

COMMUNITY SPACES & SERVICES

ATTACHMENT A

COMMUNITY STRATEGIC PLAN

ORDINARY MEETING

20 DECEMBER 2017



MIDCOAST
council



MIDCOAST 2030

Shared vision,
shared responsibility

DRAFT Consultation Paper



Published by:

MidCoast Council

PO Box 450
FORSTER NSW 2428

www.midcoast.nsw.gov.au

December 2017





Introduction

As a community it is important for us to have a document that expresses how we want to develop into the future. This document is called a Community Strategic Plan.

MidCoast Council has developed a draft Community Strategic Plan based on the aspirations of the MidCoast community through a number of community consultations we have conducted since the new Council was formed in May 2016, as well as review of existing plans and strategies that relate to our region.

This consultation paper provides a copy of the draft plan, as well as additional information needed to provide feedback on it.

About our Plan

The Community Strategic Plan (CSP) is our roadmap for the future of MidCoast. It expresses our community's Vision and Values and outlines how we must work together to make it a reality. The Plan is aspirational, yet acknowledges that it needs to be flexible enough to adapt to our changing and growing community.

The MidCoast Vision and Values were developed from the "*What is MidCoast*" identity project in 2016. We asked the community what they loved most about the area and how we could build upon it. The Vision and Values developed set the tone and direction for Council's planning for the future.

The CSP will be developed by the community, for the community; and Council will act as its custodian. While the Plan sets the agenda for Councils' activities, other government departments, businesses and community organisations are also crucial in delivering our community's aspirations.

In the development of this Plan, other key government plans and legislative frameworks have been considered, in particular *NSW State Plan*, the *Hunter Regional Plan*, the *Local Government Act (1993)* and the *Integrated Planning and Reporting Guidelines*, to ensure that there is alignment and we are working towards a shared vision.

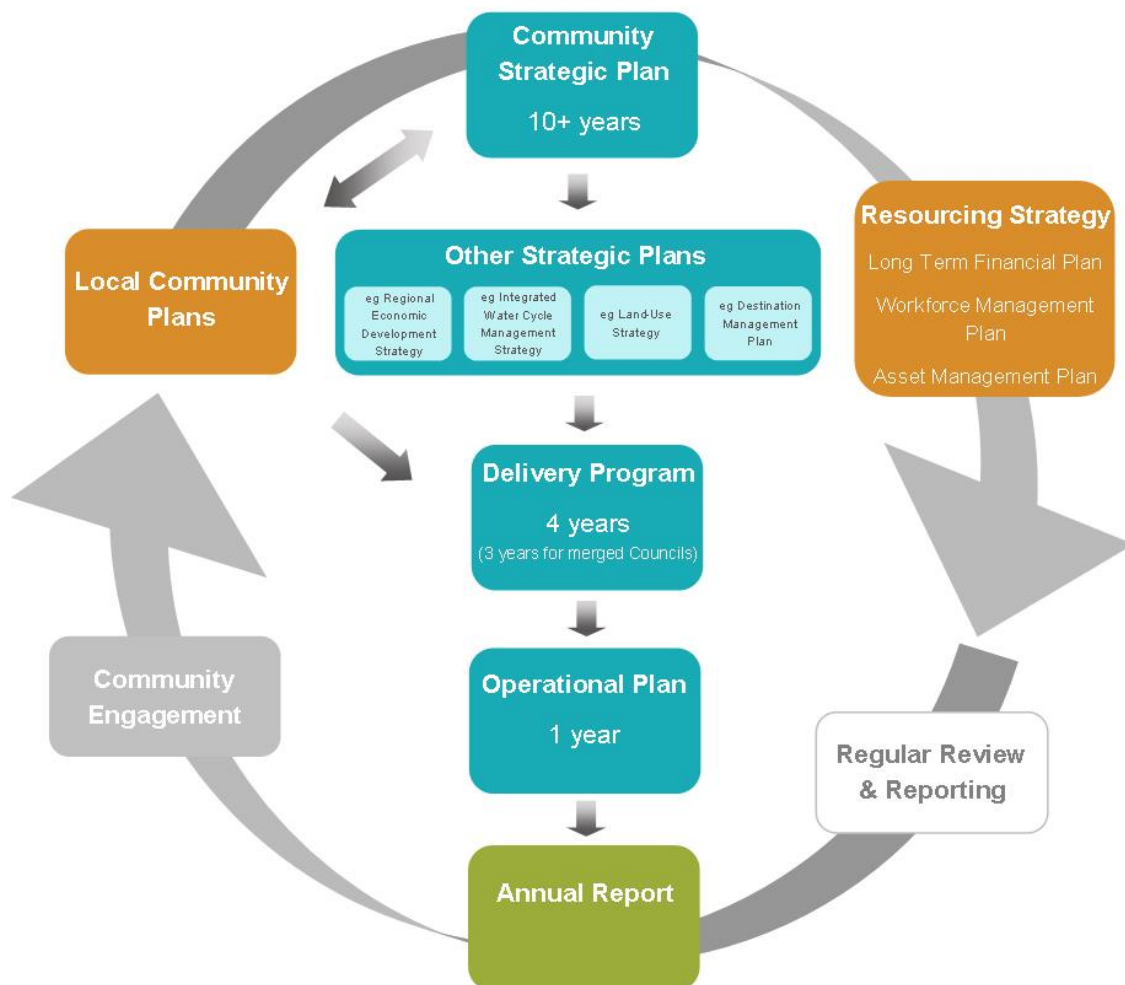


Why this Plan is important

Under legislation, NSW Councils are required to develop a Community Strategic Plan to create a whole of community vision so that council and the community are all working in the same direction. The Plan also provides a way for Council to be accountable to the community and the NSW Government.

From the Community Strategic Plan, council develops a four year Delivery Plan that sets out the key strategies that council will use to deliver the Community Strategic Plan over the following years.

An annual Operational Plan also gives a much more detailed view of how the Community Strategic Plan will be delivered during that period. The relation of the Community Strategic Plan to other key Council documents is demonstrated below.





How to have your say

MidCoast Council is seeking your feedback and comments on the draft Community Strategic Plan *MidCoast 2030 Shared vision, shared responsibility*.

You may wish to comment only on areas in which you have a particular interest, or on all of the issues covered by the draft plan. While submissions may be lodged by post, we would prefer to receive submissions by email.

To assist you in making a submission, a feedback form is provided at the back of the paper. However, the form is not compulsory and submissions can be written in any format.

CLOSING DATE FOR SUBMISSIONS: 23 February 2018

Email: community@midcoast.nsw.gov.au

Mail: Community Strategic Plan Consultation
MidCoast Council Engagement Team
PO Box 450
FORSTER NSW 2428



DRAFT COMMUNITY STRATEGIC PLAN

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Acknowledgement of Country

MidCoast Council acknowledges the Gathang speaking Nations, the custodians of the land to which this Plan applies. We pay our respect to all Aboriginal People of the land and to Elders past, present and future.

Feedback on this Acknowledgement of Country will be sought from the Gathang Nations, throughout the consultation of this draft plan.

Our Vision

We aspire to be a place of unique environmental significance where our quality of life and sense of community is balanced by sustainable and sensitive development, which fosters economic growth

Our Values

We value ... our unique, diverse and culturally rich communities

Our diverse communities offer active and social opportunities, are safe and are places where we work together with a creative focus acknowledging our rich history and culture.

We value ... a connected community

Our roads, footpaths and technology are upgraded and well maintained so we can easily and safely connect with each other.

We value ... our environment

Our natural environment is protected and enhanced, while we maintain a delicate balance with our growing urban centres and managing our resources wisely.

We value ... our thriving and growing economy

We are a place where people want to live, work and play, business is resilient and adaptable to change by utilising knowledge and expertise that supports innovation.

We value ... leadership and shared vision

We work in partnerships towards a shared vision, that provides value for money and is customer focused.

A snapshot of us

Our MidCoast population of more than 90,000 is a diverse community with an exciting future.

The people who live within the 196 localities have an enviable lifestyle, with pristine beaches on the coast, snow-capped mountains in the hinterland and numerous national parks and green spaces in between.

The geographical region of 10,053 square kilometres extends from the coastline, west to the escarpment of the Great Dividing Range. It includes the Manning River Valley in the north, the Wallis, Smith's and Myall Lakes systems, the northern foreshore of Port Stephens, the agricultural hinterland and the rugged, forested ranges of the Barrington Tops, Woko and Tapin Tops National Parks.

With 6.9% of our community identifying as Aboriginal or Torres Strait Islander; we are a region rich in culture and we embrace the spirit of reconciliation.

Being well known for our natural beauty, our region encompasses 58 National Parks and reserves, five coastal lagoons, one marine park, an internationally recognised wetland in the Myall Lakes and one World Heritage listed area of Barrington Tops. Protecting and celebrating these features is a key focus and contributes to our lifestyle and wellbeing.

We have a strong sense of community. We want our towns and villages to reflect the vibrancy and individuality of the people within them and provide opportunities for us to connect and socialise.

Our community has defined the essence of the MidCoast region by our connection to nature and our connection to each other.

From the strength of our people, our enviable lifestyle and our shared vision, we have it all. It is from this, we can only get better.



Our population

38.4% of us are aged 60+
(Regional NSW is 27.1%)

20.7% aged under 20
(Regional NSW is 24.3%)

6.9% of our population identifies as indigenous
(Regional NSW is 5.5%)

+2184 increase in dwellings since 2011,
total number 47,401

\$\$ Median household income
is \$890 per week

Top three industries

Healthcare and social assistance
Retail trade
Accommodation and trade services

20.7% of our community volunteer

Median age is 52 years (Regional
NSW is 43)

Average household size of 2.24
people

We are a community:

- Conscious of our environmental footprint, we want manage the resources we have available to us wisely.
- That is caring with healthcare and social assistance being the largest employment industry.
- Transitioning from an economy based on traditional agriculture and industrial practices to one which is more diversified, creating opportunities for infrastructure and investment
- With a higher proportion of people living with a disability, with 8.2% of our population, reporting that they need assistance with their day-to-day lives. The implementation of the National Disability Insurance Scheme has created potential opportunities for innovation in the disability care sector.



Our region

MidCoast is a popular location for retirement, with the region having a large, and growing aged care sector. Our ageing community brings wisdom and knowledge, as well as contributes significantly to our strong volunteer sector.

Much of the rural area is used for timber production and livestock farming, primarily dairy and beef cattle with a growing poultry industry. Oyster farming and fishing are also important industries that occur on the coastal locations.

The region is also a key holiday destination. During the summer months the population swells with tourists from Sydney, Newcastle and other destinations coming to enjoy the region's pristine coastline and beaches, coastal lakes, lagoons and other environmental attractions.

With the Pacific Highway, a national route, running straight through the region, we are an important connection point for travellers, as well as access to the Port of Newcastle, Newcastle Airport and to the Sydney and Brisbane markets. The North Coast Rail line provides passenger and rail freight services to Sydney. Rex Airlines operates services from Taree Regional Airport to Sydney and Grafton.

How to read this plan

The following information helps to explain the headings used in this document.

Value area

The Value areas are used to structure the Community Strategic Plan. The Value areas were identified following community consultation in the *What is MidCoast* project.

We value ... Our unique, diverse & culturally rich communities

Objective: where do we want to be?

These are the community's long-term priorities and aspirations. They contribute to achieving our vision. Council has a custodial role in working towards realising these outcomes; however it is not wholly responsible for achieving them. Other partners such as state agencies and community groups also have an important role to play.

Where do we want to be?	How will we get there?	Who can help?
We are a community that cares for its members irrespective of age, culture or ability	Provide equitable access to services, programs, spaces and facilities to support and encourage improved health, safety and wellbeing.	NSW Government
	Acknowledge, celebrate and empower our local Aboriginal communities.	Community groups
	Strengthen the capacity of our young people to participate and thrive in community life.	Community service Organisations
	Support a diverse housing mix that provides choice and meets the needs of all community members.	Family Support Services
We will embrace the uniqueness and creativity of our communities	Support the strengthening of social connectedness through programs and partnerships.	NSW Fire and Rescue
	Support communities to identify priorities for ensuring they are sustainable into the future	State Emergency Services
	Support the preservation and protection of our unique heritage, and the individual qualities of towns, villages and special places.	Social housing services
	Support and encourage our vibrant and creative arts sector.	Child and youth services
		Arts Mid North Coast

Partners Who can help?

These are the local and state government agencies, other organisations and community groups that have an important role in delivering the long-term objectives. It will be important for strong partnerships to exist between these groups, if we are to achieve the objectives.

Strategies: how will we get there?

These are the activities and plans that will contribute to achieving the long-term objectives, and ultimately, the MidCoast vision.

Our values



We value ... Our unique, diverse & culturally rich communities

Where do we want to be?	How will we get there?	Who can help?
<p>We are a community that cares for all our members</p>	<p>Provide equitable access to services, programs, spaces and facilities to support and encourage improved health, safety and wellbeing.</p> <p>Acknowledge, celebrate and empower our local Aboriginal communities.</p> <p>Strengthen the capacity of our young people to participate and thrive in community life.</p> <p>Support a diverse housing mix that provides choice and meets the needs of all community members.</p> <p>Support the strengthening of social connectedness through programs and partnerships.</p>	<p>NSW Government</p> <p>Community groups</p> <p>Community service Organisations</p> <p>Family Support Services</p> <p>NSW Fire and Rescue</p> <p>State Emergency Services</p> <p>Social housing services</p>
<p>We will embrace the uniqueness and creativity of our communities</p>	<p>Support communities to identify priorities for ensuring they are sustainable into the future.</p> <p>Support the preservation and protection of our unique heritage, and the individual qualities of towns, villages and special places.</p> <p>Support and encourage our vibrant and creative arts sector.</p>	<p>Child and youth services</p> <p>Arts Mid North Coast</p>

We value ... a connected community



Where do we want to be?	How will we get there?	Who can help?
<p>We feel connected to each other</p>	<p>Encourage and expand volunteering opportunities.</p> <p>Encourage programs and activities that strengthen social connections.</p> <p>Welcome people of all abilities and backgrounds.</p> <p>Implement designs to support accessibility by all community members.</p>	<p>NSW Government</p> <p>Federal Government</p> <p>Community groups</p> <p>Disability support services</p> <p>Philanthropic organisations</p>
<p>It is safe and easy to get around our region</p>	<p>Plan for, provide and maintain a road network that meets current and future needs and allows safe travel.</p> <p>Provide a safe, accessible and connected network of walking and cycling options.</p> <p>Increase the provision of community and public transport to meet the needs of our growing and ageing communities.</p>	
<p>We utilise technologies to connect us locally and beyond</p>	<p>Use technology and innovation to improve the way we live, work, learn and connect.</p> <p>Advocate for improved telecommunications and utilities to provide consistency across the region.</p>	
<p>We protect the health and safety of our communities</p>	<p>Work together to promote and enhance community safety.</p> <p>Continue to develop a sustainable network of water, sewer and storm water systems to meet community need and health and safety standards.</p> <p>Increase the capacity of community, businesses and organisations to understand and meet public health standards.</p>	

We value ... our environment

Where do we want to be?	How will we get there?	Who can help?
We protect maintain and restore our natural environment	<p>Value, protect, monitor, and manage the health and diversity of our natural assets and ecosystems.</p> <p>Ensure climate change risks and impacts are understood and managed.</p> <p>Protect, maintain and restore water quality within our estuaries, wetlands and waterways.</p> <p>Improve the capacity of industry and the community to achieve the best possible outcomes for the natural environment.</p>	<p>NSW Government</p> <p>Federal Government</p> <p>Community groups</p> <p>Philanthropic organisations</p> <p>Volunteers</p> <p>Aboriginal Lands Councils</p>
We manage our resources wisely	<p>Sustainably manage our waste through reduction, reuse, recycling and repurposing.</p> <p>Proactively manage our energy consumption.</p>	<p>Educational institutions</p>
We balance the needs of our natural and built environments	<p>Ensure growth and new development complements our existing natural assets and heritage sites.</p> <p>Optimise land use to meet our environmental, social and development needs.</p>	



We value ... our thriving and growing economy



Where do we want to be?	How will we get there?	Who can help?
<p>A region is a popular place to visit, live, work and invest</p>	<p>Develop and promote our region as an attractive visitor destination offering a broad range of experiences for visitors and residents.</p> <p>Provide an environment to attract, grow and strengthen local businesses.</p> <p>Increase opportunities for quality education and training.</p>	<p>NSW Government</p> <p>Federal Government</p> <p>Destination NSW</p> <p>Regional Development Australia</p>
<p>Our villages and business precincts are vibrant commercial, cultural and social hubs</p>	<p>Implement innovative programs and projects to support business precincts in creating and maintaining vibrant spaces.</p> <p>Support and encourage the development and attraction of strategic events.</p> <p>Ensure strategies and processes recognise, maintain and support sustainable economic growth.</p> <p>Use existing knowledge, expertise and technology to develop businesses based on new ways of thinking.</p>	<p>Business groups</p> <p>Industry groups</p> <p>Education providers</p> <p>Training providers</p> <p>Non-government agencies and groups</p>
<p>We encourage greater rural and agricultural economic diversity</p>	<p>Encourage niche commercial, tourist and recreation activities that complement and promote a stronger rural sector, and build the sector's capacity to adapt to changing circumstances.</p> <p>Encourage agribusiness to leverage proximity from highways, airports and metropolitan markets.</p>	

We value ... strong leadership and shared vision

Where do we want to be?	How will we get there?	Who can help?
<p>We work with the community and government to ensure the long term sustainability of our Council</p>	<p>Develop and maintain a sustainable council through a strong corporate governance framework, effective leadership, skilled staff and a customer focused culture.</p> <p>Provide strong corporate and financial management that is ethical, fair, transparent and accountable.</p> <p>Develop and deliver services and programs that provide value for money.</p> <p>Implement customer focused systems to support simple and convenient ways to access and do business with our Council.</p>	<p>NSW Government</p> <p>Federal Government</p> <p>Community groups</p> <p>Service organisations</p> <p>Business</p> <p>Business groups</p> <p>Non-government agencies</p>
<p>We ensure there are opportunities for community to be part of decisions that shape our future</p>	<p>Provide clear, accessible, timely and relevant information to meet community needs and support active participation in community life.</p> <p>Improve community understanding of how decisions are made for the local area.</p> <p>Enable community members to participate in decision-making by providing a broad range of engagement opportunities.</p>	<p>Other councils</p> <p>Education providers</p> <p>Training providers</p>
<p>We develop and encourage community and civic leadership</p>	<p>Inform, educate and empower council, business and community leaders to respond and adapt to challenges and change.</p> <p>Identify and participate in initiatives for regional cooperation and collaboration.</p> <p>Provide opportunities for the development of local leaders.</p>	

Where to from here

Measuring Council's performance

The final Community Strategic Plan must identify assessment methods for determining whether our objectives ("*Where do we want to be?*") are being achieved. These assessment and will be the main way in which Council measures its performance in realising the community's vision and values.

It is important to note however, that while Council is an influencer in all areas identified in the Community Strategic Plan; we also rely on other government departments, businesses and community groups to deliver the community's Vision and Values. It is a shared responsibility.

In providing feedback on this document, please think of potential ways Council can measure its performance. Some suggested methods include:

- Community satisfaction ratings
- Community perceptions
- Housing affordability ratings
- Local employment trends
- Public health indicators
- Public transport usage and commuting distances
- Usage figures of public facilities
- Participation in cultural activities
- Progress towards waste reduction targets
- Progress towards water quality targets
- Water and energy consumption figures
- Economic indicators such as commercial rental rates, gross regional product, tourism spend, labour market trends, development figures, property market details, retail spending
- Educational enrolments
- Access to childcare
- Infrastructure condition assessments and improvement targets
- Sustainability indicators

We also welcome other potential measures that may not be listed above.

Reporting

At the end of each Council term a report on the council's achievements in delivering the objectives in the Community Strategic Plan will be included in the End of Term Report. When reporting, we will include an explanation on why we're on target or why we're not on target.

What is next?

Following feedback on the draft Community Strategic Plan, Council will be provided with a finalised Community Strategic Plan, planned for adoption in March 2018.

The adopted Community Strategic Plan will form the basis of the development of our Delivery Program and Operational Plan which will be placed on public exhibition during April and May 2018, before adoption by Council in June 2018.

Your feedback

MidCoast Council welcomes your feedback on the draft Community Strategic Plan.

If you wish to provide your feedback online please head to our website

www.midcoast.nsw.gov.au/csp

Otherwise, we have enclosed an easy-to-use feedback form below. You do not need to answer every question and you are welcome to fill out only the areas which interest you the most. Please complete and return your submission form, or any other type of written submission, by the closing date, by one of the following methods:

Email: community@midcoast.nsw.gov.au

Mail: Community Strategic Plan Consultation
MidCoast Council Engagement Team
PO Box 450
FORSTER NSW 2428

The deadline for submission is 23 February 2018

Feedback form

To complete this form online, please go to www.midcoast.nsw.gov.au/csp

Background Information

You do not need to provide this information, however knowing some basic information about respondents will help us gain a better understanding of feedback to the draft Community Strategic Plan.

1. Are you? Male Female Other

2. How old are you?

- 17 or under 18 to 24 25 to 34 35 to 44
- 45 to 54 55 to 64 65 to 74 75 or over

3. What town/village do you reside?

.....

4. Are you involved in any of the following?

- Not for profit organisation
- Government department - State or Federal
- Community groups
- Sporting clubs
- Chamber of Commerce, or similar
- Special interest groups
- Disability/social/health sector
- Other (please specify)

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5. If you are submitting this feedback on behalf of the organisation/group/department, please specify the name of the organisation.

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Feedback

1. Our Vision - *Using the scale below, please indicate how strongly you agree or disagree with the Vision?*

1	2	3	4	5
<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly agree</i>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any comments or ideas for how the Vision could be improved.

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2. Our Values - *Using the scale below, please indicate how strongly you agree or disagree with the Values?*

1	2	3	4	5
<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly agree</i>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any comments or ideas for how the Values could be improved.

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3. A snapshot of us - Using the scale below, please indicate how strongly you agree or disagree with the Snapshot of Us, as a representation of our MidCoast identity and key aspects of our community.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any comments or ideas for how the Snapshot of Us could be improved.

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4. We value our Unique, Diverse and Culturally Rich Communities - Please indicate how strongly you agree or disagree with where we want to be and our strategy to get there, as outlined in the key focus area - We value our Unique, Diverse and Culturally Rich Communities.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any comments, ideas or groups that may be missing, that could help us achieve these objectives. What is the best way to measure performance in this area?

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5. We value a connected community - Please indicate how strongly you agree or disagree with where we want to be and our strategy to get there, as outlined in the key focus area - We value a connected community.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any comments, ideas or groups that may be missing, that could help us achieve these objectives. What is the best way to measure performance in this area?

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6. We value our environment - Please indicate how strongly you agree or disagree with where we want to be and our strategy to get there, as outlined in the key focus area - We value our environment.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any comments, ideas or groups that may be missing, that could help us achieve these objectives. What is the best way to measure performance in this area?

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7. We value our thriving and growing economy - Please indicate how strongly you agree or disagree with where we want to be and our strategy to get there, as outlined in the key focus area - We value our thriving and growing economy.

1	2	3	4	5
<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly agree</i>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any comments, ideas or groups that may be missing, that could help us achieve these objectives. What is the best way to measure performance in this area?

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8. We value our leadership and shared vision - Please indicate how strongly you agree or disagree with where we want to be and our strategy to get there, as outlined in the key focus area - We value our leadership and shared vision.

1	2	3	4	5
<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly agree</i>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any comments, ideas or groups that may be missing, that could help us achieve these objectives. What is the best way to measure performance in this area?

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9. If you have any further feedback on the content of this plan
(MidCoast 2030 Shared vision, shared responsibility), please detail it here.

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(signed by)

...../...../.....
(date)

Print Name:.....

Address:.....

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Email:.....

Privacy Statement

The information provided in this form may constitute personal information as defined in the Privacy and Personal Information Protection Act 1998. Council is collecting this information so that it can consider matters and take relevant actions required under related Council legislation, regulations, standards, codes, policies etc. in relation to dealing with your submission.

The information may be made available to other parties where such access is in accordance with relevant legislation, regulation or policy. The submission of personal information may be required by law and if not provided (wholly or in part) may affect or prevent consideration of the matter by Council.

Council is to be regarded as the agency that holds the information, which will ultimately be stored in Council's records system. You may make application for access or amendment to information held by Council and you may also request that Council suppress your personal information from a public register.