

TABLED DOCUMENT

ITEM NO. 2.1

DRAFT INTEGRATED PLANNING AND  
REPORTING DOCUMENTS

Draft Community Strategic Plan

ORDINARY COUNCIL MEETING  
13 NOVEMBER 2018



**PORT STEPHENS**

C O U N C I L



# Community Strategic Plan

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

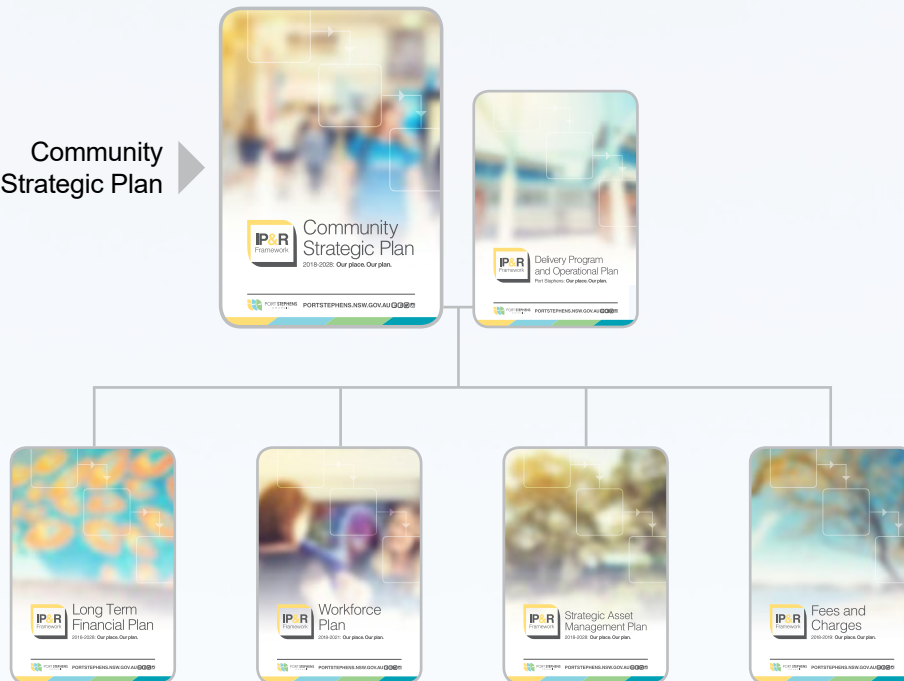


**PORT STEPHENS**  
COUNCIL

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# Integrated Plans and resourcing strategies

Community Strategic Plan



# Contents

Message from the Mayor	4
Our Elected Council	5
Message from the General Manager	6
About Port Stephens - our community profile	7
Our Vision	8
The Plan's purpose	
What is the Plan's purpose?	11
How will we get there?	11
How will Council resource it?	12
How will we know that we have succeeded?	13
Reporting on Council's performance	13
How to read the Plan	14
Focus Areas	
Focus Area One: Our Community	16
Focus Area Two: Our Place	17
Focus Area Three: Our Environment	18
Focus Area Four: Our Council	19

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

## **Acknowledgement**

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

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# A message from the Mayor



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

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

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

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

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

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

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

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

*Ryan*

Ryan Palmer

# Elected Council



**Mayor**  
Ryan Palmer

**East Ward**



**Councillor**  
Jaimie Abbott

**Central Ward**



**Councillor**  
Chris Doohan

**West Ward**



**Councillor**  
Giacomo Arnott



**Councillor**  
Glen Dunkley



**Councillor**  
Sarah Smith



**Councillor**  
Ken Jordan



**Councillor**  
John Nell



**Councillor**  
Steve Tucker



**Councillor**  
Paul Le Mottee

# A message from the General Manager



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

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

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

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

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

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

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

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

A handwritten signature in black ink that reads "Wayne". The signature is written in a cursive, slightly slanted style.

Wayne Wallis

# About Port Stephens



**92,800**  
people by 2026



**Ages 65-79**  
largest population  
increase 2016- 2036



**45 years**  
median age



**1.4% growth**  
average annual population  
growth 2016-2026

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

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

**Region:** Hunter

**Area:** 858.5 square kilometres

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

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

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

**Population Density (persons/ha):** 0.810

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

**Unemployment:** 4.4% (SALM, September Quarter 2017)

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

**Main Employing Industries:** Public Administration and Safety (14.8%), Manufacturing (11.8%) and Construction (11.4%)

(Source: REMPLAN, Employment (jobs) – Port Stephens (A) 2017)

**Climate:** (Williamtown weatherstation) Annual Mean Minimum Temperature 12.4°C; Annual Mean Maximum Temperature 23.1°C; Annual Mean Rainfall 1127.0mm

(Source: [http://www.bom.gov.au/climate/averages/tables/cw\\_061078.shtml](http://www.bom.gov.au/climate/averages/tables/cw_061078.shtml))

**Major Population Centres:** Raymond Terrace 12,815, Medowie 9,563, Nelson Bay 5,819

(Source: Australian Bureau of Statistics, (ABS) 2016 Census of Population and Housing)

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

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

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



# Our Vision

## A great lifestyle in a treasured environment



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



### Our Community

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



### Our Place

Port Stephens is a liveable place supporting local economic growth.



### Our Environment

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



### Our Council

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

Four Focus Areas



# Community Strategic Plan

## What is the Plan’s purpose?

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

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

# Delivery Program and Operational Plan

## How will we get there?

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

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

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

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

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



**Sole responsibility**

Deliver

As part of its core business, Council provides these services and assets



**Shared responsibility**

Facilitate and Support

Support and connect agencies to provide services in the community



# Resourcing strategies

## How will Council resource it?

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

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

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

# Monitoring the Plan

## How will we know that we have succeeded?

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

### Community Indicators

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

### Council's Performance Measures

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

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

### Other

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

# Reporting on performance

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

Council uses a variety of reporting documents, including:

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

# How to read the Plan

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

## Focus Areas

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

## Key directions

*Where do we want to be?*

These are the long term priorities to achieve the vision.

## Objectives

*How will we get there?*

These activities will assist us achieve the long term objectives.

## Outcomes

*How will we know that we have succeeded?*

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

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

### Focus Area One

## Our Community

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

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

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





## Focus Area One

# Our Community

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

**Where do we want to be in the future?**  
(Community Strategic Plan)

**How will we get there?**  
(Delivery Program)

### C1 Community diversity

Our community accesses a range of services that support diverse community needs

C1.1 Provide facilities and services for children

C1.2 Provide support for young people to build their confidence and contribution to the community

C1.3 Encourage Port Stephens to be inclusive and access friendly

C1.4 Support needs of an ageing population

C1.5 Support volunteers to deliver appropriate community services



### C2 Recognised traditions and lifestyles

Our community supports the richness of its heritage and culture

C2.1 Recognise and support local Aboriginal and Torres Strait Islander People

C2.2 Support and promote local cultural activities

C2.3 Recognise and support the heritage of Port Stephens

C2.4 Provide public libraries as vibrant community spaces



### C3 Community partnerships

Our community works with Council to foster creative and active communities

C3.1 Assist community service providers to effectively deliver services in the region

C3.2 Support local community events that highlight and foster the creative, diverse nature of our community

C3.3 Provide recreational and leisure facilities

C3.4 Financially support creative and active communities



## How will we know we have succeeded?

### C1 Community Indicators

Usage of Council child care centres

Participation in Council youth activities

Usage of community halls

Access friendly infrastructure

Sustainable volunteer groups

### C2 Community Indicators

Cooperative activities with local Aboriginal and Torres Strait Islander people

Participation in cultural activities and events

Preservation of Port Stephens heritage

Public library usage

### C3 Community Indicators

Diversity of services available to the community

Participation in community activities and events

Usage of recreation and leisure facilities

Usage of Council's financial assistance programs

## Focus Area Two


# Our Place


*Port Stephens is a liveable place supporting local economic growth*

### Where do we want to be in the future? (Community Strategic Plan)

### How will we get there? (Delivery Program)


**P1 Strong economy, vibrant local businesses, active investment**  
Our community has an adaptable, sustainable and diverse economy


P1.1 Support sustainable business development in Port Stephens 


P1.2 Support and deliver services that attract sustainable visitation to Port Stephens 


**P2 Infrastructure and facilities**

Our community's infrastructure and facilities are safe, convenient, reliable and environmentally sustainable

P2.1 Plan civil and community infrastructure to support the community 


P2.2 Build Council's civil and community infrastructure to support the community 


P2.3 Maintain Council's civil and community infrastructure to support the community 


P2.4 Deliver road infrastructure services on behalf of Roads and Maritime Services 


**P3 Thriving and safe place to live**

Our community supports a healthy, happy and safe place

P3.1 Provide land use plans, tools and advice that sustainably support the community 

P3.2 Enhance public safety, health and liveability through use of Council's regulatory controls and services 

P3.3 Support the amenity and identity of Port Stephens 

P3.4 Support emergency services and protect Council assets from bush fires and extreme weather events 

### How will we know we have succeeded?

#### P1 Community Indicators

Tourism spend  
Competitive and sustainably business environment  
Range of and attendance at iconic events

#### P2 Community Indicators

Reduction in infrastructure gap  
Condition of public assets  
Condition of Council controlled roads

#### P3 Community Indicators

Efficient planning processes  
Perception of safety  
Housing affordability and stress  
Emergency services support  
Increased community satisfaction with new development

## Focus Area Three

# Our Environment


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


**Where do we want to be in the future?**  
(Community Strategic Plan)

**How will we get there?**  
(Delivery Program)

### E1 Ecosystem function

Our community has healthy and dynamic environmental systems that support biodiversity conservation

E1.1 Protect and enhance local natural environment 

E1.2 Educate the community about the natural environment 


### E2 Environmental sustainability


Our community uses resources sustainably, efficiently and equitably


E2.1 Reduce the community's environmental footprint 

### E3 Environmental resilience

Our community is resilient to environmental risks, natural hazards and climate change

E3.1 Encourage community resilience to coastal hazards 

E3.2 Encourage community resilience to detrimental impacts from the environment 

E3.3 Encourage community resilience to the impacts of climate change 

## How will we know we have succeeded?

### E1 Community Indicators

Air and water quality  
Habitat preserved and regenerated  
Participation in environmental education programs  
Noxious weed infestations

### E2 Community Indicators

Improved water and energy consumption  
Waste per capita (landfill, recycle, green)

### E3 Community Indicators

Coastal hazards mitigation and response  
Rehabilitated landfill sites  
Climate change mitigation and response

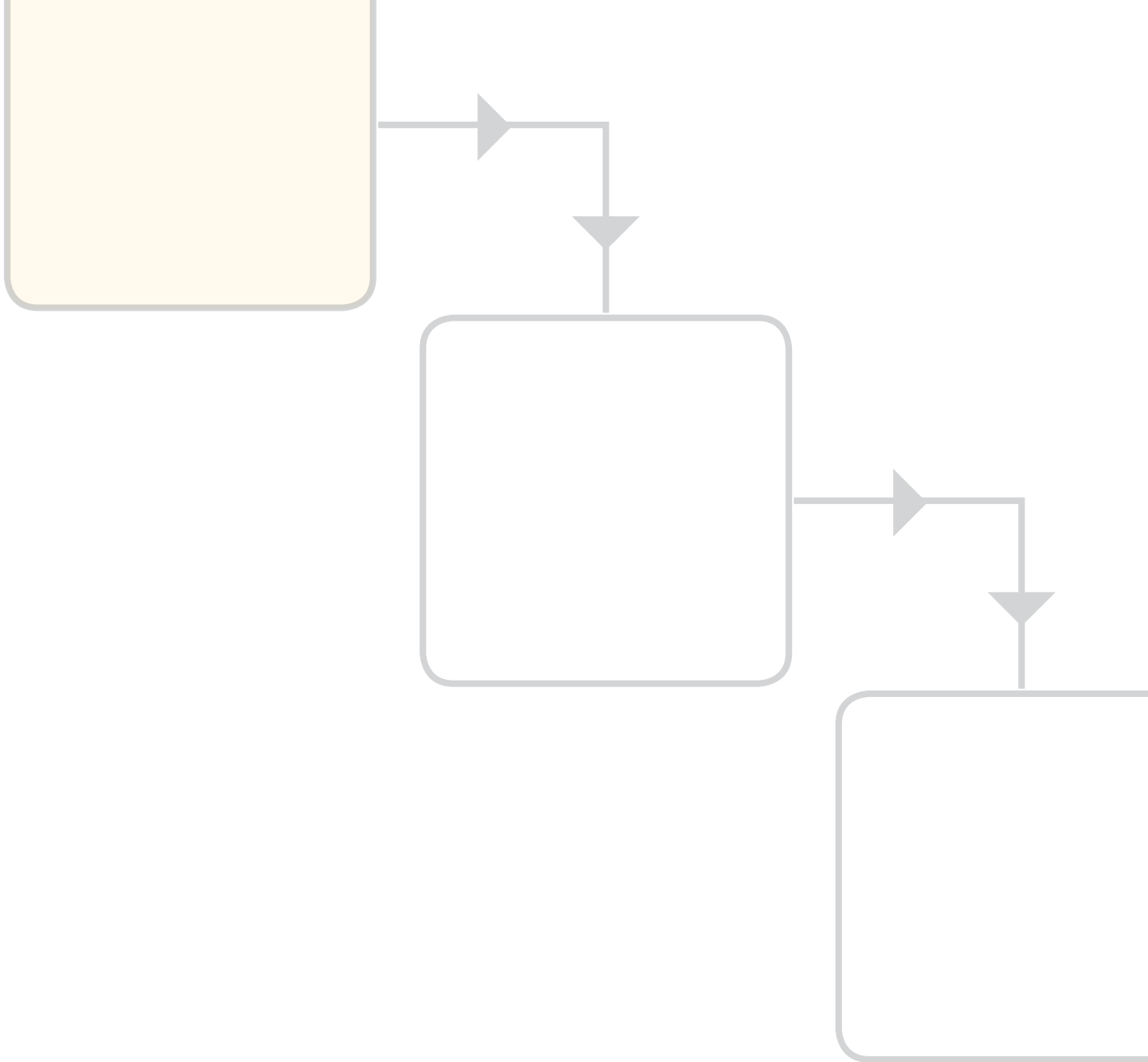
## Focus Area Four

# Our Council

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

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

How will we know we have succeeded?		
L1 Community Indicators	L2 Community Indicators	L3 Community Indicators
<p>Community satisfaction with Council Stable and productive workforce</p>	<p>A financially sustainable local government delivering prioritised services</p>	<p>Positive media coverage Community perception of community engagement Community perceptions of Council</p>



# Community Strategic Plan

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

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