	Passive safety design features and ways to activate spaces during the evening will be keys to success.	11/3/2022 8:22 PM
17	Nil	11/2/2022 12:47 PM

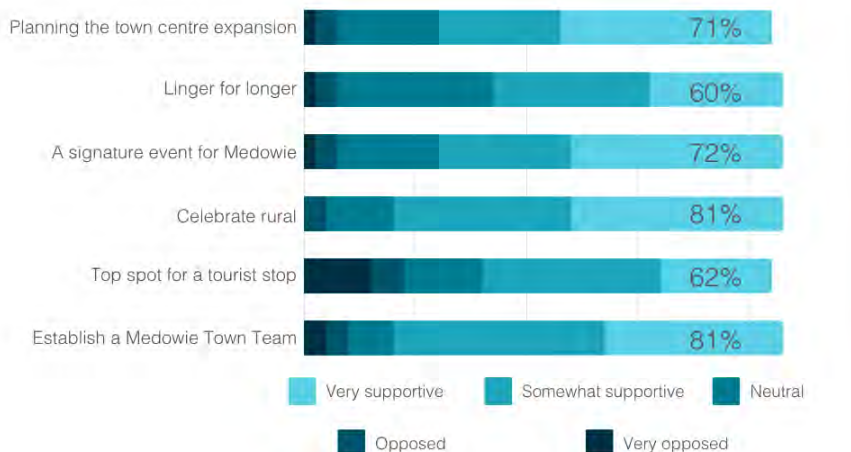
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# ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

Draft Medowie Place Plan - public exhibition feedback

Q13 What do you think of each of the 6 Economy action items for the draft Medowie Place Plan?

Answered: 43    Skipped: 0



Draft Medowie Place Plan - public exhibition feedback

	VERY SUPPORTIVE	SUPPORTIVE	NEUTRAL/UNSURE/NEED INFORMATION	OPPOSED	VERY OPPOSED	TOTAL	WEIGHTED AVERAGE
Planning the town centre expansion	45.24% 19	26.19% 11	21.43% 9	4.76% 2	2.33% 1	42	1.93
Linger for longer	27.91% 12	32.56% 14	32.56% 14	4.65% 2	2.33% 1	43	2.21
A signature event for Medowie	44.19% 19	27.91% 12	20.93% 9	4.65% 2	2.33% 1	43	1.93
Celebrate rural	44.19% 19	37.21% 16	13.95% 6	4.65% 2	0.00% 0	43	1.79
Top spot for a tourist stop	23.81% 10	38.10% 16	16.67% 7	7.14% 3	14.29% 6	42	2.50
Establish a Medowie Town Team	37.21% 16	44.19% 19	9.30% 4	4.65% 2	4.65% 2	43	1.95



# ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

Draft Medowie Place Plan - public exhibition feedback

## Q14 Do you have any specific comments about the draft Economy action items?

Answers: 16    Skipped: 28

#	RESPONSES	DATE
1	Since the Medowie Strategy process commenced, our community has been calling for a Town Park to rival that at Maitland & Speers Point, to reduce escape spending + attract visitors. Encouraging grey nomads is a great idea to support our economy, but not without the substantial infrastructure to support it.	11/30/2022 5:08 PM
2	Small-scale projects and community led events are not going to be sustainable, people are busy and generally wait to be served. Listening to over 1,200 people from Medowie who want a new skatepark in Medowie Town Centre will make a LOT of mums, dads, grandparents and visitors to Medowie very very happy!	11/30/2022 3:26 PM
3	We need to think about 'Linger for Longer' that it doesn't encourage more antisocial behaviour.	11/30/2022 2:03 PM
4	Most of rural medowie has been subdivided into housing, medowie now needs a town centre to celebrate its heritage Medowie needs more accommodation with provision for rv friendly area to encourage tourists. Signature events for medowie is good idea. service clubs, lions rotary could be behind this type of project. Council must move forward and not get bogged down in red tape.	11/30/2022 1:31 PM
5	nil	11/23/2022 3:58 PM
6	Stylish bar/cafes. Look at Miami Marketta, as example of an area contained with multiple food outlets open on weekends. Good really see Medowie come to life.	11/17/2022 1:19 PM
7	I moved to medowie, as did others for a small town experience. Expanding medowas, bringing tourists etc is not what medowie is about. It will turn medowie into a busy town with traffic and less green spaces	11/17/2022 12:16 PM
8	Many people pass through Medowie on their way to Nelson bay and Newcastle. It would be great to draw people in.	11/17/2022 12:04 PM
9	I don't know how you will establish a Medowie Town Team...who gets in or doesn't...my sense of things here is that big personalities e.g. one Medowie Councillor, run roughshot over everyone to push their personal agendas. So I am extremely dubious that such a thing will work and will be sustained. The concept is good.	11/14/2022 12:23 PM
10	Not sure about tourists. Since Main Road was sealed up to the M1 the amount of traffic on the road has significantly grown. The road is intolerably busy during peak hour and during holiday periods because of our regular traffic and large numbers of truck using the road.	11/11/2022 10:31 AM
11	A free caravan park for travellers for overnight stays	11/9/2022 12:32 PM
12	Nil	11/7/2022 6:35 PM
13	No	11/6/2022 8:57 AM
14	I like the linger for longer idea however i think that could also be more family friendly with bbq areas and a skate park or pump track for families to gather and linger having bbqs while their kids are burning off energy.	11/6/2022 7:46 AM
15	Isn't the Christmas carnival a signature event?	11/4/2022 9:07 AM
16	Nil	11/2/2022 12:47 PM

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# ITEM 4 - ATTACHMENT 4 ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

Draft Medowie Place Plan - public exhibition feedback

Q15 Page 16 of the draft Medowie Place Plan displays a map that explores 'Planning for the future of Medowie' (see image below). Do you have any comments about this map and the future of Medowie?

Answered: 20 Skipped: 24

#	RESPONSES	DATE
1	Utilise community land to establish a ring road around the Medowie Town Centre: ie. reduce the conservation area north & west of Coles to extend Muir St west & then south to connect with Ferodale Rd. This would reduce traffic flow through the Ferodale-Peppertree Rd zone + allow for a permanent low speed "mail" connection point surrounding the bus stop, ie. a pedestrian zone. Maintain the right hand turn into the Newsagency parking lot (which brings the bulk of traffic into the Medowie Centre) & make east bound a left turn only into the extended Muir St; ie. a short pedestrian zone to connect north & south.	11/30/2022 5:08 PM
2	The width of the current roads will not sustain the traffic created by all that "future residential". So many of these new families moving to Medowie will benefit from a new skatepark in the Medowie Town Centre.	11/30/2022 3:26 PM
3	I do not see any provision for a Police Station. All the work put in to this plan will very quickly be undone by the many vandals and hoods that currently roam unchallenged in Medowie as direct result there being no police presence.	11/25/2022 1:34 PM
4	The residential zoning along Ferodale west end is wrong. It should be rural residential to maintain its rural character and charm. Dont want another Medowie Rd south slums entrance to Medowie. Keep the Medowie Rd east and Medowie Rd west dichotomy of residential concentration. The existing residential in Ferodale Rd near the tennis courts and open space lends itself to medium density development.	11/24/2022 3:21 PM
5	nil	11/23/2022 3:58 PM
6	It is shocking to see that you would consider calling Medowie Public School. This is a low socioeconomic area, it needs 2 primary schools, which have a adequate numbers. The catholic primary won't impact the need for Medowie Public. Again, being low socioeconomic the government cannot justify crippling an area and overcrowding one public school, as most are unable to pay catholic education fees.	11/17/2022 1:19 PM
7	My main priority would be to see future residential created in a way which does not impact on existing bushland. The residential locations would be high visibility which would impact on the visual rural appeal of the town. Increasing the population will put more strain on resources and existing utilities. How will this be managed?	11/17/2022 12:16 PM
8	I am enthusiastic about this	11/17/2022 12:04 PM
9	It is good to see the town centre increasing within a central footprint.	11/16/2022 1:51 PM
10	When Council constantly squashes everything that Medowie citizens propose or request, why would we believe that this time will be any different? And in saying that, quite some years back Council was all gun-ho about establishing a town square, ha ha, where is that? This seems to be all smoke and mirrors...the illusion of undertaking community consultation to tick a box.	11/14/2022 12:23 PM
11	I think there is too much area set aside for residential expansion. Ferodale and Medowie Rds intersection is not sufficient to handle to potential increased traffic, nor is the intersection of Ferodale and Peppertree Lane	11/7/2022 8:33 PM
12	It seems that James Road is the forgotten link part of Medowie that needs to be connected up with the town. This is only road with the most bus routes and considered as a busy shortcut for people who do not want to go into the central of town to go into the east side of town.	11/7/2022 8:17 PM
13	Nil	11/7/2022 6:35 PM
14	Stop building out our beautiful little town we are big enough if must do fix the infrastructure as	11/7/2022 2:53 PM

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# ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

## Draft Medowie Place Plan - public exhibition feedback

well		
15	Stop expanding the houses and completely destroying ecosystems for this amazing community, our little friends deserve a home just as much as we do!	11/6/2022 8:57 AM
16	The future planning looks good.	11/6/2022 7:46 AM
17	Ensure that there remains lots of rural sized lots, Large land mass set aside for nature	11/5/2022 11:45 PM
18	Expansion is acceptable but NOT UNTIL INFRASTRUCTURE is improved ... the increase in flooding is due to poor drainage and failure to have developers acknowledge they DO NOT allow for water flow ... CAMPVALE drain DESPERATELY NEEDS ATTENTION	11/5/2022 11:26 AM
19	MORE COMMERCIAL	11/4/2022 11:22 AM
20	Where will the skate park and high school be located?	11/2/2022 12:47 PM

# ITEM 4 - ATTACHMENT 4 ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

Draft Medowie Place Plan - public exhibition feedback

## Q16 Do you have any final comments about the draft Medowie Place Plan?

Answered: 22 Skipped: 22

#	RESPONSES	DATE
1	Congratulations to Council for purchasing land to allow a Town Square to be developed that can bring together existing commercial, community & recreational hubs, supported by new development. I recommend reviewing ALL prior engagement documents to ensure that ALL ideas have been captured + it will show how each generation of community engagement has identified common themes.	11/30/2022 5:08 PM
2	Port Stephens Council was given the petition in which over 1,200 people asked Council to build a new skatepark in Medowie Town Centre. Council unanimously agreed that a new skatepark should be built in July 2022. Where is the new skatepark in the Medowie Place Plan?	11/30/2022 3:26 PM
3	Medowie place plan is a great idea and I hope it will bring a sense of belonging and community spirit. An area that the community can come together.	11/30/2022 1:31 PM
4	I would like to see more for children and the skate park updated and more amenities for local children and families	11/30/2022 11:34 AM
5	The Skate Park needs to move away from the residential position it currently holds. The litter, vandalism, drug taking and other anti social behaviour should not have to be tolerated	11/25/2022 1:34 PM
6	nil	11/23/2022 3:58 PM
7	There needs to be inclusive area for children/teens. A space where they can gather in safety, play and enjoy. An inclusive level skate park recreation area is in dire need for the growing township. For the amount of young people now living in the township they need to have the facilities to enjoy and safely with longevity. The children/adolescents in the town need something now - not in 5-6 years time. Along with adult fitness centres would be beneficial.	11/17/2022 6:38 PM
8	Turn Wreanda Public School, into a K-12 government school similar to the Tomaree grounds. It will element the demand for a public high school, the opening of this could happen gradually, add year 7, each year grow with the next grade till over 6 years you have your K-12. This would be cost effective. The land is there, add portable classrooms, and expand as it grows. Funding would be realistic for a gradual growth school.	11/17/2022 1:19 PM
9	Overall a good plan, I am in favour of retaining green and rural elements to Medowie. The expansion of population and looking to bring more tourists into medowie is concerning	11/17/2022 12:16 PM
10	Consider revitalisation of Boyd oval including the current skate park and courts. Desperately needs shaded spaces there also. We support the need to upgrade the skatepark but don't necessarily want it front and centre.	11/17/2022 12:04 PM
11	The residential area along Ferodale Road (past Medowie Road intersection) doesn't extend to the existing residential behind. There seems to be a strange strip of rural land between two residential areas. Further, the area highlighted on the southern side of Ferodale Road marked for investigation for future expansion of employment zone - I am interested as why this is an investigation area?	11/16/2022 1:51 PM
12	We need to attract a larger variety of shops preferably locally owned, eg men's and ladies clothes and shoes	11/9/2022 12:32 PM
13	I'm extremely disappointed to discover that James Road is not considered in the plan when we have consulted the council many times regarding this matter. The plan shows that it is more about people getting around. Well... Not us! Not happy. We are Deafblind and have school aged children who deserve the access as much as everyone else.	11/7/2022 8:17 PM
14	Less housing	11/7/2022 6:35 PM
15	Yeah you are all stupid and wasting money we're it doesn't need to use instead of adding how	11/7/2022 2:53 PM

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# ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

## Draft Medowie Place Plan - public exhibition feedback

you fix medowie first before u add more

16	A playground is for little kids aged 1-5or 7. A skatepark is for everyone above that age group	11/6/2022 2:47 PM
17	More nature more love for environment.	11/6/2022 8:57 AM
18	It feels like families and youth have been largely forgotten in this plan. There needs to be an area close to the main precinct where families a can gather outside, a place where their children can use up energy and families can bbq together.	11/6/2022 7:46 AM
19	Improved cycle ways and connection. Also more nature corridors!!	11/5/2022 11:45 PM
20	The Bower mustn't be in Medowie??? On a serious note the road from Brocklesby to Lisadell rd is a great idea and will improve congestion around abundance rd	11/4/2022 8:22 PM
21	With the increase in residential there is again more need to link up footpaths/cycleways which will in turn keep the town moving	11/4/2022 9:07 AM
22	Nil	11/2/2022 12:47 PM

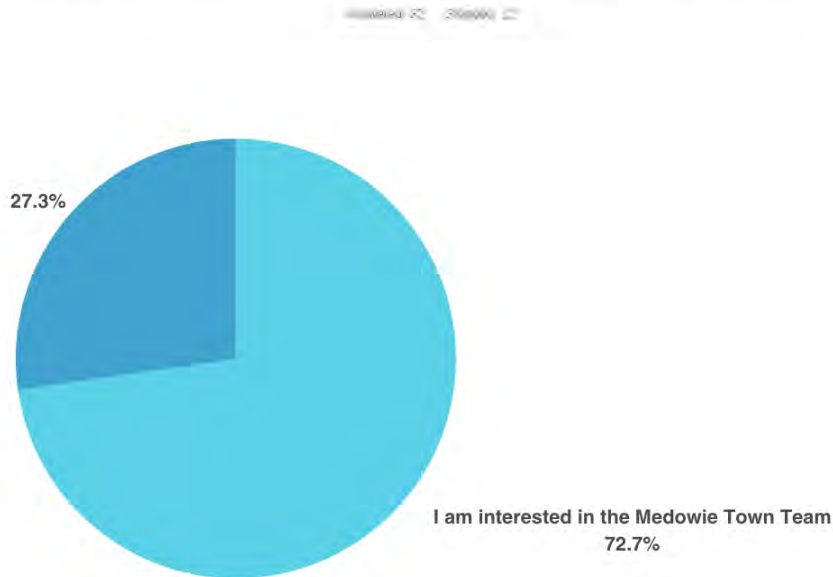
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Question 17 responses removed for privacy reasons

ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

Draft Medowie Place Plan - public exhibition feedback

Q18 After the Medowie Place Plan is adopted, we will look at setting up our Town Team for Medowie. A Town Team is a group of people who want to be involved in helping deliver some amazing projects for their place. If you are interested in joining the Medowie Town Team or even just learning more about the process, please check the box below and we will keep in touch.



ANSWER CHOICES	RESPONSES	
I am interested in learning more about the Medowie Town Team, please keep me informed.	100.00%	32
I am NOT interested in becoming part of the Medowie Town Team	0.00%	0
Total Respondents: 32		



ITEM 4 - ATTACHMENT 4  
PLAN.ENGAGEMENT REPORT - MEDOWIE PLACE  
PLAN.

## Appendix I – Medowie pop-ups (Nov 2022)

## Handout

## Have your say

It's time for residents of Medowie to have their say on proposed actions in the Draft Medowie Place Plan that aim to make Medowie a better place to live, work and play. Place plans recognise the values and priorities of the community they're written for. The Medowie Place Plan highlights opportunities to create a more vibrant town centre and includes an action plan where projects or ideas create places for people to connect with, discover and enjoy their community.

The draft Medowie Place Plan is on public exhibition for the month of November (2022) and we would love to hear what you think about it. Scan the QR code below to fill out the survey.



The residents of Medowie are unique, knowing who they are helps us understand what they think and what type of community they can create.



Population  
**10,879**

**6.9%**

Aboriginal and Torres Strait Islander population



**3,154**  
Families

**629**  
Active Businesses trading in Medowie\*



Median Age  
**37**

**429**  
Current Defence personnel



ABS 2021 Census data. \*Relevant date July 2022.

## Draft Medowie Place Plan

Have your say



**PORT STEPHENS COUNCIL**

## Town Centre Concept Plan

## Legend

- ① Village square
- ② Potential Recreation Precinct with play area
- ③ Access road with avenue of trees
- ④ Carparking
- ⑤ Conservation area
- ⑥ Future residential development site
- ⑦ Riparian corridor and drainage upgrade works
- ⑧ Connection paths through site
- ⑨ Upgrades to Ferrodale Road
- ⑩ Upgrades to Peppertree Road
- ⑪ Future mixed use site
- ⑫ Community and culture precinct



ITEM 4 - ATTACHMENT 4  
PLAN.

## ENGAGEMENT REPORT - MEDOWIE PLACE

## Social Media



ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE  
PLAN.



Jason Wells - Port Stephens Council Central Ward Councillor

12 November at 08:53 · 🌐

...

Beautiful morning at [Medowie Markets](#), pop down to find out how you can be involved in the Medowie Place Plan.





ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.



ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE  
PLAN.



**ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE  
PLAN.**





## 11Appendix J – Port Stephens Examiner (Nov 2022)

Article – 17 November 2022

### NEWS

# Have your say on Meadowie Place Plan

MEDOWIE residents are being invited to have their say on a council plan that aims to make the town a "better place to live, work and play".

The Draft Medowie Place Plan is the second only after Karuah created by Port Stephens Council to improve liveability and deliver economic growth with actions informed by the community.

"Our place plans recognise the values and priorities of the community they're written for and in Medowie, our community told us they want a town centre that's more pedestrian friendly, safe and gives pedestrians and cyclists priority over cars," Port Stephens Mayor Ryan Palmer said.

"For this reason, the Medowie Place Plan includes actions to create streets that are attractive places for people to be by upgrading landscaping, shade and seating and also investigating opportunities for a village square and a new recreational precinct."

The Medowie plan highlights opportunities to create



The Draft Medowie Place Plan is on public exhibition until November 30. Residents can ask questions at a pop up info session on November 24.

a vibrant town centre and includes an action plan for projects or ideas that create places for people to connect with, discover and enjoy their community.

The council's strategic planning coordinator, Brett Gardiner, said that the plan supports the Medowie Planning Strategy by identifying additional opportunities for residential development, employment lands and public infrastructure.

"Medowie has grown fast and this plan has identified various opportunities for rezoning land for future commercial development to attract new businesses,"

he said.

"We recently purchased the land at 38 Ferodale Road and following input from the community, incorporated a concept into the place plan to provide an opportunity for better connectivity between housing and recreational facilities."

The Medowie community is invited to ask questions about the plan at Medowie Town Centre (grassed area in front of Magic Noodle) on Thursday, November 24 from 4pm to 8pm

The draft Place Plan is on exhibition until November 30: [pscouncil.info/medowie-place-plan](https://pscouncil.info/medowie-place-plan)

## ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE PLAN.

## Letter to the Editor – 24 November 2022

much is that costing the rate payers?

How long is going to be before a child is hit by a vehicle dodging a pothole before engineers and road repairers decide do something about it?

I, along with others I know of, am offended at having to finance this council [and the prospect of a rate rise] and I'm sure there are more than just a few wanting to give them their marching orders.

**Robbie Harding, Boat Harbour**

#### More than one way to bridge gap

I have seen much talk regarding the removal of the Nelson Bay footbridge.

Everything from "the council should fix it" and "the council should build a new one" to "the original builders should replace it" and "we would be better off without the bridge".

However, I believe people are missing the most obvious answer, a flying fox.

**Conrad Ball, One Mile**

#### Plan for future good reading

Having gone through two draft documents on the Medowie Place Plan released

recently by Port Stephens Council, I am impressed by the amount of thought and effort input by members of the community and council staff.

In particular, the Engagement Report by Ashleigh McIntyre gives a good stocktaking of the present and a glimpse of what the future can be. I look forward to her "Implementation Report", as "the proof of the pudding is in the eating".

**Ernest To, Medowie**

#### Vital access link removed

In response to Anne-Marie Hunter's letter (*Examiner*, Letter, November 17), I believe the Nelson Bay footbridge was far from being ineffective.

I'd say the letter was written by someone who has never actually used the footbridge and is ignorant of the fact that it was used by wheelchairs, disability go-go mobiles, people with strollers, families and other pedestrians alike who prefer not to wait at the lights.

As a grandmother I always used the

ITEM 4 - ATTACHMENT 4      ENGAGEMENT REPORT - MEDOWIE PLACE  
PLAN.



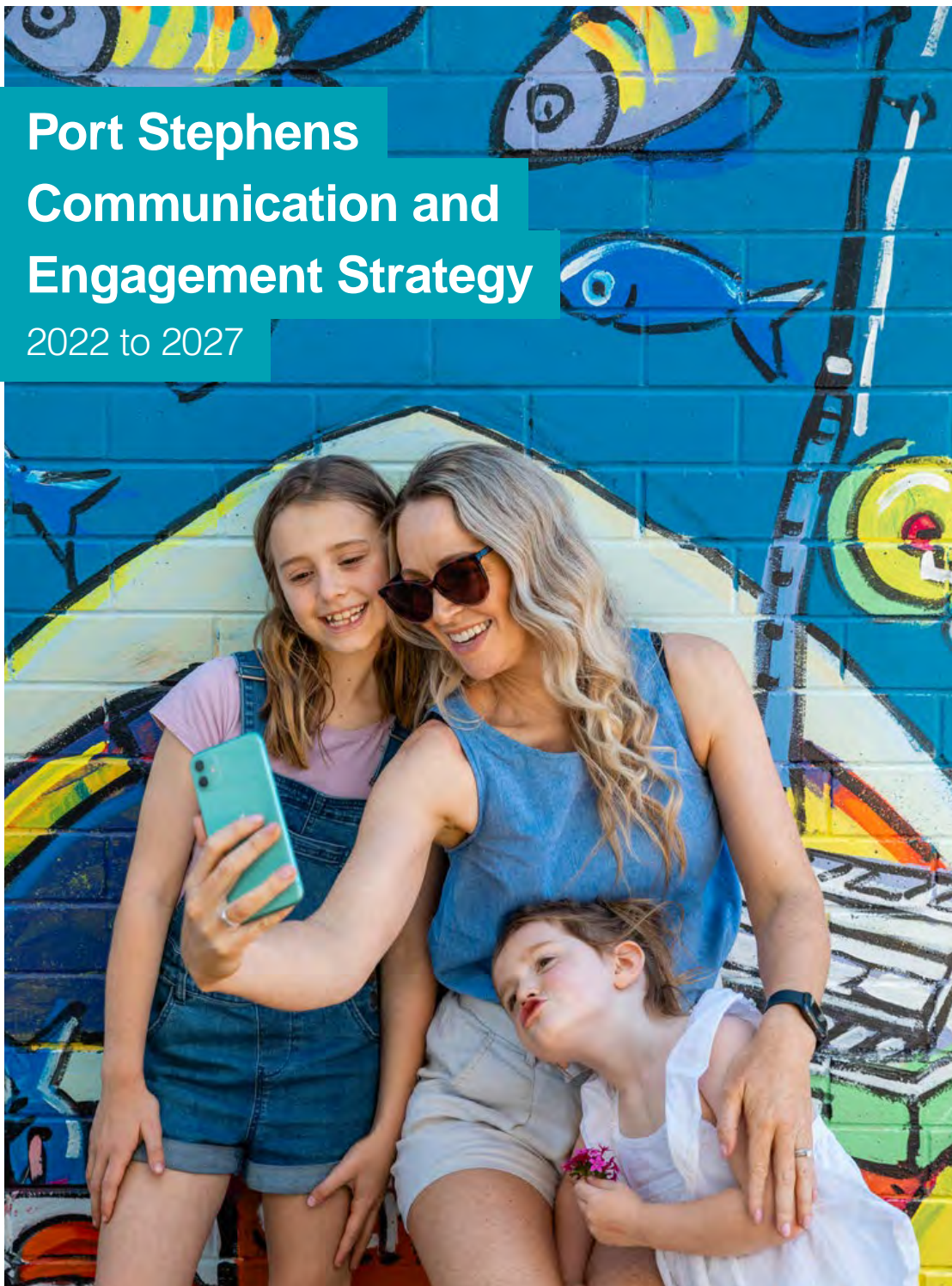
PORT STEPHENS  
COUNCIL

council@portstephens.nsw.gov.au | 02 4988 0255 | [PORTSTEPHENS.NSW.GOV.AU](https://www.portstephens.nsw.gov.au)    



# Port Stephens Communication and Engagement Strategy

2022 to 2027



Our vision is to actively communicate and engage in a way that tells our stories, listens to our community, informs our future and improves the wellbeing of those that live, work and visit in Port Stephens.



**PORT STEPHENS**  
COUNCIL

ITEM 6 - ATTACHMENT 1  
STRATEGY.

## COMMUNICATIONS AND ENGAGEMENT

## GUUDJI YIIGU

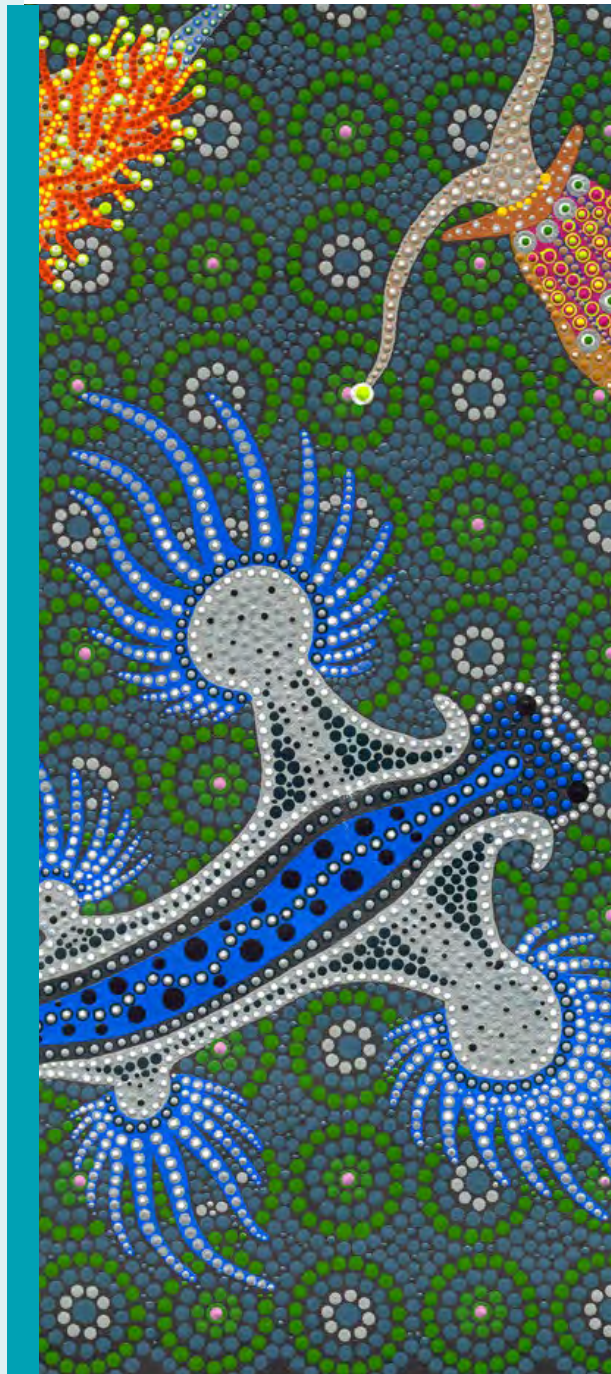
(GOO-JEE IK-KOO)

We welcome you to Port Stephens – part of the Worimi Aboriginal Nation. Port Stephens Council acknowledges the Worimi people as traditional owners and custodians of the lands and waterways on which we all live, learn, work and play.

We value and respect the Worimi people and the legacy 60,000 years of Aboriginal Nation traditions and culture brings with it. As part of Council's culture of acceptance, diversification and harmony we walk alongside the Worimi people on a journey of listening and learning.

Together we will strive to make this a better place for all peoples. As guardians of these lands, we ask that you tread lightly to help preserve the biodiversity and respect those who came before as well as those who will follow.

Artwork by Regan Lilley.







## A message from the Mayor

Communication is key.

Council's communication is key to successfully engaging and involving our community in influencing the future of Port Stephens.

Our Communication and Engagement Strategy is a blueprint for successful and meaningful communication and engagement, reflecting our organisations commitment to genuinely involve and engage with the community we serve.

The Strategy will help create a consultative culture, embracing conversations where information is shared and feedback encouraged, nurturing a relationship built on transparency and trust. The Strategy reflects Council's commitment to inform and improve community awareness of programs, activities and services. More importantly it is about our commitment to listen

and create open channels of communication for meaningful dialogue, idea generation and big thinking, to help shape our future direction.

Our communication and engagement needs to be clear, accessible and delivered effectively to meet the needs of a diverse society – enabling inclusiveness for all in our community.

**Ryan Palmer**  
Mayor of Port Stephens



# Strategy context

“

Strong communication in local government creates trust in its citizens. The hope is that this trust will inspire citizens to become involved in their communities.

Diligent



## ITEM 6 - ATTACHMENT 1 COMMUNICATIONS AND ENGAGEMENT STRATEGY.

Over the past few years, a fundamental shift has occurred in the approach to public sector communication and engagement. Our residents have increased expectation around access to information and a greater desire to engage in planning for their place.

We know that effective communication and engagement are directly linked to the liveability and wellbeing of our community. By listening to our community and providing genuine opportunities for engagement, we'll create a greater sense of community ownership and ultimately, improve the delivery of Council services that are aligned to community needs.

To achieve this, we'll deliver a genuinely integrated and inclusive approach to our engagement and communication. By bringing together our communication and engagement approach, we've already created a shift in thinking. Through this Strategy, we'll continue to evolve this approach and build a culture that celebrates our stories and informs the future of Port Stephens.

The Port Stephens Communication and Engagement Strategy has been developed to provide a framework for the delivery of open and effective communication that actively shapes and influences the future of Port Stephens.

The Strategy responds to the legislative requirements of:

- NSW Government Integrated Planning and Reporting Framework including the Community Strategic Plan
- Local Government Act (1993) and
- Environmental Planning and Assessment Act (1979)

The Strategy also responds to the key priorities of the elected Councillors.

### Community Participation Plan

Attached to this Strategy is our Community Participation Plan (CPP) which is an easy to use guide for the community to provide input into planning decisions when Council is the consent authority. It ensures we meet our statutory requirements for notification and exhibition.

**Communications is how we connect with our stakeholders. It is sharing the right message at the right time to inform our community.**

NSW Government, All-Of-Government Communications Framework

**Community engagement is a planned process with the specific purpose of working across organisations, stakeholders and communities to shape the decisions or actions of the members of the community, stakeholders or organisation in relation to a problem, opportunity or outcome.**

NSW Government, All-Of-Government Communications Framework

Who we  
are

“

A diverse mix of voices  
leads to better discussions,  
decisions and outcomes  
for everyone.

Sundar Pichai, Head of Google

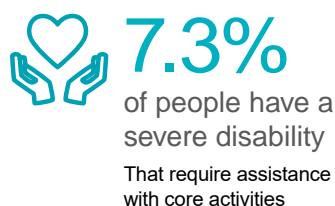
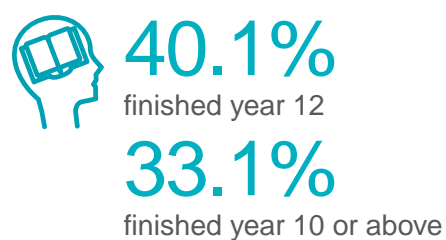
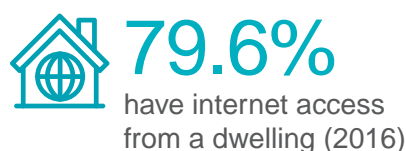


## ITEM 6 - ATTACHMENT 1

## COMMUNICATIONS AND ENGAGEMENT STRATEGY.

## Our community

More than 75,500 people call Port Stephens home and this is expected to grow to over 87,933 by 2040.



Source: ABS 2021  
\* statista.com



# What we've heard

“

Longer periods to digest  
and respond to documents  
including Council agendas.

Community member

“

Opportunities to Have Your  
Say are numerous but there is  
little opportunity to find out the  
result of the engagement or  
what other people think.

Community member



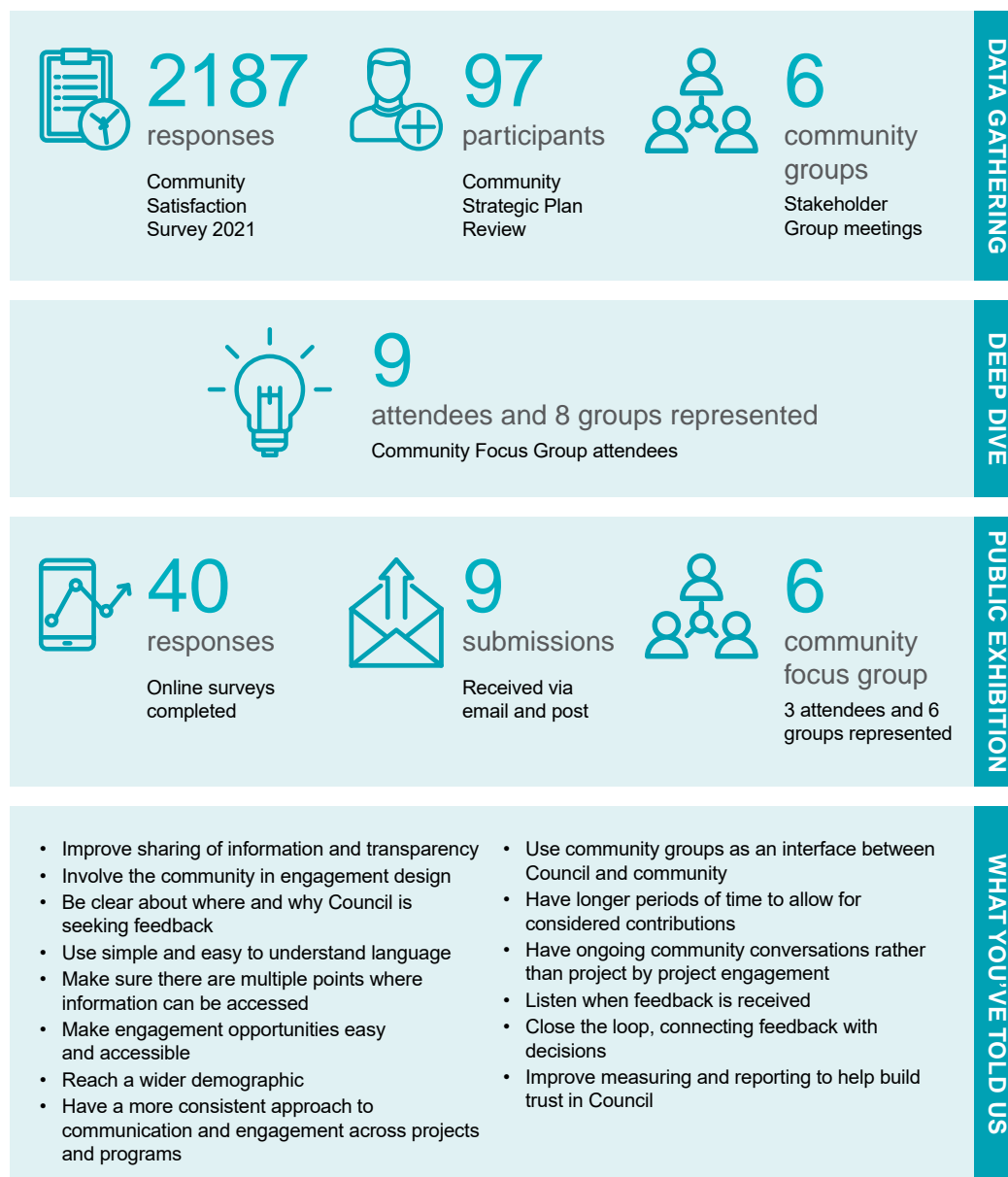


ITEM 6 - ATTACHMENT 1  
STRATEGY.

## COMMUNICATIONS AND ENGAGEMENT

## Our engagement

Between 2021 and October 2022, we've had a phased approach to listening to the community about how we deliver communication and engagement.



# Our strategy

“

Stories of the importance of community engagement range from creating change in local policies and service provisions that not only enrich everyday lives and liveability of communities, but help shape and envision a community's future, bringing with it wider societal change.

Bang The Table



## ITEM 6 - ATTACHMENT 1 COMMUNICATIONS AND ENGAGEMENT STRATEGY.

As the closest level of government connected to the community, we have a key role in communicating and engaging with our local residents.

With over 55 individual business units across the organisation and almost 600 staff, we deliver a large number of services to our community. We're also the link between our community and other levels of government, advocating our community's priorities.

Over the past few years, we've worked hard to engage with and inform our community. However, we know from feedback that we can do better. We've listened and are committed to working closely with our community to act on this feedback, responding to their needs and priorities.

### Our purpose and vision



#### Our purpose

To create a framework for the delivery of transparent and timely communications and meaningful community engagement that builds trust and community participation in decision making for our place.



#### Our vision

We actively communicate and engage in a way that shares our stories, listens to our community, informs our future, and improves the wellbeing of those that live, work and visit in Port Stephens.

### Our principles

1

We deliver **relevant, timely and easy to understand** information

2

We're **honest and transparent**

3

We're **inclusive** and encourage a **diversity of voices** to be heard

4

We **listen, value and respect community** input and feedback

5

We embrace **innovation** and encourage **new ideas**

**ITEM 6 - ATTACHMENT 1 COMMUNICATIONS AND ENGAGEMENT STRATEGY.**

## International Association of Public Participation

The International Association for Public Participation (IAP2) developed an internal framework for community engagement is is considered a best practice approach worldwide.

## Levels of communication and engagement

	Inform (least impact on decision)	Consult	Involve	Collaborate	Empower (most impact on decision)
Our goal (Council's)	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making and/or developed budgets in the hands of the public.
Our role (Council's)	We'll keep you informed.	We'll keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We'll work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We'll look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into decisions to the maximum extent possible.	We'll implement what you decide.
Your role (Community's)	Keep in touch. Follow Council on social media. Subscribe to regular newsletters and updates.	Contribute ideas and feedback. Respond to surveys. Make public submissions.	Actively participate in the workshops and engagement sessions. Share ideas concerns and aspirations.	Work together to develop solutions. Join committees.	Make decisions and work with Council to implement them.

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ITEM 6 - ATTACHMENT 1  
STRATEGY.

## COMMUNICATIONS AND ENGAGEMENT

## Social Justice Principles

The NSW Government identifies 4 principles that establish supportive environments for everyone. These principles are the driving force to address barriers to communication and engagement experienced in our community and are therefore at the heart of our Strategy's principles and key objectives. We have a commitment to remove barriers, ensuring more equitable and inclusive communication and engagement.



## Equity

Communication and engagement should include stakeholders including hard to reach groups who may have barriers to participation.



## Access

All people should have fair access to communication and engagement opportunities.



## Participation

All people should have the opportunity to participate in decisions that affect their lives.



## Rights

Communication and engagement opportunities ensure positive participation of linguistic, cultural and religious diverse communities.



ITEM 6 - ATTACHMENT 1  
STRATEGY.

## COMMUNICATIONS AND ENGAGEMENT

## Our stakeholders

We all have a role to play in shaping our places and there's roles for both Council and the community in initiating, leading, participating in, and delivering engagement activities. It's vital that we identify and understand our stakeholders that are impacted by, or have an interest in a decision.



## ITEM 6 - ATTACHMENT 1 COMMUNICATIONS AND ENGAGEMENT STRATEGY.

### Methods of communication and engagement

We use a range of methods to communicate and engage with our community. We typically use a combination of methods to share information to ensure the greatest reach. Below are some of our common methods used across the IAP2 spectrum.

	Inform	Consult	Involve	Collaborate	Empower
<b>Communications</b>					
Advertisements / public notices	✓				
Council events	✓				
E-newsletters	✓				
Emails and letters	✓				
Flyers, brochures, factsheets, posters, signs	✓				
Local Newspaper article	✓				
Media releases	✓				
On hold messages	✓				
Rates notice and inserts	✓				
Radio announcements	✓				
Social media	✓	✓			
Webinars	✓				
<b>Community Engagement</b>					
Advisory committees			✓	✓	✓
Council meetings	✓	✓	✓	✓	✓
Council website	✓	✓			
Focus group and workshops		✓	✓	✓	
Information and interactions with Council staff	✓	✓			
Drop-in / pop-up sessions		✓	✓		
Meetings with Council staff	✓	✓			
Public exhibition / submission		✓	✓		
Surveys / questionnaires / polls		✓			

# Strategic priority 1

## Community engagement



We will plan and deliver meaningful community engagement that enables community participation and builds trust in Council decision making.

# ITEM 6 - ATTACHMENT 1 COMMUNICATIONS AND ENGAGEMENT STRATEGY.



Key objectives	Communication and Engagement Principles				
	1	2	3	4	5
Embed the principles of the International Association Public Participation (IAP2) into the organisational culture	✓	✓	✓	✓	✓
Implement a Communications and Engagement Advisory Group to provide input into how we will engage with stakeholders for major projects		✓	✓	✓	
Increase opportunities for the community to engage informally with Councillors and Executive		✓	✓	✓	
Design engagement opportunities that enable time for considered thought and contribution	✓		✓	✓	
Ensure engagement opportunities consider place, diversity and accessibility	✓		✓	✓	
Use technology to increase participation and increase the diversity of voice and opinion in engagement activities			✓		✓
Build on the use of social media as a tool for engagement and feedback			✓		✓
Report internally and externally on engagement outcomes, connecting community engagement and decision making	✓	✓		✓	
Improve stakeholder information management to ensure equitable representation across the community		✓	✓		
Deliver Council's Community Participation Plan (Environmental Planning and Assessment Act 1979)	✓	✓		✓	

Strategic  
priority 2  
Community  
communication



We will deliver  
timely, creative  
and transparent  
internal and external  
communication that  
connect our stories,  
our people and our  
place.



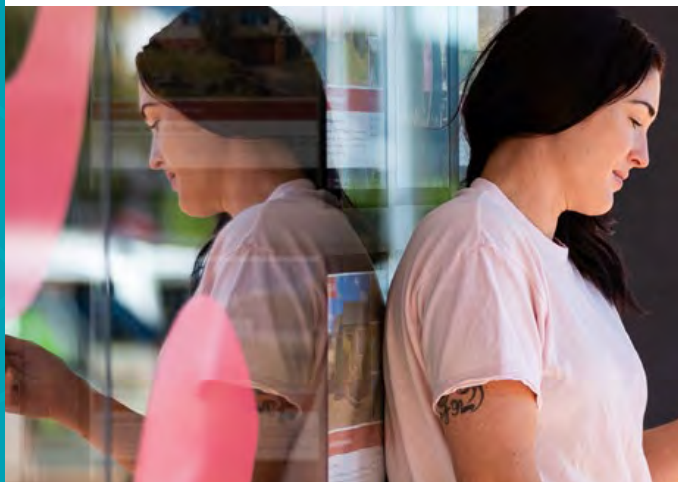
# ITEM 6 - ATTACHMENT 1 COMMUNICATIONS AND ENGAGEMENT STRATEGY.



Key objectives	Communication and Engagement Principles				
	1	2	3	4	5
Design communication that's easy to understand and accessible to all	✓	✓	✓		
Recognise our public website (portstephens.nsw.gov.au) as the core communication channel and continue to invest in its growth and improvement	✓	✓			✓
Develop a strong social media profile across a range of channels using audience profiles which encourage conversations and increase awareness of Council services	✓	✓	✓	✓	✓
Increase staff awareness and capacity to enable effective communication, engagement and promotion of council business	✓	✓	✓	✓	
Build Council's identity and brand through consistent visual communication	✓				
Maximise the use of live streaming and video across all communication channels			✓		✓
Use data to develop communication that is audience focused				✓	✓
Regularly benchmark and review internal and external communication platforms	✓				✓
Support elected members by keeping them informed so they can share information and increase awareness of council activities and services through community networks	✓	✓			
Measure, evaluate and report on all communication activities on a monthly basis	✓	✓			✓

## Strategic priority 3

### Media and public relations



We will build trust and reputation through proactive, consistent and trustworthy information that responds to issues and community priorities.

# ITEM 6 - ATTACHMENT 1 COMMUNICATIONS AND ENGAGEMENT STRATEGY.



Key objectives	Communication and Engagement Principles				
	1	2	3	4	5
Build and maintain strong relationships with media to facilitate informed reporting	✓	✓			
Promote Port Stephens with positive and proactive media	✓	✓			
Work across the organisation to identify newsworthy stories	✓		✓		✓
Respond promptly to media enquiries to meet news deadlines	✓	✓			
Develop annual Community Advocacy Priorities and implement campaigns to drive awareness of key priorities	✓		✓	✓	
Build relationships with key decision makers in state and federal government to increase understanding of local issues			✓	✓	
Seek opportunities for elected representatives or Executive to speak at corporate, community and networking events		✓	✓		
Coordinate Council's emergency management communications	✓	✓			
Improve media record and information management	✓	✓			
Monitor, evaluate and report on all media and public relations activity on a monthly basis	✓	✓			✓

## Measures of success

### Measures of success

Continuous improvement is an integral part of improving our communication and engagement process. We'll monitor our communication and engagement activities for effectiveness against the principles and key objectives of this Strategy.

Some key considerations include:

- How effectively were barriers to engagement addressed?
- Did we reach people impacted by the project or people that are representative of our demographic?
- Were the intended outcomes of the engagement process achieved?
- How well did we provide feedback to participants on the results of their contribution?

## Our targets



## Community Satisfaction Survey

49%+ of our community feel they can provide input into decision making  
53%+ of our community are satisfied with their contact with Council



Port Stephens Liveability Score of 66+



1 million+ website visits



Have Your Say members increasing at 2.5% annually



Participation demographics accurately represent our community



Facebook followers increasing at 2.5% annually



Instagram followers increasing at 2.5% annually



LinkedIn followers increasing at 2.5% annually



e-newsletter subscribers increasing at 2.5% annually



30% of projects have an engagement level of 'involve' or above



80%+ employee engagement



# Attachment 1

## Community Participation Plan

### Community Participation Plan

It's a statutory requirement for councils in NSW to prepare a Community Participation Plan (CPP) that is an easy to use guide for the community to provide input into planning decisions when Council is the consent authority.

#### How is community participation carried out

The CPP specifies requirements for notification and public exhibition. This can include:

- Giving written notice to neighbours, individual landowners or occupiers
- Advertising on Councils website
- Making documents publicly available online

Other methods are used to on a case by case basis, in line with statutory requirements.

If the exhibition period is due to close on a weekend or public holiday, it might be extended to finish on the first available work day. In accordance with the planning legislation, the period between 20 December and 10 January (inclusive) is excluded from the calculation of a period of public exhibition.

Plans or applications can't be made or determined until after the minimum period of public exhibition.

#### Making a submission

In addition to the requirements set out in the planning legislation, the submission should be:

- Received on or before the last day of the nominated timeframe for exhibition
- Made in writing (through the mail, email or hand delivered to Council)
- Contain the name and address (or email address) of the person making the submission
- Include the application number for reference (for development applications) or the name of the exhibited planning matter
- Include a statement of objection or support and reasons

## ITEM 6 - ATTACHMENT 1 COMMUNICATIONS AND ENGAGEMENT STRATEGY.

### Community participation requirements

Under the EP&A Act, the following minimum community participation requirements apply to local planning functions:

Table 1

Mandatory timeframes	Minimum community participation requirement
<b>Division 1 — Schedule 1 to the EP&amp;A Act</b>	
Draft community participation plans	28 days
Draft local strategic planning statements	28 days
Planning proposals for local environmental plans subjects to a gateway determination	28 days or as specified by the Gateway Determination
Draft development control plans	28 days
Draft contributions plans	28 days
<b>Division 2 — Schedule 1 to the EP&amp;A Act</b>	
Development Application for designated development	28 days
Environmental Impact Statement obtained under Division 5.1 (An Environmental Impact Statement prepared for certain development such as state significant development.)	28 days
Re-exhibition of any amended application or matter referred to above	The period (if any) determined by the person or body responsible for publicly exhibiting the application or matter.

Exhibition timeframes are measured in calendar days and include weekends.

### Development applications

Table 2 outlines Council's minimum notification requirements for development applications. If there's an inconsistency between the notification requirements of this CPP and legislative requirements, the legislative requirements will prevail.

Table 2 – Community Participation Categories (Refer to Table 3 for details)

Exhibition types	
Type	Requirements
A	Not Notified Development Council may at its discretion decide to notify any of this type of development that may significantly impact on the amenity of adjoining land owners.
B	Advertised Development Written notification in accordance with 'type B' requirements and an advertisement published on Councils website. Development Application (DA) information published on DA Tracker. Additional advertisements may be placed in newspapers and/or through such other mechanisms as may be appropriate to ensure that the public is reasonably aware of the proposal. Council may also at its discretion decide not to advertise insignificant development.
Not included in Table 3	Notified Development A 14 day notification period will apply for development types not included in Appendix A. Written notification will be sent to all owners of land directly adjoining or opposite the development site. Additional owners and occupiers may be notified at the discretion of Council staff. Council may at its discretion decide not to notify development where impacts on adjoining land owners are considered minor in nature.

## ITEM 6 - ATTACHMENT 1 COMMUNICATIONS AND ENGAGEMENT STRATEGY.

### Modification applications

The need or otherwise to notify an application to modify a development consent will be undertaken in accordance with the requirements of the Act and Regulations or at the discretion of Council in consideration of the nature of the modifications proposed.

**Table 3 – exhibition periods**

Development category	Exhibition types	
	A	B
<b>Rural development</b>		
Agriculture	✓	
Farm buildings	✓	
Forestry		✓
<b>Residential accommodation</b>		
Dwelling — single storey	✓	
Residential ancillary (for example sheds, pools)	✓	
Rural worker's dwellings	✓	
Secondary dwellings	✓	
<b>Commercial development</b>		
Home business / occupation	✓	
Entertainment facilities		✓
Function centres		✓
Sex services premises / home occupation (sex services)		✓
Restricted premises		✓
<b>Community and entertainment facilities</b>		
Places of public worship		✓
Recreation facility (major)		✓
<b>Industrial development</b>		
General industry	✓	
Industrial retail outlets	✓	
Industrial training facilities	✓	
Light industry	✓	
Storage premises	✓	
Warehouse or distribution centres	✓	
Freight transport facilities		✓
<b>Subdivision (all types of subdivision)</b>		
Strata subdivision	✓	
More than 10 Torrens or Community title lots		✓
<b>Tourist and visitor accommodation</b>		
Caravan parks and camping grounds		✓
<b>Miscellaneous</b>		
Boatshed	✓	✓
Electricity generating works	✓	✓
Environmental facilities / environmental protection works	✓	✓
Moorings / mooring pens	✓	✓
Signage — other than advertising structures	✓	✓
Extractive industries / open cut mines		✓
Air transport facility		✓
Airstrip		✓
Cemetery / crematorium / mortuaries		✓
Correction centre		✓
Helipad		✓
Marinas		✓
Passenger transport facilities		✓
Port facilities		✓

\* Reasonable attempts must be made to notify a caravan parks or manufactured home estates Residents Committee, or equivalent where it is the subject of a new Development Application or S.4.55 modification application.

ITEM 6 - ATTACHMENT 1 COMMUNICATIONS AND ENGAGEMENT STRATEGY.



ITEM 6 - ATTACHMENT 1  
STRATEGY.

COMMUNICATIONS AND ENGAGEMENT



PORT STEPHENS  
COUNCIL

council@portstephens.nsw.gov.au | 02 4988 0255 | [PORTSTEPHENS.NSW.GOV.AU](https://www.portstephens.nsw.gov.au)    



IP&R Framework

## Delivery Program

2022 to 2026

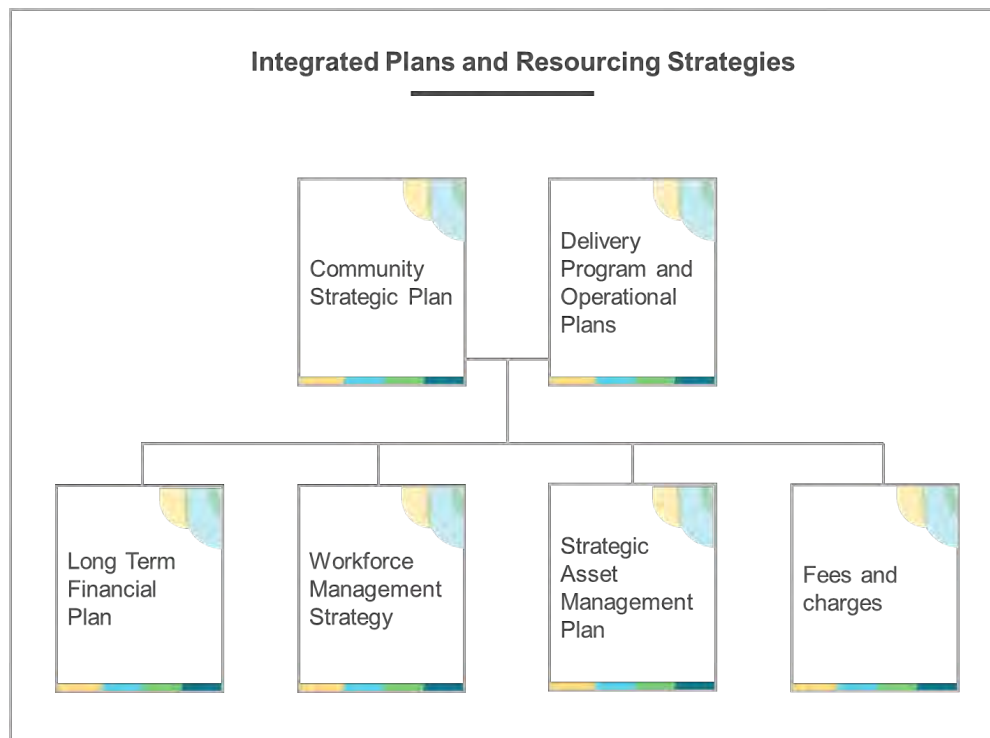
## and Operational Plan

2023 to 2024

Draft



ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.



The Delivery Program and Operational Plan of Port Stephens Council have been prepared in accordance with Section 404 and 405 of the Local Government Act 1993.

**Acknowledgement**

We acknowledge the Worimi as the original Custodians and inhabitants of Port Stephens. May we walk the road to tomorrow with mutual respect and admiration as we care for the beautiful land and waterways together.

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# Introduction

## SECTION 1

- 03 | Message from the General Manager
- 04 | What are the Integrated Plans
- 04 | What is the purpose of Delivery Program and Operational Plans
- 05 | How will we resource it
- 06 | How will we know we have succeeded
- 08 | Reporting on performance



2 | Draft Delivery Program 2022 to 2026, Operational Plan 2023 to 2024

## Message from the General Manager



Welcome to the second year of our 4-year Delivery Program and annual Operational Plan for 2023 to 2024. This draft document provides the framework for the delivery of Council services for the next three years – it sets out what we will do, the services we provide, who will provide them and the budget required to achieve it all.

We are committed to delivering for our community in the most sustainable way. We do this through our organisation's purpose, vision and plans outlined in our draft Operational Plan 2023 to 2024, Resourcing Strategy 2023 to 2033 (which includes the Long Term Financial Plan 2023 to 2033, Strategic Asset Management Plan 2023 to 2033, Workforce Management Strategy 2022 to 2026) and Fees and Charges 2023 to 2024. This iteration of draft documents forms part of our normal annual review of our Integrated Planning and Reporting (IP&R) documents which include the most up to date information and data. The draft Operational Plan for 2023 to 2024 is based on our current levels of service, with the suite of draft IP&R documents including

Council's resolution to apply for a Special Rate Variation (SRV) of 9.5% per year for three years adopted by Council in November 2022. The SRV application to the Independent Pricing and Regulatory Tribunal (IPART) was lodged in January 2023 with a determination yet to be made by IPART.

More than ever, striking a balance between the needs of our community and our funded future is an ongoing challenge for Council. The long-term sustainability of Council is a key priority of this plan. To help balance our budget, we've focused on improving our productivity, streamlining services, containing our costs and increasing revenue. Over 2023 to 2024 our service review program will continue our learning cycle of reviewing our Infrastructure Delivery to deliver what we can within our available resources. We are also improving community engagement to continue to refine how we deliver services and projects to the Port Stephens community.

Council invites community feedback on the draft IP&R documents during the public exhibition process. To have your say and find out more details about how to make a submission visit [portstephens.nsw.gov.au](https://portstephens.nsw.gov.au).

**Tim Crosdale**  
General Manager





## What are the Integrated Plans?

The Integrated Reporting and Planning (IP&R) framework guides the planning and reporting activities of local councils. The requirements for IP&R are set out in the Local Government Act 1993 (the Act), the Local Government (General) Regulation 2021 (the Regulation) and the NSW Government's IP&R Handbook and Manual 2021. The IP&R cycle is aligned with the NSW local government election cycle with each newly elected Council required to review the Community Strategic Plan (CSP) and develop a Delivery Program and Operational Plan outlining how Council will respond to the community's priorities.

At Port Stephens Council, the Integrated Plans are the Community Strategic Plan, Delivery Program and Operational Plan.

## What is the purpose of the Delivery Program and Operational Plan?

### Delivery Program (4 years)

Each newly elected Council in New South Wales must develop a 4-year Delivery Program to outline how it will contribute to achieving the goals of the Community Strategic Plan. The Delivery Program is generally reviewed on a 4-year cycle, in line with the local government election timetable.

At Port Stephens Council, the Community Strategic Plan, Delivery Program and Operational Plans are all founded on a basis of Quadruple Bottom Line (QBL) - social, economic,

environmental and governance factors through 4 Focus Areas: 'Our Community, Our Place, Our Environment and Our Council'. These Focus Areas provide a structure for all of the plans and highlight the key priorities, enabling Council to meet the community's vision of 'A great lifestyle in a treasured environment'.

Our council forms partnerships with many other government departments, agencies, and private enterprises to help deliver on all aspects of the community's aspirations and priorities.

### Operational Plan (annual)

The Operational Plan is Council's annual action plan which contributes to the 4-year Delivery Program. It outlines what we propose to deliver for that year and which area of Council is responsible. The Operational Plan is implemented with a supporting annual budget to fund necessary work. A more detailed budget is included in the Long Term Financial Plan which is part of the Resourcing Strategy.

This Operational Plan is for 2023 to 2024.

## How will we resource it?

### Resourcing Strategy

The Resourcing Strategy is Council's long-term strategy for how the Integrated Plans will be resourced.

The Resourcing Strategy consists of 3 inter-related documents which provide more detail on the financial, workforce and asset matters that Council is responsible for:

- Long Term Financial Plan
- Asset Management Plan
- Workforce Management Strategy

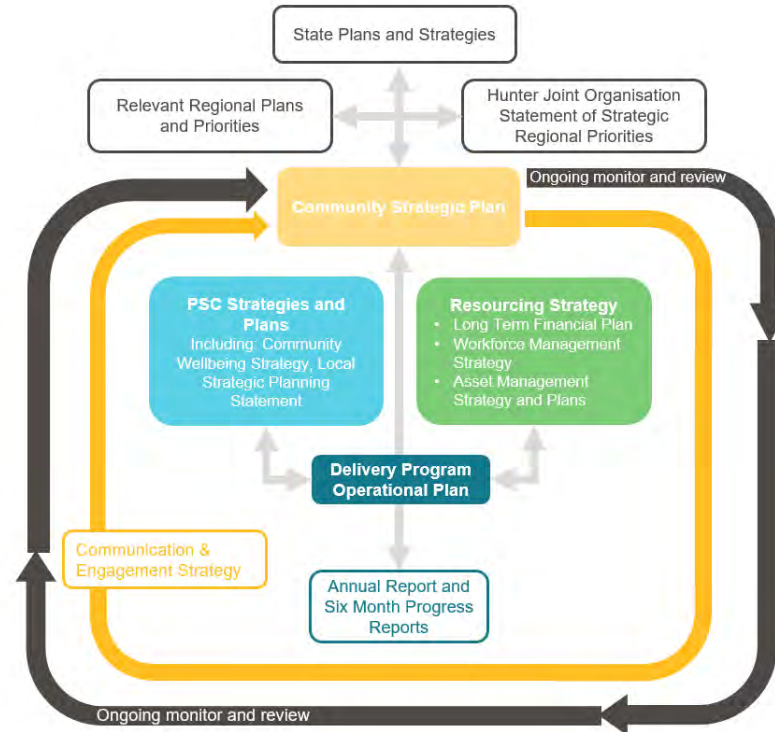


Diagram 1 – IP&R Framework

## How will we know we have succeeded?

### Monitoring performance

At Council, we have several measures and indicators to measure performance and effectiveness.

#### Community Indicators

These indicators are outlined in the Community Strategic Plan, which over time indicate whether the community is better off as a result of the work that Council, state government, government agencies and other partners have undertaken.

#### Council Key Result Measures

Critical to underpinning everything that we do are 6 key result measures. Appendix one provides a further outline of these measures.



Diagram 2 - Key measures

#### 1. Service Delivery

**Target:** >95% Integrated Plans delivered on time

#### 2. Community Satisfaction

**Target:** new base to be established in 2023-2024

#### 3. Employee Wellbeing

**Target:** >80% employee engagement

#### 4. Risk Management

**Target:** >85% risk management maturity score

#### 5. Asset Management

**Target:** 100% asset maintenance ratio

#### 6. Financial Sustainability

**Target:** underlying financial result better than budget

By balancing these 6 key measures, Council ensures that:

- 'we deliver on what we say we're going to do'
- the community is satisfied with the level of service provided
- Council has an appropriate risk maturity
- Council is financially sustainable
- we have engaged employees who deliver on what we say we're going to do
- Council's assets are maintained within an acceptable standard.

#### **Delivery Program measures**

Which determine the effectiveness of each Delivery Program item. Read more under each Focus Area from pages 44 to 69.

#### **Operational Plan Effectiveness Measures**

Demonstrate how effective we are at doing what we said we were going to do. For each Focus Area (Our Community, Our Place, Our Environment, Our Council) and under each Operational Plan action we have a series of measures to rate how effective we have been in doing what we said we were going to do. These measures are called our Effectiveness Measures.

These measures are reviewed each year in accordance with the Operational Plan actions and the relevant program of work to be delivered. Read more from pages 47 to 78.

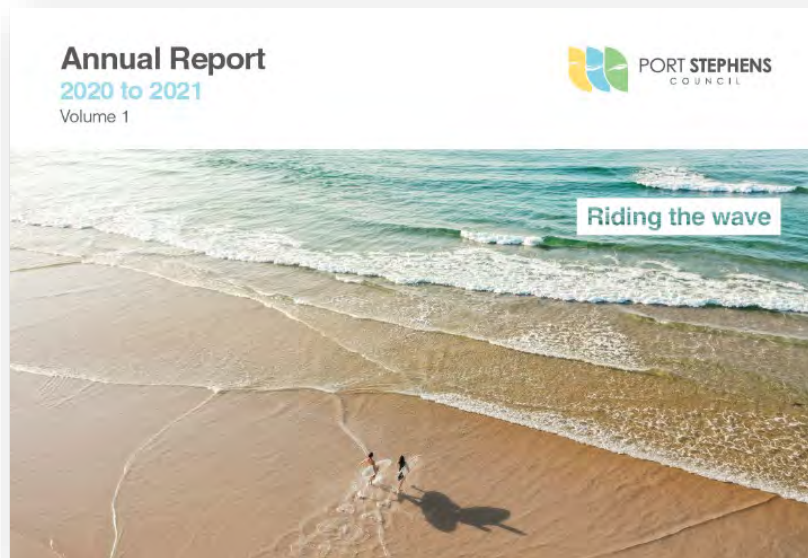
#### **Efficiency Measures**

Based on the Australian Business Excellence Framework, Efficiency Measures provide critical indicators for our internal operating performance.

## Reporting on performance

At Port Stephens Council, we use a variety of reporting documents to outline our progress towards achieving the actions of the Operational Plan, activities in the Delivery Program and goals of the Community Strategic Plan. These include:

- Annual Report
- Six Month progress reports
- Quarterly Financial reports
- State of our City report





# Developing our Delivery Program & Operational Plan

## SECTION 2

- 10 | Proposed Special Rate Variation (SRV)
- 15 | Community Wellbeing
- 16 | Our stakeholders
- 17 | Business excellence and continuous improvement
- 19 | Council's role and services
- 20 | Challenges



## Proposed Special Rate Variation (SRV)

### Application submitted

After an extensive community engagement program undertaken from July to November 2022 and independent advice, Council unanimously agreed to submit an application to the Independent Pricing and Regulatory Tribunal (IPART) for a special rate variation (SRV). An SRV is a tool used by Councils to adjust its fixed income base when reducing operating expenditure alone does not balance the budget.

Without an SRV Council is forecasting an \$80 million budget shortfall over the next 10 years. It would be unsustainable for Council to operate year after year with budget shortfalls. The increased income raised by a Special Rate Variation would be used to eliminate forecasted shortfalls, covering the rising costs associated with delivering planned services to our community. Meaning council will be able to fund and meet community expectations as outlined in our Integrated Planning and Reporting suite of documents. Where additional funds are generated Council will be able to increase funding into community priorities being road maintenance, condition of our public spaces, and protecting our waterways and natural environment.

In January 2023, Council submitted an application for a multi-year rate variation, a cumulative increase of 31.29%, being a 9.5% increase for three consecutive years 2023-2024 to 2025-2026. The SRV scenario is inclusive of the state imposed rate cap.

Council has applied for the increase to be retained permanently in the rates general income base. This means that rate levels in the first year after the SRV and subsequent years will only increase by the rate cap set by the state government and rates will not be reduced to pre-SRV levels.

IPART is considering Council's application based on detailed criteria and their community consultation period held in February 2023. It is expected IPART will make a determination in May 2023. If approved, the rate increase would commence 1 July 2023.

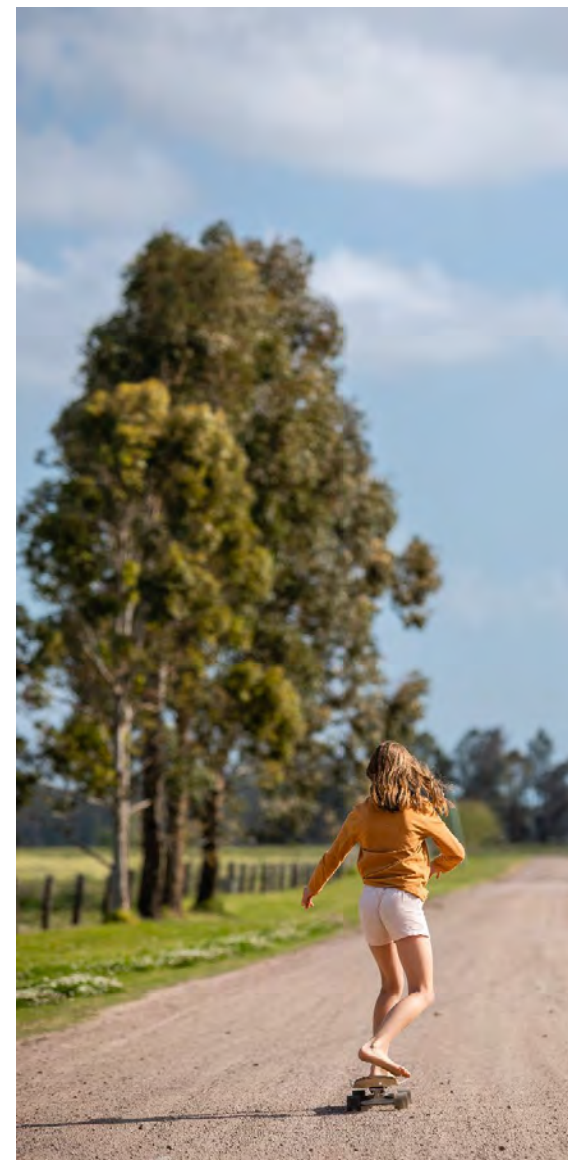
### **Background**

Financial Sustainability has been a long-term focus at Port Stephens Council. Council's decision to apply for a rate increase has not been taken lightly and follows numerous councillor workshops and extensive community engagement. With the Long Term Financial Plan (LTFP) predicting tough times in 2022, the financial impacts of COVID-19 and numerous weather events it was clear Council needed to address this issue proactively.

At its meeting in October 2021, Council acknowledged the ongoing impacts on its financial sustainability outlook and endorsed the Financial Sustainability and Prosperity (later renamed Resilience Fund) fund to set key directions for ongoing financial sustainability. After overcoming the delayed Council election, the incoming Council began regularly holding workshops to set the strategic direction to further address Council's financial sustainability.

Council engaged Professor Dollery and Professor Drew for an independent assessment, in which Council opted to forgo traditional commercial consultants as the Professors are widely accepted by the sector as independent voices with a level of depth and insight beyond standard practices within the local government sector. The reports recognised the effects taken by the organisation over the past few years in delivering services valued by the community under extremely low rate income compared to other councils of the same size and nature, but considered that such an ongoing approach could not be sustained. Numerous recommendations were made and have since been implemented, one that is now for consideration by IPART is a Special Rate Variation.

At the 28 June 2022 Council meeting, Council adopted its 2022-2032 Long Term Financial Plan, which projected a ten-year \$80 million dollar operating shortfall. Along with the LTFP, Council endorsed the Financial Sustainability Report and a detailed engagement program, named Our Funded Future, to discuss financial sustainability with the community and seek feedback on a number of options.



**ITEM 7 - ATTACHMENT 1      DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.**

In July/August 2022, Council undertook extensive community engagement that included five different options for a Special Rate Variation, ranging from 26% to 45% cumulative. This was alongside options for increasing fees and charges, reducing service delivery, selling underperforming assets, removal of the residential paid parking exemption and continuing efforts to seek grant funding.

Council considered the community feedback from the Our Funded Future engagement at its meeting at the end of August 2022 and resolved to endorse the development of revised IP&R documents. These documents include two Special Rate Variation scenarios, the base scenario of reducing services, inclusion of a one-off 5% increase in fees and charges, continued efforts in seeking grant funding and the continued investigation with community consultation of selling underperforming assets. It was decided that any net profits from the sale of underperforming assets are to be placed in the Resilience Fund. Council also sought to exclude the removal of the residential paid parking exemption option from being further considered.

The revised IP&R documents were publicly exhibited over September/October 2022 alongside another round of community engagement known as Rate Rise Options. Integrated into the documents were two SRV options, a 26% single year increase and a multi-year 10.5% increase for three consecutive years, and four additional affordability measures to be included in the Hardship Policy subject to an approved SRV.

Council considered the community feedback from the public exhibition period and the Rate Rise Options engagement at its meeting at the start of November 2022. Council unanimously resolved to submit an application for a lower rate increase than originally proposed being 9.5% over three consecutive years – a cumulative increase of 31.29% and also to find more solutions to reduce operating costs.

In January 2023, Council submitted its application to IPART and is expected that the determination will be announced in May 2023.



**Rate rise options additional affordability measures**

We understand that it may be difficult for some of our community to pay for an increase in rates. We have a range of current initiatives in place to assist ratepayers experiencing hardship, whether it be for a short or long time. These can be found in our existing Debt Recovery and Hardship Policy.

To ensure that there is ample assistance available to those who may experience financial stress should there be an approved rate increase, Council is proposing additional affordability measures (Refer to Appendix 4). This would include:

- Pensioners, and increase the amount of assistance for non-pensioners.
- Financial assistance to include waste charges reduction for koala carers and ratepayers with medical conditions that result in large amounts of waste.
- Include referral of financial hardship matters to Council in the event of a significant event affecting Port Stephens primary producers.
- Increase the debt balance threshold for commencement of legal action

After engaging with the Community on these additional affordability measures Council has incorporated these into its draft Debt Recovery and Hardship Policy and will be adopted subject to an approved SRV.

**Productivity and Cost Containment Measures**

Council runs a whole suite of strategies to help save money and run efficiently. These include our Service Review Program, Business Improvement Ideas, and our Problem/Opportunity 'Plan Do Study Act' program. All of these are designed to ensure business improvement and excellence. Since 2012 over \$7 million dollars in savings, (hard and reinvested efficiency savings) have been achieved.

These programs utilise the Australian Business Excellence Framework (ABEF), which ensures a consistent approach to continuous improvement across the whole organisation, while better managing scarce resources. PSC is one of the first councils in NSW to implement these types of regular efficiency reviews. Our focus on improving efficiency and finding productivity enhancements is supported by dedicated teams to do just that and we now average 30 reviews per annum and continually refine our process.



**ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.**

To contain our costs council use a centralised treasury model approach to budgeting. This means that our Executive set the overall budget parameters and our financial services team then ensure control over council's budget. This ensures a uniform approach and transparency. Deviations from the budget are highly scrutinised through a rigorous approval process. This budgeting approach encourages business units within Council to coordinate and collaborate with each other so that resources are optimally pooled and programs appropriately targeted to inclusively service the needs of the community.

Independent experts Professor Dollery and Professor Drew looked into how efficiently we are operating when compared to other similar NSW local Councils. Our efficiency was close to the typical score when assessed against 67 Councils. In their reports, the Professors assured that Council is providing good value for money.

Council is committed to continual improvement and providing cost effective and efficient services through Council's Service Review Program, Business Improvement Ideas, and our Problem/Opportunity 'Plan Do Study Act' program. From these programs come initiatives such as Solar PV Implementation, reduced contractor works and improved service delivery in our Holiday Parks and Cemeteries, and digitization projects that reduce printing costs, which all contribute. Council's current and ongoing strategies help Council save money and run efficiently thorough these practices being engrained in our culture and reviews undertaken continuously and systematically.

As part of considering our financial sustainability, Council endorsed removing the reliance on the dividends from Newcastle Airport as part of our operational budget. When the dividend returns Council resolved to redirect the airport dividend from daily operations into the Resilience Fund to fund significant projects and initiatives. This represents an ongoing operational efficiency up to \$2M per annum into the future.

It goes without saying that Council will continue to implement strict budget controls and pursue productivity efficiencies. But it is clear that the current financial position is unsustainable, and that significant change will need to be made.

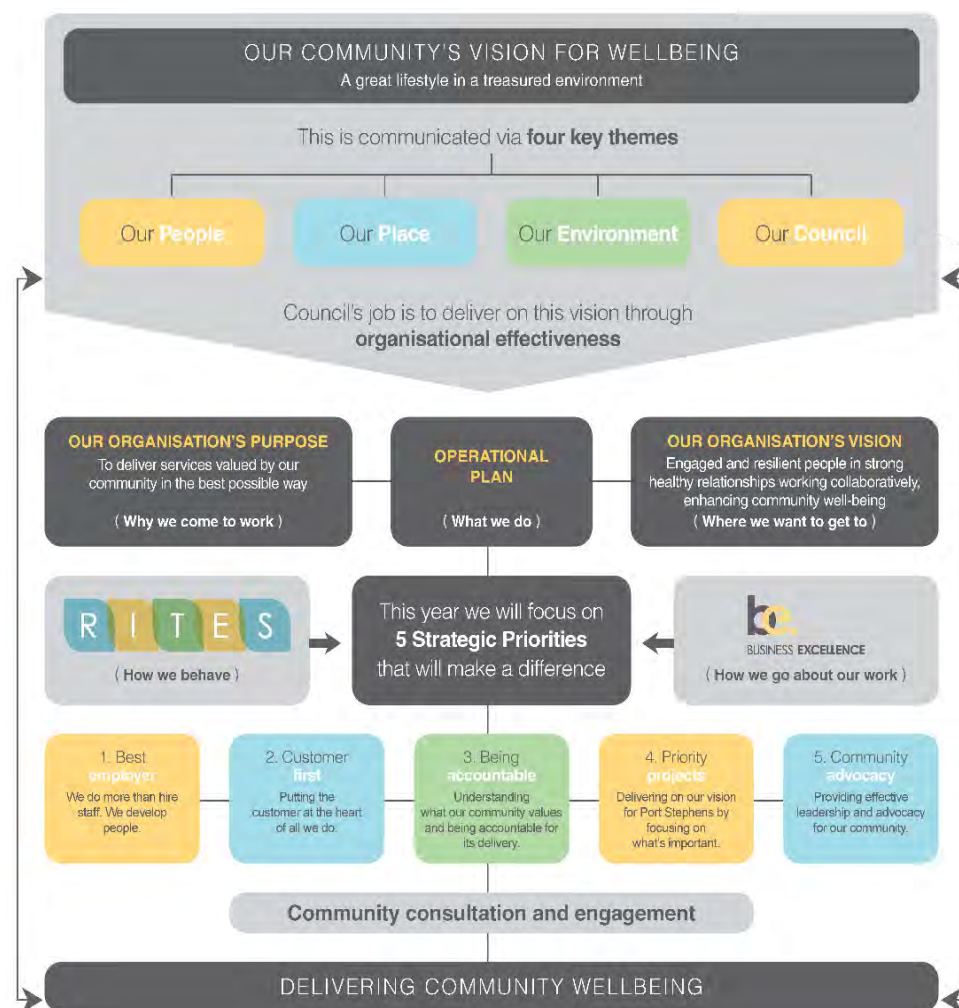
## Community Wellbeing

Everything we do at Port Stephen's Council is to deliver on our community's vision for wellbeing.

Our organisation's purpose, vision and plan help us understand why we come to work, what we do and what we want to achieve.

At Port Stephens Council we have a responsibility to achieve our organisational priorities by focusing on being the best employer, putting customers first, being accountable, delivering on priority projects and providing community advocacy.

Diagram 3 - Community wellbeing



## Our stakeholders



We work with a diverse range of stakeholders in delivering projects and services for our community. Understanding why each stakeholder is important and our importance to them is vital in working together to shape our place.

We use a range of methods to communicate and engage with our stakeholders. Methods differ across stakeholder groups depending on the level of influence they may have. This is outlined in our Communication & Engagement Strategy.

## Business excellence and continuous improvement

Our goal at Port Stephens Council is to develop a high performing organisation that has a strong culture of 'delivering services valued by our community in the best way'. We want to be recognised by our community as a leading local government authority and as a 'best employer'. We are doing this by pursuing the philosophy within the Australian Business Excellence Framework. The Framework is based on a set of 9 universal principles which describe the elements that allow us to measure and continuously improve our systems, processes and relationships and to measure what we do in order to be a sustainable Council.

Business Excellence is about:

- having a clear direction and knowing how our employees all contribute to the big picture
- having a focus on our customers
- implementing best practice
- doing our best every single day

Council has implemented a Business Operating System (BOS) that follows the structure of the Australian Business Excellence Framework, allowing us to achieve our key metrics as outlined on page 6.



**BUSINESS EXCELLENCE**  
THE RIGHT THING, THE BEST WAY



### Service Reviews

The Service Review Program commenced in 2011 and has a rolling schedule where all 61 service packages receive a full-service review over a four year period with a condensed mid-point (progress review) completed two years following a service review. This allows all service packages to be reviewed every two years. Our program over the next two years will involve reviewing a number of service packages that are involved in the End to End process of Infrastructure Delivery and Land Use Delivery. Refer page 75 of the Operational Plan 2023 to 2024 for more information. Our schedule is reviewed and approved by the Executive Team annually, where amendments are made to meet any community hot topic or trends that are impacting service delivery.

Our organisation has a history of providing quality services to our customers, we strive to do this using the principles of Best Value. Council's Service Review Program involves analysing our services so that we are clear about the services we offer and that we deliver them in the best possible way. The purpose of Service Reviews is to ensure that Council's services are a reflection of the local community's needs and expectations, both in terms of quality and cost whilst ensuring sustainability.

By applying the Business Excellence philosophy to everything we do, we will enhance our performance and create a better future for the organisation and our community. Through ongoing Service Reviews, the organisation will continuously improve the way it works, specifically, Council takes into account:

- financial resources and sustainability
- reviewing the services against the best on offer in both the public and private sector
- assessing value for money in service delivery
- community expectations and values
- legislative requirements
- balancing affordability and accessibility to the community
- value of partnerships within councils, state and federal government
- potential environmental advantages for the community.

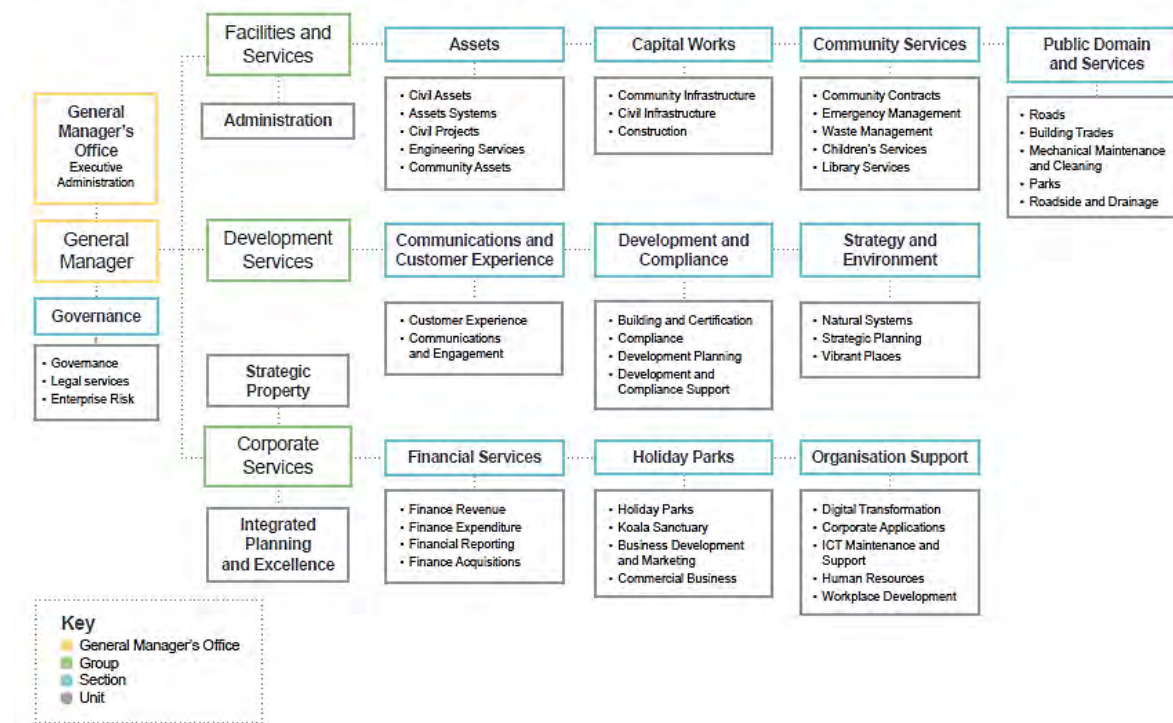
The Service Review program is conducted in-house facilitated by the Integrated Planning and Excellence Team and supported by cross-functional team representatives from Human Resources, Finance, Risk, Digital Transformation and Communications to ensure a level of rigour, with external peer review and benchmarking sought to support our recommendations. All reviews follow an in-depth process, which allows for consultation and communication with our employees and a thorough approval process prior to any decision being implemented. The Service Review Process is constantly reviewed and benchmarked against other Councils to ensure best practices.



## Council's role and services

Council **employs over 500 staff** and is responsible for providing **services and facilities to more than 75,000 people**.

## Our organisational structure





## Challenges

As part of reviewing the Community's Strategic Plan, we considered a number of challenges and issues relevant to the Port Stephens community in order to plan for what's needed now and in the future. It is with this lens that we developed our 4-year program, annual plan, budget, workforce and asset plans along with a number of other factors which affect and will continue to impact Council's operations now and into the future:

- aligning services with community expectations whilst balancing our resources
- financial sustainability
- ageing infrastructure, asset management, renewals, repairs and maintenance
- consistent community engagement and expectations for direct involvement in decision making
- employee wellbeing demand
- balancing the natural and built environment
- rapidly evolving technology affecting the way we deliver our services external impacts and response required in terms of natural disasters and emergencies
- complex and restrictive legislative environment

Our flexible and integrated plans support us as we work together to respond to rapidly changing circumstances and opportunities.



# Our 4-year program & 1-year plan

## SECTION 3

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ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.



\*Expenses are for the period 2022-2023 to 2025-2026 under the SRV scenario and are rounded to the nearest million

ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

**Our Community**

An accessible and welcoming community respecting diversity, heritage and culture

**Key Direction C1 Community Wellbeing**

*Improved wellbeing for our diverse community supported by services and facilities*

Delivery Program 2022 to 2026 Activity	Operational Plan 2023 to 2024 Action
CSP Strategy - C1.1 Support wellbeing, inclusivity, accessibility and making all feel welcome	
C1.1.1 Develop and implement the Community Wellbeing strategy to provide services and support for a diverse community	C1.1.1.1 Develop and commence implementation of the Community Wellbeing Strategy
C1.1.2 Implement and develop the DIAP to encourage Port Stephens to be inclusive and access friendly	C1.1.2.1 Refer C1.1.1
CSP Strategy - C1.2 Provide facilities and learning options for children and families	
C1.2.1 Provide a program of education and care services for families and carers of children	C1.2.1.1 Deliver early education and care for children
CSP Strategy - C1.3 Provide equitable and safe access to sports, recreational, cultural and leisure activities	
C1.3.1 Provide a program of recreational, leisure and community services	C1.3.1.1 Initiate and manage contracts with recreational, leisure and community services
CSP Strategy - C1.4 Support volunteers to deliver appropriate community services	
Refer to C2.4.1 and E1.1.1	

**Key Direction C2 Recognised traditions and lifestyle**

*Our community supports the richness of its heritage and culture*

Delivery Program 2022 to 2026 Activity	Operational Plan 2023 to 2024 Action
CSP Strategy - C2.1 Recognise and support local Aboriginal and Torres Strait Islander People	
C2.1.1 Implement the Yabang Gumba-Gu Agreement to recognise and support local Aboriginal and Torres Strait Islander people	C2.1.1.1 Implement initiatives and projects to promote Aboriginal Culture and protect Aboriginal places
CSP Strategy - C2.2 Support and promote local cultural activities	
C2.2.1 Implement Our Incredible Place Strategy	C2.2.1.1 Implement actions of Our Incredible Place Strategy
CSP Strategy - C2.3 Recognise and support the heritage of Port Stephens	
C2.3.1 Support the preservation of Port Stephens heritage	C2.3.1.1 Provide support for the preservation of Port Stephens heritage
CSP Strategy - C2.4 Provide vibrant and inclusive community spaces to support lifelong learning	
C2.4.1 Provide a program for public libraries as contemporary, accessible, vibrant and welcoming community spaces	C2.4.1.1 Deliver public library services, programs and resources

**Our Place**

A liveable and connected place supporting community wellbeing and local economic growth

**Key Direction P1 Strong economy, vibrant local businesses, active investment**

*Our community has an adaptable, sustainable and diverse economy*

Delivery Program 2022 to 2026 Activity	Operational Plan 2023 to 2024 Action
CSP Strategy - P1.1 Support sustainable local business development, visitation and events	
P1.1.1 Implement the Economic Development Strategy	P1.1.1.1 Deliver the Economic Development Strategy actions
P1.1.2 Support Destination Port Stephens to attract sustainable visitation to Port Stephens	P1.1.2.1 Provide strategic and financial support to Destination Port Stephens

**Key Direction P2 Infrastructure and facilities**

*Our community's infrastructure and facilities are safe, convenient, reliable and environmentally sustainable*

Delivery Program 2022 to 2026 Activity	Operational Plan 2023 to 2024 Action
CSP Strategy - P2.1 Deliver and maintain sustainable community infrastructure	
P2.1.1 Provide, manage and maintain community assets in accordance with the SAMP 2023-2033	P2.1.1.1 Provide, manage and maintain community assets
P2.1.2 Provide asset and engineering services to meet customer demand	P2.1.2.1 Provide asset and engineering services
P2.1.3 Deliver the 4 year Public Infrastructure Program	P2.1.3.1 Implement Council's adopted annual capital works program
P2.1.4 Deliver the program for maintenance of Council's assets	P2.1.4.1 Maintain Council's civil and community infrastructure
CSP Strategy - P2.2 Create useable links and connections within towns and centres	
Refer to P2.1.1 and P2.1.3	

**Key Direction P3 Thriving and safe place to live**

*Our community supports a healthy, happy and safe place*

Delivery Program 2022 to 2026 Activity	Operational Plan 2023 to 2024 Action
CSP Strategy - P3.1 Provide land use plans, tools and advice that sustainably support the community	
P3.1.1 Program to develop and implement Council's key planning documents	P3.1.1.1 Develop, implement and monitor land use plans and strategies
CSP Strategy - P3.2 Enhance public safety, health and liveability through the use of Council's regulatory controls and services	
P3.2.1 Deliver an annual program for Council to provide development services to enhance public safety, health and liveability	P3.2.1.1 Provide development services
	P3.2.1.2 Provide compliance & ranger services
	P3.2.1.3 Provide environmental health services
CSP Strategy - P3.3 Create, advocate and support connected vibrant places	
P3.3.1 Develop a strategic program for Place Plans	P3.3.1.1 Implement the actions within Place plans across centres and and coordinate place management and activation programs
P3.3.2 Provide the Community Financial Assistance Program	P3.3.2.1 Provide financial assistance for the community
CSP Strategy - P3.4 Support emergency services, community resilience and protection of community assets from natural disasters	
P3.4.1 Provide an emergency management framework that supports emergency services, other agencies and our community	P3.4.1.1 Deliver emergency management services, programs and resources



## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

**Our Environment**

Port Stephens environment is clean, green, protected and enhanced

**Key Direction E1 Ecosystem function**

*Our community has healthy and dynamic environmental systems that support biodiversity conservation*

Delivery Program 2022 to 2026 Activity	Operational Plan 2023 to 2024 Action
CSP Strategy - E1.1 Protect and enhance our local natural and built environment	
E1.1.1 Develop and deliver a program for Council to implement environmental strategies and policies	E1.1.1.1 Develop and monitor environmental policies and strategies E1.1.1.2 Provide environmental impact assessment services and a range of nature conservation, biosecurity and rehabilitation programs
CSP Strategy - E1.2 Provide environmental education programs about our local natural environment Refer to E1.1.1	

**Key Direction E2 Environmental sustainability**

*Our community uses resources sustainably, efficiently and equitably*

Delivery Program 2022 to 2026 Activity	Operational Plan 2023 to 2024 Action
CSP Strategy - E2.1 Support renewable energy and alternative fuel use	
E2.1.1 Develop and deliver a program for Council leading the way to a sustainable and climate positive future	E2.1.1.1 Develop and implement a Carbon Neutral Action Plan
CSP Strategy - E2.2 Support resource recycling and reduction of waste	
E2.2.1 Provide a Waste program to support the reduction of community's environmental footprint	E2.2.1.1 Implement the Waste Management Strategy 2021-2031
CSP Strategy - E2.3 Support urban greening initiatives Refer to P2.1.4 and E1.1.1	

**Key Direction E3 Environmental resilience**

*Our community is resilient to environmental risks, natural hazards and climate change*

Delivery Program 2022 to 2026 Activity	Operational Plan 2023 to 2024 Action
CSP Strategy - E3.1 Support community resilience to climate change including coastal and waterway hazards	
E3.1.1 Develop and deliver a program for Council to mitigate environmental risks associated with climate change and natural hazards	E3.1.1.1 Develop and implement the Port Stephens Coastal Management Program (CMP) incorporating climate change risks

**Our Council**

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

**Key Direction L1 Governance**

*Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)*

Delivery Program 2022 to 2026 Activity	Operational Plan 2023 to 2024 Action
CSP Strategy - L1.1 Develop and encourage the capabilities and aspirations of Council's workforce	
L1.1.1 Deliver the 4-year Workforce Management Strategy	L1.1.1.1 Implement the Workforce Management Strategy
CSP Strategy - L1.2 Provide strong leadership, advocacy role and government relations	
L1.2.1 Provide and Implement strategic direction and governance of Council	L1.2.1.1 Coordinate and deliver Councillor and executive support services L1.2.1.2 Conduct citizenship ceremonies L1.2.1.3 Advocate for community priorities and work with other levels of government and stakeholders L1.2.1.4 Develop shareholder value through an effective partnership with Newcastle Airport L1.2.1.5 Work with Hunter Councils to enhance the Hunter Region
L1.3 Provide a strong ethical governance structure and systems for Council	
L1.3.1 Deliver governance services and the internal audit program	L1.3.1.1 Deliver governance and legal services and enterprise risk management L1.3.1.2 Coordinate and report on the internal audit process L1.3.2.1 Undertake a community satisfaction survey L1.3.2.2 Implement the legislative requirements of the Integrated Planning and Reporting Framework L1.3.2.3 Deliver the Business Excellence workplan L1.3.3.1 Implement the annual service review program
L1.3.2 Deliver the Integrated Planning and Excellence program	
L1.3.3 Deliver the 4-year program for Service Reviews	L1.3.4.1 Implement annual actions of the Corporate Systems and Data Management Strategy
L1.3.4 Deliver the 4-year program for Corporate Systems and Data Management Strategy	

**Key Direction L2 Financial Management**

*Our Council is financially sustainable to meet community needs*

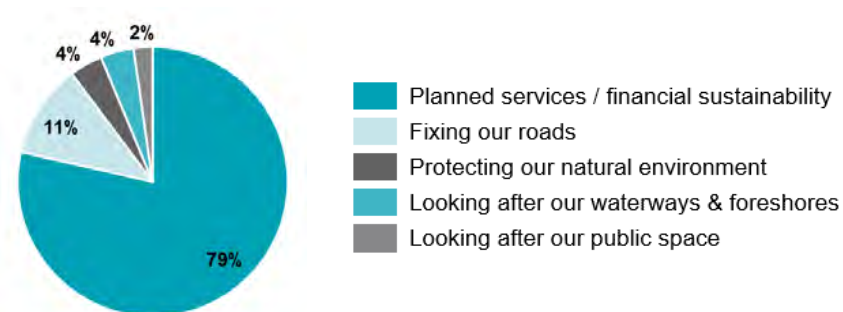
Delivery Program 2022 to 2026 Activity	Operational Plan 2023 to 2024 Action
CSP Strategy - L2.1 Maintain financial sustainability	
L2.1.1 Manage implementation of the Long Term Financial Plan 2023 to 2033	L2.1.1.1 Manage Council's financial resources in accordance with the Financial Services Work plan L2.1.2.1 Manage the property portfolio in accordance with the Strategic Property work plan
L2.1.2 Manage the property portfolio in accordance with the Property Investment Strategy	
L2.1.3 Implement the 2022 to 2025 Delivery Plans for Beachside Holiday Parks and Koala Sanctuary	L2.1.3.1 Implement the annual actions of the Beachside Holiday Parks and Koala Sanctuary Operational Plan

**Key Direction L3 Communication and engagement**

*Our Council is committed to enabling an engaged and informed community*

Delivery Program 2022 to 2026 Activity	Operational Plan 2023 to 2024 Action
CSP Strategy - L3.1 Provide a customer-first organisation	
L3.1.1 Deliver the 4-year Customer Experience Roadmap and action plan	L3.1.1.1 Develop, implement and monitor Council's Customer Road Map and Action Plan
L3.2.1 Deliver the 4-year program for the Communication and Engagement Strategy	L3.2.1.1 Manage Council's communications and community engagement activities

## SRV scenarios



### Planned Services

The key purpose of Council applying for a SRV is for Financial Sustainability. Council has predicated an \$80 million shortfall for the next ten years without having a SRV. With an approved SRV, this would mean that the \$80 million shortfall would be eliminated and the bulk of the funds raised would go towards funding existing planned current services as outlined within the Community Strategic Plan, Delivery Program and Operational Plan. Meaning there would be no reduction in service delivery and services would continue to be delivered as expected over the next ten years. The funds raised through a SRV would see Council's operational day-to-day budget strengthen, to overcome external shocks, keep up with rising cost pressures and support long term financial sustainability of Port Stephens.

### Enhanced Services

From our discussions with our community, we know that not only was financial sustainability critical but there is a desire for enhanced current services, and for these enhancements to target our road network. We initially asked if there were to be additional funds over and above daily needs what areas the community sees as a priority. The SRV application takes what we heard from our conversations with the community and puts it into a detailed action plan where fixing our roads is first priority. With the reduced independent recommendation put forward in Council's SRV application the community will see gradual and modest enhancements.

ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

Reduced Independent Recommendation Scenario: 9.5% over three consecutive years.



Fixing the budget, delivering planned services

**\$99 million** over ten years

Current levels of services to stay  
Delivering planned services as outlined in the CSP

Below enhancements **gradual** as SRV funds builds up



Fixing our roads

**\$7.1 million** prioritised over three years

Targeting roads with a high number of reoccurring potholes



Protecting our natural environment

**\$2.3 million** over four year program

Dedicated recurrent works focused on protecting and enhancing our natural environment



Looking after our waterways and foreshores

**\$2 million** over four year program

Dedicated recurrent maintenance works focused on proactively looking after our waterways and foreshores across Port Stephens



Looking after our public space

**\$1.4 million** over three year program

Fixing defects throughout our community buildings, and replacing lighting with more energy-efficient LED globes

## Key Priorities 2022 to 2026

In 2022 we identified a number of broad Key Priorities for 2022-2026. These priorities are based on what we heard from the community following the Liveability Index Survey in 2020, as well as working closely with our newly elected Council, building on the previous Delivery Program whilst balancing this against our impacted resources.

The Key Priorities that have been nominated for investigation and progression over the 2022-2026 period are outlined below.

### Advocacy Priorities Program

One of the key roles of Council is to make sure Port Stephens is prepared for our future. The Community Strategic Plan sets this roadmap for the future of Port Stephens – it guides the delivery of Council services and actions, all of which are designed to increase the wellbeing and liveability of our community.

However, to bring these actions to life we need to work with all levels of government – our Community Advocacy Priorities highlights those projects directly aligned to our Community Strategic Plan. From health and housing to roads, public transport and education – we need to work together to deliver services and infrastructure to meet the needs of our people and our place for years to come.

For more detail read our website:  
[portstephens.nsw.gov.au/council/our-performance2/community-advocacy-priorities](https://portstephens.nsw.gov.au/council/our-performance2/community-advocacy-priorities)



CSP Key Strategy - L1.2 Provide strong leadership, advocacy role and government relations.

Delivery Program - L1.2.1 Provide and implement strategic direction and governance of Council.

### Birubi Point Aboriginal Place Tourism Transport Interchange

We've secured \$9.4million grant funding (Building Better Regions Funding and Restart NSW Grant Funding) for the project, with the total budget now at \$9.97million.

We are working with interested parties to finalise a Sand Management Plan which will help protect the site and reduce ongoing maintenance costs.

Work is expected to commence on this site mid-2023 and be open ready for visitors in mid-2024.

Once complete, the Birubi Point Aboriginal Place Tourism Transport Interchange will provide a gateway to the very popular Worimi Conservation Lands, help to improve the visitor experience and reduce the impacts of increasing traffic on the Birubi Point Aboriginal Place.

CSP Key Strategy - C2.1 Recognise and support local Aboriginal and Torres Strait Islander People.

Delivery Program - C2.1.1 Implement the Yabang Gumba-Gu Agreement to recognise and support local Aboriginal and Torres Strait Islander people.





### **Carbon Neutrality**

Climate change is a significant global challenge that directly affects the Port Stephens community. Impacts such as increased sea level rise, intensity and frequency of storms, bushfire and rainfall patterns are challenging the way we manage our environment. Council continues to plan and implement initiatives to reduce our carbon footprint. Such initiatives include our energy reduction program.

Fourteen Council building sites were identified for Solar Photovoltaic Cell (PV) installation as part of our energy reduction program. Thirteen sites are now complete with the last at Lakeside Leisure Centre awaiting Development Application approval.

We've been investigating options to improve the efficiency of our fleet vehicles. This has included the commencement of a hydrogen fuel cell trial on a number of our trucks. The trial results will inform potential changes to Council's fleet portfolio.

The New South Wales State Government has also adopted emission reduction and renewable energy policies that aim to achieve zero carbon emissions by 2050. Port Stephens Council will support these actions by committing to ensuring Council operations are carbon neutral by 2025.

To achieve this, Council is developing a Carbon Neutral Action Plan and will ensure any emissions released into the atmosphere from the organisation's activity will be balanced by the equivalent amount of emissions being removed. Council will work closely with the community, business and all levels of government to influence behaviour change, reduce energy demand and protect and enhance the natural environment.

CSP Key Strategy - E2.1 Support renewable energy and alternative fuel use.

Delivery Program - E2.1.1 Develop and deliver a program for Council leading the way to a sustainable and climate positive future



### **Coastal Management Program**

In collaboration with NSW Department of Planning and Environment, Port Stephens Council is currently developing two Coastal Management Programs (CMPs). These programs identify risks to our coast and set long-term strategies for managing these risks into the future.

The Port Stephens CMP includes the open coast area from Stockton to Tomaree Head, the outer port area from Shoal Bay to Soldiers Point and the inner port area from Soldiers Point to Karuah and the upper reaches of the Tilligerry. This CMP is currently in Stage 3 of 5 which includes the identification and evaluation of management options. Council's hazard mapping and modelling identify coastal erosion, coastal inundation and sand-dune transgression. Council is currently working with coastal experts to develop priority management actions for Council and other stakeholders to commit to as part of the CMP. Stage 3 will also address funding mechanisms and stakeholder partnerships. Extensive consultation with the community and external stakeholders will be carried out in 2023 to help us make decisions about management options and priority areas of action within Port Stephens.

The Hunter Estuary CMP is being developed in collaboration with partner Councils and key organisations. Maitland City Council are the lead local government organisation for this CMP. This CMP is currently at Stage 1 of 5, with Stage 2 expected to be completed by the end of 2023.

CSP Key Strategy - E3.1 Support community resilience to climate change including coastal and waterway hazards.

Delivery Program - E3.1.1 Develop and deliver a program for Council to mitigate environmental risks associated with climate change and natural hazards.

### **Community Engagement**

We know that effective communication and engagement are directly linked to the liveability and wellbeing of our community. By listening to our community, respecting their values and providing genuine opportunities for engagement, we can create a greater sense of community ownership and ultimately, improve the delivery of Council services to become aligned to community needs.

Our new [Communication and Engagement Strategy](#) (adopted by Council in December 2022) has been designed to provide the framework for the delivery of transparent and timely communication and meaningful engagement that builds trust and community participation in decision making for our place. This strategy guides a genuinely integrated and inclusive approach to engagement and communication. Creating a culture where community is front of mind, employees are empowered to engage in open and honest dialogue, we embrace diverse opinions and values and we actively work to keep our community informed and connected. Over time, we'll continue to evolve this approach and build a culture that celebrates our stories and informs the future of Port Stephens.

CSP Key Strategy - L3.2 Engage with the community and key stakeholders.

Delivery Program - L3.2.1 Deliver the 4-year program for the Communication and Engagement Strategy.

### **Community Wellbeing**

We recognise that wellbeing means different things to different people. We think wellbeing is about feeling safe, included and able to participate in your community. Wellbeing is something we want for everyone in Port Stephens.

Our Community Wellbeing Strategy will establish principles for a sustainable, healthy, safe and inclusive community. These principles set the path for a clear set of aligned actions to improve liveability for everyone across Port Stephens. Informed by community data and engagement, it focuses on key themes of accessibility and inclusion, security and safety, inclusion and resilience.

To measure community liveability and wellbeing, Council uses data from the 2020 Liveability Index Survey. This data is continually collected and updated to ensure community preferences and trends can be tracked over extended periods. The use of this data helps Council to understand what is important to our unique communities across Port Stephens when developing plans, strategies, projects and resourcing.

**ITEM 7 - ATTACHMENT 1      DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.**

Following endorsement of the new Strategy, Council will begin implementation of key actions to support community wellbeing including:

- continued support for our Community Funding Program.
- coordination of the Homelessness Stakeholder Advocacy Group.
- delivery of the targeted early intervention program supporting our community sector.
- delivery of number of Youth initiatives including Youth week activities.
- Liveability Index survey.
- Disability Inclusion Action Plan initiatives.

CSP Key Strategy - C1.1 Support wellbeing, inclusivity, accessibility and making all feel welcome.

Delivery Program - C1.1.1 Develop and implement the Community Wellbeing Strategy to provide services and support for a diverse community.

### Eastern Groyne, Nelson Bay Precinct

Council is in the early project planning phase for the redevelopment of the Eastern Groyne (located in the heart of Nelson Bay), including the existing kiosk and berths, with a view to creating an enhanced visitor experience by providing improved facilities and amenities.

Redevelopment of the Eastern Groyne is dependent on funding for a Business Plan.

CSP Key Strategy - L2.1 Maintain financial sustainability.

Delivery Program - L2.1.2 Manage the property portfolio in accordance with the Property Investment Strategy.





### **Financial Sustainability**

Over the past 3 years Council has been facing its toughest challenge financially to date, with the Long Term Financial Plan (LTFP) anticipating significant financial challenges

Following extensive financial investigations and independent reports, continuing austerity measures, increasing non-statutory fees and charges by 10% in the 2022-2023 year and identifying surplus land for potential sale, Council engaged with the community about applying for a Special Rate Variation (SRV).

Extensive consultation was carried out to ensure we adequately captured the community's priorities regarding any application to IPART. Council's LTFP and IP&R documents were subsequently revised to incorporate options discussed with the community and reflect the different SRV scenarios.

In November 2022 Council unanimously formally resolved to apply for a SRV of 9.5% per year for three years. Following this, the IPART application was prepared for lodgement in early 2023. IPART is yet to assess and determine the application. Read more about the [Rate Rise investigations and options](#).

As part of our considering our financial sustainability, Council endorsed removing the reliance on the dividend from Newcastle Airport as part of our operational budget. This represents an ongoing operational efficiency up to \$2M per annum into the future.

CSP Key Strategy - L2.1 Maintain financial sustainability.

Delivery Program - L2.1.1 Manage implementation of the Long Term Financial Plan 2023 to 2033.

### **Natural environment**

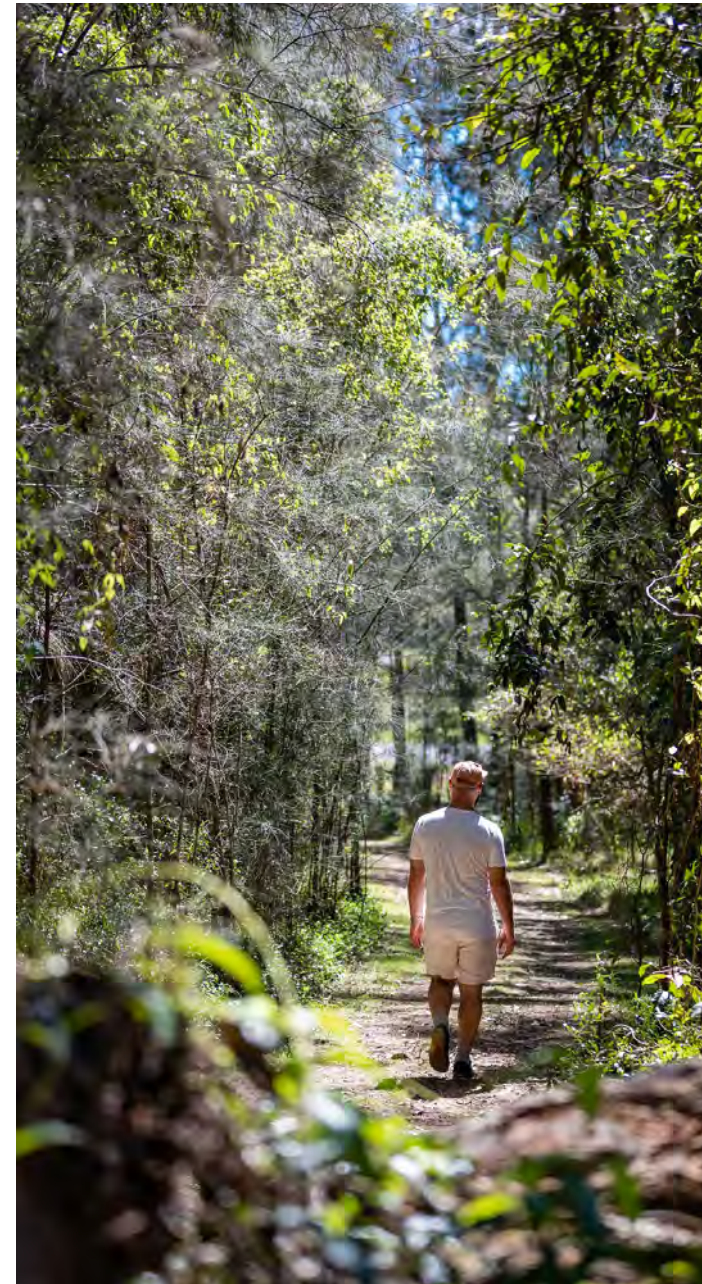
Port Stephens Council is committed to achieving a great lifestyle in a treasured environment so that current and future generations can enjoy, and benefit from, a healthy natural environment. Port Stephens is a diverse region, comprised of natural features including bushland, rivers, wetlands and coastal areas. A healthy natural environment is critical to the people of Port Stephens as it provides essential environmental services such as clean air, clean water and healthy soils. In turn, this supports ecological, cultural, recreational, economic and aesthetic values. The local government plays an important role in protecting and enhancing the natural environment in order to achieve Ecologically Sustainable Development (ESD). Specifically, the charter for NSW Councils reinforces Council's role "to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development".

Council's program of works to manage and protect our natural environment is as follows:

- Commence the development of a Natural Systems Strategy
- Advocate to NSW Government for a consistent State approach to koala protection and State Environmental Planning Policy
- Review, adopt and implement a new Comprehensive Koala Plan of Management
- Develop, adopt and support volunteers to implement Agreed Action Plans
- Administer Environmental Grant and Urban Greening Programs

CSP Key Strategy - E2.3 Support urban greening initiatives.

Delivery Program - E1.1.1 Develop and deliver a program for Council to implement environmental strategies and policies.





### Pathways and connections

We have a Pathways Plan that shows the proposed location of future footpaths and cycleways. These pathways provide a link between the residential areas to the recreation and other services areas such as shopping. These pathways not only provide a way to get from point A to B, but also promote exercise for a healthy lifestyle and reduce reliance on vehicles. Council is continuing the search for additional income sources to fund these projects as the volume of missing links and additional pathways needed is in excess of \$80M.

CSP Key Strategy - P2.1 Deliver and maintain sustainable community infrastructure.

Delivery Program - P2.1.1 Provide, manage and maintain community assets in accordance with the SAMP 2023-2033.

Delivery Program - P2.1.3 Deliver the 4 year Public Infrastructure Program.

### **Place planning**

Place plans start with our community – their values and priorities for their place. Together, we identify the unique local character of a place and the ways our community can shape, enhance or protect these aspects. A place plan is guided by strategic documents - we put a local filter on all of our Council's existing strategies to make one easy-to-read, action-oriented plan. It also includes an analysis of potential opportunities for a place in line with the community's vision. Every place is unique and so is every place plan. A place plan may include events and activities, projects and works, actions for the community, land use changes and more.

The most important part of a 'Place plan' is the 'activation plan'. It includes projects or ideas to create more vibrant places for people to connect, discover and enjoy with their community. These actions can be championed by our community - including community groups, local businesses, schools, clubs or individuals. By working together we can harness people-power to achieve more and best of all, create lasting connections. The 7 Day Makeovers in Anna Bay and Medowie are examples of amazing community-led initiatives in Port Stephens. Council will continue to support and enable community involvement in the development and improvement of our unique places.

Council's Place Plan program is as follows:

- Karuah and surrounds (adopted March 2022)
- Hinterland (underway)
- Medowie and surrounds (underway)
- Shoal Bay (underway)
- Anna Bay (Scoping and investigation underway)
- Tilligerry Peninsula (underway)
- Fullerton Cove Place Strategy (proponent initiated - underway)
- Nelson Bay East Place Strategy (proponent initiated - underway)

CSP Key Strategy - P3.3 Create, advocate and support connected vibrant places.

Delivery Program - P3.3.1 Develop a strategic program for Place Plans.



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### Smart Parking rollout

Income generated from the Smart Parking Program is integral to Council's financial modelling outlined in the Long Term Financial Plan.

Council has been reviewing options to continue to roll out the program, which includes the areas of Birubi Headland, Little Beach, Shoal Bay and Fingal Bay. Work is continuing on the 13 actions as set out in the Council resolution of 26 July 2022, with a dedicated officer assigned to work through these.

CSP Key Strategy - P2.1 Deliver and maintain sustainable community infrastructure.

Delivery Program - P2.1.1 Provide, manage and maintain community assets in accordance with the SAMP 2023-2033.

### Raymond Terrace Depot project

All work is expected to be completed by mid-2023, with operational staff to return to the new Depot following this.

CSP Key Strategy - P2.1 Deliver and maintain sustainable community infrastructure.

Delivery Program - P2.1.1 Provide, manage and maintain community assets in accordance with the SAMP 2023-2033.

Delivery Program - P2.1.3 Deliver the 4 year Public Infrastructure Program.



## Roads

Infrastructure planning and renewal commencing in the 2023-2024 financial year, with a program mostly funded from NSW State Government stimulus funding and external grants including Black Spots improvements and the Australian Government's Local Roads and Community Infrastructure Program.

Recovery works and claims associated with the natural disaster in March 2021, February 2022 and July 2022 are ongoing.

### Key road projects

While many other roads projects will be introduced as funds become available, our planning is focused on:

- Avenue of the Allies numerous stages – road widening, drainage works including kerb and gutter from Poilus Parade to King Albert Avenue.
- Main Road 90, Bucketts Way from No.125 to 215 - road pavement rehabilitation.
- Sturgeon Street Raymond Terrace - pavement reconstruction from Glenelg Street to Jacaranda Avenue.
- Mustons Road, Karuah - culvert replacement and road widening.
- Brandy Hill shared pathway.
- Fly point shared pathway upgrade.
- High Pedestrian Activity Area extension – Raymond Terrace and Nelson Bay.

### Maintaining local roads

As the level of government closest to the community, we continue to provide support where our community needs us most. Council will continue to repair road surfaces and maintain the local road network on a risk based priority basis - utilising the most effective materials for all conditions, efficient responses and available funding. Road repairs are prioritised using the Statewide Mutual Best Practice Manual, whereby priority is based on, but not limited to speed zone, local or state road, location of the defect in relation to the drive path of the vehicle and size of the defect.

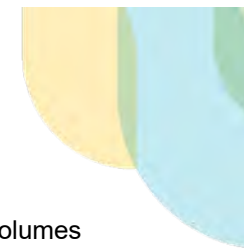
To answer some key FAQs about our roads we've released a [series of educational videos](#)

CSP Key Strategy - P2.1 Deliver and maintain sustainable community infrastructure.

Delivery Program - P2.1.1 Provide, manage and maintain community assets in accordance with the SAMP 2023-2033.

Delivery Program - P2.1.3 Deliver the 4 year Public Infrastructure Program.

Delivery Program - P2.1.4 Deliver the program for maintenance of Council's assets.



### **Waste Management Strategy implementation**

The Waste Management Strategy 2021-2031 was adopted in October 2021. The Waste Management team will be focusing efforts over the next four years in the areas of:

- The introduction and implementation of the third bin system (Garden Organics).
- There is the need to undertake extensive consultation and education on the implementation of the third bin system and the roll-out of bins to help the public understand the new services, frequency, makeup and the processing of this waste stream.
- Circular Economy initiatives, involving the Hunter Joint Organisation and the journey to carbon neutrality.
- Trialling and monitoring smart devices across the Council area including bin monitoring sensors in Nelson Bay during holiday seasons on Public litter bins.

These smart devices will be used to monitor and collect data for future decision-making and implementation of these devices in

the future. The data will also monitor litter trends and volumes in these areas, for the use of delivering better services in the future.

Ongoing education will also be a key component of the smart devices implementation, the road to the implementation of Food Organics Garden Organics (FOGO), circular economy and processing versus landfilling and movement toward waste to energy. All of the above initiatives will help to contribute to improving Port Stephens Council's diversion to landfill, in order to meet the new NSW Governments target of an 80% reduction in waste by 2030.

CSP Key Strategy - E2.2 Support resource recycling and reduction of waste.

Delivery Program E2.2.1 Provide a Waste program to support the reduction of the community's environmental footprint.

### **Williamstown management area**

Council continues to monitor the implementation of the Department of Defence PFAS contamination remediation program and will continue to liaise with relevant agencies, community groups and residents as appropriate.

In June 2022, Council resolved to continue the rate reduction for properties in the Williamstown Management Area for the 2022 to 2023 financial year. A special subcategory of rates applies a discount of 50% for residents in the primary zone, 25% in the secondary zone and 10% in the broader zone.

In this draft document, Appendix Two proposes that Council will continue with this subcategorisation.

CSP Key Strategy - L1.2 Provide strong leadership, advocacy role and government relations.

Delivery Program - L1.2.1 Provide and implement strategic direction and governance of Council.

### **Williamstown Special Activation Precinct (SAP)**

The Williamstown Special Activation Precinct (SAP) was declared by the NSW Government on 28 May 2020. The Precinct capitalises on the emerging aerospace industry around Newcastle Airport and the Williamstown Royal Australian Air Force (RAAF) base. It will establish the area as a national and international hub that supports defence and aerospace. Community consultation on the SAP has been ongoing since December 2020 with the SAP masterplan public exhibition process taking place in late 2022. A revised SAP masterplan was re-exhibited in early 2023 following detailed engineering investigations and updated economic analysis. This resulted in a reduction in the overall size of the development footprint.

Council continues to liaise with the NSW Government on the delivery of the Williamstown SAP. It is anticipated that the SAP masterplan will be finalised in 2023.

Support the development, adoption and implementation of the Williamstown Special Activation Precinct.

CSP Key Strategy - P3.1 Provide land use plans, tools and advice that sustainably support the community.

Delivery Program - P3.1.1 Program to develop and implement Council's key planning documents.

## How to read this document

The Delivery Program (DP) outlines how it will contribute to achieving the goals of the Community Strategic Plan (CSP). The Operational Plan (OP) is Council's annual action plan which contributes to the 4-year Delivery Program.

**1. Focus area** - DP and OP is broken up into 4 simple themes shown as Focus Areas with a corresponding statement. These Focus Areas provide a structure to categorise the Goals and Strategies of the Plan and interconnect to deliver on the community's vision of a great lifestyle in a treasured environment.

**2. Community Strategic Plan (CSP) Directions/Goal** - are the community's long term goals and priorities to achieve the vision.

**3. CSP Strategies** - are the Strategies/ approach that Council and its partners will work together on to achieve Key Directions/ Goals.

**4. Delivery Program activities** - sets out Council's commitment and activities that it will undertake over the 4 year period to assist in meeting the CSP Key Directions/ Goals and Strategies.

**5. Delivery outcomes** - are assessment methods to determine the effectiveness of the Delivery Program.

**6. Responsibility** - indicates which area of Council is responsible for implementing the Delivery Program.

1	<b>Focus area   Our Community</b> <i>An accessible and welcoming community respecting diversity, heritage and culture.</i>	
	Our community values <b>things to do</b> in their neighbourhoods and a <b>range of community activities</b> . For example – volunteering, gardening, art, community organised events and more. Ideal neighbourhoods should offer a <b>sense of welcome</b> and have <b>access to shared community and commercial assets</b> such as libraries, sports facilities and gyms.	
	<b>Delivery Program 2022 to 2026</b>	
Community Strategic Plan	Delivery Program 2022 to 2026 Activity 4	How will we measure our performance? Delivery outcomes 5
2	<b>C1 Community wellbeing</b> Improved wellbeing for our diverse community supported by services and facilities.	Responsibility Group 6
3	<b>C1.1 Support wellbeing, inclusivity, accessibility and making all feel welcome</b> <b>C1.1.1 Develop and implement the Community Wellbeing Strategy (CWS) to provide services and support for a diverse community</b>	Actions implemented from the Disability Inclusion Action Plan Actions implemented from the Youth Strategy Endorsed CWS

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**7. OP Action** - set out the annual actions that Council will undertake in that year to implement its Delivery Program.

❖ This symbol is used to represent OP actions aligned with the Local Strategic Planning Statement.

**8. What we deliver** - provides further details of programs, projects and activities of the Operational Plan action.

**9. Effectiveness measures (EM)** - identifies the effectiveness of the Operational Plan action.

**10. EM Baseline** - indicates where we are at. This is the starting point for the EM.

**11. Delivery Responsibility** - sets out which area of Council is responsible for implementing each action and what we deliver.

## Operational Plan 2023 to 2024

Delivery Program Activity	Operational Plan 2023 to 2024		9	10	Responsibility	
	Action 7	What we deliver 8	Effectiveness measures	EM Baseline 2020 - 2021	Section	Service Package
2	G1 Community wellbeing - Improved wellbeing for our diverse community supported by services and facilities					
	4 C1.1.1 Develop and implement the Community Wellbeing Strategy to provide services and support for a diverse community	C1.1.1 Develop and commence implementation of the Community Wellbeing Strategy	Implement actions from the Targeted Early Intervention Schedule	Targeted early intervention actions completed	Compliant	Strategy & Environment Vibrant Places
			Implement actions from the Youth Strategy			
			Implement actions from the Disability Inclusion Action Plan	Actions implemented from the Youth Strategy	New	
			Coordinate Homeless Stakeholder Advocacy Group			
			Implement actions from the Community Wellbeing Strategy	Actions implemented from the Disability Inclusion Action Plan	New	

This document should be read in conjunction with the Community Strategic Plan and the Resourcing Strategy. The Community Strategic Plan and Resourcing Strategy are set out in companion documents to this volume. Council's Fees and Charges 2023 to 2024 also forms part of the annual budget and is set out in a separate document. These draft documents are available on our website – [portstephens.nsw.gov.au/integrated-plans](https://portstephens.nsw.gov.au/integrated-plans).





## Focus area | Our Community

An accessible and welcoming community respecting diversity, heritage and culture

Our community values **things to do** in their neighbourhoods and a **range of community activities**, for example, volunteering, gardening, art, community organised events and more.

Ideal neighbourhoods should offer a **sense of welcome** and have **access to shared community and commercial assets** such as libraries, sports facilities and gyms.

### Delivery Program 2022 to 2026



**\$41 million projected spend on our community**

Over four year delivery program

Community Strategic Plan Strategy	Delivery Program 2022 to 2026 Activity	How will we measure our performance? Delivery outcomes	Responsibility Group
<b>C1 Community wellbeing</b>			
Improved wellbeing for our diverse community supported by services and facilities			
C1.1 Support wellbeing, inclusivity, accessibility and making all feel welcome	C1.1.1 Develop and implement the Community Wellbeing Strategy (CWS) to provide services and support for a diverse community	Actions implemented from the Disability Inclusion Action Plan	Development Services Group
		Actions implemented from the Youth Strategy	
		Endorsed CWS	
	C1.1.2 Implement and develop the Disability Inclusion Action Plan (DIAP) to encourage Port Stephens to be inclusive and access friendly	Refer C1.1.1	Development Services Group

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Community Strategic Plan Strategy	Delivery Program 2022 to 2026 Activity	How will we measure our performance? Delivery outcomes	Responsibility Group
<b>C1.2</b> Provide facilities and learning options for children and families	<b>C1.2.1 Provide a program of education and care services for families and carers of children</b>	Increase in number of childcare positions filled annually	Facilities and Services Group
<b>C1.3</b> Provide equitable and safe access to sports, recreational, cultural and leisure activities	<b>C1.3.1 Provide a program of recreational, leisure and community services</b>	Achievement of annual actions of the Community Contract's Strategic Objectives	Facilities and Services Group
<b>C1.4</b> Support volunteers to deliver appropriate community services	Refer to C2.4.1 and E1.1.1	-	
<b>C2 Recognised traditions and lifestyle</b>			
Our community supports the richness of its heritage and culture			
<b>C2.1</b> Recognise and support local Aboriginal and Torres Strait Islander People	<b>C2.1.1 Implement the Yabang Gumba-Gu Agreement to recognise and support local Aboriginal and Torres Strait Islander people</b>	Implement actions from the Yabang Gumba-Gu Agreement	Development Services Group
<b>C2.2</b> Support and promote local cultural activities	<b>C2.2.1 Implement Our Incredible Place Strategy</b>	Actions implemented from Our Incredible Place Strategy	Development Services Group
<b>C2.3</b> Recognise and support the heritage of Port Stephens	<b>C2.3.1 Support the preservation of Port Stephens heritage</b>	Consideration of heritage in preparation of strategies	Development Services Group
<b>C2.4</b> Provide vibrant and inclusive community spaces to support lifelong learning	<b>C2.4.1 Provide a program for public libraries as contemporary, accessible, vibrant and welcoming community spaces</b>	Achievement of annual actions of the Port Stephens Library Strategic Objectives	Facilities and Services Group

**PSC supporting strategies and plans:**

- Disability Inclusion Action Plan
- Aboriginal Strategic Committee  
- Yabang Gumba-Gu Road to Tomorrow agreement
- Our Incredible Place Strategy
- Economic Development Strategy



## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.



## Operational Plan 2023 to 2024

Delivery Program Activity	Operational Plan 2023 to 2024				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
<b>C1 Community Wellbeing</b> - Improved wellbeing for our diverse community supported by services and facilities						
<b>C1.1.1</b> Develop and implement the Community Wellbeing strategy to provide services and support for a diverse community	<b>C1.1.1.1</b> Develop and commence implementation of the Community Wellbeing Strategy	<ul style="list-style-type: none"> <li>Implement actions from the Targeted Early intervention Schedule</li> <li>Implement actions from the Youth Strategy</li> <li>Implement actions from the Disability Inclusion Action Plan</li> <li>Coordinate the Homelessness Stakeholder Advocacy Group</li> <li>Implement actions from the Community Wellbeing Strategy</li> </ul>	Targeted early intervention actions completed	Compliant	Communications & Customer Experience	Vibrant Places
			Actions implemented from the Youth Strategy	New		
			Actions implemented from the Disability Inclusion Action Plan	New		
			Endorsed Community Wellbeing Strategy	New		
			Actions implemented from the Community Wellbeing Strategy	New		
<b>C1.1.2</b> Implement and develop the Disability Inclusion Action Plan (DIAP) to encourage Port Stephens to be inclusive and access friendly	Refer C1.1.1					

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.


Delivery Program Activity	Operational Plan 2023 to 2024				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
<b>C1.2.1</b> Provide a program of education and care services for families and carers of children	<b>C1.2.1.1</b> Deliver early education and care for children	Provide the following services in compliance with the Education and Care Services National Regulations and the National Quality Standards: <ul style="list-style-type: none"><li>Family daycare services</li><li>Mobile preschool service</li><li>Outside school hours care services</li></ul>	Customer satisfaction with Thrive Kids ≥ 90%	99%	Community Services	Children's Services
			Annual accreditation	Compliant		
<b>C1.3.1</b> Provide a program of recreational, leisure and community services	<b>C1.3.1.1</b> Initiate and manage contracts with recreational, leisure and community services	Manage: <ul style="list-style-type: none"><li>Aquatic Centre Management Contract</li><li>Surf Life Saving Life Guard Contract</li><li>Leases and licences for the community, not for profit and commercial operators on public land</li><li>Community facilities management</li><li>Volunteer management services</li></ul>	Community satisfaction score with Council swimming pools	New	Community Services	Community Contracts
			Community satisfaction with Community Halls	New		
			Maintain a score above NSW 3 year average in the Royal Life Safety Assessment Audit	87%		
Recognised traditions and lifestyle - Our community supports the richness of its heritage and culture						
<b>C2.1.1</b> Implement the Yabang Gumba-Gu Agreement to recognise and support local Aboriginal and Torres Strait Islander people	<b>C2.1.1.1</b> Implement initiatives and projects to promote Aboriginal Culture and protect Aboriginal places	<ul style="list-style-type: none"><li>Implement actions from the Yabang Gumba-Gu agreement</li><li>Review the Yabang Gumba-Gu agreement</li><li>Coordinate the Aboriginal Strategic Committee</li></ul>	Endorsed Aboriginal protocols	New	Communications & Customer Experience	Vibrant Places
			Award grants within the budgeted Aboriginal projects fund	New		
			NAIDOC week activities delivered	Compliant		



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Delivery Program Activity	Operational Plan 2023 to 2024				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
			Coordinate 4 Aboriginal Strategic Committee meetings	Compliant		
			Endorsed reviewed Yabung Gumba Gu agreement for 2024-2026	Completed		
<b>C2.2.1</b> Implement Our Incredible Place Strategy	<b>C2.2.1.1 Implement actions of Our Incredible Place Strategy</b>	<ul style="list-style-type: none"> <li>Implement actions from 'Our Incredible Place' Strategy</li> <li>Deliver the Reconnecting Regional Events major event program at Raymond Terrace, Birubi and Karuah</li> <li>Coordinate Council's major event sponsorship program</li> <li>Manage Australia Day and NAIDOC community events</li> <li>Deliver community funding program</li> </ul>	Actions implemented from our Incredible Place Strategy	Number	Communications & Customer Experience	Vibrant Places
			Reconnecting Regional events major event held	Compliant		
			Major event sponsorship program delivered	Compliant		
			Australia Day and NAIDOC community events delivered	Compliant		
			Community funding program delivered	Compliant		
<b>C2.3.1</b> Support the preservation of Port Stephens heritage	<b>C2.3.1.1 Provide support for the preservation of Port Stephens heritage</b>	<ul style="list-style-type: none"> <li>Support the delivery of heritage advisory panel meetings</li> </ul>	Hold 3 Heritage Advisory Panel meetings annually	Compliant	Strategy & Environment	Strategic Planning

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.



Delivery Program Activity	Operational Plan 2023 to 2024				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
<b>C2.4.1</b> Provide a program for public libraries as contemporary, accessible, vibrant and welcoming community spaces	<b>C2.4.1.1</b> Deliver public library services, programs and resources	Provide the following to implement projects identified in the Annual Library Strategic Plan: <ul style="list-style-type: none"> <li>A range of programs, activities and events to meet lifelong learning needs of all ages</li> <li>Services, resources and programs to bridge the digital divide including connectivity for the public via the Internet and Wi-Fi</li> <li>Active community spaces</li> <li>Outreach and Home Delivery Services</li> <li>Mobile Library and branch facilities</li> <li>Current and relevant Library collection with a diverse and balanced range of resources (digital and hard copy)</li> </ul>	Library user satisfaction score $\geq 90\%$	88%	Community Services	Library Services
			Increase customer satisfaction with outreach and homebound services	New		
			Number of visits to Library branches $\geq 230,000$	134,673		
			Internet and Wi-Fi usage at Raymond Terrace and Tomaree Library branches $\geq 45,000$	19,900		
			Community Satisfaction with Library Programs, Activities & Events	New		
			Attendance at programs, activities and events $\geq 9,500$	3,246		
			Use of library resources (collection items borrowed) $\geq 300,000$	233,795		







## Focus area | Our Place

A liveable and connected place supporting community wellbeing and local economic growth

Our community values neighbourhoods with **locally owned and operated businesses** that provide the community with their daily needs. Neighbourhoods should have easy to access **shared community amenities** like local shops **within walking or cycling distance**. Neighbourhoods should have **well maintained and managed public domain, footpaths, parks, roads** and other public assets.

### Delivery Program 2022 to 2026



**\$216 million projected spend on our place**

Over four year delivery program

Community Strategic Plan Strategy	Delivery Program 2022 to 2026 Activity	How will we measure our performance? Delivery outcomes	Responsibility Group
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**P1 Strong economy, vibrant local businesses, active investment** - Our community has an adaptable, sustainable and diverse economy

P1.1 Support sustainable local business development, visitation and events	<b>P1.1.1 Implement the Economic Development Strategy</b>	Actions implemented from the Economic Development Strategy	Development Services Group
	<b>P1.1.2 Support Destination Port Stephens to attract sustainable visitation to Port Stephens</b>	Total visitor expenditure	Development Services Group
	<b>P1.1.3 Implement the Economic Development Strategy</b>	Refer P1.1.1	Development Services Group

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Community Strategic Plan Strategy	Delivery Program 2022 to 2026 Activity	How will we measure our performance? Delivery outcomes	Responsibility Group
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**P2 Infrastructure and facilities** - Our community's infrastructure and facilities are safe, convenient, reliable and environmentally sustainable

<b>P2.1</b> Deliver and maintain sustainable community infrastructure	<b>P2.1.1</b> Provide, manage and maintain community assets in accordance with the SAMP 2023-2033	Progress of the asset inspection programs (condition, compliance, risk)	Facilities and Services Group
	<b>P2.1.2</b> Provide asset and engineering services to meet customer demand	Meeting Service Level Agreement Standards	Facilities and Services Group
	<b>P2.1.3</b> Deliver the 4 year Public Infrastructure Program	Progress of implementation of the Public Infrastructure program	Facilities and Services Group
	<b>P2.1.4</b> Deliver the program for maintenance of Council's assets	Number of defects completed within the budgetary constraints and defect completion rate	Facilities and Services Group
<b>P2.2</b> Create useable links and connections within towns and centres	Refer to P2.1.1 and P2.1.3	-	

**P3 Thriving and safe place to live** - Our community supports a healthy, happy and safe place

<b>P3.1</b> Provide land use plans, tools and advice that sustainably support the community	<b>P3.1.1</b> Program to develop and implement Council's key planning documents	Progress for implementation of LSPS and LHS	Development Services Group
		Progress for implementation of Town Centre Strategies	
<b>P3.2</b> Enhance public safety, health and liveability through the	<b>P3.2.1</b> Deliver an annual program for Council to provide development	Number of applications processed in the period	Development Services Group



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Community Strategic Plan Strategy	Delivery Program 2022 to 2026 Activity	How will we measure our performance? Delivery outcomes	Responsibility Group
use of Council's regulatory controls and services	<b>services to enhance public safety, health and liveability</b>	Value of DA applications processed in the period	
<b>P3.3</b> Create, advocate and support connected vibrant places	<b>P3.3.1 Develop a strategic program for Place Plans</b>	Progress for implementation of place plans	Development Services Group
	<b>P3.3.2 Provide the Community Financial Assistance Program</b>	Maintain a community financial assistance program	Development Services Group, General Managers Office
<b>P3.4</b> Support emergency services, community resilience and protection of community assets from natural disasters	<b>P3.4.1 Provide an emergency management framework that supports emergency services, other agencies and our community</b>	Progress of implementation of the annual actions of PSC Emergency Management Strategic Objectives	Facilities and Services Group

## PSC supporting strategies and plans:

- Economic Development Strategy
- Destination Port Stephens Strategic Agreement
- Place Plans (Karuah)
- Our Incredible Place Strategy
- Strategic Asset Management Plan 2023-2033 and other Strategies/Policies/Plans included in the SAMP
- Pathways Plan
- Local Strategic Planning Statement
- Local Environmental Plan
- Local Housing Strategy
- Local Area Planning Strategies (Nelson Bay, Medowie, Raymond Terrace and Heatherbrae)
- Development Control Plan
- Developer Contributions Plans
- Hunter-Central Coast Regional Emergency Management Plan
- Port Stephens Local Emergency Management Plan
- Lower Hunter Bushfire Risk Management Plan

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.



## Operational Plan 2023 to 2024

Delivery Program Activity	Operational Plan 2023 to 2024				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
<b>P1 Strong economy, vibrant local businesses, active investment</b> - Our community has an adaptable, sustainable and diverse economy						
<b>P1.1.1</b> Implement the Economic Development Strategy	<b>P1.1.1.1 Deliver Economic Development Strategy actions</b>	<ul style="list-style-type: none"> <li>Implement the actions of the Economic Development Strategy</li> <li>Manage the business concierge service</li> <li>Deliver small business month activities</li> <li>Support major events and facilitate community events</li> </ul>	Actions implemented from our Economic Development Strategy  Small business month activities delivered	New  New	Communications & Customer Experience	Vibrant Places
<b>P1.1.2</b> Support Destination Port Stephens to attract sustainable visitation to Port Stephens	<b>P1.1.2.1 Provide strategic and financial support to Destination Port Stephens</b>	<ul style="list-style-type: none"> <li>Provide financial and strategic direction to Destination Port Stephens</li> <li>Encourage investment in high-quality tourism products and experiences</li> </ul>	Increase in visitor expenditure per annum	\$705M	Communications and Customer Experience	Vibrant Places
<b>P2 Infrastructure and facilities</b> - Our community's infrastructure and facilities are safe, convenient, reliable and environmentally sustainable						
<b>P2.1.1</b> Provide, manage and maintain community assets in accordance with the SAMP 2023-2033	<b>P2.1.1.1 Provide, manage and maintain community assets</b>	<ul style="list-style-type: none"> <li>Review the SAMP for 2024 -2034</li> <li>Develop and initiate Capital Works Program - Community assets (Civil and Community Assets)</li> <li>Manage, model and report on Council's Community assets (Civil and Community Assets)</li> </ul>	Progress completion of civil, community and corporate asset program inspection is ≥ 90%	74%	Assets	Civil Assets, Community Assets, Civil Projects

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## Operational Plan 2023 to 2024

Delivery Program Activity	Operational Plan 2023 to 2024				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
		<ul style="list-style-type: none"> <li>Plan and develop maintenance programs</li> </ul>				
<b>P2.1.2</b> Provide asset and engineering services to meet customer demand	<b>P2.1.2.1</b> Provide asset and engineering services	<ul style="list-style-type: none"> <li>Provide corporate data management and systems to support asset modelling and long term financial forecasts</li> <li>Provide specialist technical assessment, investigation and planning services in drainage and flooding</li> <li>Provide specialist technical assessment, investigation and planning services in traffic engineering and road safety</li> <li>Provide specialist technical assessment, investigation, planning services and certification in development engineering</li> <li>Provide fleet asset management services</li> </ul>	≥ 90% of engineering development, flooding and drainage development application referrals are completed to the agreed service standards	89%	Assets	Asset Systems, Engineering Services, Civil Assets (Fleet)
<b>P2.1.3</b> Deliver the 4 year Public Infrastructure Program	<b>P2.1.3.1</b> Implement Council's adopted annual capital works program	<ul style="list-style-type: none"> <li>Provide the following to implement projects identified in the annual capital works program:</li> <li>Project management, survey, design and construction services for internally delivered civil infrastructure</li> </ul>	≥ 95% of projects completed on time and within budget	100% (including approved variations)	Capital Works	Construction, Community Infrastructure, Civil Infrastructure

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.



## Operational Plan 2023 to 2024

Delivery Program Activity	Operational Plan 2023 to 2024				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
		<ul style="list-style-type: none"> <li>Project management, contract management and architectural services for externally delivered community infrastructure</li> <li>Project estimation and quality control</li> <li>Civil infrastructure including roads, bridges, stormwater drainage, public transport and pedestrian / shared path facilities</li> <li>Community Infrastructure including playgrounds and park furniture, public amenities, boat ramps and wharfs, sport and recreation facilities, public space improvements and community buildings</li> <li>Manage State Road maintenance under the Transport for NSW RMCC</li> </ul>	Maintain average Transport for NSW contractor performance grading	Good		
P2.1.4 Deliver the program for maintenance of Council's assets	P2.1.4.1 Maintain Council's civil and community infrastructure	<ul style="list-style-type: none"> <li>Maintain Council controlled: <ul style="list-style-type: none"> <li>Roads and road reserves</li> <li>drains, buildings and associated infrastructure</li> <li>parks, reserves, foreshores, cemeteries and other Council assets</li> </ul> </li> <li>Prepare sites for events</li> <li>Provide mechanical &amp; fabrication services</li> </ul>	High priority road defects fixed on time 100%	90%	Public Domain & Services	Roads, Roadside & Drainage, Parks, Building Trades, Mechanical Maintenance and Cleaning
			High priority roadside drainage and maintenance defects fixed on time 100%	95%		

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.



## Operational Plan 2023 to 2024

Delivery Program Activity	Operational Plan 2023 to 2024				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
		<ul style="list-style-type: none"> <li>Provide regular cleaning services for the Administration Building and Depots</li> </ul>	100% High priority open spaces and foreshore maintenance defects fixed on time	95%		
			100% High priority actions for Building Trades fixed within the required time frame	90%		
			Mechanical services carried out in line with the manufacturer's specifications	New		

**P3 Thriving and safe place to live** - Our community supports a healthy, happy and safe place

P3.1.1 Program to develop and implement Council's key planning documents	P3.1.1.1 Develop, implement and monitor land use plans and strategies	<ul style="list-style-type: none"> <li>Local Strategic Planning Statement 2025</li> <li>Local Housing Strategy 2025</li> <li>Raymond Terrace Sub-precincts Masterplan</li> <li>Raymond Terrace Strategy Review</li> </ul>	Revised LSPS on Public Exhibition	New	Strategy & Environment	Strategic Planning
			Revised LHS adopted by Council	New		



## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.



## Operational Plan 2023 to 2024

Delivery Program Activity	Operational Plan 2023 to 2024				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
	❖	<ul style="list-style-type: none"> <li>• Delivery of Place Plan Program:               <ul style="list-style-type: none"> <li>- Hinterland</li> <li>- Shoal Bay</li> <li>- Tilligerry Peninsula</li> <li>- Anna Bay</li> </ul> </li> <li>• Annual LIC update</li> <li>• Planning administrative functions including               <ul style="list-style-type: none"> <li>- Planning Certificates</li> <li>- LIC referrals</li> <li>- DCAT</li> </ul> </li> </ul>	Raymond Terrace Sub-precinct Masterplan finalised	New		
			Raymond Terrace Strategy Review on public exhibition	New		
			Planning Proposals assessed within timeframes as per DPE LEP Making Guideline (Sept 2022)	Compliant		
			LIC updated endorsed	Compliant		
			No more than 10% overdue planning certificates (target - certificates issued within 7 days)	Compliant		

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.



## Operational Plan 2023 to 2024

Delivery Program Activity	Operational Plan 2023 to 2024				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
			Number greater than 90% of LIC referrals completed within the agreed timeframe (14 days)	Compliant		
			Hold 6 DCAT meetings annually	Compliant		
<b>P3.2.1</b> Deliver an annual program for Council to provide development services to enhance public safety, health and liveability	<b>P3.2.1.1 Provide development services</b>	<ul style="list-style-type: none"> <li>Development application assessments</li> <li>Information and advice relating to development applications and development proposals</li> <li>Building certification</li> <li>Fire safety program</li> </ul>	Median net determination time for Development Applications ≤ 40 days	26 days	Development & Compliance	Development Planning, Building & Certification Services
			Maintain certification market share	44%		
			Increase the number of premises added to the fire safety program	7 added Total 1,295		
	<b>P3.2.1.2 Provide compliance &amp; ranger services</b>	<ul style="list-style-type: none"> <li>Investigate and resolve unauthorised developments</li> <li>Swimming pool safety program</li> <li>Provide an illegal waste compliance program</li> </ul>	Development compliance customer requests closed as a proportion of number received ≥ 95%	93%	Development & Compliance	Compliance

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.



## Operational Plan 2023 to 2024

Delivery Program Activity	Operational Plan 2023 to 2024				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
		<ul style="list-style-type: none"> <li>Provide ranger services including parking surveillance, animal management and environmental regulation</li> </ul>	Ranger customer requests closed as a proportion of the number received ≥ 95%	98%		
	<b>P3.2.1.3 Provide environmental health services</b>	<ul style="list-style-type: none"> <li>Inspections and audits</li> <li>Environmental regulation</li> <li>Food, commercial premises and public health surveillance</li> <li>Onsite Sewage Management Program</li> </ul>	Environmental health customer requests closed as a proportion of the number received ≥ 95%	Compliant	Development & Compliance	Compliance
<b>P3.3.1</b> Develop a strategic program for Place Plans	<b>P3.3.1.1 Implement the actions within Place Plans across centres and coordinate place management and activation programs</b>	<ul style="list-style-type: none"> <li>Complete the Hinterland Place Plan</li> <li>Implement short term actions from Medowie, Shoal Bay and Tilligerry Place Plan</li> <li>Deliver the It's On! Place Activation program</li> </ul>	Support the delivery of Place Plan actions	New	Communications & Customer Experience	Vibrant Places
			Deliver a LGA wide place activation program	New		
<b>P3.3.2</b> Provide the community financial assistance program	<b>P3.3.2.1 Provide financial assistance for the community</b>	Administer: <ul style="list-style-type: none"> <li>Mayoral Funds</li> <li>Wards Funds</li> <li>Community Funding Program</li> <li>Other sponsorship programs</li> </ul>	Provide an annual community financial assistance program	Program continued	Office of the General Manager, Communications	Executive Administration, Vibrant Places

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.



## Operational Plan 2023 to 2024

Delivery Program Activity	Operational Plan 2023 to 2024				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
P3.4.1 Provide an emergency management framework that supports emergency services, other agencies and our community	P3.4.1.1 Deliver emergency management services, programs and resources	<ul style="list-style-type: none"> <li>A coordinated response to emergencies</li> <li>Scheduled maintenance of asset protection zones (APZ) and fire trails on council land</li> <li>Development, implementation and review of emergency management plans and strategies for Council and the community</li> </ul>	APZ Contractor's performance against the agreed program	100%	Community Services	Emergency Management
			Completion of annual objectives identified in the Emergency Management Strategic Objectives	100%		



## Focus area | Our Environment

Port Stephens environment is clean, green, protected and enhanced

Port Stephens community aspires to neighbourhoods that feature **unique natural elements**, views, landscapes or vegetation. Our Council and residents must **protect and maintain the connection to nature** offered by the area by promoting sustainable **behaviours in the community**.

### Delivery Program 2022 to 2026



**\$94 million projected spend on our environment**

Over four year delivery program

Community Strategic Plan Strategy	Delivery Program Activity	How will we measure our performance? Delivery outcomes	Responsibility Group
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#### E1 Ecosystem function

Our community has healthy and dynamic environmental systems that support biodiversity conservation

<b>E1.1</b> Protect and enhance our local natural and built environment	<b>E1.1.1</b> Develop and deliver a program for Council to implement environmental strategies and policies	Progress of the program	Development Services Group
<b>E1.2</b> Provide environmental education programs about our local natural environment	Refer to E1.1.1		


#### E2 Environmental sustainability

Our community uses resources sustainably, efficiently and equitably

<b>E2.1</b> Support renewable energy and alternative fuel use	<b>E2.1.1</b> Develop and deliver a program for Council leading the way to a sustainable and climate positive future	Develop and implement a Carbon Neutral Action Plan	Development Services Group
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## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.



Community Strategic Plan Strategy	Delivery Program Activity	How will we measure our performance? Delivery outcomes	Responsibility Group
E2.2 Support resource recycling and reduction of waste	E2.2.1 Provide a Waste program to support the reduction of the community's environmental footprint	Achieving the annual actions of the Waste Management Strategy 2021-2031	Facilities and Services Group
E2.3 Support urban greening initiatives	Refer to P2.1.4 and E1.1.1		
<b>E3 Environmental resilience</b> Our community is resilient to environmental risks, natural hazards and climate change			
E3.1 Support community resilience to climate change including coastal and waterway hazards	E3.1.1 Develop and deliver a program for Council to mitigate environmental risks associated with climate change and natural hazards	Develop and implement Port Stephens Coastal Management Plan	Development Services Group


**PSC supporting strategies and plans:**

- Comprehensive Koala Plan of Management
- Environmental Policy
- Tree Vandalism Policy
- Development Control Plan
- Tree Technical Specification
- Flying Fox Camp Management Plan
- Waste Management Strategy 2021-2031

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.




## Operational Plan 2023 to 2024

Delivery Program	Operational Plan 2023 to 2024				Delivery Responsibility	
Activity	Action	What we deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section	Service package
<b>E1 Ecosystem function</b> - Our community has healthy and dynamic environmental systems that support biodiversity conservation						
<b>E1.1.1</b> Develop and deliver a program for Council to implement environmental strategies and policies	<b>E1.1.1.1</b> Develop and monitor environmental policies and strategies 	<ul style="list-style-type: none"> <li>Commence Natural Systems Strategy</li> <li>Revise koala habitat mapping</li> </ul>	Completed stage 1 of revised koala habitat mapping (vegetation mapping)	New	Strategy & Environment	Natural Systems
	<b>E1.1.1.2</b> Provide environmental impact assessment services and a range of nature conservation, biosecurity and rehabilitation programs	<ul style="list-style-type: none"> <li>Provide ecological and planning advice</li> <li>Ecological and environmental Planning referrals for development applications, Planning Proposals and REF's</li> <li>Tree Assessments</li> <li>Develop Environmental Volunteer Action Plans</li> <li>Deliver Biosecurity and Rehabilitation Program</li> </ul>	Median determination time for tree assessment ≤ 15 days  <ul style="list-style-type: none"> <li>Completed Environmental Volunteer Action Plans:               <ul style="list-style-type: none"> <li>- Nyrang Reserve</li> <li>- Kent Guardians Landcare Group</li> <li>- Shoal Bay Landcare Group</li> <li>- Shoal Bay West Landcare Group</li> </ul> </li> <li>Greater than 75% Natural Assets at Category 1 to 3 (Satisfactory Level)</li> <li>1847 number of sites inspected in accordance with DPI MoU</li> </ul>	New  Compliant	Strategy & Environment	Natural Systems

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

Delivery Program	Operational Plan 2023 to 2024				Delivery Responsibility	
	Activity	Action	What we deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section
				<ul style="list-style-type: none"> <li>• Biosecurity customer requests closed as a proportion of number received ≥ 95%</li> <li>• 1041 hours spent on weed treatments</li> </ul>		
				Commenced Environmental Volunteer Action Plans: <ul style="list-style-type: none"> <li>- Nelson Bay West Landcare Volunteers Group</li> <li>- Soldiers Point Salamander Bay Parks, Reserves &amp; Hall Committee</li> <li>- Fly Point Nature Reserve Group</li> <li>- Tanilba Foreshore Parks Group</li> <li>- Fingal Bay Parks Group</li> </ul>	Compliant	
<b>E2 Environmental sustainability</b> - Our community uses resources sustainably, efficiently and equitably						
<b>E2.1.1</b> Develop and deliver a program for Council leading the way to a sustainable and climate positive future	<b>E2.1.1.1</b> Develop and implement a Carbon Neutral Action Plan	<ul style="list-style-type: none"> <li>• Carbon Neutral Action Plan</li> </ul>	Endorsed Carbon Neutral Action Plan	New	Strategy & Environment	Natural Systems

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

Delivery Program	Operational Plan 2023 to 2024				Delivery Responsibility	
Activity	Action	What we deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section	Service package
E2.2.1 Provide a Waste program to support the reduction of the community's environmental footprint	E2.2.1.1 Implement the Waste Management Strategy 2021-2031	<ul style="list-style-type: none"><li>• Provide a range of waste collection, recycling and disposal services</li><li>• Operate the Salamander Bay Waste Transfer Station</li><li>• Provide waste education programs</li><li>• Provide public place cleaning to the CBD areas of Council</li><li>• Introducing a third bin/Garden Organics (GO) bin</li></ul>	Community satisfaction score: <ul style="list-style-type: none"><li>• garbage collection</li><li>• access to waste transfer stations</li></ul>	New New	Community Services	Waste Management
			Waste diverted from landfill ≥ 40%	44%		
			Satisfaction with safe, clean public amenities (i.e. toilets, fish bins, BBQs etc.)	New		
E3 Environmental resilience - Our community is resilient to environmental risks, natural hazards and climate change						
E3.1.1 Develop and deliver a program for Council to mitigate environmental risks associated with climate change and natural hazards	E3.1.1.1 Develop and implement the Port Stephens Coastal Management Program (CMP) incorporating climate change risks 	<ul style="list-style-type: none"><li>• Port Stephens CMP</li></ul>	Completed Stage 3 of Port Stephens CMP	New	Strategy & Environment	Natural Systems



## Focus area | Our Council

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

Our Council aims to deliver on **community wellbeing** by ensuring in an integrated way: that we deliver on **what we say we're going to do**; the **community is satisfied** with the level of service provided; the **right practices and governance** are in place; Council has an **appropriate risk maturity**; we have **engaged employees**; Council is **financially sustainable**; Council's **assets are maintained** within an acceptable standard.

### Delivery Program 2022 to 2026



**\$200 million projected spend on our council**

Over four year delivery program

Community Strategic Plan Strategy	Delivery Program Activity	How will we measure our performance? Delivery outcomes	Responsibility Group
<b>L1 Governance</b>			
Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)			
<b>L1.1</b> Develop and encourage the capabilities and aspirations of Council's workforce	<b>L1.1.1</b> Deliver the 4-year Workforce Management Strategy	Progress of implementation of the Workforce Management Strategy	Corporate Services Group
<b>L1.2</b> Provide strong leadership, advocacy role and government relations	<b>L1.2.1</b> Provide and implement strategic direction and governance of Council	Participation in consultation/ advocacy activities with other levels of government or agencies	General Managers Office
<b>L1.3</b> Provide a strong ethical governance structure and systems for Council	<b>L1.3.1</b> Deliver governance services and internal audit program	Maintain Risk maturity score at 85% or above	General Managers Office
	<b>L1.3.2</b> Deliver the Integrated Planning and Excellence program	Progress in implementing the program	Corporate Services Group
	<b>L1.3.3</b> Deliver the 4-year program for Service Reviews	Progress of service review program	Corporate Services Group



## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

Community Strategic Plan Strategy	Delivery Program Activity	How will we measure our performance? Delivery outcomes	Responsibility Group
	<b>L1.3.4 Deliver the 4-year program for Corporate Systems and Data Management Strategy</b>	Progress of program for Corporate Systems and Data Management Strategy	Corporate Services Group
<b>L2 Financial Management</b> Our Council is financially sustainable to meet community needs			
<b>L2.1</b> Maintain financial sustainability	<b>L2.1.1</b> Manage implementation of the Long Term Financial Plan 2023 to 2033	Underlying financial result is better than budget	Corporate Services Group
	<b>L2.1.2</b> Manage the property portfolio in accordance with the Property Investment Strategy	Maintain rent in compliance with the Property Investment Strategy	Corporate Services Group
	<b>L2.1.3</b> Implement the 2022 to 2025 Delivery Plans for Beachside Holiday Parks and Koala Sanctuary	Progress of the Beachside Holiday Parks Delivery Plan Progress of the Koala Sanctuary Delivery Plan	Corporate Services Group
<b>L3 Communication and engagement</b> Our Council is committed to enabling an engaged and informed community			
<b>L3.1</b> Provide a customer-first organisation	<b>L3.1.1</b> Deliver the 4-year Customer Experience Roadmap and Action Plan	Progress of the Customer Experience Roadmap and Action Plan	Development Services Group
<b>L3.2</b> Engage with the community and key stakeholders	<b>L3.2.1</b> Deliver the 4-year program for the Communication and Engagement Strategy	Progress of the Communication and Engagement Strategy	Development Services Group

ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

PSC supporting strategies and plans:

- Community Strategic Plan 2022 to 2032
- Workforce Management Strategy 2022 to 2026
- Delivery Program 2022 to 2026 and Operational Plan 2023 to 2024
- Long Term Financial Plan 2023 to 2033
- Fees and Charges 2023 to 2024
- Annual Revenue Policy 2023 to 2024
- Enterprise Risk Management Framework
- Property Investment Strategy
- Communication & Engagement Strategy
- Corporate Systems and Data Management Strategy



70 | Draft Delivery Program 2022 to 2026, Operational Plan 2023 to 2024

ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.



Operational Plan 2023 to 2024

Delivery Program	Operational Plan 2023 to 2024				Delivery Responsibility	
Activity	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section	Service package
L1 Governance - Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)						
L1.1.1 Deliver the 4-year Workforce Management Strategy	L1.1.1.1 Implement the Workforce Management Strategy	Deliver the Workforce Management Strategy strategic objectives: <ul style="list-style-type: none"><li>Recruit: Promote Port Stephens Council as a Best Employer to attract top talent</li><li>Retain: Support our people to be healthy, resilient and engaged</li><li>Develop: Empower our people to grow and develop through lifelong learning</li><li>Inspire: Inspire a culture of excellence through continuous improvement and healthy relationships</li></ul>	Employee Engagement Score of 80% or above	83% in 2021	Organisation Support	Human Resources, Workplace Development
L1.2.1 Provide and implement strategic direction and governance of Council	L1.2.1.1 Coordinate and deliver Councillor and executive support services	<ul style="list-style-type: none"><li>Support the Mayor, Councillors and General Manager</li></ul>	Maintain Elected Member's satisfaction with executive support services 100%	100%	Office of the GM	Executive Administration
	L1.2.1.2 Conduct citizenship ceremonies	<ul style="list-style-type: none"><li>Host citizenship ceremonies</li></ul>	Citizens conferred	100%	Office of the GM	Executive Administration
	L1.2.1.3 Advocate for community priorities and work with other	<ul style="list-style-type: none"><li>Liaise with Federal, State and local governments and other government</li></ul>	Maintain participation in consultation/ advocacy activities	Maintained	Office of the GM	Office of the GM

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

Delivery Program	Operational Plan 2023 to 2024				Delivery Responsibility		
	Activity	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section	Service package
		<b>levels of government and stakeholders</b>	agencies on regulatory and governance matters and other community issues. <ul style="list-style-type: none"><li>• Support the community through advocacy at relevant forums</li></ul>	with other levels of government or agencies			
		<b>L1.2.1.4 Develop shareholder value through an effective partnership with Newcastle Airport</b>	Support commercial aviation business through participation in the boards of: <ul style="list-style-type: none"><li>• Newcastle Airport Pty Ltd</li><li>• Newcastle Airport Partnership; Greater Newcastle Aerotropolis Pty Ltd; Greater Newcastle Aerotropolis Partnership</li></ul>	Maintain participation in NAPL/GNAPL Board meetings.	Maintained	Office of the GM	Office of the GM
		<b>L1.2.1.5 Work with Hunter Councils to enhance the Hunter Region</b>	Manage strategic and operational matters for: <ul style="list-style-type: none"><li>• Hunter Joint Organisation</li><li>• Arrow Collaborative Services Ltd</li><li>• Local Government Legal Services Ltd</li></ul>	Maintain participation in Hunter Joint Organisation meetings	Yes	Office of the GM	Office of the GM

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

Delivery Program	Operational Plan 2023 to 2024				Delivery Responsibility	
	Activity	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section
L1.3.1 Deliver governance services and the internal audit program	L1.3.1.1 Deliver governance and legal services and enterprise risk management	Conduct Risk Maturity Score and provide: <ul style="list-style-type: none"> <li>Enterprise Risk Management System</li> <li>Incident Management and Business Continuity</li> <li>Management of Council's insurance portfolio</li> <li>Environmental Auditing</li> <li>Environmental Management System</li> <li>Environmental Performance</li> <li>Environmental Regulatory Licenses, Permits and Certificates</li> <li>Incident Management</li> <li>Contractor Management</li> <li>Corporate Wellness</li> <li>Injury Management</li> <li>Work Health and Safety Management System</li> <li>Governance, legislative and policy advice</li> <li>Governance Health Check</li> <li>Internal legal advice and advocacy</li> <li>Legal services</li> <li>Access to information and privacy processes</li> </ul>	Maintain Risk maturity score $\geq 85\%$	86%	Governance	Office of Section Manager Governance, Legal Services, Enterprise Risk
			Decrease in the rolling projected workers' compensation deposit premium (rounded)	Base \$1.2 M		
			Pay < base and <100%	Paid \$1.7M		



## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

Delivery Program	Operational Plan 2023 to 2024				Delivery Responsibility	
Activity	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section	Service package
	<b>L1.3.1.2 Coordinate and report on the internal audit process</b>	Coordinate Council's audit committee program	Percentage of Audit-identified issues resolved within the expected timeframe	43%	Governance	Office of Section Manager, Legal Services
<b>L1.3.2</b> Deliver the Integrated Planning and Excellence program	<b>L1.3.2.1 Undertake a community satisfaction survey</b>	Undertake a community satisfaction survey of Council's services and facilities	New Baseline to be established in 2023-2024	New	Office of the Corporate Services Group Manager	Integrated Planning and Excellence
	<b>L1.3.2.2 Implement the legislative requirements of the Integrated Planning and Reporting Framework</b>	<ul style="list-style-type: none"><li>Annual Report 2022 to 2023</li><li>Deliver and report on the Delivery Program 2022-2026 and Operational Plan 2022-2023 and 2023-2024 via Six Monthly Reports</li><li>Report on Council achievements and awards</li><li>Review the Operational Plan 2024-2025</li></ul>	Integrated Plans delivered on time ≥ 95%	97%	Office of the Corporate Services Group Manager	Integrated Planning and Excellence
	<b>L1.3.2.3 Deliver the Business Excellence workplan</b>	<ul style="list-style-type: none"><li>Process management and innovation</li><li>Business planning documentation</li><li>Business Excellence facilitation, training and support</li></ul>	Progress of the Business Excellence workplan	New	Office of the Corporate Services Group Manager	Integrated Planning and Excellence

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

Delivery Program	Operational Plan 2023 to 2024				Delivery Responsibility	
Activity	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section	Service package
L1.3.3 Deliver the 4-year program for Service Reviews	L1.3.3.1 Implement the annual service review program	<ul style="list-style-type: none"><li>Provide specialist advice, information and support for Service Reviews</li><li>An Infrastructure Delivery End to End Service Review (which includes Sections such as Assets, Capital Works, Public Domain Services and Community Assets)</li></ul>	Progress of the service review program, % completed on time	New	Office of the Corporate Services Group Manager	Integrated Planning and Excellence
L1.3.4 Deliver the 4-year program for Corporate Systems and Data Management Strategy	L1.3.4.1 Implement annual actions of the Corporate Systems and Data Management Strategy	Deliver the Corporate Systems and Data Management Strategy strategic objectives: <ul style="list-style-type: none"><li>Be a data-driven organisation</li><li>Embrace digital transformation</li><li>Consolidate and integrate corporate systems</li><li>Maintain a resilient and agile ICT infrastructure</li><li>Stay cyber safe</li></ul>	Maintain system uptime of 99.99%	100%	Organisation Support	Digital Transformation, Corporate Applications, ICT Maintenance & Support

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

Delivery Program	Operational Plan 2023 to 2024				Delivery Responsibility	
Activity	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section	Service package


**L2 Financial Management** - Our Council is financially sustainable to meet community needs

L2.1.1 Manage implementation of the Long Term Financial Plan 2023 to 2033	L2.1.1.1 Manage Council's financial resources in accordance with the Financial Services Work plan	Implement: <ul style="list-style-type: none"> <li>Long Term Financial Plan (2023-2033)</li> <li>Fees and Charges (2023-2024)</li> <li>Annual Revenue Policy (2023-2024)</li> </ul> Complete Annual Financial Reports (2022-2023) and Quarterly Budget Reviews Develop: <ul style="list-style-type: none"> <li>Long Term Financial Plan (2024-2034)</li> <li>Fees and Charges (2024-2025)</li> <li>Annual Revenue Policy (2024-2025)</li> </ul>	Underlying financial result is better than the budget	Achieved	Finance	Finance Revenue, Finance Expenditure, Finance Reporting, Finance Acquisition
			Maintain Unqualified Annual Financial Statements	Achieved		
L2.1.2 Manage the property portfolio in accordance with the Property Investment Strategy	L2.1.2.1 Manage the property portfolio in accordance with the Strategic Property work plan	Manage the commercial investment portfolio, land acquisitions, development projects and biodiversity sites	Maintain yield on the commercial investment portfolio at or above the Australian All Property Index (AAPI)	In accordance with AAPI	Office of the CSG GM	Strategic Property
			Maintain property vacancy rate below the Newcastle industry standards	In accordance with Newcastle industry standards		

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

Delivery Program	Operational Plan 2023 to 2024				Delivery Responsibility	
	Activity	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section
				All projects are delivered in accordance with the Property Investment Strategy	Compliant	
L2.1.3 Implement the 2022 to 2025 Delivery Plans for Beachside Holiday Parks and Koala Sanctuary	L2.1.3.1 Implement the annual actions of the Beachside Holiday Parks and Koala Sanctuary Operational Plan	<ul style="list-style-type: none"> <li>Implement Plans of Management for Crown Beachside Holiday Parks</li> <li>Develop and implement Beachside Holiday Park's and Koala Sanctuary capital works programs (refer to SAMP 2023-2033)</li> <li>Provide a range of quality accommodation and tourist experiences across Council's owned and managed holiday parks</li> <li>Provide marketing and promotion services for Council's Holiday Parks and Koala Sanctuary</li> </ul>		Maintain Net Promoter Score (NPS) for Council's Beachside Holiday Parks at a minimum of 70% and Koala Sanctuary at a minimum of 75%	69%	Holiday Parks
				Maintain annual day visit numbers for the Koala Sanctuary at a minimum of 32,486	73%	
				Maintain annual day visit numbers for the Koala Sanctuary at a minimum of 32,486	27,000	
				Progress of actions under the Beachside Holiday Parks and Koala Sanctuary Operational Plan	New	

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.



Delivery Program	Operational Plan 2023 to 2024				Delivery Responsibility	
Activity	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section	Service package
<b>L3 Communication and engagement</b> - Our Council is committed to enabling an engaged and informed community						
L3.1.1 Deliver the 4-year Customer Experience Roadmap and action plan	L3.1.1.1 Develop, implement and monitor Council's Customer Experience Roadmap and Action Plan	<ul style="list-style-type: none"> <li>Implement the Customer Experience Road Map and Action Plan</li> <li>Manage the Visitor information Centre</li> </ul>	Actions implemented from the Customer Experience Road Map and Action Plan	New	Communications and Customer Experience	Customer Experience
			Satisfaction of community 'contact with Council'	New		
			Maintain the number of tour and accommodation bookings on behalf of operators	6,648		
L3.2.1 Deliver the 4-year program for the Communication and Engagement Strategy	L3.2.1.1 Manage Council's communications and community engagement activities	Implement the Communication and Engagement Strategy	Increase in the number of visits to the PSC website	320,000	Communications and Customer Experience	Communications & Engagement
			Increase in social media engagement	450,000		
			Number of communications and engagement projects considered by the Communications & Engagement Advisory Panel	New		
			Community members who feel they can provide input into Council decision making	New		







# Our Resourcing Strategy

## SECTION 4

81 | Long Term Financial Plan

84 | Workforce Management  
Strategy

85 | Strategic Asset Management  
Plan

The Resourcing strategy demonstrates how work identified in the Delivery Program and Operational Plan will be resourced through the following 3 inter-related components:

1. Long Term Financial Plan
2. Workforce Management Strategy
3. Strategic Asset Management Plan

Read more about Our Resourcing Strategy available on Council's website.

## Long Term Financial Plan

The Long Term Financial Plan (LTFP) is a critical part of Council's future planning. It is a ten-year rolling plan that informs decision-making and demonstrates Council's resourcing and funding of the Integrated Planning and Reporting Suite of documents. It is a tool used by Council to guide future action and aid priority setting and problem solving. The LTFP contains a set of ten-year financial projections based on a set of assumptions, it is then reviewed and rolled over annually.

Grounded in the principles of sound financial management as outlined in Section 8B of the Local Government Act 1993, the LTFP has its own financial objectives for the organisation in addition to acting as a resource plan.

### LTFP Objectives

#### Annual operating surplus

Strong budget management and governance that achieves a positive operating result before capital grants and contributions and an underlying 1% surplus

#### Cash backed reserves

Shockproof cash position to meet unknown impacts as they arise

#### Sustainable ability to maintain assets and undertake capital works projects

Safeguard funding allocations to prioritise renewal of existing assets and identify sources of funding for new infrastructure that accounts for full-life asset management and depreciation

#### Sustainable ability to recruit, retain, develop and inspire talent

Support a balanced approach to workforce planning to ensure a high-performing organisation

#### Overall financial sustainability

Legacy decisions that promote intergenerational equity and achieve community aspirations through consistent prudent and responsible financial management



## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

Income	Base Scenario		SRV Scenario	
Rate Cap	4.4%	2024	9.5%	2024 - 2026
	2.5%	2025 onwards	2.5%	2027 onwards
New rates assessment	250		250	
User fees and charges	3.5%	2024	3.5%	2024
	3.5%	2025	3.5%	2025
	3%	2026	3%	2026
	2.5%	2027 onwards	2.5%	2027 onwards
Operating grants and contributions	1%		1%	
Cash investment income	3.5%	2024 & 2025	3.5%	2024 & 2025
	3%	2026	3%	2026
	2.5%	2027 onwards	2.5%	2027 onwards
Rental income	3.5%	2024	3.5%	2024
	3%	2025 onwards	3%	2025 onwards
Council resolved to redirect the airport dividend from daily operations into the Resilience Fund to fund significant projects and initiatives.				
Expenses	Base Scenario		SRV Scenario	
Materials & services	6%	2024	6%	2024
	4%	2025	4%	2025
	3.5%	2026	3.5%	2026
	3%	2027 onwards	3%	2027 onwards
Other expenses	3%	2024 & 2025	3%	2024 & 2025
	2.5%	2026 onwards	2.5%	2026 onwards
Employee costs	As per EA		As per EA	

Forecasting over a ten-year period has its challenges and some assumptions are outside of Council's control. The LTFFP is based on a number of assumptions with the key assumptions detailed in the table.

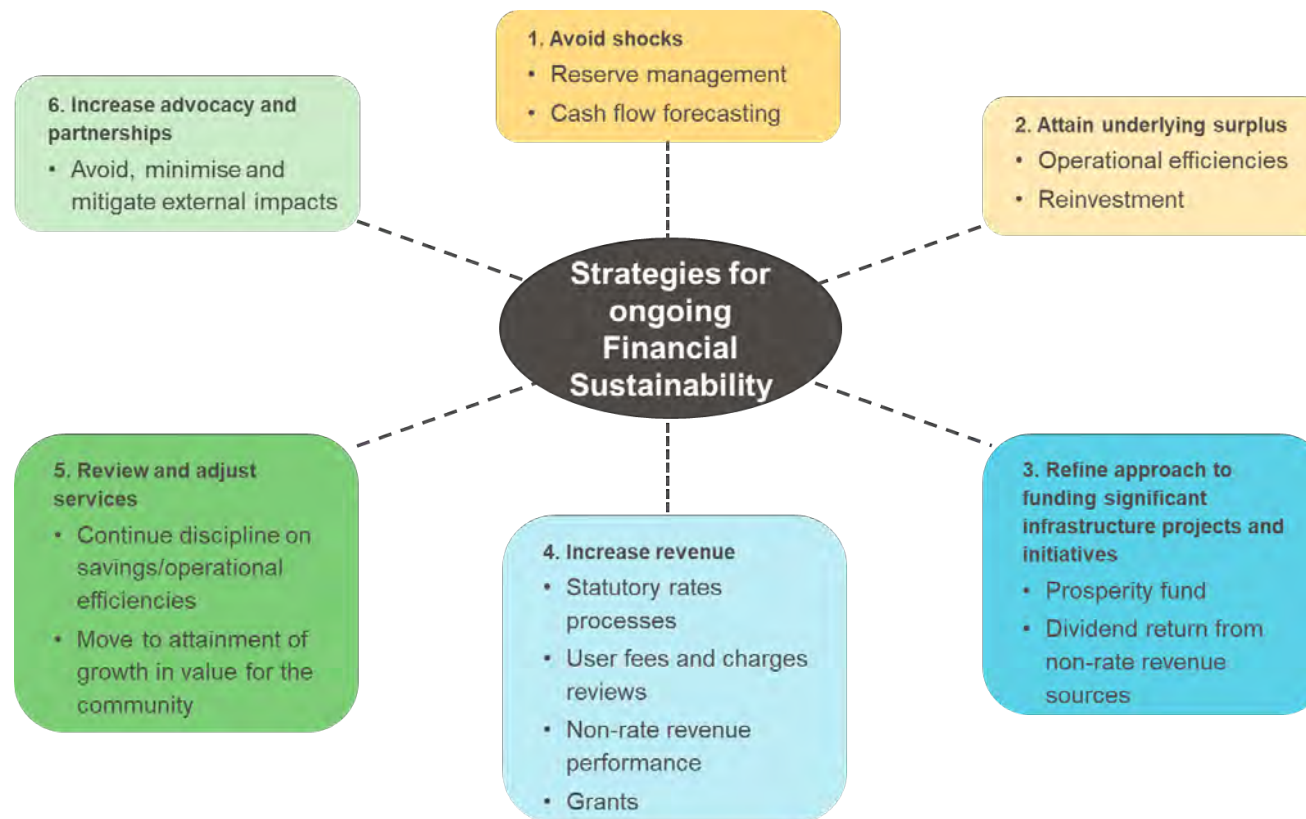
Council underlying result for each scenario modelled in the LTFFP is summarised below.

Financial Year	Base Scenario	SRV Scenario
Underlying Result \$'000	Rate Cap	Reduced Independent Recommendation*
2023-2024	(1,679)	769
2024-2025	(4,549)	320
2025-2026	(5,414)	465
2026-2027	(7,560)	762
2027-2028	(8,179)	1,236
2028-2029	(9,126)	1,346
2029-2030	(10,190)	1,573
2030-2031	(11,391)	1,652
2031-2032	(12,646)	1,016
2032-2033	(14,026)	278

\*The SRV Scenario – Reduced Independent Recommendation takes into account allocated funds to be spent on the four focus areas as identified through the SRV community engagement program and outlined in Council's SRV application.

ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

On 26 October 2021, Council endorsed the following key directions for financial sustainability.





## Workforce Management Strategy

The Workforce Management Strategy (WMS) is a proactive, 4-year document that shapes the capacity and capability of the workforce to achieve council's strategic goals and objectives.

Port Stephens Council's Workforce Management Strategy 2022 to 2026 sets out what type of organisation we need to be and how we plan to get there.

In partnership with Council's Long Term Financial Plan and Strategic Asset Management Plans, the Workforce Management Strategy ensures that there are sufficient resources available in the right place, at the right time, with the right skills to deliver on the community's vision and aspirations for their place.



## Strategic Asset Management Plan

The management of Council's assets is documented through the suite of asset management documents - Asset Management Policy, Strategic Asset Management Plan (SAMP) and Asset Management Plans (AMP).

The purpose of the SAMP is to establish the structure for detailed planning and improvements, processes and structures, which will support long-term asset management well into the future.

The Asset Management Plan (AMP) details information for each of Council's asset classes in accordance with the documented framework in the Asset Management Policy. The SAMP is a summary of the information collated from the AMP.

Council is the custodian of infrastructure totalling over \$1 Billion of noncurrent assets such as roads, footpaths, buildings, drainage, seawalls, surf clubs, jetties fleet, holiday parks and information technology and so on.

The SAMP 2023 to 2033 will be used to achieve Council's community objectives documented in the Community Strategic Plan primarily under Focus Area – Our Place.

Port Stephens Council has prepared this Strategic Asset Management Plan (SAMP) in accordance with the State Government's Integrated Planning and Reporting Framework requirements.





# Appendices

## SECTION 5

- 87 | Key result measures
- 89 | Statement of revenue policy
- 97 | Statement of waste management
- 99 | Proposed additional affordability measures

## Appendix one: Key result measures

Council deploys six key measures to record its performance against targets. The measures are:

### 1. Service delivery

While the Community Strategic Plan lays out the general priorities for the community, the Delivery Program and Operational Plan detail how Council will deliver these priorities through activities and actions.

Council reports against actions and budgets, detailed in the Delivery Program and the annual Operational Plan through its Annual and Six Monthly reports.

For Council to be successful in this measure:

*Target: >95% integrated plans delivered on time*

(which includes delivery of the actions set out in the annual Operational Plan).

### 2. Community satisfaction

Council's Community Satisfaction Survey provides the community with an opportunity to have their say on how Council is performing and their level of satisfaction with Council's facilities and services.

Following Council resolution minute 335 a new base will be established in 2023 to 2024.

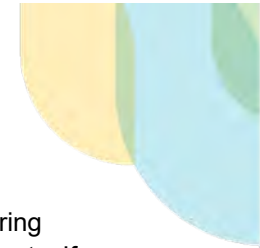
### 3. Employee wellbeing

Council's annual employee engagement survey measures an employee's energy and passion, their level of connection to the organisation and their willingness to apply discretionary effort to improve individual and business performance.

Research continues to find that organisations with higher engagement levels also have better talent, operational, customer and financial outcomes.

For Council to be successful in this measure:

*Target: >80% employee engagement.*



#### 4. Risk management maturity score

Council's Enterprise Risk Management Framework assists the Council to understand the broad spectrum of risks facing it in delivering a complex range of services to the community. The Framework provides tools to ensure that risk is appropriately managed.

For Council to be successful in this measure:

*Target: >85% risk management maturity score.*

#### 5. Financial sustainability

Council aims to achieve an underlying financial result that is better than the budget to enable it to be financially sustainable.

For Council to be successful in this measure:

*Target: underlying financial result better than budget.*

#### 6. Asset management

Expenditure on asset maintenance is essential to ensuring assets continue to meet their service delivery requirements. If actual maintenance expenditure is less than the estimated required annual maintenance, a council may not be investing enough funds within the year to stop its infrastructure backlog from growing.

For Council to be successful in this measure:

*Target: 100% asset maintenance ratio.*

$$\text{Asset maintenance Ratio} = \frac{\text{Actual asset maintenance}}{\text{Required asset maintenance}}$$



## Appendix two: Statement of revenue policy

Council has made an application to the Independent Pricing and Regulatory Tribunal (IPART) for a special rate variation (SRV) to ordinary rates.

As Council is awaiting the determination announcement from IPART both the SRV Scenario and Base Scenario have been modelled in these Integrated Planning and Reporting documents. Both SRV scenarios are inclusive of the state imposed rate peg.

Council is proposing that the SRV increase be retained permanently in the rates general income base. This means that rate levels in the first year after the SRV and subsequent years will only increase by the rate peg set by the State Government and rates will not be reduced to pre-SRV levels.

The following rates are proposed for 2023-2024, and key elements of Council's rating policy are:

- **Base Scenario** – 4.4% state imposed rate cap assumption;
- **Reduced Independent Recommendation Scenario** - A cumulative increase of 31.29%, being a 9.5% increase for three consecutive years 2023-2024 to 2025-2026;
- All scenarios include continuation of sub-categories in the residential and farmland categories aligned with the Williamstown Management Area;
- It is proposed to continue to make the farmland rate the same as the residential rate;
- 35% base amounts are proposed to continue in the main residential rate category and business rate category

**Rating of Strata Lots**

Each lot in a strata plan is rated separately but Council will include lots on one rate notice where one lot consists of either a residential unit or residential unit and garage and the other lots consist of either a garage or utility room. A maximum of three (3) separate strata lots can be included on one rate notice where only one lot must contain a residential unit. All lots must be within the same strata plan. Council will not allow aggregation in any other circumstances including multiple residential units, multiple garages, multiple industrial bays, multiple retail premises and multiple marina berths. Council will allow aggregation of land values where new land values are received and amalgamation or consolidation of parcels owned by the same ratepayer is to occur, and the Valuer-General has confirmed that amalgamation will be approved. Council will also allow aggregation of land values with other land owned by the same ratepayer where land is subject to a license or enclosure permit and the Valuer-General has confirmed that amalgamation will be approved. Rates will be levied on the new aggregated land value, but not backdated for previous years.

**Categorisation of Land**

All land is placed within one of four mandatory categories for rating purposes according to the dominant use of the land: residential, farmland, business and mining. A fifth land category of environmental land has recently been included in the Local Government Act 1993. This land category has not yet commenced and is awaiting proclamation. The land category is printed on the rate notice. Ratepayers may apply for their land category to be reviewed and

applications are determined within 40 days. Where a ratepayer applies for their land category to be reviewed and this is approved, the date of effect for rating purposes is the date their application was received by Council. The date of effect may be backdated at Council's discretion, if there are exceptional circumstances that prevented the ratepayer from making an earlier application. Where Council initiates the review of a land category the date of effect shall be no earlier than the date the declaration is posted to the ratepayer.

**Exemption from Rates**

All land is rateable unless it is exempt under section 555 or section 556 of the Local Government Act 1993. Eligible organisations (generally public charities) may apply for their land to be made exempt if they believe it to be exempt. Where a ratepayer applies for their land to be made exempt and this is approved, the date of effect for rating purposes is the date their application was received by Council. The date of effect may be backdated, at Council's discretion, if there are exceptional circumstances that prevented the ratepayer from making an earlier application.

**Hunter Local Land Services**

Council includes on its rate notice a catchment contribution collected on behalf of the Hunter Local Land Services. The Local Land Services sets the rate in the dollar around June each year after receiving Ministerial approval. Catchment contributions are collected by Council under the Local Land Services Act 2013 and are passed on to the Service. All rateable land with a land value exceeding \$300 within a defined river catchment area is subject to the contribution.

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

## Base Scenario Rate Structure

4.4% - rate cap

Category	Sub-Category	Ad Valorem Rate in \$	Base Amount \$	Base Amount Yield %	Estimated Rate Yield '000s
Residential	n/a	0.1626	420	35	\$38,916
Residential	Williamstown Primary Zone	0.1084	280	36	\$19
Residential	Williamstown Secondary Zone	0.122	315	39	\$128
Residential	Williamstown Broader Zone	0.1463	378	38	\$249
Farmland	n/a	0.1626	420	19	\$977
Farmland	Williamstown Primary Zone	0.1084	280	27	\$9
Farmland	Williamstown Secondary Zone	0.122	315	26	\$21
Farmland	Williamstown Broader Zone	0.1463	378	26	\$23
Business	n/a	0.4437	1,803	36	\$9,764
Mining	n/a	0.4437	0	n/a	Nil
Total					\$50,106



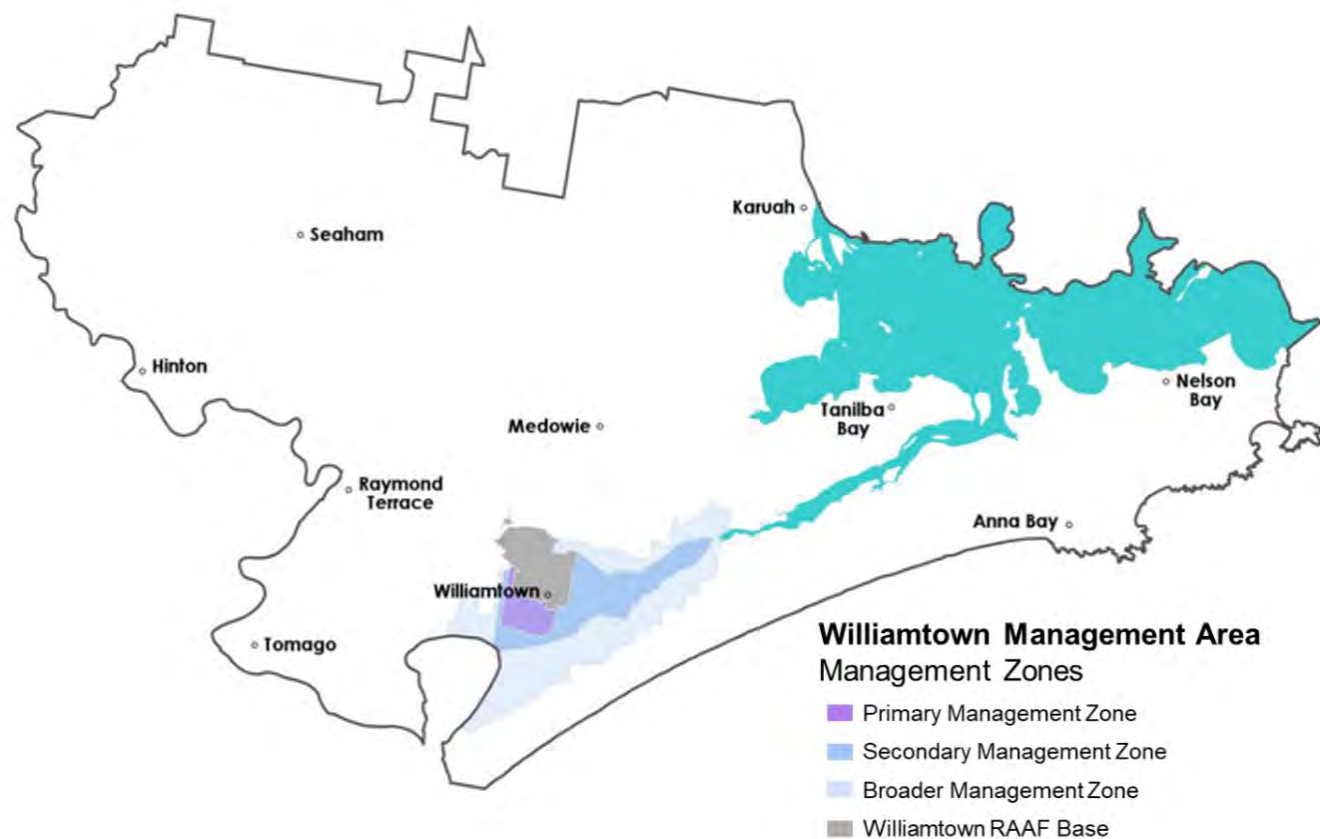
### Reduced Independent Recommendation Scenario Rate Structure

9.5% for three years - special rate variation

Category	Sub-Category	Ad Valorem Rate in \$	Base Amount \$	Base Amount Yield %	Estimated Rate Yield '000s
Residential	n/a	0.1704	441	35	\$40,811
Residential	Williamstown Primary Zone	0.1136	294	36	\$19
Residential	Williamstown Secondary Zone	0.1278	331	39	\$134
Residential	Williamstown Broader Zone	0.1534	397	38	\$261
Farmland	n/a	0.1704	441	19	\$1,024
Farmland	Williamstown Primary Zone	0.1136	294	27	\$10
Farmland	Williamstown Secondary Zone	0.1278	331	26	\$22
Farmland	Williamstown Broader Zone	0.1534	397	26	\$25
Business	n/a	0.4659	1,891	36	\$10,248
Mining	n/a	0.4659	0	n/a	Nil
<b>Total</b>					<b>\$52,554</b>

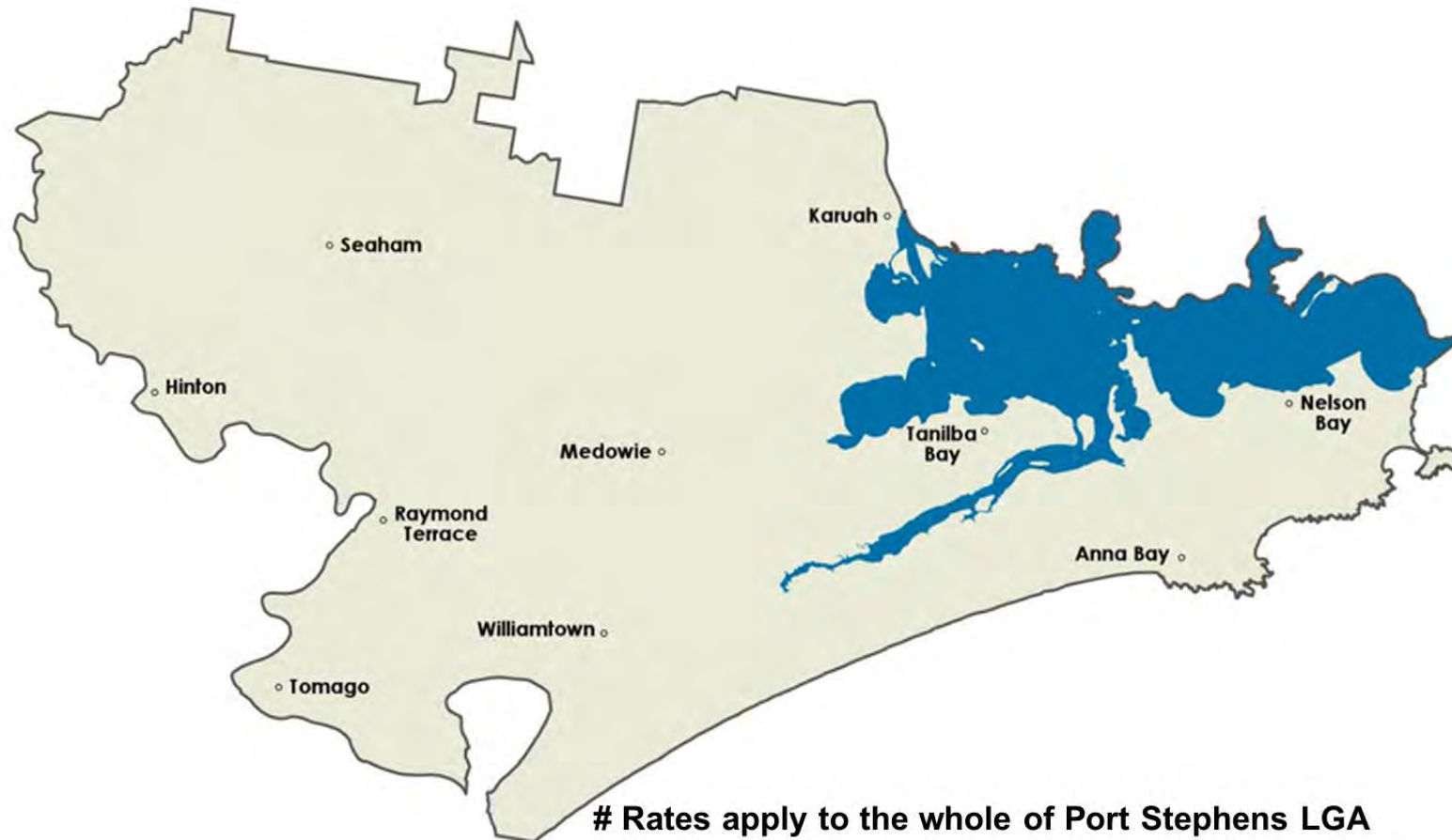
Council has calculated the above rating structures using current land values, which have a base date of 01/07/2022. Rates will be calculated for Year 1 (2023-2024), Year 2 (2024-2025) and Year 3 (2025-2026) using 01/07/2022 base date land values. General revaluations performed by the NSW Valuer General do not result in any increase to Council total rate income. Total rate income increases are capped by IPART. Council is required to reduce the rate in the dollar if general revaluation total land value increases would result in a total rate income increase exceeding the rate peg.

Ordinary rate sub-categories: Williamstown management area

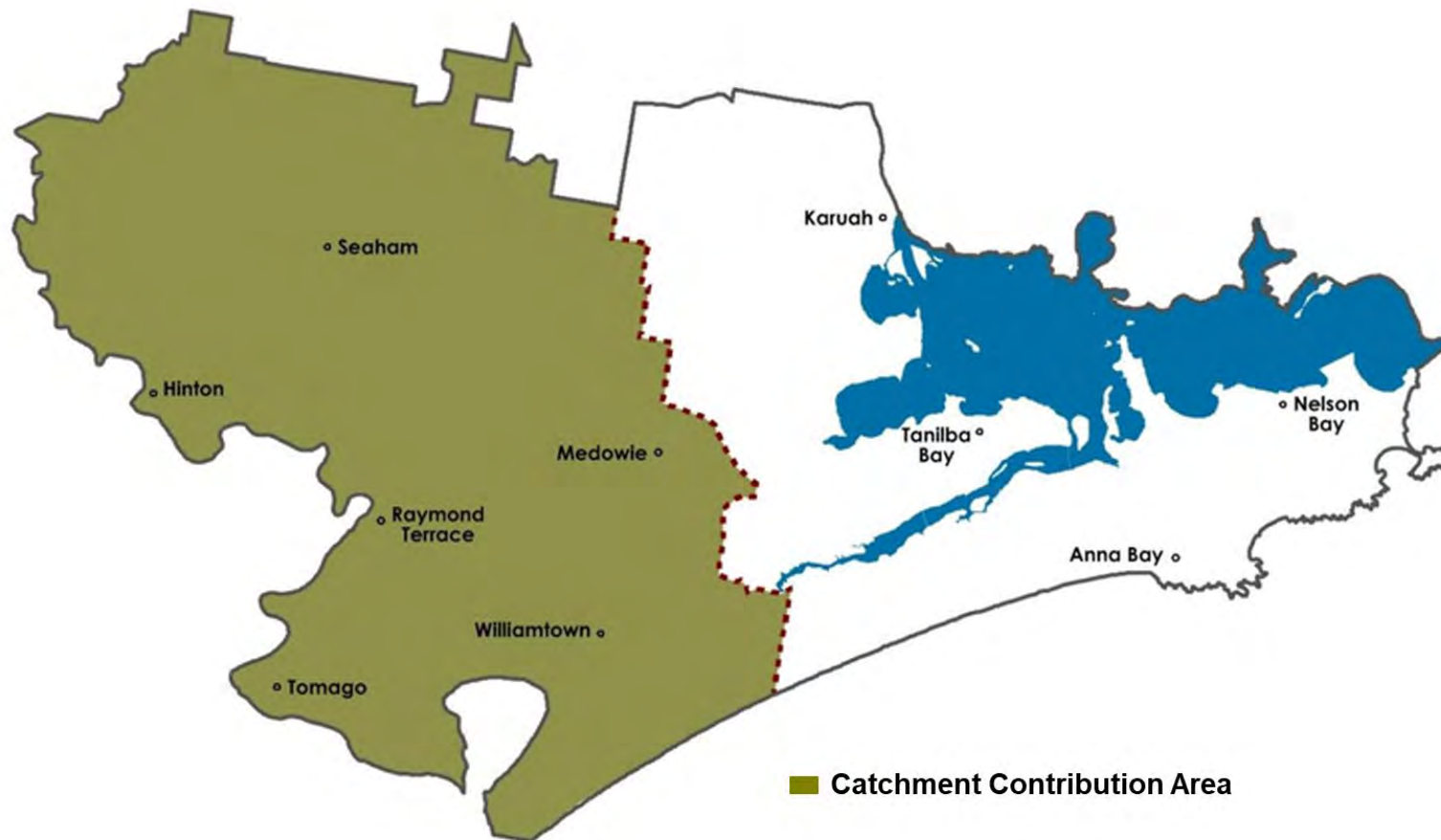




Residential, farmland, business and mining rates#



Hunter Local Land Services



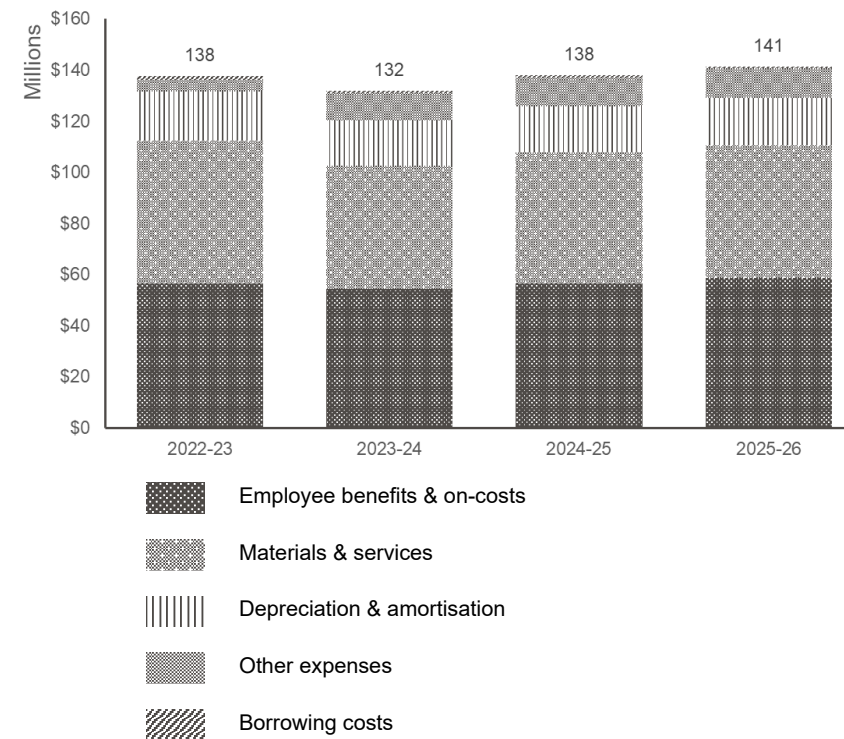
## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

## Budget Summary – 4 year Budget Forecast

Income Items



Expense Items



2022-23 as per Dec QBR  
2023-24 to 2025-26 as per LTTP SRV Scenario

Council's Fees and Charges are set out in a separate document and follows Council's Pricing Policy for its pricing methodology. Further details on fees and charges as well as proposed borrowings can be found in Council's Long Term Financial Plan.

## Appendix three: Statement of waste management

In accordance with our 4-year Delivery Program, Council proposes a two level waste charge. This charge is reviewed annually in accordance with the Operational Plan. The Previous, Proposed and Forecasted charges are shown in the table below.

For 2023 to 2024:

### Waste Management Charge

A base waste management charge of \$115 will be applied to all rateable properties as authorised by section 501 of the Local Government Act 1993. This charge contributes toward the management of waste services not delivered to the kerbside such as the waste transfer station, the rehabilitation and environmental monitoring of decommissioned landfill sites and the provision of ancillary waste services including scheduled garden waste, electronic waste, household chemicals, mattress, dry recycling and tyre drop off events as well as the management of other public place waste services. In the case of properties categorised as farmland, if there is more than one property in the same ownership and run as a single undertaking then the full base charge will be applied to the first property plus a \$1 base charge against each subsequent property.

### Waste Service Charge

As required by section 496 of the Local Government Act 1993, a domestic waste service charge of \$520 will be applied to all developed residential properties, whether occupied or

unoccupied, including land categorised as 'residential' and 'farmland'.

This charge will entitle the ratepayer to the weekly collection of residual waste using a 240-litre wheelie bin (red bin), fortnightly collection of material for recycling using a 240-litre wheelie bin (yellow bin), fortnightly collection of material for green waste using a 240-litre wheelie bin (green bin) and two on-call bulky/garden waste clean-up services.

A non-domestic waste service charge of \$520 will be applied to each commercial and business property, whether occupied or unoccupied, as authorised by section 501 of the Local Government Act 1993. This charge will entitle the ratepayer to the weekly collection of residual waste using a 240-litre wheelie bin (red bin) and fortnightly collection of materials for recycling using a 240-litre wheelie bin (yellow bin).

To apply a domestic or non-domestic waste service charge and/or waste management charge, 'property' means any residence, business premises or commercial premises used or capable of being used as a separate premise whether or not

## ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.

situated on the same or separate rateable parcels of land, and whether occupied or unoccupied. The Forecasted waste charges are shown in the table below. However, new contract

costs and state government levies are outside of Council's control so these figures are subject to change.

	2022-23 Previous Year	2023-24 Proposed Current Year	2024-25 Forecasted	2025-26 Forecasted
<b>Waste Management Charge</b>	\$110.00	\$115.00	\$121.00	\$127.00
<b>Waste Service Charge</b>	\$500.00	\$520.00	\$546.00	\$573.00



## Appendix four: Proposed additional affordability measures

Subject to an approved SRV, these proposed additional measures have been incorporated into the draft Debt Recovery and Hardship Policy in order to mitigate the impact of a rate increase to those ratepayers who may experience financial stress.

- 1. Increase the scope of the Rates Assistance Program to include pensioners to a limit of \$250 and increase the limit for non-pensioners to \$500.**

The current limit is \$250 per non-pensioner ratepayer per annum. There is potential to increase the individual ratepayer assistance limit to \$500 for non-pensioner ratepayers and introduce a \$250 limit for pensioner ratepayers. This higher level of assistance might encourage more ratepayers experiencing financial hardship to seek to take up assistance under the program.

- 2. Increase the scope of the Fees and Charges financial assistance to include waste charges reduction for koala carers, in addition to ratepayers with medical conditions that result in a large amount of waste.**

This kind of financial assistance has been offered in the past however, this change would look to formalise the financial assistance to koala carers who require an additional waste service for their volunteer activities, in addition to ratepayers with medical conditions.

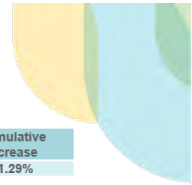
- 3. Increase the scope of the Debt Recovery and Hardship Policy to include a mechanism, within appropriate parameters, for referral of financial hardship matters to Council in the event of a significant event affecting Port Stephens primary producers.**

The Debt Recovery and Hardship Policy could potentially include a clause to invoke referral to Council of hardship considerations for primary producers in the event of a natural disaster such as storm, flood, bushfires or disease outbreak. It is envisaged a report to Council would quantify the financial impacts and propose a response feasible within financial constraints.

- 4. Increase the debt balance threshold for commencement of legal action from \$1,200 to \$1,400.**

The current processes are working satisfactorily, with the notice periods ratepayers are generally unsurprised at the commencement of legal action should it be required. No change to processes or timeframes proposed. It is proposed to increase the legal action commencement threshold from \$1,200 to \$1,400 to mirror increases in legal costs, rates and charges.

# ITEM 7 - ATTACHMENT 1 DRAFT DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2023-2024.



## Reduced Independent Recommendation

Year 1	Year 2	Year 3	Cumulative Increase
9.5%	9.5%	9.5%	31.29%

The proposed SRV is to be retained permanently in the rate base.

In the year following the end of the SRV and future years, the rate peg percentage increase will apply to rate levels with the SRV, and not to the rate level with the rate peg only. This means rates will stay at the increased level and only increase by the rate peg percentage after the end of the SRV period.

For Williamstown Residential and Farmland categories please see the rate rise options website downloaded factsheet

Average Residential Rate	Base Year	Year 1	Year 2	Year 3	Cumulative Increase
Average residential rate under assumed rate peg of 4.4% year 1 and 2.5% onwards	\$1,148	\$1,199	\$1,229	\$1,260	\$112
Annual increase rate peg (%)		4.4%	2.5%	2.5%	9.8%
Average residential rate with an SV of 9.5% p.a. for 3 years	\$1,148	\$1,257	\$1,376	\$1,507	\$359
Annual increase with SV (%)		9.5%	9.5%	9.5%	31.29%
Cumulative impact of SV above base year levels		\$109	\$228	\$359	
Cumulative difference between SV and rate-peg-only scenarios		\$58	\$147	\$247	

Average Farmland Rate	Base Year	Year 1	Year 2	Year 3	Cumulative Increase
Average farmland rate under assumed rate peg of 4.4% year 1 and 2.5% onwards	\$1,934	\$2,019	\$2,069	\$2,121	\$187
Annual increase rate peg (%)		4.4%	2.5%	2.5%	9.7%
Average farmland rate with an SV of 9.5% p.a. for 3 years	\$1,934	\$2,118	\$2,319	\$2,539	\$605
Annual increase with SV (%)		9.5%	9.5%	9.5%	31.29%
Cumulative impact of SV above base year levels		\$184	\$385	\$605	
Cumulative difference between SV and rate-peg-only scenarios		\$99	\$250	\$418	

Average Business Rate	Base Year	Year 1	Year 2	Year 3	Cumulative Increase
Average business rate under assumed rate peg of 4.4% year 1 and 2.5% onwards	\$4,889	\$5,104	\$5,232	\$5,363	\$474
Annual increase rate peg (%)		4.4%	2.5%	2.5%	9.7%
Average business rate with an SV of 9.5% p.a. for 3 years	\$4,889	\$5,353	\$5,862	\$6,419	\$1,530
Annual increase with SV (%)		9.5%	9.5%	9.5%	31.29%
Cumulative impact of SV above base year levels		\$464	\$973	\$1,530	
Cumulative difference between SV and rate-peg-only scenarios		\$249	\$630	\$1,056	

## Base - Rate Cap

Year 1	Year 2	Year 3	Cumulative Increase
4.4%	2.5%	2.5%	9.69%

Council assumes and applies the rate cap of 4.4% in the 2023-2024 year and then 2.5% increase onwards to rates under the current rate capping regime.

For Williamstown Residential and Farmland categories please see the rate rise options website downloaded factsheet

Average Residential Rate	Base Year	Year 1	Year 2	Year 3	Cumulative Increase
Average residential rate under assumed rate peg of 4.4% year 1 and 2.5% onwards	\$1,148	\$1,199	\$1,229	\$1,260	\$112
Annual increase rate peg (%)		4.4%	2.5%	2.5%	9.69%

Average Farmland Rate	Base Year	Year 1	Year 2	Year 3	Cumulative Increase
Average farmland rate under assumed rate peg of 4.4% year 1 and 2.5% onwards	\$1,934	\$2,019	\$2,069	\$2,121	\$187
Annual increase rate peg (%)		4.4%	2.5%	2.5%	9.69%

Average Business Rate	Base Year	Year 1	Year 2	Year 3	Cumulative Increase
Average business rate under assumed rate peg of 4.4% year 1 and 2.5% onwards	\$4,889	\$5,104	\$5,232	\$5,363	\$474
Annual increase rate peg (%)		4.4%	2.5%	2.5%	9.69%



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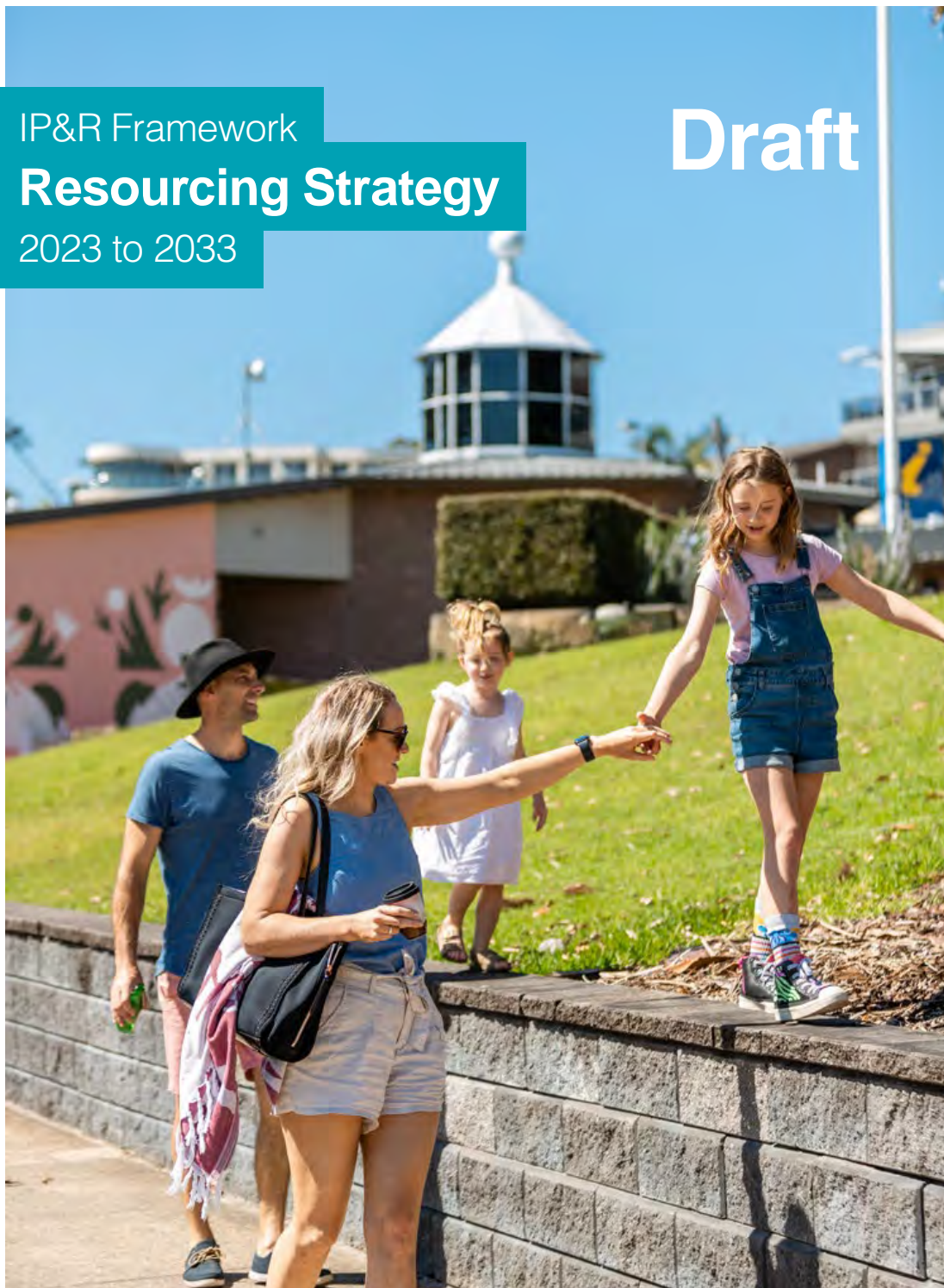
PORTSTEPHENS.NSW.GOV.AU  
A row of four small social media icons: LinkedIn, Facebook, Twitter, and Instagram.

IP&R Framework

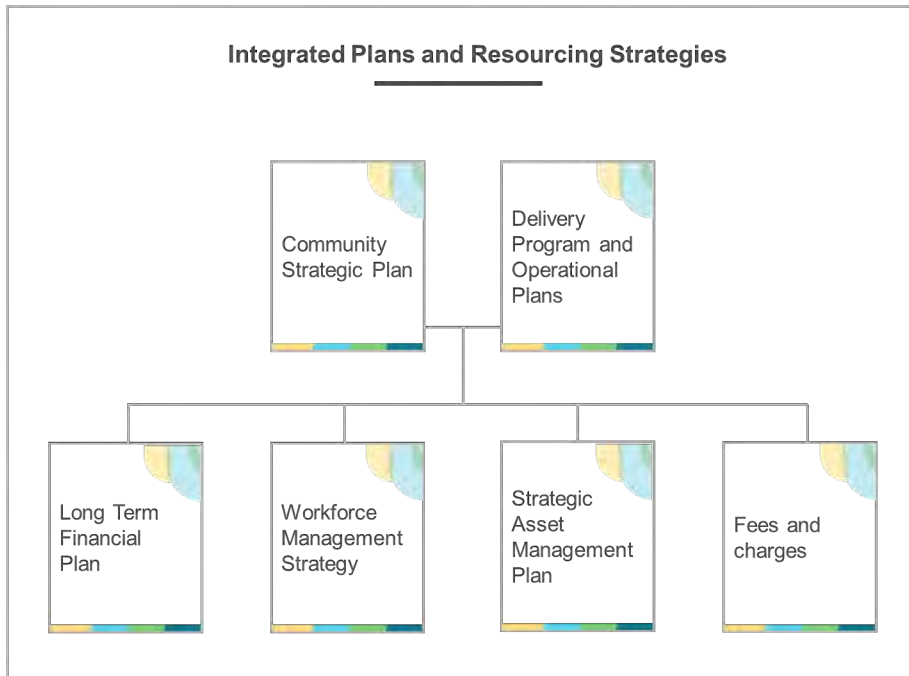
# Resourcing Strategy

2023 to 2033

# Draft



PORT STEPHENS  
COUNCIL



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.

The Resourcing Strategy has been prepared in accordance with Section 403 of the Local Government Act 1993.

#### **Acknowledgement**

We acknowledge the Worimi as the original Custodians and inhabitants of Port Stephens. May we walk the road to tomorrow with mutual respect and admiration as we care for the beautiful land and waterways together.

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## Message from the General Manager

*Our Place. Our Plan. Our Future* can only happen with appropriate and dedicated resources. True integrated planning involves translating community vision, needs and priorities into a tangible and workable program that's within our resource capacity – it's a fine balance of managing sustainable assets, finance and workforce.

In formulating the draft 2022 to 2026 Delivery Program and 2023 to 2024 Operational Plan, Council has assessed what is realistic and affordable. The past few years of natural disasters and COVID-19 significantly impacted our resources, with extra works needed to rehabilitate our assets and running our budgets tight with revenue down and costs up.

We've been reassessing what we can reasonably deliver given the events of the past determining our current position. Our long term planning goes beyond the Council term. The decisions we make at this critical time will have long-lasting implications and will safeguard our future.

As part of our annual review of the suite of Integrated Planning and Reporting (IP&R) documents, we've reviewed our Resourcing Strategy 2023 to 2033 (which includes the Long Term Financial Plan 2023 to 2033, Workforce Management Strategy 2022 to 2026 and Strategic Asset Management Plan 2023 to 2033). These draft documents are based on our current levels of service and also include the scenario as adopted by Council in November 2022 of a Special Rate Variation. Council formally resolved to apply for a SRV of 9.5% per year for three years, with an application to IPART lodged in January 2023 and determination yet to be made by IPART.

As part of the annual review, Council invites community feedback on these documents during the public exhibition process. To have your say and find out more details about how to make a submission visit [portstephens.nsw.gov.au](https://portstephens.nsw.gov.au).

At Port Stephens Council we're dedicated to meeting the present and future needs of our community in a cost-effective, accountable and collaborative way.

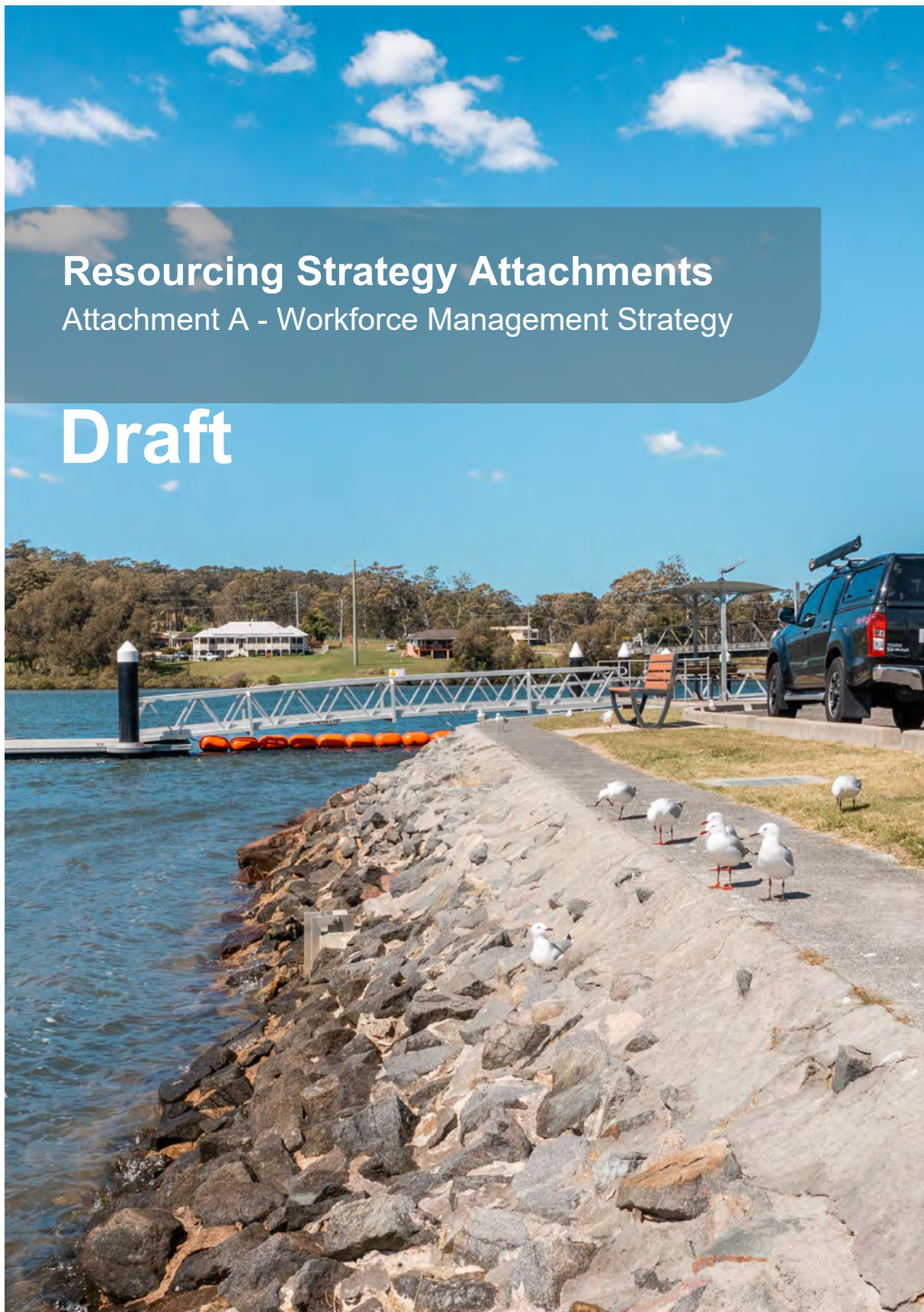
### Tim Crosdale

Tim Crosdale, General Manager

## Resourcing Strategy Attachments

Attachment A - Workforce Management Strategy

# Draft





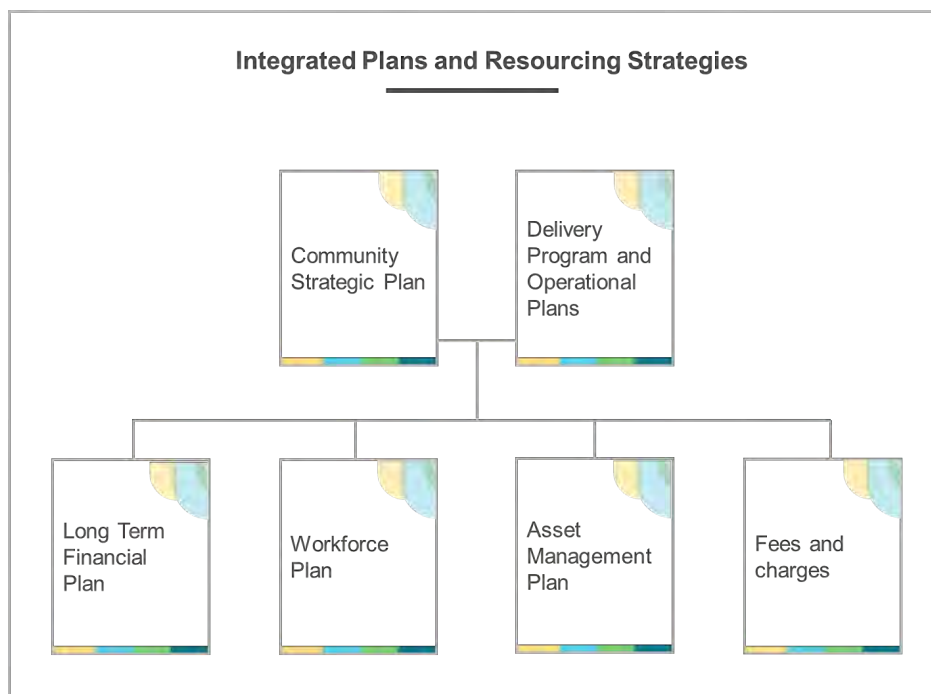
IP&R Framework

# Workforce Management Strategy

2022 to 2026

Draft





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.

The Workforce Management Strategy has been prepared in accordance with Section 403 of the Local Government Act 1993.

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# Introduction

The Workforce Management Strategy assists Council to plan its human resource requirements for the duration of the Delivery Program and beyond, and planning what needs to occur to ensure the necessary staff resources are in place when they are needed. The right workforce is a critical element to delivering each of Council's plans, outlined in the IPR documents.

This strategy is based on Port Stephens Council delivering on 4 strategic objectives.



# Rate rise application

Council has submitted an application to the Independent Pricing and Regulatory Tribunal (IPART) for a special rate variation (SRV) of 9.5% each year, for three years, with a cumulative increase of 31.29%. Council is awaiting a determination from IPART.

If approved, the SRV will be implemented on 1 July 2023 for the key purpose of financial sustainability and delivering planned services with some enhancements.

## Base Scenario

Under the base option, Council's rate income would only increase by the rate cap, being 2.5%. This income will not cover what we need to spend to deliver services as they currently are. Council will not be financially sustainable, our assets will deteriorate, and we will need to consider reducing or ceasing services.

At the current levels of our workforce, reducing services would more than likely translate to reducing staff. This is not ideal but would be necessary to return to a balanced budget. As with services, Council would not and is unable to reduce our workforce immediately. What this does mean is that staff levels would not increase with service delivery demand, and over time, positions that become vacant may not be filled. Natural attrition through not filling vacancies is both unsustainable and unsafe as we are not able to redistribute staff due the vast differences in skills and experience needed to deliver our 61 diverse services. The level of service in which our workforce provides to the community would therefore be reduced.

If this were the path forward, Council would need to have extensive conversations with the community to understand what services the community is prepared to see reduced or stopped in the future. Council would then begin internal processes to align our workforce with those reduced service levels.

## Special Rate Variation Scenarios

The special rate variation application, if successful, is to eliminate proposed budget shortfalls by funding planned services, activities and actions outlined in the CSP, DP and OP. It would mean Council's current workforce would remain at the right level to deliver the services required and be in line with good practice service delivery models. Council would ensure any enhanced services are achieved in line with our current standard of delivery either through our workforce or works contracted out. Council's workforce would remain highly engaged and committed to delivering services valued by our community in the best possible way.

# 1. Working at Port Stephens Council

## 1.1 Snapshot of current workforce

The structure comprises of 560.06 full-time equivalents (FTE) positions (as at 30 June 2022) across three Groups and the General Manager's Office with a focus on ensuring we have the right people in the right places with the right skills doing the right jobs. In addition, we have volunteers across a variety of Council services who complement our workforce.

45% of the staff who work at PSC reside in the Port Stephens LGA.

The number of Generation X (aged 42 – 57) employees has surpassed our Generation Y (aged 26 – 41) employees in recent years.

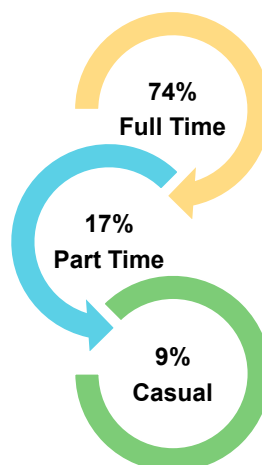
Together these two generations make up the majority of our workforce at 73.42%. The increase in the younger workforce demographic is slightly higher than the local government average, generally showing a positive trend.

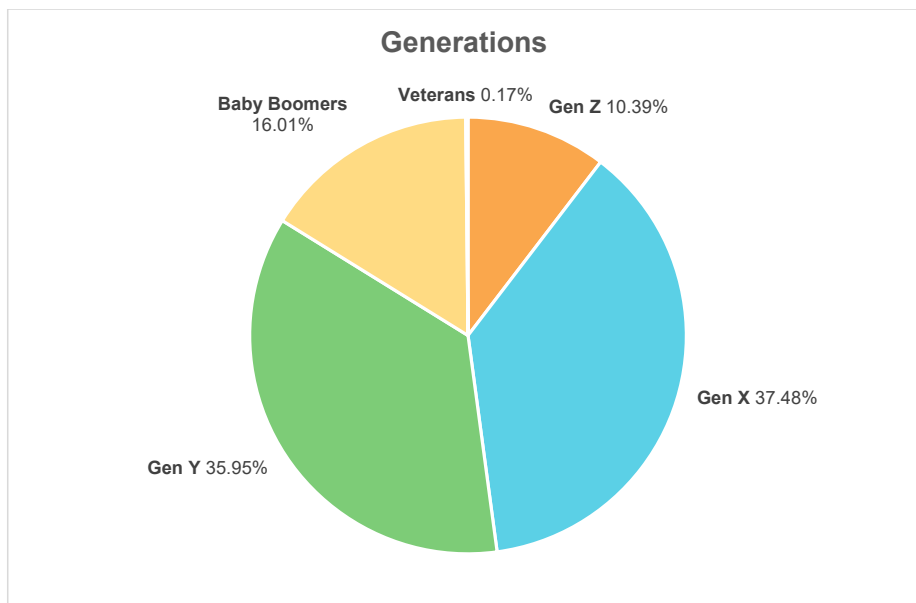
Council's voluntary turnover sits at 11.82%, which is lower than the Local Government NSW average of 18.02%. Council's voluntary turnover is within a healthy range.

Exit interviews are offered to all staff with the three most common reasons employees have left Council in the past 12 months being:

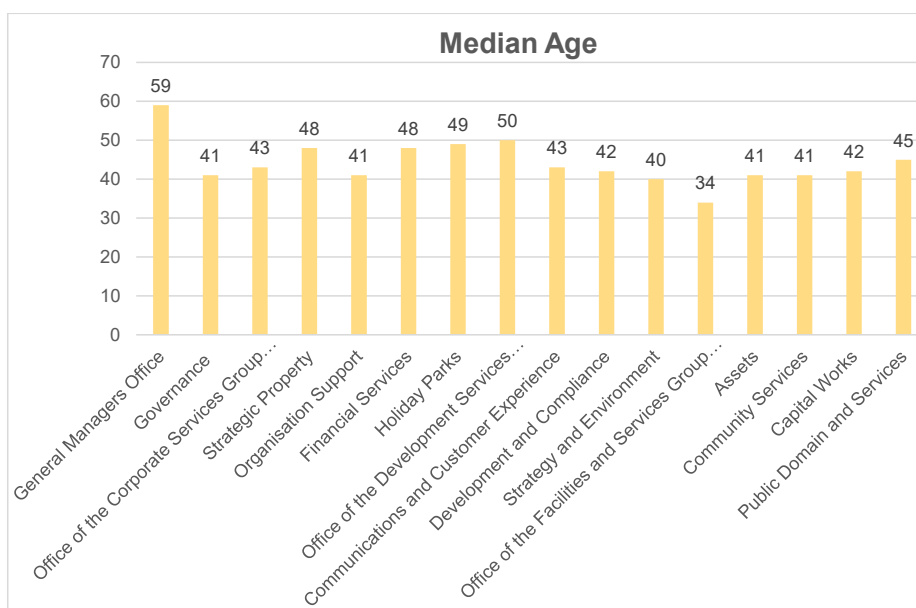
- Career growth/progression.
- Retirement.
- To secure permanent employment.

These reasons indicate that employees are leaving Council due to different phases within the employee lifecycle.

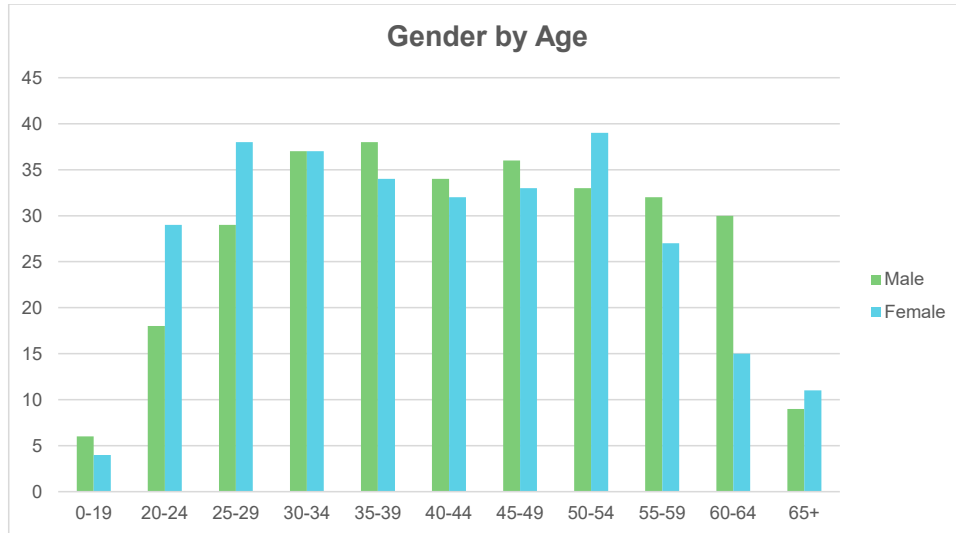




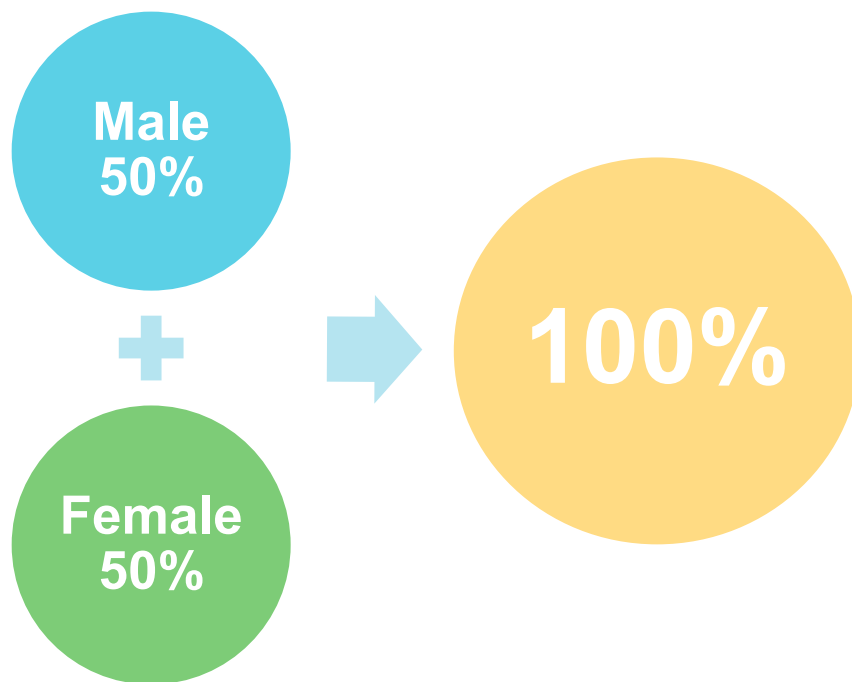
The current median age of employees at Port Stephens Council is 43 years old.



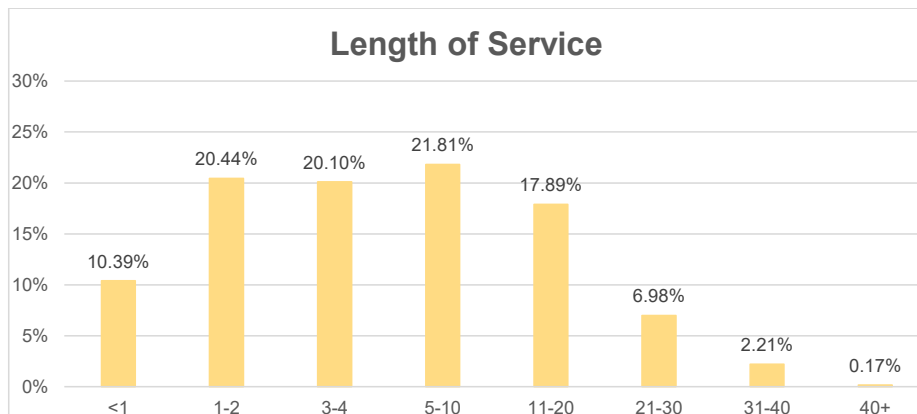




Port Stephens Council has a balanced gender profile across the organisation, with 50% of its employees being women, which is marginally higher than the average for NSW Councils.

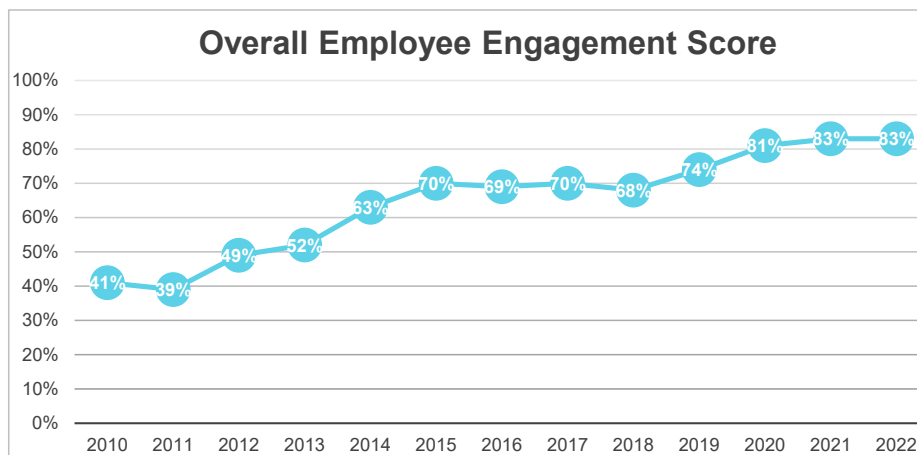


The average length of service with Port Stephens Council, across all employee demographics, is 7.90 years.



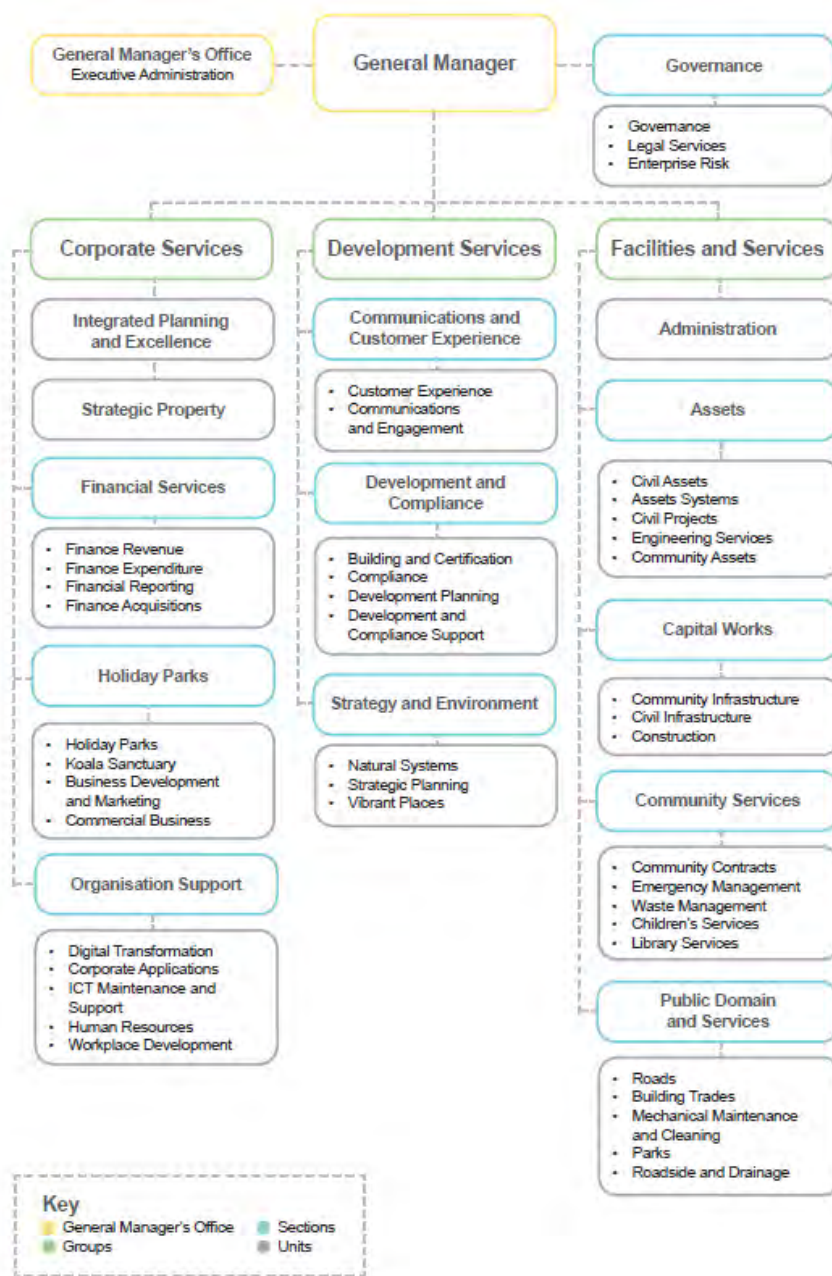
Employee engagement is about an employee's energy and passion, their level of connection to the organisation and their willingness to apply discretionary effort to improve individual and business performance.

At Port Stephens Council, we have been working to improve the engagement of our workforce for some time. We have achieved great results that make us part of the upper quartile of highly engaged organisations in the Australian workforce.



The Workforce Management Strategy is critical in ensuring that we continue to have a contemporary and considered approach to recruiting, retaining, developing and inspiring our staff to meet both current and future needs.

## 1.2 Organisation structure



## 1.3 Vision, Purpose and Values

**Council's Purpose** is 'to deliver services valued by our community in the best possible way'.

**Council's Vision** is that we have 'engaged and resilient people in strong healthy relationships, working collaboratively, enhancing community well-being'.

Leadership within Council is committed to aligning the operating culture of the organisation and strongly supports the PSC values and behaviours.

**Organisational values** are shared beliefs about what is desirable and worthy in our work life. The values are personally demonstrated by each of us in how we conduct ourselves every day.



The values and behaviours reflect our organisation's operating norms. It is important that these values be embraced by all staff in our daily work and dealings with each other as well as our stakeholders. Building strong relationships at all levels is fundamental to 'how we do things around here'.

## 1.4 Employer Value Proposition

Council's goal is to develop a high performing organisation that has a strong culture of 'working together doing the right things the best way'.

Our organisation is doing this by pursuing the philosophy within the **Australian Business Excellence Framework**.

Business Excellence is how Council ensures that it continually measures and improves our organisational results for the community. It is about:

- Having clear direction and knowing how everyone all contributes to the big picture
- Having a focus on our customers
- Implementing best practice
- Doing our best every single day.

The **Port Stephens Council Enterprise Agreement (2022-2025)** governs our industrial relations legislation and the conditions of employment for our employees. Based on the principles of Business Excellence, the focus of the Enterprise Agreement is to build and maintain a fair, balanced and cooperative relationship between Council, its employees and other stakeholders.

Council is committed to an Employer Value Proposition, which allows us to attract, engage and retain our employees. Our Employer Value Proposition has a people first approach and promotes employee health, fosters their wellbeing and supports their lifestyle.

Council is committed to:

- Attracting and retaining quality employees through market-competitive salaries and attractive working conditions.
- Providing systems to allow all employees to enjoy a safe and healthy working environment and support their wellbeing.
- Individual learning and development programs for all employees.
- Giving employees a voice through proactive consultation processes.
- Building career opportunities internally and externally.
- Building a skilled and progressive workforce.

Council has a clearly articulated and corresponding four-year Corporate Systems and Data Management Strategy. This ensures that we manage technology improvements in a considered manner, synergising technology requirements with workforce management strategies.



## 1.5 Financial sustainability

Council is committed to being financially sustainable. This requires Council to take a holistic approach to balance its resources and part of that is our workforce.

When considering employee terms and conditions, Council's commitment to financial sustainability is also carefully considered as employment costs are a large proportion of Council's expenditure. Council understands that having an appropriate workforce is a critical element in successfully delivering each of Council's plans.

The Workforce Management Strategy works in partnership with the Long Term Financial Plan and Asset Management Plans to ensure that Council can continue to develop a high-performing organisation and offer employment to the Port Stephens community.



## 2. Consultation

The Workforce Management Strategy has been developed in consultation with the Executive Team and Consultative Committee.

Council's Consultative Committee comprises of 13 members representing Council's workforce, management and unions. The Consultative Committee was established under the provisions of the Port Stephens Council Enterprise Agreement and provides an opportunity for staff to have a voice in decisions that affect them.

Consulting with staff on the Workforce Management Strategy was an important part of this process as they were able to provide feedback and contribute to Council's approach to managing our workforce.



### 3. Strategic direction

The strategic objectives describe the foundational direction adopted by the organisation so that Port Stephens Council is well positioned to meet present and future workforce needs.

It is important to understand that they are interrelated and complementary.

**Strategic Objective 1: Recruit** – ‘Promote Port Stephens Council as a Best Employer to attract top talent’.

**Strategic Objective 2: Retain** – ‘Support our people to be healthy, resilient and engaged’.

**Strategic Objective 3: Develop** – ‘Empower our people to grow and develop through lifelong learning’.

**Strategic Objective 4: Inspire** – ‘Inspire a culture of excellence through continuous improvement and healthy relationships’.





### **Strategic Priority One – Recruit**

Promote Port Stephens Council as a Best Employer to attract top talent.

#### **Strategic Intent**

Our goal is to attract and retain an agile, engaged and high performing workforce. To be a 'Best Employer' where people are proud to serve our community.

#### **Actions**

- Review our Employer Value Proposition, which includes our Employer Brand.
- Continue to improve our Recruitment functions through best practice principles.
- Continue to provide professional HR advice on workforce capabilities and Human Resource Information System capacity.
- Promote the recruitment of apprentices, cadets, trainees and scholarships.
- Ensure Enterprise Agreement salary increases are balanced between market conditions and fiscal responsibilities.





## Strategic Priority Two – Retain

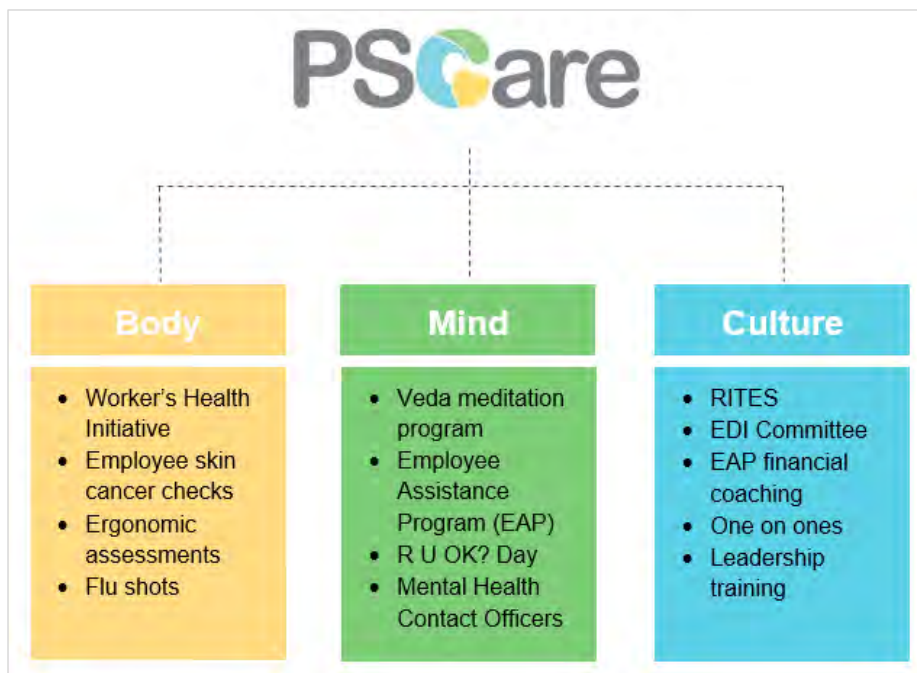
Support our people to be healthy, resilient and engaged.

### Strategic Intent

Port Stephens Council is committed to supporting our people to maintain their well-being through innovative programs and support services. Engaging staff every day is part of our culture based on our Values. Our performance management processes and career development services are best practices.

### Actions

- Promote career development and mentoring services.
- Promote and implement well-being programs through PSCare Program.
- Promote psychological safety initiatives and meditation program.
- Enhance the workforce and succession planning processes to ensure that gaps are identified and future needs are met.







### Strategic Priority Three – Develop

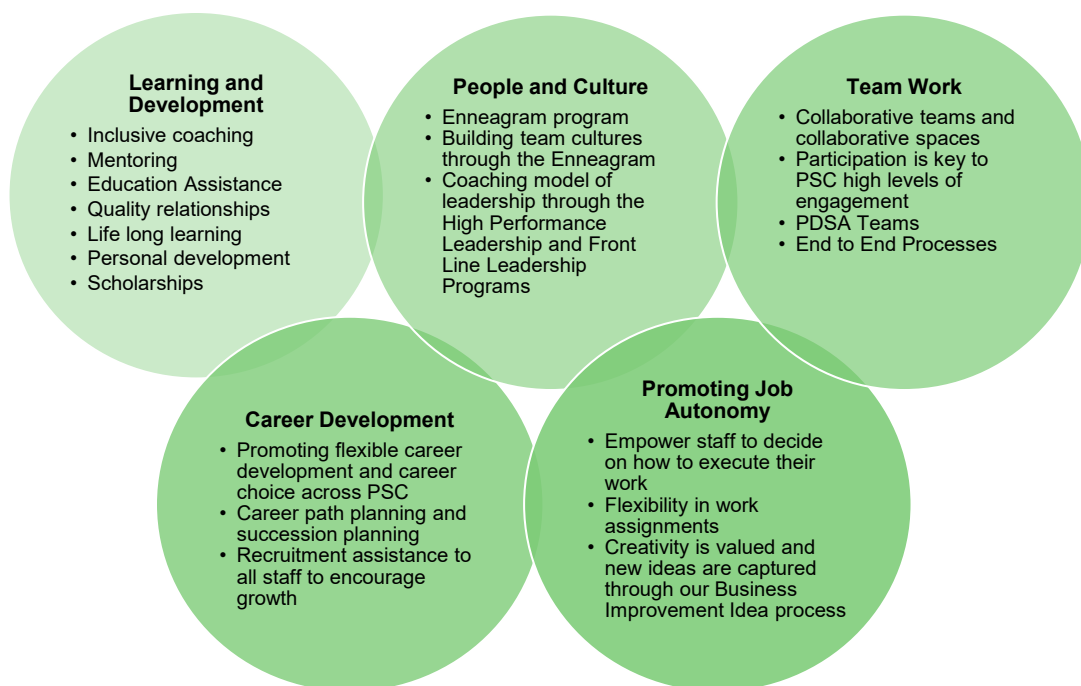
Empower our people to grow and develop through lifelong learning.

#### Strategic Intent

Our strategic intent is to engage with our staff to commit to lifelong learning through our supportive coaching leadership philosophy. We encourage our staff to participate in ongoing learning and development initiatives and innovative projects, through the Individual Work and Development Plans process.

#### Actions

- Grow leaders through innovative leadership programs.
- Promote and deliver programs that improve culture, self-mastery and relationships.
- Design bespoke Learning and Development programs to meet specific business needs and promote embedding this learning in the workplace.
- Provide opportunities for staff to engage in continuous learning and skills development.





## Strategic Priority Four – Inspire

Inspire a culture of excellence through continuous improvement and healthy relationships.

### Strategic Intent

We embrace our business excellence culture and train all staff in our processes to achieve this journey. Our staff are engaged in an inclusive culture and this is measured through our Employee Engagement Surveys.

### Actions

- Continue to evolve Business Excellence programs, including Service Reviews and Process Improvement Reviews.
- Conduct and promote the Employee Engagement Surveys to measure against the Best Employer principles.
- Continue to collaborate with employees to understand their experiences at work through the Journey Mapping process and implement improvements as identified.
- Maintain good working relationships and open and transparent communication with external stakeholders, including but not limited to Unions, training providers, schools, Employee Assistance Program provider and employment agencies.
- Promote Equity, Diversity and Inclusion initiatives, which ensures all staff are welcomed and valued as part of PSC. These are detailed below.

#### Promote Inclusion and Diversity:

- Continue to attract and retain people from diverse backgrounds and cultures
- Flexible work practices
- Transition to retirement
- Part time work
- Recognising International Women's Day, Harmony Day and International Day of People with Disability

#### Embrace our Culture and Heritage:

- Cultural Awareness training
- Celebrate NAIDOC Week
- Promote Apprentices, Cadets and trainees to Indigenous networks
- Promote a harassment free culture across PSC

#### Encourage wellbeing and accessibility:

- Promote an inclusive culture through our RITES
- PSC Programs are acted upon and promoted across PSC
- Veda Meditation continues to be part of our program
- Implement the ageing workforce initiatives





## 4. Measuring and monitoring

With an integrated 'one Council' approach to workforce management, the success of the Workforce Management Strategy is measured through the annual corporate targets and result measures. By having 'the right people in the right roles at the right time with the right skills', the organisation is able to meet and exceed these organisation-wide targets.

### Corporate Result Measures (Lag Indicators)

1. Asset Management
2. Community Satisfaction
3. Employee Well-being
4. Financial Sustainability
5. Risk Management
6. Service Delivery

### Corporate Targets – 2023-2024

1. Integrated Plans delivered on time: >95%
2. Community satisfaction score: New base line to be established 2023-2024
3. Employee engagement: >80%
4. Risk management maturity score: >85%
5. Asset Maintenance Ratio: 100%
6. Underlying financial result better than budget

Additionally, there are a number of workforce related lead indicators that are measured on a scheduled basis throughout the year. These include, but are not limited to:

- Annual leave hours
- Average workforce tenure
- Base salary costs
- Engagement – based on check-in and engagement surveys
- Excessive Leave – Annual Leave and Long Service Leave
- First-year turnover
- Full-time equivalent staff
- Spread of generations
- Headcount
- Internal vs external recruitment
- Learning and Development programs
- Leave in lieu
- Low vs high turnover
- Overtime hours and cost
- Internal promotion rate
- Promotion wait time (years)
- Retention rate
- Staff approaching retirement age
- Succession Planning and top talent
- Time to start recruitment (from open date to fill position)
- Total number of applicants/positions filled
- Total separations
- Unplanned leave taken
- Vacancy rate
- Voluntary and involuntary terminations

## 5. Port Stephens Council's supporting documents

- Apprentice, Trainee, Cadet and Scholarship Guide
- Port Stephens Council Business Operating System
- Corporate Systems and Data Management Strategy
- Individual Work and Development Plans Guide
- Equity Diversity and Inclusion Guide
- Integrated Risk Management Framework
- Learning and Development Guide
- Long Term Financial Plan
- Delivery Program and Operational Plans
- Knowledge Exchange Guide
- Port Stephens Council Enterprise Agreement 2022-2025
- Strategic Asset Management Plan
- Organisation Structure 2023

