

**COMMUNITY SPACES & SERVICES**

**ATTACHMENT B**

**COMMUNITY STRATEGIC PLAN**

**STRATEGIC MEETING**

**11 APRIL 2018**



**MIDCOAST**  
council



# MIDCOAST 2030 ENGAGEMENT OUTCOMES REPORT

MidCoast 2030:  
Shared Vision, Shared Responsibility



## Executive summary

During 2016 – 2018, MidCoast Council consulted with the community in the preparation of our Community Strategic Plan (CSP) *MidCoast 2030: Shared Vision, Shared Responsibility*.

The purpose of our conversations with the community over this time has been two-fold: to develop draft long-term community goals and then review and test these goals with our community to ensure they reflect our community's aspirations.

There have been four phases to the development of *MidCoast 2030*, starting soon after the formation of MidCoast Council and culminating in a draft plan being placed on public exhibition for a seven week period in early 2018.

Over the period of development and consultation more than 3000 people actively participated in the project, through online surveys, polls, phone surveys, workshops, focus groups, community meetings and a range of other opportunities.

The key communication and engagement activities undertaken during the public exhibition period in January and February 2018 are summarised in section 4 of this document.

This engagement resulted in the realignment of several long-term goals, as detailed in section 5, and will inform the development of the cascading elements of the integrated planning and reporting suite of documents.

Generally community feedback has been positive with many of those engaged during the process supporting the direction reflected in the plan for our new council area.

Many are interested to see how these goals will be achieved through shorter-term actions.

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## 1. Introduction

This report provides a summary of community and stakeholder consultation undertaken to gain community feedback on the draft *MidCoast 2030: Shared Vision, Shared Responsibility, Community Strategic Plan* between 8 January and 23 February 2018.

This was the final phase in a consultation process that started in October 2016, not long after the formation of MidCoast Council.

This report is presented in six sections:

1. Introduction and background.
2. What we engaged our community on: an overview of the engagement strategy at each phase, level of engagement across the project, with reference to IAP2's participation spectrum.
3. A summary of who we engaged: an overview of our key stakeholders and information on who we engaged with during the process.
4. How the community had their say: a summary of each phase, including engagement, communication and marketing activities along with participation levels.
5. What people told us: a summary of the key themes and statistics on the outcomes of the engagement, and an outline of how the feedback influenced the changes between the draft and final plan.
6. Where to from here: how the information in the plan, and from the engagement process, will be used in the wider context of council planning and reporting.

### Project background

*MidCoast 2030: Shared Vision, Shared Responsibility*, is a whole of community plan that expresses how we want to grow into the future.

Developed in collaboration with the community for the community *MidCoast 2030: Shared Vision, Shared Responsibility* is important for both council and the community in setting the direction for the prioritisation of council's projects and actions.

It is a requirement of all councils to have a Community Strategic Plan under the *Local Government Act 1993*. The plan needs to address four key areas, including:

- Where are we now?
- Where do we want to be in 10+ years?
- How will we get there?
- How will we know once we have arrived?

From *MidCoast 2030: Shared Vision, Shared Responsibility*, council will develop a four year Delivery Program that sets out the actions we will implement to deliver the Community Strategic Plan, which then links with the annual Operational Plan and budget.

Since October 2016 Council has been engaging with the MidCoast community about our shared identity and vision for the future. The outcomes of these conversations resulted in a shared vision and set of values, which provided the framework for the draft *MidCoast 2030: Shared Vision, Shared Responsibility*. In December 2017, council agreed to place the draft plan on public exhibition from 8 January to 23 February 2018 to seek input from the community on the document, as outlined in the MidCoast 2030: Engagement and Communications Strategy. This was an opportunity to test if the document accurately reflected the community's aspirations and make adjustments where necessary.

This report outlines the activities that were undertaken during this public exhibition period, the feedback that was received and how it has been incorporated into the final *MidCoast 2030: Shared Vision, Shared Responsibility* document.

## 2. What were people engaged on?

### Engagement objectives

The Engagement and Communications Strategy that guided the process outlined how we would engage with the community and key stakeholders in seeking feedback on the draft *MidCoast 2030: Shared Vision, Shared Responsibility*. Through this strategy we aimed, through meaningful community engagement, to create a robust plan that reflects the vision and values of our community and underpins the council's planning and reporting framework.

The objectives of the engagement with the community were to:

- Seek endorsement from the community that the draft Community Strategic Plan reflects the vision and values for the MidCoast region.
- Understand what is important to the community to influence the development of the Community Strategic Plan performance measures.
- Strengthen partnerships between council and community stakeholders.
- Provide opportunities to engage with a broad cross section of the MidCoast demographic profile.
- Provide opportunities for hard to reach groups to provide feedback on the draft Community Strategic Plan, including Aboriginal people, youth, people with a disability and families.
- Educate the community on MidCoast Council's roles and responsibilities.

These objectives were met through the engagement process serving as a reference point to ensure the project remained on track and to understand whether we had been successful in our engagement.

## Phases of engagement

Phase	What was involved	Timeframe
Phase one: What are our community aspirations and priorities?	Conduct extensive engagement project to develop a shared vision and values for the MidCoast area, as well as conducting background research to support the development of a draft Community Strategic Plan.	October 2016-September 2017
Phase two: Testing and development of a draft plan	Collation of data and information to formulate the draft Plan. This phase included internal consultation, councillor involvement and testing of the draft vision and draft key focus areas with the community.	September 2017-December 2017
Phase three: Have we hit the mark? Are we hearing and interpreting our community accurately? How will we measure? Public exhibition and engagement period	Presentation of the draft plan to community and seek feedback on whether we got it right and potential measures, to ensure the MidCoast region is improving.	January-February 2018
Finalisation: Incorporation of feedback into a finalised Community Strategic Plan for endorsement of council.	Revision of <i>MidCoast 2030: Shared vision, Shared Responsibility</i> based on community feedback and present to council for endorsement.	March 2018

## Reach of engagement

During the development of MidCoast 2030 a total of 3217 people were engaged over 57 activities.

During phases two and three 2100 people were engaged over 27 activities and during the exhibition period 1450 were engaged over 26 activities.

## Level of engagement

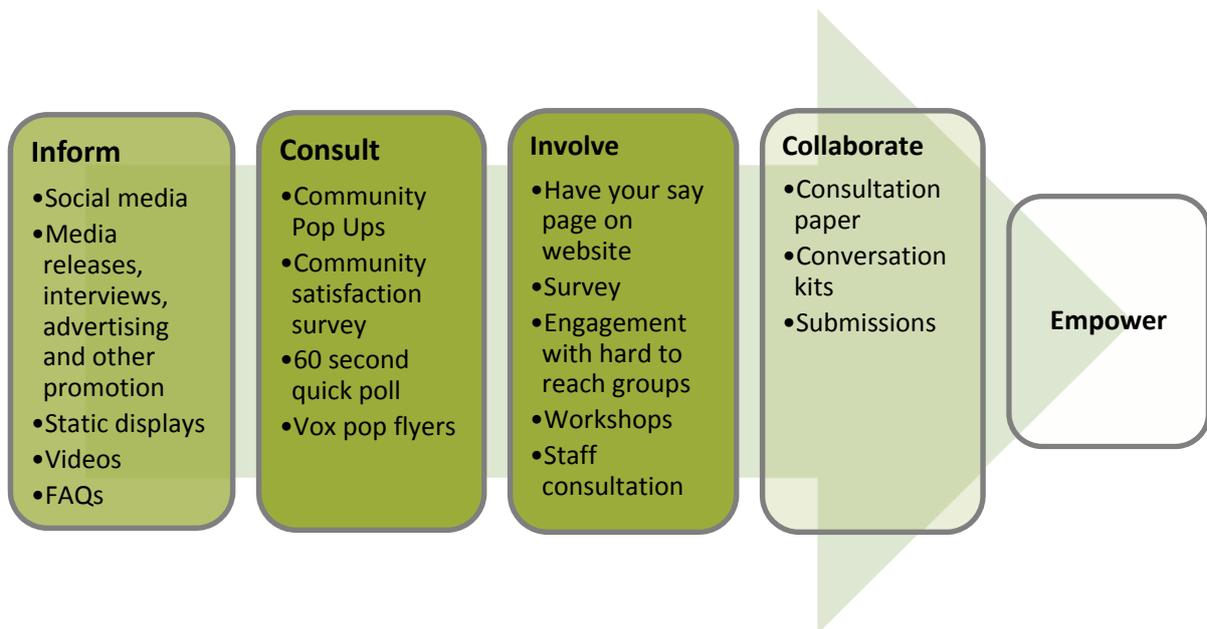
As outlined in MidCoast Council’s Community Engagement Policy we utilise the International Association for Public Participation (IAP2) five-point framework for measuring the level of community engagement for each project.

Within this scale, this project achieved an Involve/Collaborate level of engagement. At this level our commitment is to work with the community to ensure aspirations and concerns and reflected in the revised plan, and provide feedback on how community input has influenced the final plan.

Where possible in the ongoing implementation of the plan we will work with the community to formulate solutions and actions linked with the plan.

The diagram below outlines the levels of engagement and the activities undertaken within that level.

Figure 1: Level of engagement for key activities



### 3. Who did we engage with?

#### Key stakeholders

There were a number of strategies used to ensure we gained feedback from a broad cross section of the community. This included specific communication and engagement methods with key stakeholders, as well as the utilisation of media and marketing tools to gain broader input.

Key stakeholders involved included:

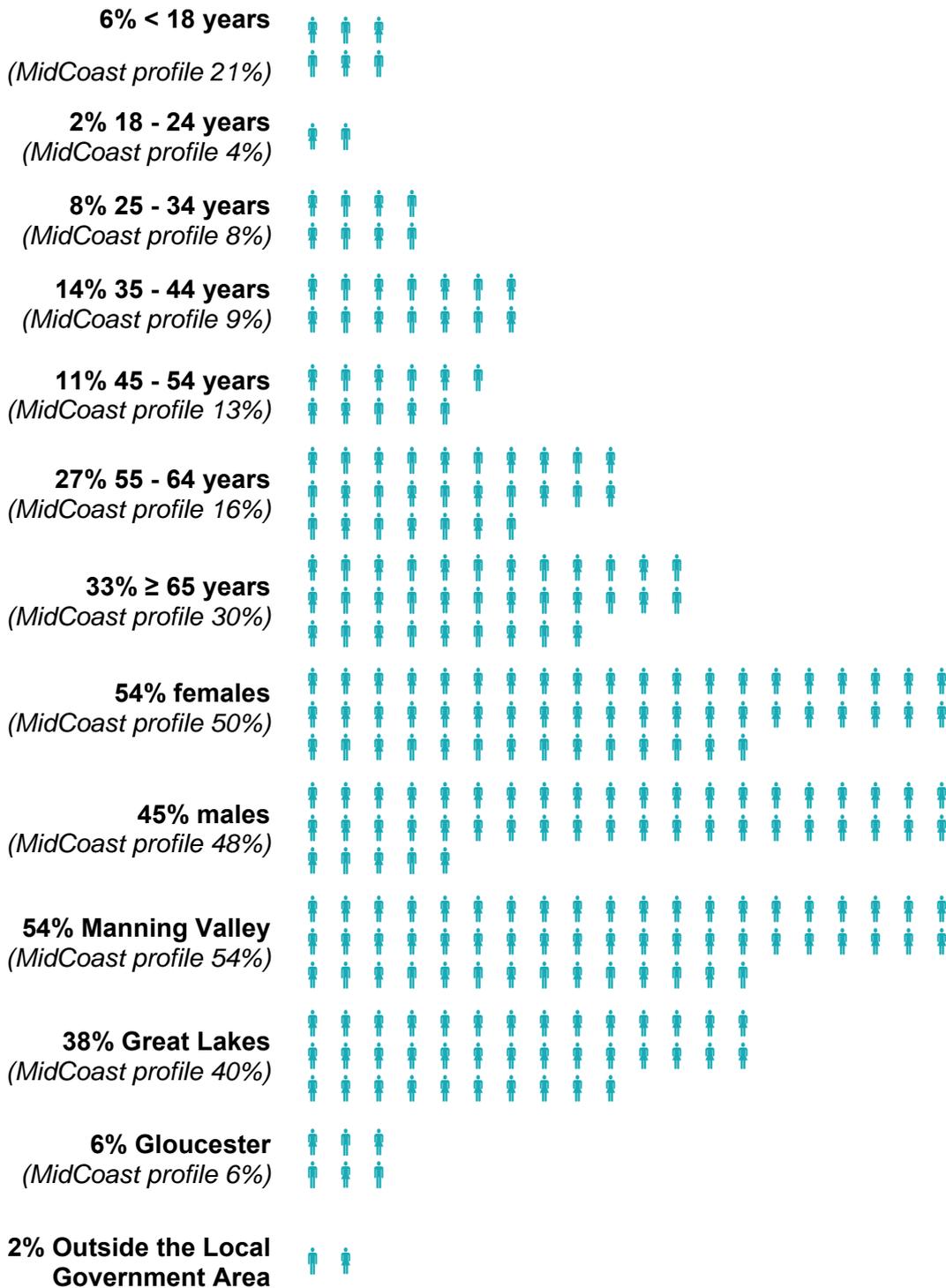
- Residents / Individuals / rate payers / Non-resident rate payers / renters
- Groups of individuals, organisations, sporting groups, political groups, lobby groups, interest groups, support groups
- Business community / developers
- Government agencies – Federal and State
- Visitors / tourists
- Other community providers (public and private)
- Non-government organisations (NGOs)
- Councillors
- MidCoast Council staff

We also targeted a number of hard to reach groups within the engagement. These groups included:

- People with disabilities
- Young people
- Aboriginal people
- Families
- Isolated older people

## Profile of who we engaged

This data represents the profile of those with whom we engaged throughout the Community Strategic Plan development, from *What is MidCoast*, through to the public exhibition period.



Reference: Profile ID 2016

## 4. How did people have their say?

Throughout the process we hosted a number of engagement activities, which provided a variety of ways for the community to share their opinion and ideas, as well as generate community conversations.

These engagement and communication activities were all conducted in line with the Engagement and Communication Strategy adopted by council in December 2017, with some slight variations detailed later in the report.

The table on the following page provides a snapshot of how people engaged and were informed throughout phases two and three of the consultation process:



Face-to-face engagement	Online and electronic engagement	Communications
<p><b>9</b> pop-up stalls held at community markets and events</p>	<p><b>521</b> participated in the survey, online and in hard copy</p>	<p><b>4000+</b> flyers distributed</p>
<p><b>265</b> people (approx.) visited pop-up stalls</p>	<p><b>500</b> participants in Community Satisfaction Survey</p>	<p><b>3</b> Media releases distributed</p>
<p><b>7</b> workshops and meetings with hard to reach populations</p>	<p><b>471</b> participated in online quick poll</p>	<p><b>14</b> articles printed in local media</p>
<p><b>7</b> responses to hard copy survey</p>	<p><b>2,161</b> visits to CSP Have your say page on Council's website</p>	<p><b>7</b> radio interviews</p>
<p><b>5</b> presentations to key stakeholder groups</p>	<p><b>292</b> visits to CSP project page on Council's website</p>	<p><b>2</b> TV interviews</p>
<p><b>42</b> young people participated in vision workshops</p>	<p><b>5983</b> views of online videos</p>	<p><b>22</b> Advertisements placed in local print media, including Council news and half page advert</p>
<p><b>10</b> people with disabilities participated in vision workshop</p>	<p><b>2000+</b> emails with key stakeholders</p>	<p>Promotion in 'Keeping up with Council' newsletter distributed to all rate payers</p>
<p><b>12</b> community update meetings and workshops</p>	<p><b>593</b> reactions, comments or shares on MidCoast Council's Facebook</p>	<p>Promotion in school and community newsletters</p>
<p><b>12</b> responses to vox pop survey</p>	<p><b>24,260</b> people reached on MidCoast Council's Facebook</p>	<p><b>Submissions</b></p>
<p><b>14</b> static displays in libraries and Council offices</p>	<p><b>4</b> contributions to online discussion board</p>	<p><b>21</b> submission received</p>

## Engagement activities

The following activities were utilised to engage with and inform the community of the *MidCoast 2030: Shared Vision, Shared Responsibility* community strategic plan between October 2017 and 23 February 2018.

### Draft MidCoast 2030: Shared Vision, Shared Responsibility Consultation Paper

The consultation paper provided an introductory overview, the draft plan itself, details on how people could have a say and written submission survey.

The document was available to download on our website, and hard copies were made available in central locations, including all council offices and libraries.

### Static displays

Static displays were set up in 14 MidCoast Council offices and libraries.

The size of the displays ranged from two spread banners, single banners and A3 poster displays in libraries.

The displays provided a snapshot of important information, the vision, key values and how people could have their say.



A copy of *MidCoast 2030: Shared Vision, Shared Responsibility* was also available to take and completed surveys could be returned. At some locations, the content of the five key values were displayed on foam boards and community members could write comments or suggestions on post it notes and place them on the boards.

### A 'have your say' page - on the MidCoast Council website

The 'have your say' page provided a central place for up-to-date information on the draft document, as well as access to online engagement tools. Information and functions available included:

- Overview of what a Community Strategic Plan is, why it's important and how people can get involved.
- Videos introducing the Community Strategic Plan and explanation of the key values.
- Key dates for both the consultation and Community Strategic Plan development.
- Contact details for project team members.

- Important documents, including the draft *MidCoast 2030: Shared Vision, Shared Responsibility* Consultation Paper, MidCoast 2030: Engagement and Communications Strategy and a Frequently Asked Questions document.
- A direct link to online engagement tools including an online survey, Conversation Kit and 60 second quick poll.
- Online forum, where people could put up ideas and questions related to the Community Strategic Plan. (This tool didn't have a huge uptake, with only four contributions made.)

The 'have your say' page was live between the dates of 8 January and 23 February 2018. Within this time the page had **2161** unique page views.

### Online survey

The survey, which was available online and in hard copy, provided an opportunity for people to provide detailed feedback on the draft plan.

The survey was designed to understand how strongly people agreed or disagreed with the sections within the plan, including the vision, overall values, snapshot of us and each of the values, objectives and strategies. We also asked the community to consider potential performance measures and key partners necessary to achieve our strategies.

**515** people participated in the survey, online and in hard copy.

As a part of the survey, respondents could nominate whether they were making their submission on behalf of an organisation or groups. Those nominated included:

- Awareness for Coomba
- Bulahdelah Visitor Information Centre
- Bundabah Village Group
- Bungwahl Progress Association
- Coastal Castaways Inc.
- Combined Community Service Clubs of the Manning Valley
- Friends Of The Manning Regional Art Gallery
- Gloucester Arts and Cultural Council Inc.
- Great Lakes Museum
- Great Lakes Women's Shelter
- Green Point Community Association
- Hawks Nest Tea Gardens Progress Association
- Member Rotary Club Taree
- North Arm Cove Non-Urban Land Owners
- Northcott Disability Services
- Seal Rocks Protection Society
- Taree High School
- Theatre Oz Port Macquarie
- Wingham Advancement Group Incorporated

It was found throughout the consultation that the length and detail of the survey may have affected the response and completion rate. To address this a 60 second quick poll was developed, to provide those with limited time an opportunity to provide feedback.

### 60 second quick poll

This was an additional engagement tool, developed to provide a quick and simple means for people to still have meaningful input into the process. The quick poll asked three questions:

1. What is your number one priority for the MidCoast?
2. How strongly they agreed or disagreed with the themes of each of the values?
3. Anything else they would like to add?

**471** people participated in the quick poll.

### Pop ups

As a part of our face to face engagement we hosted nine community pop ups, at markets and community events. Location and dates are outlined below:

Tastefest	13 January	50	
Forster Farmers Market	20 January	40	
Tuncurry Australia Day Family Fun Day	26 January	30	
Nabiac Farmers Market	27 January	60	
Pacific Palms Market	28 January	30	
Tea Gardens Farmers Markets	3 February	15	
Bulahdelah Markets	3 February	0	Event cancelled (rain)
Blackhead Bazaar	4 February	20	
Gloucester Farmers Market	10 February	20	

Staff attended each event for a minimum of two hours, at the busiest times. These pop ups included a display of the vision, values and details on how to have a say. Flyers were also distributed at the stalls, which encouraged people to go online to have a say.

### Community Satisfaction Survey

The Community Satisfaction Survey, conducted in October 2017, gave us an opportunity to test the themes of the draft plan with the community. An independent provider conducted this survey over the phone, with a representative sample of **500** people.

The survey asked a range of questions of the community's level of satisfaction across a range of council services and functions. To understand the level of community satisfaction with the values included within the draft *MidCoast 2030: Shared Vision, Shared Responsibility*, an additional question was added to the survey.

This was an important tool, as it gave us an opportunity to get a random representative sample from the community.

## Vox pops

The vox pop was designed as a short survey, for people to provide high level feedback on what they love about the MidCoast region, their aspirations for the future and whether they felt the draft vision and values captured this.

The vox pop survey was included as a tear off slip on the bottom of a flyer, as well as used as an in person questionnaire at pop up activities. Overall the engagement with the tool was low. In hard copy only **12** responses were returned. In person, participants preferred to have a general chat about council and areas for improvement.

## Submissions

As with an exhibition process, community were welcome to submit formal submissions. Overall we received **21** submissions. Of these **eight** were on behalf of a group:

- Arts Mid North Coast
- Australian Anglers Association
- Friends of the Manning Regional Art Gallery
- Great Lakes Carers Network
- Manning Valley Creative Collective
- MidCoast Council Destination Management Coordinator
- MidCoast Council Strategic Planning Department
- Residents for a Greener MidCoast

## Workshops and presentations

There were a number of opportunities within the exhibition period to link in with existing networks or link in with other council engagement initiatives to build awareness and seek input from the community regarding *MidCoast 2030*. These activities occurred across all phases of the consultation. Groups we linked in with included:

- Great Lakes Community Services Network
- Local progress associations
- MidCoast Community Halls Network
- Forster Combined Probus
- Friends of Great Lakes Library

We also hosted two open community workshops in Harrington to discuss the installation of new playground and a dog park, along with the draft CSP. Combined approximately **100** people attended the sessions.

## Engagement with hard to reach groups

To ensure we received feedback from community members who might have limitations in participating in the engagement, we undertook specific activities to ensure these groups' views were captured.

Targeted groups included:

- Aboriginal people
- Young people
- Isolated older people
- People with disabilities
- Families

Activities included:

- Vision workshop with 10 people with a disability where they created collages about what they love about living in MidCoast.
- Workshop with carers of people with a disability, to discuss barriers to ensuring the people they are caring for are able to participate fully in the community and how council can support to improve these.
- Vision workshops with 42 young people, where we explored what they love about living in MidCoast, the top priorities for the young people living in the region and attributes of a good society. Two of these workshops were hosted with schools and one with a disengaged youth program.
- Workshop with five people from the local Aboriginal community to discuss the draft and ensure it captured the higher level vision for Aboriginal people, as well as seek input on the wording of the Acknowledgement of Country.
- Distribution of information to services providers supporting older people
- Distribution of information to schools, family support services, preschools and community service organisations.

Due to staff resourcing throughout the project, we weren't able to ensure the engagement with hard to reach groups was representative across the whole MidCoast area, however effort was made that through the consultation to ensure we received a depth of information that gave us the necessary insight into the core issues for that target group.

With this in mind, we will continue to work with these hard to reach groups, particularly the Aboriginal community to ensure they are meaningfully involved in the implementation of the plan and development of other related plans and strategies.

To make this happen we plan to further engage with the CEOs of the local land councils in a more structured and regular way going forward.

### Staff consultation

We recognise that with 900 staff employed across a range of activities and locations, our staff are also representative of the community and we endeavoured to gain feedback from them to support the process. Activities that took place to target staff in the engagement process included:

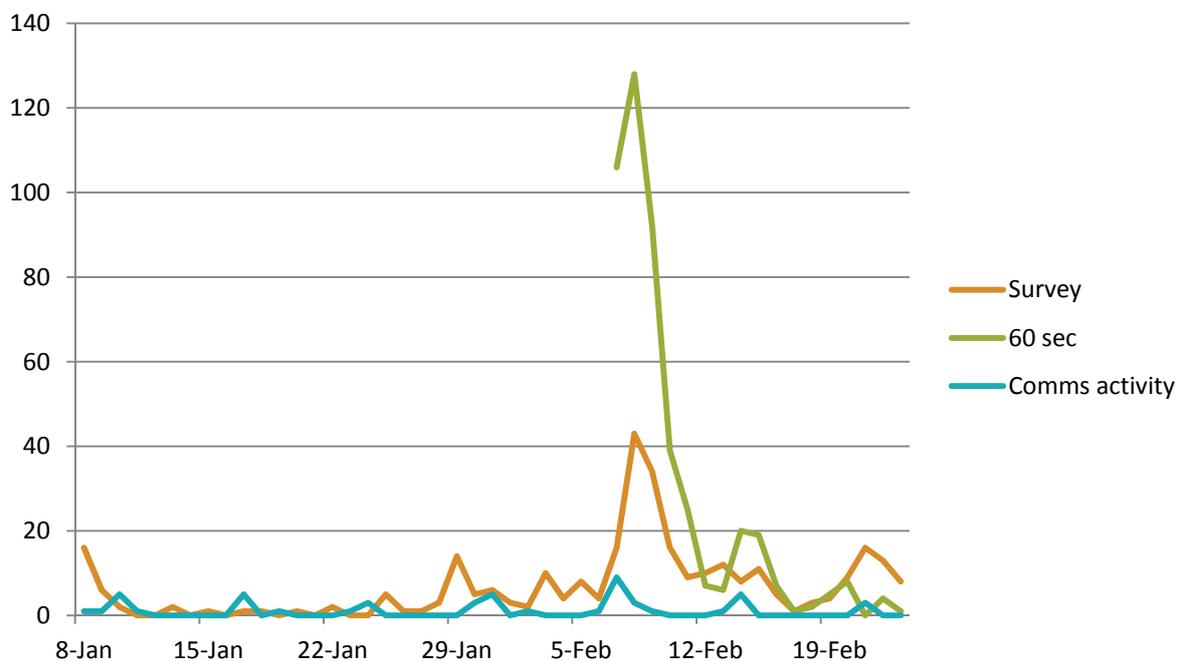
- Presentation to the Developing Future Leaders Program participants.
- Regular posts on the intranet and video placed on homepage.

Due to staff resourcing, we were unable to conduct as extensive internal engagement as initially planned.

## Communication and advertising

The following diagram shows the survey response rate against communications activities. From this diagram we can better understand how the various communications activities we conducted had an effect of urging people to provide their feedback on the draft plan. Significant effort was put half way through the consultation to gain input. The peak in responses correlated with the launch of the 60 second quick poll and promotion across various mediums, including social media platforms, email networks, advertising and media releases in local newspapers and radio interviews.

Figure 2: Participation rates compared to communication activity



We utilised a number of communication mediums to have a broad impact across the community. Activities are listed below:

### Media releases

Media releases were issued to all print, radio and television contacts across the MidCoast area during the engagement period to support the program.

- 8 January – “Be part of the vision for MidCoast’s future”
- 1 February – “Three good reasons to get involved in the future of our region”
- 8 February – “Take a minute to think about our future “

## Newspapers and newsletters

The following table shows the take up of media releases across newspapers and community newsletters within the MidCoast region.

Articles post Council meeting	Manning River Times	2 January
	Great Lakes Advocate	3 January
"Be part of the vision for MidCoast's future"	Gloucester Advocate	17 January
	Wingham Chronicle	10 January
	Great Lakes Advocate	10 January
	Manning Great Lakes Extra	11 January
	ETC Newsletter	30 January
	Great Lakes Advocate	31 January
Harrington workshop	Harrington - Tell Everybody	February
"Three good reasons to get involved in the future of our region"	Manning River Times	2 February
	Gloucester Advocate	7 February
	Wingham Chronicle	7 February
"Take a minute to think about the future"	Great Lakes Advocate	14 February
	Manning River Times	14 February

## Radio

Below details radio promotion and interviews that took place during the exhibition period:

- January 9 ABC Mid North Coast
- January 30 2RE Tuesday morning council wrap up
- January 31 2RE morning show interview with Anthony Zanos
- February 6 2RE Tuesday morning council wrap up
- February 7 Great Lakes FM interview
- February 9 Gloucester FM
- February 13 2RE Tuesday morning council wrap up

## Television

- Two television interviews were conducted during the exhibition period.

## Rates notice

Rates notices were distributed to a number of MidCoast Council ratepayers during January. This provided a direct communication with ratepayers at the beginning of the engagement process.



**MIDCOAST**  
council

**KEEPING UP  
WITH COUNCIL**

**JAN  
2018**

### ROADS A TOP PRIORITY

While we remain committed to delivering quality services across the range of Council activities, we continue to focus on your number one priority - roads.

Our greatest challenge is the condition of local roads and bridges, including a pre-existing infrastructure backlog valued at \$180m and an annual shortfall of \$5m for renewals.

Council has tackled the challenge head-on, investing an additional \$7m in works that have delivered tangible improvements for the local community, as part of the \$30m Road Care Program (from merger funding and savings).

Harrington Road, Diamond Beach Road, Combined and Dennes Streets in Wingham, The Bucketts Way in Tinonee, and Victoria and Commerce Streets in Taree are just some of the areas already targeted for rehabilitation.

And coming up over the next 12 months is another busy schedule that will see significant improvements right across the region. Some of the works already scheduled or underway include Hadley and Townsend Streets in Forster, Albert, Muldoon and Pulteney Streets in Taree, Queen and Hume Streets in Gloucester, Boomerang Drive at Pacific Palms, Manning Point Road at Mitchells Island, sections of Old Bar Road, The Lakes Way at Charlotte Bay, Avalon Road at Krumbach, and Blackhead Road at Hallidays Point.




Britten Street, before (left) and after (right)

The special rate variation (SRV) was introduced on 1 July this year and is dedicated exclusively to addressing the condition of the region's roads and bridges with another component supporting environmental works across the region. It is anticipated that additional funding from the State Government of up to \$50m may be secured in addition to the SRV, which if successful, will double the value contributed by ratepayers to improving local roads. This funding program will significantly reduce the gap in renewals funding and backlog in a relatively short timeframe.

For more details, visit [midcoast.nsw.gov.au/roads](http://midcoast.nsw.gov.au/roads)



Community Strategic Plan

### Share your vision for MidCoast's future

Who are we? What do we value?  
Where do we want our region to be?

We have been listening to what you have been saying on these issues since the formation of MidCoast Council and your views have helped inform a draft community strategic plan for our area.

This plan will be an important roadmap to capture our community's aspirations for the future and guide us to achieve the outcomes you've told us are priorities.

Our draft plan, *MidCoast 2030 Shared Vision Shared Responsibility*, is on public exhibition from 8 January - 23 February.

During this time, we want your feedback to tell us whether we have the plan right. To see the draft plan and find out how you can have your say, visit [midcoast.nsw.gov.au/csp](http://midcoast.nsw.gov.au/csp)

**HAVE  
YOUR  
SAY**

See next page for Disability Inclusion Action Plan info

midcoast.nsw.gov.au

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## Advertising

Existing weekly newspaper advertising was utilised to advise the community of the exhibition period and the engagement program, along with the opportunities for the community to be involved.

These advertisements were in the following newspapers on the listed dates:

- Manning River Times 10 January, 17 January, 24 January, 31 January, 7 February, 14 February (1/2 page advert), 21 February
- Great Lakes Advocate – 10 January, 17 January, 24 January, 31 January, 7 February, 14 February (1/2 page advert), 21 February
- Wingham Chronicle – 10 January, 17 January, 24 January, 31 January, 7 February, 14 February (1/2 page advert), 21 February
- Gloucester Advocate - 10 January, 17 January, 24 January, 31 January, 7 February, 14 February (1/2 page advert), 21 February

A half-page advertisement also appeared in a range of papers to inform the community, separate to our regular advertising to draw attention to the process and significance of the plan.



**MIDCOAST 2030**  
Shared vision, shared responsibility

**WHAT'S YOUR VISION FOR THE FUTURE OF THE MIDCOAST?**

**Planning for our future starts with you**  
We've drafted a plan that will become a blueprint to guide our direction over the next decade. It's the Community Strategic Plan, MidCoast 2030: Shared vision, shared responsibility. And it's currently open for feedback.  
In its draft format, the plan reiterates what the local community has told us is important, driven through conversations over the past 18 months. But unless you've been part of those conversations, your priorities and your vision for the future of the region might be missing.

**But what's a Community Strategic Plan anyway?**  
It's a long-term plan that the NSW Government requires every council to produce in collaboration with their communities.  
The Community Strategic Plan documents what we as a local community aspire to achieve, what's important to us, and how we want our region to grow and evolve over time. It also guides Council's delivery program and operational plan - so having your say now will impact the activities we undertake in the future.

**If you don't tell us, we won't know**  
Whether you're studying, in the workforce, retired or unemployed, a single-person household or a family of ten, your opinions matter. We want to capture the needs, wants and desires of people from all areas of the region, from all walks of life, and all age groups. Now's the time to have your say.

**What matters to you?**  
As an early childhood teacher I'd like to see more zebra crossings and improved safety on our roads, particularly around child care centres, parks and primary schools.  
I run my own small business so connectivity and access to services and opportunities equal to those offered in metro areas is crucial to help my business compete.  
I love where I live... the climate, the beaches, and the laid back lifestyle. I'd be disappointed if the area became too over-populated or our parks, rural areas and coastlines were over-developed.

These are just some of the things we've been told since the draft plan has been open for feedback. Family, education, lifestyle, environment, business, sport, employment... what are the things that matter most about your life in the MidCoast?

**If you don't tell us, we won't know**  
Here's how you can have your say  
It doesn't matter if you're a computer whizz or not, if you prefer snail-mail to email, or if you'd like to record your vision for the future as a poem... however you decide to take part, we'll welcome your input.

- Take our online survey**  
This 15 minute survey steps you through the draft plan and asks what you think
- Fill in a paper survey**  
Ask for a copy at one of our offices, or download and print from our website
- Email or write to us**  
If free-form suits you better, drop us an email or send in your opinion in writing
- Short on time?**  
Head online and take the 60-second survey, a quick and simple way to tell us what matters

Visit [www.midcoast.nsw.gov.au/csp](http://www.midcoast.nsw.gov.au/csp) before Friday 23 February 2018

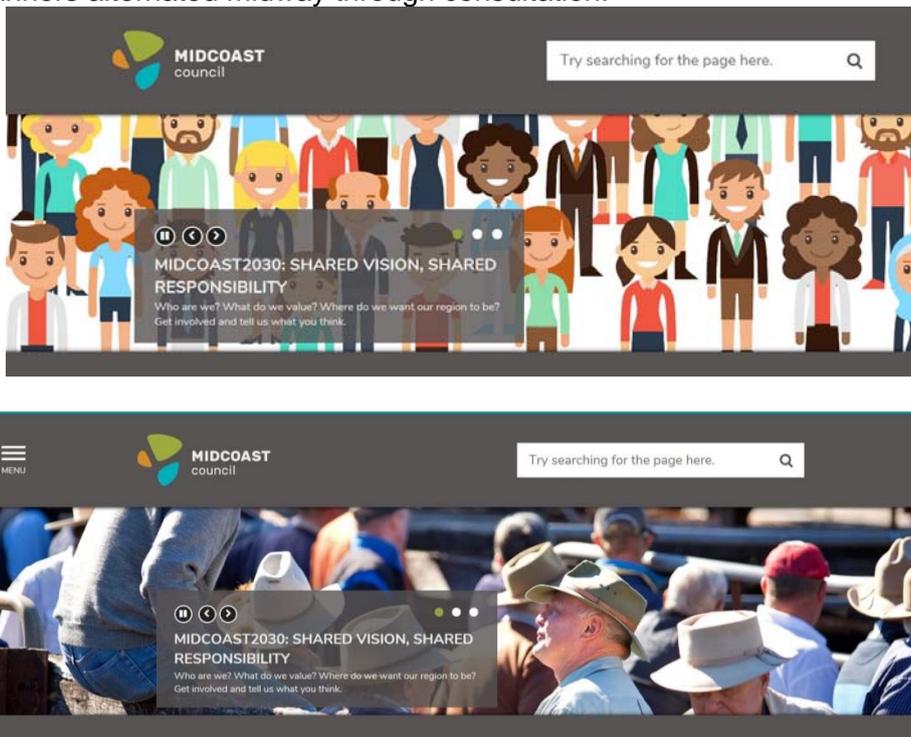
Forster | Gloucester | Taree | Tea Gardens | Stroud | [council@midcoast.nsw.gov.au](mailto:council@midcoast.nsw.gov.au) | [midcoastcouncil](https://www.facebook.com/midcoastcouncil) | [www.midcoast.nsw.gov.au](http://www.midcoast.nsw.gov.au)

This advertisement appeared in the Manning River Times, Great Lakes Advocate, Gloucester Advocate, Manning-Great Lakes Extra, Myall Coast Nota and Wingham Chronicle.

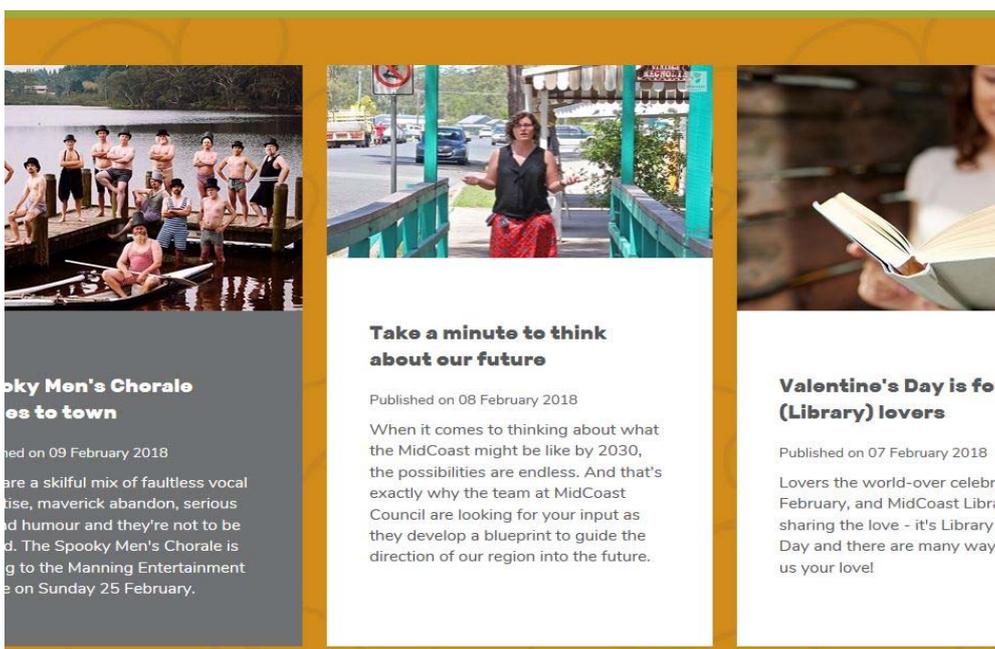
**MidCoast Council website**

The website provided the central hub of information and engagement on the draft plan. To make it easy for the community to find this page on the website, we established a number of direct links to the page, as shown below.

Website banners alternated midway through consultation.



There was also a direct link on the home page in 'News and Events'.



**Email signatures**

For 3.5 weeks of the exhibition period, a customised email signature was placed on all outgoing council correspondence to promote the plan to a variety of community members.

This provided a direct link from the email to the MidCoast Council website and the information on the plan.



**Social media**

Council's Facebook presence was utilised to inform the community of the engagement program, encourage participation and provide information on how people could become involved.

Activity included the following posts:

1,967 people reached  
1,678 video views  
49 reactions, comments & shares



3,289 people reached  
1,394 video views  
44 reactions, comments & shares

**MidCoast Council** Published by Nick Day (?) - 17 January -

Find out a bit more about our Community Strategic Plan and the vision and community values behind it. Remember - you can have your say on this important roadmap document. <http://bit.ly/2mFLgrz>



**Community Strategic Plan - Vision & Values**  
01:18

1,448 people reached  
28 reactions, comments & shares

**MidCoast Council** is with Tracey Stewart and Kirilee Blanch. Published by Meagan Cooper (?) - 19 January -

Thanks to everyone who chatted with us about the draft Community Strategic Plan last weekend at TasteFest. We'll be out and about again tomorrow, this time at the Forster Farmer's Market between 9 and 11am. Come on down and find us, to find out more about the draft CSP, tell us what's important to you for the future of our region, and to have your say. Can't make it tomorrow... have your say online here <http://www.midcoast.nsw.gov.au/csp>



**MIDCOAST 2030**  
Shared vision, shared responsibility

**Draft Community Strategic Plan NOW OPEN FOR FEEDBACK**

3,314 people reached  
1,329 video views  
39 reactions, comments & shares

**MidCoast Council** Published by Nick Day [?] · 23 January · 🌐

Our Community Strategic Plan is for the whole community, and it will guide Council into the future by providing a platform for actions in the four year delivery program and annual operational plan.

It's based on 5 values that you've already told us you want to focus on. Find out more in the video.

Want to speak to us about the plan? We're holding a series of pop-up info stations across the region in the coming weeks. Currently confirmed pop-ups are shown below with more on th... [See more](#)



**The values shaping our Community Strategic Plan**  
01:43

12,446 people reached  
340 reactions, comments & shares

**MidCoast Council** Published by Nick Day [?] · 7 February · 🌐

Should the MidCoast region be the next Gold Coast, the next Nimbin, or something else altogether? 😊

It's up to you to tell us - and it will only take 60 seconds. 🗳️

Take the survey here => <http://bit.ly/2ELIOVn>



1,796 people reached  
836 video views  
93 reactions, comments & shares



The information provided on Council's Facebook page was shared 81 times to other individual and local community Facebook pages including:

- Forster Community Gardens
- Gloucester Rotary
- Tea Gardens Hawks Nest Community Noticeboard
- Downstream Knitting Nannas
- MidCoast Manning Community News and Views
- Forster Tuncurry Buy Swap Sell
- Give Me Back My Council
- Nabiac Community
- Kids Play MidCoast
- Love the Bucketts Way
- Old Bar The Community
- Wingham Chamber of Commerce
- Great Lakes Advocate
- MidCoast Water Services

## Videos

A series of videos were created to promote *MidCoast 2030: Shared Vision, Shared Responsibility* and the engagement program and were used on the website and social media. These were an effective tool in providing a quick, easy, visual reference for the community to learn more about the plan and how to get involved.



## Email database

Council email databases and local community networks were used to distribute information and links during the engagement process. The networks utilised are detailed below:

- Water Services 170 members
- Community meetings email list 1268 members
- Community Service Groups 39 members
- Get that Grant List 150 members
- Community Halls 104 members
- Community Strengthening database 95 members
- Manning Valley Community Network Unknown
- Communities for Children Unknown
- Aged Care Services network Unknown

Of the databases council managed 1826 emails were distributed.

## 5. What people said about the draft plan

The engagement process provided us with a large amount of data on the desire, needs and concerns of our local community across a range of issues. This summary includes feedback specific to the *MidCoast 2030: Shared Vision, Shared Responsibility* document.

Throughout the feedback received there was also a number of specific ideas and issues raised, relevant to other levels of council planning or service delivery.

This includes potential actions for consideration within the development of the Delivery Program and Operational Plan.

Ideas or issues that were either project specific, or specific to individual locations, have not been included within this report. This information will be shared with relevant departments, as an opportunity for us to improve.

Additionally to ensure transparency of this consultation data from the various engagement tools referenced in this report will be available on council's website.

In order to gain an overall indication of the level of agreement with the draft *MidCoast 2030: Shared vision, Shared Responsibility*, the following table provides the index score from the various survey tools used in the engagement.

While there were slight variations in the wording of the questions across the various tools, the essence of each question related directly to each key value.

A score of 100 would indicate 100% agreement. The scores show the community generally support the framework of the draft plan.

Section of the plan	Survey Index Score	JWS Index Score	Quick Poll Index Score
Vision	73	-	-
Values	73	-	-
Snapshot	69	-	-
Unique, Diverse, Culturally Rich Communities	71	77	71
Connected Community	72	88	85
Environment	73	84	85
Economy	71	83	86
Leadership & Shared Vision	69	81	84

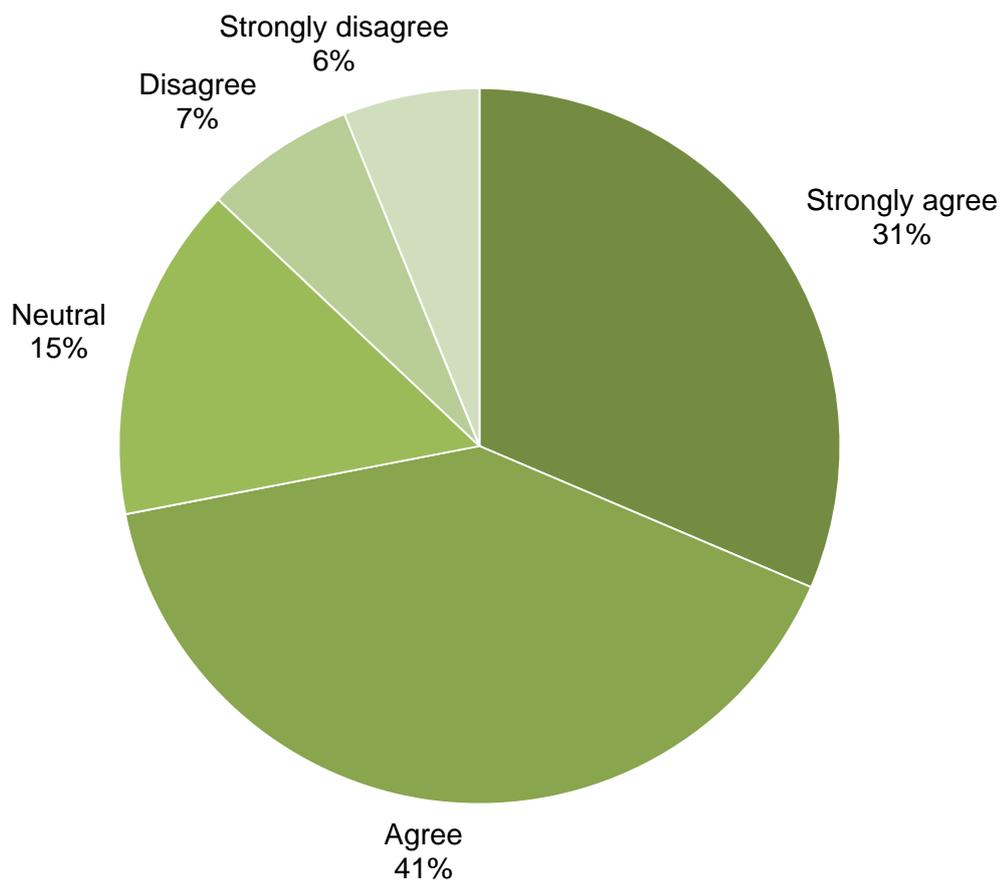
The following summary provides an overview of the feedback received for each section of the plan, including the vision, snapshot of us, summary of the key values and then each of the five key values separately.

It is a collation of feedback across the various engagement activities, providing a statistical snapshot, summary of suggested changes or gaps and council's response to these suggestions, suggested performance measures where relevant and general comments related to that area.

### Our vision

The engagement with the community showed a high level of agreement with our vision, as presented in the draft plan, shown in the figure below.

Figure 3: Level of agreement with vision (Survey)



While there was overall agreement with the vision, there were a number of areas for improvement identified. A summary of these are presented in the following table:

Suggested change or gap	Council's response
People need to be central to vision and greater emphasis needed on building connection across our diverse community.	Vision has adjusted to ensure the areas of focus contribute to our quality of life and community connection is central to this.
Vision needs to reflect where want to be, not where we are.	The word "recognised" was added to ensure the vision is aspirational.
Cultural significance	"Cultural significance" added to vision.
Our natural environment is important to quality of life, tourism and the economy, so needs to be the highest priority within our vision	Vision reordered to reflect this importance. Reference to "balance" removed.
As a new larger Council area, the vision needs to connect the region as one.	"Community connection" added to vision to reflect the need to connect the diversity of the people/groups within MidCoast.
Economic development is important, but needs to not be a key driver in our vision	Wording of the vision has been reordered to reflect the role of the economy in contributing to our quality of life.
Wording needs to be simplified	While simple language has been utilised were possible, to ensure the vision captures the communities aspirations, more complex language has needed to be used.
Meaningful community engagement and transparency of decision making needs to be reflected in vision	Addressed as an objective within "We value strong leadership and shared vision"
Inclusivity and equity	Inclusivity both socially and physically has been addressed as a Strategy within "We value... Our unique, diverse and culturally rich communities" and "We value... a connected community"  As a principle within the local government "Social Justice Framework", equity has underpinned the development of the whole plan.
Historic reference	While not included in the vision, protection of our historic features is addressed a number of times within strategies in the plan.
Climate change	Addressed as a strategy within "We value... Our Environment"
Maintaining clean water and waterways	Addressed as a Strategy within "We value... a connected community" and "We value... Our Environment".

### General comments

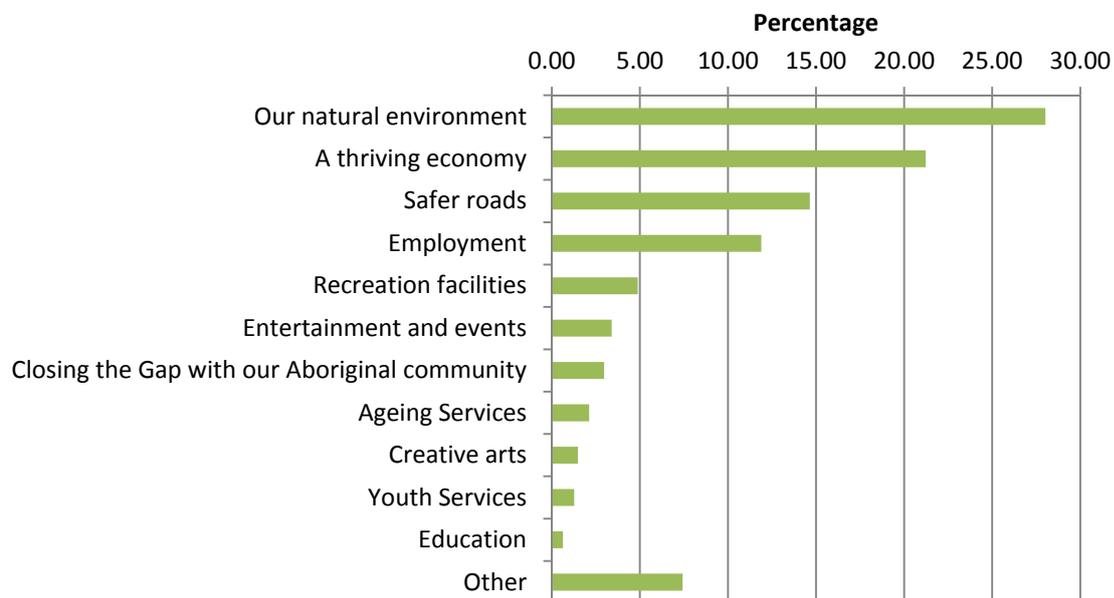
- As a larger region, council has the opportunity to be a leader across a number of areas.
- In order for this vision to be a reality across the whole community, council needs to lead by example.

## Our values

The following figure shows the prioritisation of key focus areas from the quick poll. This shows a general agreement with the key values, as outlined in the draft plan, being:

- Our unique, diverse and culturally rich communities
- A connected community
- Our environment
- A thriving growing economy
- Strong leadership and shared vision

Figure 4: Priority areas (Quick poll)



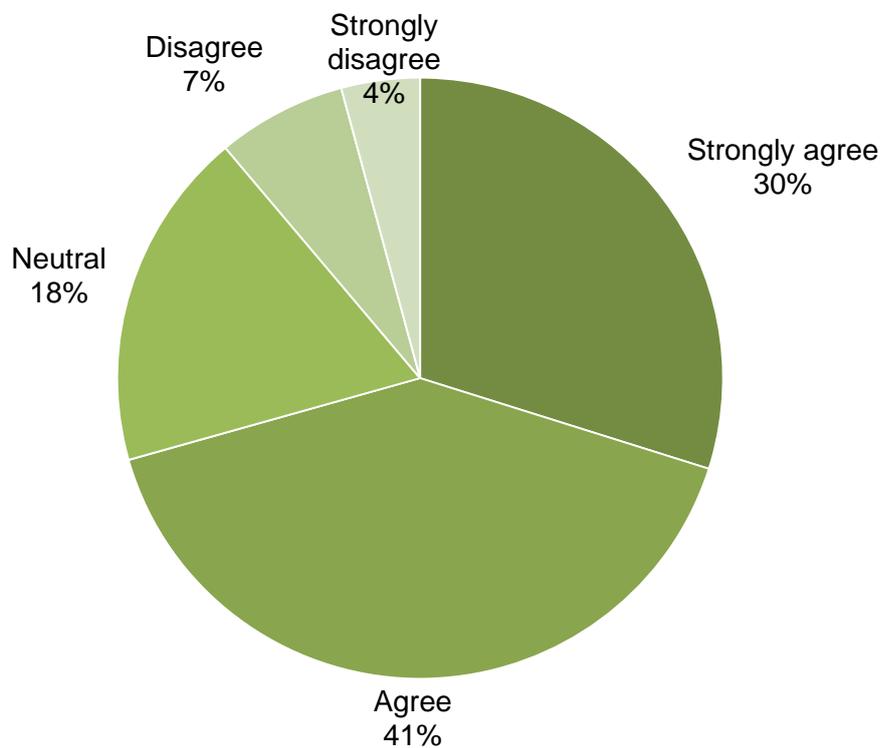
Other suggestions included:

- All of the above
- Build communities with the capacity to be more resourceful and self-sustaining
- Mental health and wellbeing
- Health services and hospitals
- A community that is vibrant and healthy
- Targeted crime prevention
- Support for small business
- A thriving economy but not at expense of the environment
- Tourism
- Community engagement and transparent decision making
- Delivery of council services
- Specific recreation facilities like dog parks, cycle ways and footpaths

- Maintenance of public buildings
- Animal welfare and pound management
- Land development

In addition to this, the engagement with the community showed a high level of agreement with the values, as presented in the draft plan, shown in the figure below.

Figure 5: Level of agreement with summary of 'our values' (Survey)



While there was overall agreement with the values, there were a number of areas for improvement identified. A summary of these are presented in the following table:

Suggested change or gap	Council's response
Agreement with overall concepts, however don't see these values reflected in council's current activity	<p>As this plan is in draft, it hasn't yet been endorsed by council. Once finalised, the plan will provide the framework for all of council's planning and decision making processes.</p> <p>The plan provides a long term direction for the whole community, so actions may not become realised for 10 years.</p> <p>It also needs to be kept in mind that this is a whole of community plan, so everyone plays a role in contributing towards these values.</p>

Value of the environment, so long as it doesn't compromise economic growth	Prioritisation of key areas like the environment and the economy differs within individual opinions and priorities. The plan aims to address both environmental sustainability and economic growth in a way that doesn't compromise the other.
Environmental sustainability should underpin all values	The environment features strongly with the plan, both as a key value on its own and within other values. The strategies outlined in the plan are not intended to contradict other strategies and so in essence environmental sustainability underpins all strategies within the plan.
Values need to include the creative arts	While not featured as a value on its own, creative arts has been addressed within a number of strategies in "We value our unique, diverse and culturally rich communities", "We value a connected community" and "We value... a thriving and growing economy".
Greater inclusion of Aboriginal people across all values to emphasise the importance of culture	Specific consultation was conducted within the engagement to seek input from the Aboriginal community and this feedback has been addressed within this report. Input from the Aboriginal community is important and so consultation will remain ongoing to ensure greater involvement in council decision making.
Community focused not customer focused	All references to "customer focused" have been changed to "community focused".
Being a connected community is about more than just infrastructure	Description of "We value a connected community" has been changed to include the social and physical community connections. This is also reflected in the objectives and strategies.
Community engagement	Description of "We value strong leadership and shared vision" has been changed to include community engagement. This is also reflected in the objectives and strategies.

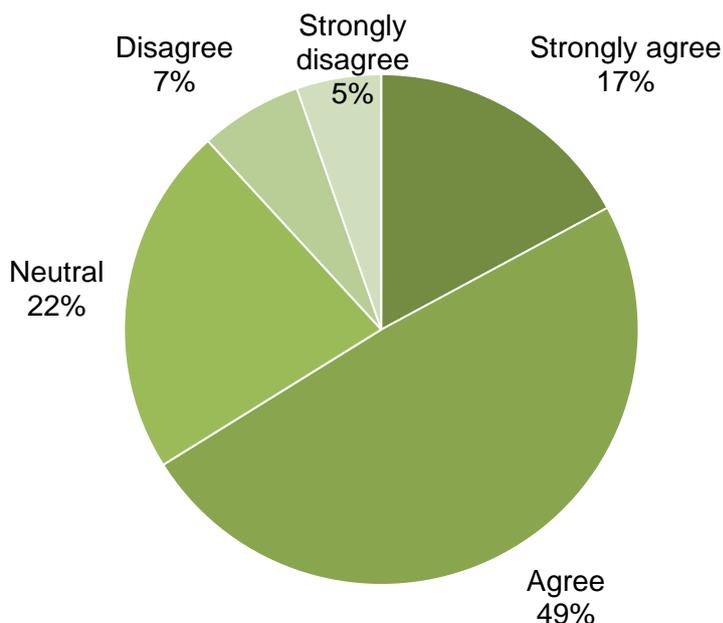
### General comments

- The location of the council meetings does not demonstrate value in the whole region.
- To acknowledge and celebrate the Aboriginal community, opportunities could be established like cultural centres and greater education of the local Gathang language.

## Snapshot of us

The engagement with the community showed a high level of agreement with the snapshot, as presented in the draft plan, shown in the figure below.

Figure 6: Level of agreement with summary of Snapshot of Us (Survey)



While there was overall agreement with the snapshot, there were a number of areas for improvement identified. A summary of these are presented in the following table:

Suggested change or gap	Council's response
Too much emphasis on economic development and seemed disjointed	Amended to improve flow and balance economic features of the community with other features of the region.
Acknowledgement of low socio-economic communities and the challenges this presents Acknowledge the challenges, as well as the positives of having a high population of over 60s	Amended to address current strengths and weaknesses within our demographic profile.
Inclusion of Aboriginal Places and greater emphasis of Aboriginal connection to land	Number of Aboriginal Places and connection to land added.
Arts and culture sector	Amended to include strong arts and culture sector.
Reference to "Rex" airlines	Removed.
Importance of area as a real estate investment area.	Noted, more appropriate for reference in more detailed economic profile, included within the Regional Economic Development Strategy

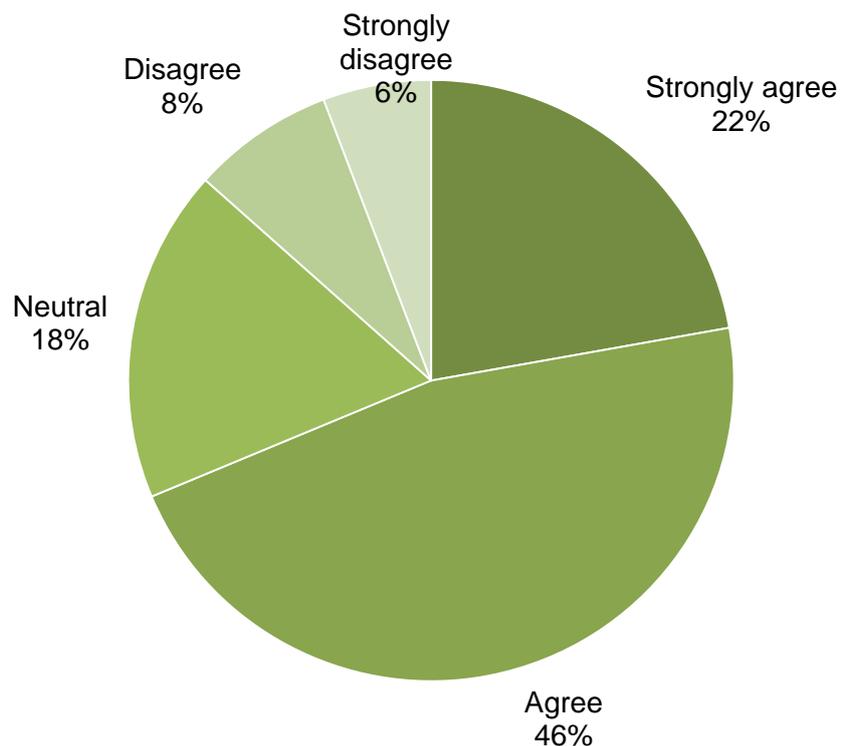
### General comments

- While many live and work in the region, a number of people also live outside and work in the region.
- Snapshot demonstrates there is a demographic imbalance, so more needs to be done to attract and retain young people.
- Current local community forums by council are a great way to keep informed and understand local issues, but needs to be more action/feedback on community suggestions.

## We value our unique, diverse and culturally rich community

The engagement with the community showed a high level of agreement with the objectives and strategies provided in “We value our unique, diverse and culturally rich communities”, as presented in the draft plan, shown in the figure below.

Figure 7: Level of agreement with summary of “We value... our unique, diverse and culturally rich communities” (Survey)



While there was overall agreement with the section “We value our unique, diverse and culturally rich communities”, there were a number of areas for improvement identified.

A summary of these are presented in the following table:

Suggested change or gap	Council's response
<p>Services and support for LBGTQI</p> <p>Strategies to encourage ethnically diverse populations to come to the area</p>	<p>While not mentioned specifically within the plan, the strategies outlined intend to be inclusive of all populations and minority groups.</p> <p>The strategy “Welcome people of all abilities and backgrounds” moved from “We value a connected community” to this section.</p> <p>Reference to “improved health, safety and wellbeing” removed from the strategy “Provide equitable access to services, programs, spaces and facilities” to make it clearer this was intended to refer to inclusiveness.</p>

Strategies for improved mental health and wellbeing	While mental health and wellbeing are not referenced specifically within this section of the plan, the objective “We are a diverse community that works together to care for all our members”, is intended to encompass mental, physical and social connectedness, which all contribute to improved mental health and wellbeing. Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels.
Additional housing needs to consider the social impacts within existing communities	“Support a diverse housing mix that provides choice and meets the needs of all community members”, was changed to include a reference to “our community”, to acknowledge the need for housing development to fit within the existing communities.  Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels.
The voice and character of smaller communities needs to be retained.	Recognised and addressed by additional strategy included “Empower our towns and villages to retain and celebrate their unique identity, while working towards a shared community vision”.
More specific actions and to support and grow creative arts	Believe this is adequately addressed within plan. Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels.
Cultural heritage	Strategy changed to “Support the preservation and uniqueness of our history and cultural heritage in our towns, villages and significant places”.
Recognition that we are a diverse community and in order to create social change we need to work together	Objective changed to include reference to “diverse” and “working together”.
Economic development plan for growth and employment	Adequately addressed within “We value our thriving and growing economy”
Who can help - adult education facilities	Education and training providers included within “Who can help?”

As a part of the consultation, we also asked the community to tell us potential measures to demonstrate how we are progressing against the objectives and strategies identified within the section “We value our unique, diverse and culturally rich communities”.

A summary of these suggestions are outlined below:

#### Suggested performance measures

- Monitoring of social indicators; such as suicide rates, emergency housing utilisation, funding amount provided to not for profits targeting young people and families, anti-social behaviour, crime, vandalism and drug use statistics
- Comparisons of achievements for different areas of council

- 
- Number of grants received for youth, heritage and the creative arts
- 
- Number of new youth and community activities and services created
- 
- Number of partnership projects with Aboriginal community
- 
- Breakdown of housing types within new developments
- 
- Breakdown of how rates have been spent

The feedback received on performance measures has been evaluated and has informed the high level indicators included in the final plan. The more specific measures have been taken into account in the development of the Delivery Program and Operational Plan performance indicators.

For this value, the high level indicators to be included in the final plan are:

1. The community is satisfied with council's recreational facilities.
2. The community is satisfied with the overall services council provides.
3. Community satisfaction with land use planning.

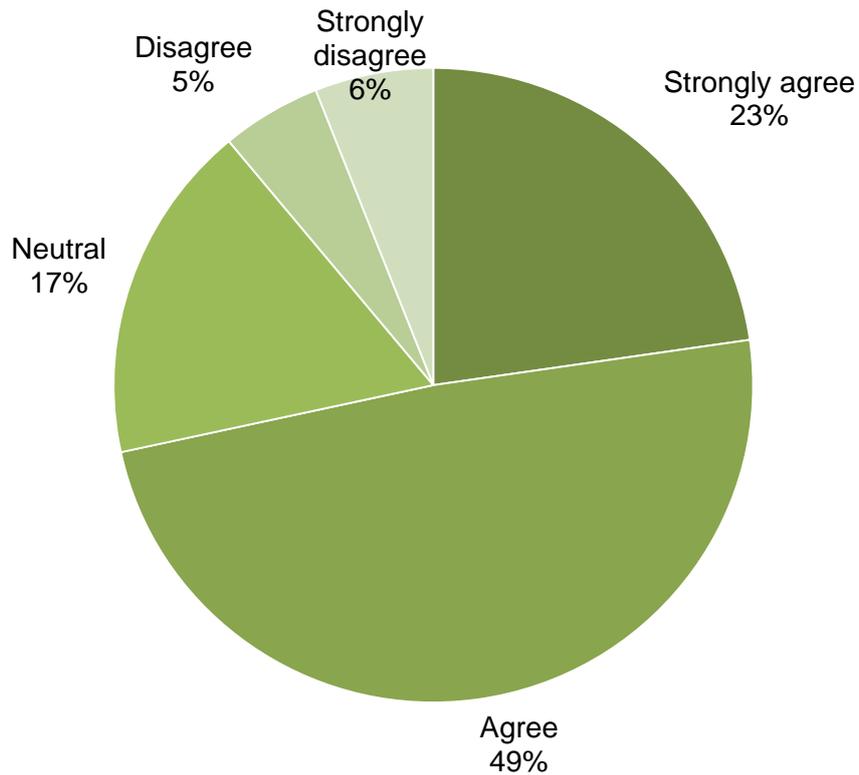
### **General comments**

- Need to inform the community how they can help. While the Delivery Program and Operational Plan provide a blueprint for council, the community need assistance in translating this to tangible actions they can work on.
- Establish a social development committee in council to oversee allocation of resources and programs

## We value a connected community

The engagement with the community showed a high level of agreement with the objectives and strategies provided in “We value a connected community”, as presented in the draft plan, shown in the figure below.

Figure 8: Level of agreement with summary of “We value... a connected community” (Survey)



While there was overall agreement with the section “We value a connected community”, there were a number of areas for improvement identified.

A summary of these are presented in the following table:

Suggested change or gap	Council's response
Access to waterways and improved boating facilities	Waterway access considered on individual location basis. Specific actions to address this would more appropriately be included at the Delivery Program and Operational Plan levels..
Update existing infrastructure to create more engaging, active community spaces, including playgrounds, shaded facilities and spaces that encourage social connectedness and learning	Additional strategy “Encourage physical health and fitness through provision of appropriate recreational facilities”.  Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels.

Improved internet connection and utilisation of technology Ensure we are adaptable to changing technologies	Adequately addressed. Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels.
Provision of skill development for community groups and volunteers	Adequately addressed. Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels.
Investigate the utilisation of light rail	Public transport addresses as a group. Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels.
Work in partnership with community groups and private sector to help maintain public spaces	Addressed within "We value our environment"
Reduce reliance on cars for transport	Strategy changed to include "Encourage the use of alternative transport options through the provision of a safe, accessible and connected walking and cycling network".
Provision of transport corridors for future growth	Adequately address in strategy "Plan for, provide and maintain a safe road network that meets current and future needs". Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels.
Improve car parking in town centres	Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels.
Reduce regulation of bike riding e.g. helmets	Outside of scope of influence. Safety is an important consideration within the plan and actions to reduce this would compromise the intent.
Increase hospital facilities	Adequately address in strategy "increase the capacity of community, business and organisations to understand and meet public health standards". Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels.
Survey needed more options i.e. somewhat agree	Noted for future consultation.
Change "Increase the provision of community and public transport" to "advocate for", as more realistic to the community role	Strategy changed to reflect this.

As a part of the consultation, we also asked the community to tell us potential measures to demonstrate how we are progressing against the objectives and strategies identified within the section "We value a connected community".

These suggestions are outlined below:

#### Suggested performance measures

- Length of new cycle paths, footpaths and level of community satisfaction
- Number of new technologies adopted
- Provide benchmarks for every strategy to monitor progress
- Community satisfaction with internet speeds
- Improved mental health
- Increase in the number of council volunteers
- Number of welcoming initiatives
- Community satisfaction with accessibility of public buildings
- Increase in number of non-vehicular commuter trips
- Reduction in number and severity of road crashes
- Reduction in number of school leavers
- Additional number of public transport options available per annum

The feedback received on performance measures has been evaluated and has informed the high level indicators included in the final plan. The more specific measures have been taken into account in the development of the Delivery Program and Operational Plan performance indicators.

For this value, the high level indicators to be included in the final plan are:

1. The number of people at council-run and council sponsored events has increased.
2. Number of council volunteers has increased.
3. The condition of our sealed roads has improved.
4. There is an increase in the number of new developments connected by footpaths and cycleways.

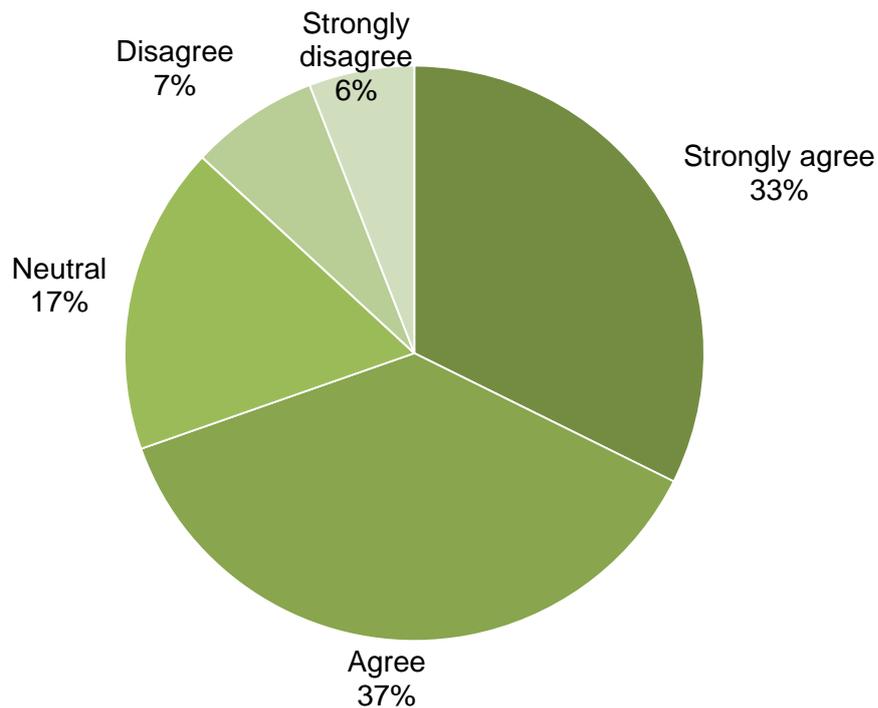
#### General comments

- Concentrate population growth in town already supplied with infrastructure.
- Need to balance existing needs with future demands for infrastructure and water supply.
- We need to encourage vehicle sharing initiatives.

## We value our environment

The engagement with the community showed a high level of agreement with the objectives and strategies provided in “We value our environment”, as presented in the draft plan, shown in the figure below.

Figure 9: Level of agreement with summary of “We value... our environment” (Survey)



While there was overall agreement with the section “We value our environment”, there were a number of areas for improvement identified. A summary of these are presented in the following table:

Suggested change or gap	Council's response
Need greater emphasis on protection of native wildlife	Strategy changed to include protection of wildlife
Opportunity to develop and utilise existing community groups to implement environmental initiatives	Covered in strategy Improve the capacity of industry and the community to achieve the best possible outcomes for the natural environment.”
The balance needs to take into account the social and economic impacts of developments	Social already adequately addressed within “Optimise land use to meet our environmental, social, economic and development needs” strategy however changed to include economic.
Development controls to support well-designed buildings; as well encourage existing buildings to upgrade facades in town centres.	Additional strategy included “Encourage well designed streetscapes in urban centres”.

Create a sustainable community through investment in renewables	Adequately addressed. Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels.
Protection of Aboriginal cultural assets	Strategy changed to include cultural assets: "Ensure growth and development complements our existing natural assets, cultural assets and heritage sites."
Protection of water supply from impact of development, mining and population growth	Adequately addressed within "Protect, maintain and restore water quality within our estuaries, wetlands and waterways" and "Ensure growth and development complements our existing natural assets, cultural assets and heritage sites".
Maintenance of natural assets e.g. signage, access roads, facilities	Additional strategy included: "Ensure public spaces and natural assets are maintained to a standard applicable to their use".
Provide greater clarity as to how we will manage our energy consumption	Adequately addressed within "Proactively manage our energy consumption". Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels.
Increase opportunities for community to responsibly manage their own waste across the whole MidCoast region	Adequately addressed within "Sustainably manage our waste through reduction, reuse, recycling and repurposing". Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels.
Actively oppose natural resource exploitation or other development proposals that have negative environmental consequences	Adequately addressed within "Value, protect, monitor, and manage the health and diversity of our natural assets, wildlife and ecosystems." Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels.
Ensure protection of the environment provides value for money	Value for money addressed within "We value strong leadership and shared vision" and underpins all strategies within the plan.
Protection of coastline from erosion	Adequately addressed within "Ensure climate change risks and impacts are understood and managed". Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels and other planning instruments.
Protection of property from bushfire	Adequately addressed within "We value a connected community – Work together to promote and enhance community safety". Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels and other planning instruments.

Reduce urban sprawl and increase the density of urban centres

Addressed within “Optimise land use to meet our environmental, social, economic and development needs”. Specific actions would be included in the Delivery Program , Operational Plan, Local Environment Plans or other council planning instruments.

Encourage partnerships between productive land use and environmental outcomes

Adequately addressed within “Optimise land use to meet our environmental, social, economic and development needs”. Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels, Local Environment Plan or other council planning instrument.

Strategic land use planning and development controls needs to address providing a diverse range of housing to meet our ageing population

Adequately addressed within “Optimise land use to meet our environmental, social, economic and development needs” and “strategies within “We value our unique, diverse and culturally rich communities”. Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels and other planning instruments.

Encourage greater utilisation of eco housing and sustainable developments

Additional strategy: “Promote greater utilisation of sustainable design in new developments”.

As a part of the consultation, we also asked the community to tell us potential measures to demonstrate how we are progressing against the objectives and strategies identified within the section “We value our environment”. These suggestions are outlined below:

#### Suggested performance measures

- Need benchmarking, as this is important in understanding how things have improved
- Global measure of slowing down of climate change
- Decrease in energy consumption of council assets e.g. swimming pools, water and sewerage operations
- Increase in utilisation of recycled water
- Percentage of energy utilised from renewable sources
- Due to uncertainty of long term environmental impacts difficult to find measures that can account for this

The feedback received on performance measures has been evaluated and has informed the high level indicators included in the final plan. The more specific measures have been taken into account in the development of the Delivery Program and Operational Plan performance indicators.

For this value, the high level indicators to be included in the final plan are:

1. There are improved or maintained scores in the annual waterways report card.
2. There is a reduction in council's annual carbon emissions.
3. There is an increase in the % of household waste diverted from landfill.
4. The community is satisfied with land use planning.

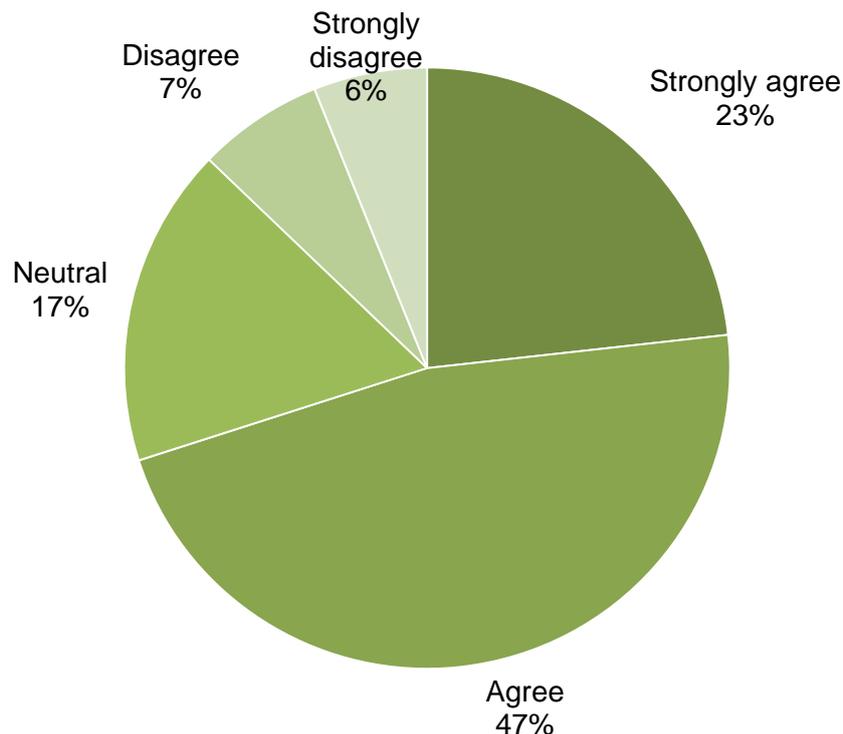
#### **General comments**

- Suggested initiatives to protect our natural environment included greater tree preservation controls; implementation of tree corridors for native wildlife across public and private property; mandatory replacement of cut down trees; and provision of grants to plant natives and install nest boxes.
- Suggested initiatives to improve recycling and reuse of waste included: advocacy for innovative, independent container recycling programs to enable active citizen engagement and shared responsibility; introduction of e-waste recycling programs; free pick up of household waste twice a year; reduction in tip fees, increase education programs on damage of plastics, advocate for banning of plastic bags, provision of more bins.
- To ensure the balance is maintained, greater monitoring of development controls and penalties is necessary.
- Replace the Water Sensitive Urban Design rain gardens program, with a fee to establish rain water gardens in every street. Current program has less impact, as only installed at individual level and issues with ongoing monitoring.
- Provide incentives to volunteers.

## We value our thriving and growing economy

The engagement with the community showed a high level of agreement with the objectives and strategies provided in “We value our thriving and growing economy”, as presented in the draft plan, shown in the figure below.

Figure 10: Level of agreement with summary of “We value... our thriving and growing economy” (Survey)



While there was overall agreement with the section “We value our thriving and growing economy”, there were a number of areas for improvement identified. A summary of these are presented in the following table:

Suggested change or gap	Council's response
Inclusion of products as well as experiences, to meet the needs of target visitor markets, to align with Destination Management Plan objectives	Strategy changed to: “Develop and promote our region as an attractive visitor destination offering products and experiences that meet the needs of our visitors and residents”.
Encourage cultural and sporting events to support economic development and tourism	Adequately addressed within “Support and encourage the development and attraction of strategic events”. Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels., Regional Economic Development Plan and other planning instruments.

Encourage initiatives to support people with disabilities or long-term unemployed to enter and remain in the workforce.	Additional strategy: "Advocate and identify opportunities for increased workforce participation". Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels, Regional Economic Development Plan and other planning instruments.
Encourage high tech-manufacturing industries	Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels, Regional Economic Development Plan and other planning instruments.
Attract more mobile/online businesses to the area	Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels, Regional Economic Development Plan and other planning instruments.
Reduce regulation for small business and market stalls	Adequately addressed within: "Implement innovative programs and projects to support business precincts in creating and maintaining vibrant spaces."
Encourage local industries to embrace innovation, new industries and modern thinking, to attract and retain more young people into the area	Adequately addressed across a range of objectives and strategies within "We value our thriving and growing economy".
Aboriginal organisations and groups to be consulted as part of tourism and economic development planning Encourage the local Aboriginal community to establish economic enterprises that celebrate the many positives of Aboriginal culture	Local Aboriginal groups and organisations included in "who can help?". Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels., REDS and other planning instruments.
Continue to support existing agriculture, but put strategies in place to support sustainability and encourage diversity Support local produce providers and networks to sell produce locally Encourage innovative farming initiatives	Strategy changed to "Encourage diversification and sustainability of agribusiness through the utilisation of sustainable farming practices, new technologies and innovation". Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan levels, REDS and other planning instruments.
Who can help - Seal Rocks Protection Society and Business Chambers	Community groups and Chambers of Commerce included within "Who can help?"

As a part of the consultation, we also asked the community to tell us potential measures to demonstrate how we are progressing against the objectives and strategies identified within the section "We value our thriving and growing economy". These suggestions are outlined below:

#### Suggested performance measures

- Number of strategic events per year
- Progress against measures included within the Destination Management Plan
- Increase in number of local businesses

The feedback received on performance measures has been evaluated and has informed the high level indicators included in the final plan. The more specific measures have been taken into account in the development of the Delivery Program and Operational Plan performance indicators.

For this value, the high level indicators to be included in the final plan are:

1. There is a reduction in the MidCoast unemployment rate.
2. The net number of new businesses has increased.
3. Annual visitor numbers have increased.

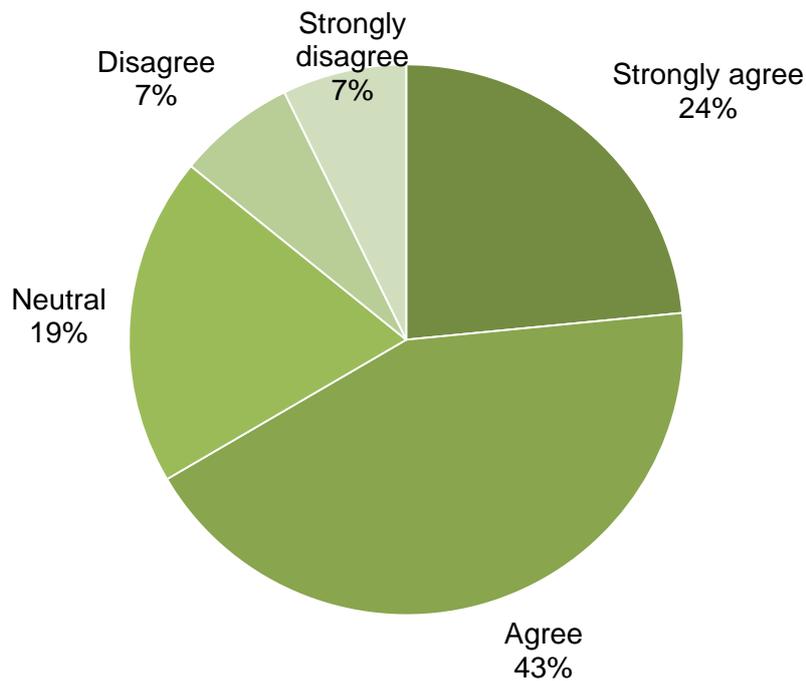
### **General comments**

- Encourage more eco-tourism.
- Area has great potential for accessible tourism for people with a disability.
- Good education facilities are important in sustaining a community. Opportunity to create more spaces that encourage learning.
- Water quality is central to both the local economy and tourism.
- Encourage core-manufacturing growth to provide baseline to economy, rather than reliance on unstable and niche markets.

## We value strong leadership and shared vision

The engagement with the community showed a high level of agreement with the objectives and strategies provided in “We value strong leadership and shared vision”, as presented in the draft plan, shown in the figure below.

Figure 11: Level of agreement with summary of “We value... strong leadership and shared vision” (Survey)



While there was overall agreement with the section “We value strong leadership and shared vision”, there were a number of areas for improvement identified.

A summary of these are presented in the following table:

Suggested change or gap	Council's response
Improved transparency of council decisions and operations	Addressed with in a number of strategies within “We work in partnership with our community and government to ensure council is a trusted and flexible organisation” and “We make opportunities available for the community to inform decisions that shape our future”.
Improved community engagement and closing the loop in council decision making	Addressed with in a number of strategies within “We make opportunities available for the community”.
Replace enable with empower, to encourage greater shared responsibility of decision making between council and community	Strategy changed to: “Empower community members to participate in decision-making by providing a broad range of engagement opportunities.”

Council need to do more to diversify their income streams

Addressed with in a number of strategies within “We work in partnership with our community and government to ensure council is a trusted and flexible organisation”. Additional strategy also included: “Partner with, and positively influence, State and Federal Government in delivering local priorities and services”.

Provide flexible ways for the community to request services from council, including online services, trading hours and contacting relevant officers

Addressed within: “Implement community focused systems to support simple and convenient ways to access and do business with our Council both online and in person” and “Provide clear, accessible, timely and relevant information to support and inform the community”

Ensure representative involvement of young people and Aboriginal people in decision making

Specific actions to address this would more appropriately be included in the Delivery Program and Operational Plan and other planning instruments.

Implement strategies to ensure staff employed for council are skilled in their field, motivated and decisions are made in the best interest of the community.

Additional Objective included: “We maintain strong organisational health that contributes to council’s success and community-focussed culture”.

As a part of the consultation, we also asked the community to tell us potential measures to demonstrate how we are progressing against the objectives and strategies identified within the section “We value strong leadership and shared vision”. These suggestions are outlined below:

#### Suggested performance measures

- Community satisfaction with ethical standards of council
- Community satisfaction with consultation
- Utilisation of IAP2 scale of engagement against all engagement activities
- Timely response to enquiries, communication and engagement
- Community satisfaction with corporate governance
- Community satisfaction with accountability of council
- Surveys and face to face meetings with interest groups
- Community satisfaction with communication with residents
- Percentage of community benefit from council expenditure
- Connection of council decisions to the values, objectives and strategies within the plan and documentation of who voted for them

- 
- Number of dwellings located within 25km, 50km and 100km distance to council services
- 
- Ensure work that is tendered out is completed to specified requirements - on time and to budget

The feedback received on performance measures has been evaluated and has informed the high level indicators included in the final plan. The more specific measures have been taken into account in the development of the Delivery Program and Operational Plan performance indicators.

For this value, the high level indicators to be included in the final plan are:

1. The community is satisfied council is well run and managed.
2. The community is satisfied that decisions are made in their best interest.
3. The community is satisfied with the level of engagement by council.
4. The community is satisfied council provides value for money for ratepayers.

#### **General comments**

- Enable citizen engagement at council meetings
- Develop extensive community prolife of social trends to help inform decision-making.
- Reference numbers for customer service calls to improve accountability
- Encourage greater engagement of Councillors with community by moving council meetings around the region.
- Continue to work on integration of council services to reduce duplication.
- Ensure engagement activities are accessible.
- Establish a engagement tool for members of the community who have deeper understanding of the issues to influence council decision making
- Make finding information easier on the council website and improve its usability.

## 6. Where to from here?

The feedback from the consultations, as presented in this report, has assisted in reviewing the draft plan to ensure it captures the vision and values of the MidCoast community. The report, along with the revised *MidCoast 2030: Shared Vision, Shared Responsibility* will be presented to Council for endorsement.

The data collected throughout the engagement will also be used to inform the development of the Delivery Program and Operational Plan.

This report, along with the references, will be made available on Council's website, so that those who participated in the engagement can understand how their feedback influenced the final version of the plan.

This plan will be reviewed every four years in the year following a local government election, and a report on the progress of implementation of the plan will be presented to the outgoing councillors at the end of their term.

## Reference list

Documents available to download on MidCoast Council's website:

- *MidCoast 2030: Shared Vision, Shared Responsibility* - Engagement and Communications Plan
- Survey data
- 60 second Quick Poll data
- Tailored question report for 2017 Community Satisfaction Survey
- Redacted submissions
- Notes from consultations with hard to reach groups
- Profile ID, MidCoast Population density – Social Atlas, 2016, accessed from: <https://atlas.id.com.au/midcoast>