



Note - attached are *extracts* from the *draft revised* community strategic plan (Great Lakes 2030) and new 2013-2017 Delivery Program and 2013-2014 Operational Plan. The final complete documents will include additional information in the Statement of Revenue Policy regarding both the existing Section 508A special variation and the environmental and dredging special levy.

As stated in Council's current special variation application, the viability of the majority of environmental and dredging programs listed in the 2013-2017 Delivery Program are dependent on the continuation of the special levy.

Draft

Great Lakes 2030

Key Directions, Objectives and Strategies

KEY DIRECTION 1 - Our environment

Objective 1 Protect and maintain the natural environment so it is healthy and diverse

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| Strategy 1.1 | Undertake an active management program to support a healthy environment that also provides for economic, recreational and cultural opportunities |
| Strategy 1.2 | Encourage and support the community to embrace environmentally-friendly behaviours and sustainable business practices |
| Strategy 1.3 | Manage the balance between natural siltation in our lakes and the provision of access for recreation and economic purposes |
| Strategy 1.4 | Reduce the impact of noxious weeds and invasive species on our environment through strategic management and education |
| Strategy 1.5 | Monitor and report on the health, productivity and diversity of the Great Lakes environment |

Objective 2 Ensure that development is sensitive to our natural environment

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| Strategy 2.1 | Strategic land use planning is based on ecologically sustainable principles |
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Objective 3 Prepare for the impact of sea level rise and climate change

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| Strategy 3.1 | Establish a risk based adaptation response to sea level rise and climate change |
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Objective 4 Sustainably manage our waste

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| Strategy 4.1 | Seek to reduce, reuse or recycle all waste |
| Strategy 4.2 | Manage residual waste to minimise impact on the environment |
| Strategy 4.3 | Implement waste minimisation programs throughout the community |

KEY DIRECTION 2 - Strong local economies

Objective 5 **Promote the Great Lakes as an area that is attractive for residents and visitors**

Strategy 5.1 Market the Great Lakes as an area that offers a range of opportunities for all

Strategy 5.2 Explore new and emerging opportunities to promote the Great Lakes

Objective 6 **Establish and maintain a supportive business environment that encourages job opportunities**

Strategy 6.1 Support our existing business community and encourage the development of new business

Strategy 6.2 Pursue improved and equitable access to telecommunication services

Strategy 6.3 Encourage skill development that reflects local business needs

Objective 7 **Provide transport infrastructure that meets current and future needs**

Strategy 7.1 Identify transport network needs based on recognised asset management processes

Strategy 7.2 Maintain transport network infrastructure to current service standard

Strategy 7.3 Develop facilities that provide for safe pedestrian and cycle traffic

KEY DIRECTION 3 - Vibrant & connected communities

Objective 8 Provide the right places and spaces

Strategy 8.1 Ensure community, sporting, recreational and cultural facilities and services reflect current and future needs

Strategy 8.2 Maintain community infrastructure to current service standard

Objective 9 Plan for sustainable growth and development

Strategy 9.1 Manage growth to reflect current and future needs

Strategy 9.2 Manage urban development and ensure it respects the character of the area in which it is located

Objective 10 Increase and improve access to education for all ages

Strategy 10.1 Enable opportunities to experience lifelong learning through improved access to all educational facilities

Objective 11 Encourage a positive and supportive place for young people to thrive

Strategy 11.1 Provide activities and opportunities for young people

Objective 12 Develop and support healthy and safe communities

Strategy 12.1 Improve access to health services that meet local needs

Strategy 12.2 Encourage and promote healthy lifestyle choices

Strategy 12.3 Promote community safety as a shared responsibility

Objective 13 Build on the character of our local communities and promote the connection between them

Strategy 13.1 Increase community inclusion, cohesion and social interaction

Strategy 13.2 Attract new events, activities and exhibitions that are respectful of local community character

KEY DIRECTION 4 - Local leadership

Objective 14 Demonstrate effectiveness and efficiencies in Council operations

Strategy 14.1 Set a strategic direction for Council that focuses on current and future customer needs and deploy plans to achieve those strategies

Strategy 14.2 Develop an organisational culture that applies resources effectively to deliver quality outcomes

Strategy 14.3 Provide good governance

Strategy 14.4 Apply structured continuous improvement methods to achieve effectiveness and efficiencies

Strategy 14.5 Assess organisational performance against strategic objectives and use information to ensure sustainability

Objective 15 Strengthen community participation

Strategy 15.1 Encourage an informed community to enable meaningful participation

Objective 16 Represent the community's interests through regional leadership

Strategy 16.1 Advocate local interests with State and Federal government

Strategy 16.2 Actively contribute to regional initiatives that benefit the local area

2013-2017 Delivery Program & 2013-2014 Operational Plan

KEY DIRECTION 1 - Our environment

Objective 1	Protect and maintain the natural environment so it is healthy and diverse			
Strategy 1.1	Undertake an active management program to support a healthy environment that also provides for economic, recreational and cultural opportunities			
	4 Year Activities	2013/14 Actions	Performance Measure	Responsibility
	1.1.1 Develop and implement a Biodiversity Conservation Framework for the Great Lakes area	Continue the development and implementation of conservation strategies for priority localities including adoption and commencement of the 'Tops to Lakes' strategy	Number of conservation strategies developed for priority areas	Natural Systems
		Implement priority actions in the Hawks Nest Tea Gardens Endangered Koala Recovery Plan including tree planting, bush regeneration and community engagement	Number of identified actions implemented	Natural Systems
		Scoping of requirements for development of the Great Lakes Biodiversity Strategy including identification of issues and methodology	Scoping paper developed	Natural Systems
		Provide technical support to volunteers working in public bushland and coastal reserves	Number of groups (sites) and volunteers supported	Natural Systems Parks & Recreation
	1.1.2 Ensure mining activities contribute to improved catchment management through financial contribution to catchment management programs and on-ground works	Catchment management plan developed for the Karuah River Catchment and future improvement priorities and funding partners identified	Catchment plan completed and funding opportunities identified	Natural Systems
	1.1.3 Continue implementation of the Wallis Lake Wetland Management Strategy and associated Darawakh Creek Wetland Restoration Plans	Continue priority wetlands protection and rehabilitation through targeted acquisition, voluntary agreements, zoning of wetlands as part of environmentally sensitive areas and on-ground rehabilitation	Number of identified actions implemented	Natural Systems
		Implement priority actions of the Darawakh Creek Wetland Restoration Plan and associated research partnership	Number of identified actions implemented	Natural Systems

4 Year Activities	2013/14 Actions	Performance Measure	Responsibility
1.1.4 Implementation of the Great Lakes Water Quality Improvement Plan and supporting plans including Wallis Lake Estuary and Catchment Plan, Port Stephens Myall Lakes Estuary Plan, Smiths Lake Coastal Zone Plan and the Lower Wallamba Rivercare Plan	Continued restoration of the Wallamba River to improve water quality, aquatic habitat and riparian vegetation	Restoration works completed	Natural Systems
	Seal Creek and river crossings on gravel rural roads at priority erosion sites in the Wallis, Myall, Smiths and Karuah catchments	Number of identified actions implemented	Natural Systems Transport Assets
	Maintenance of urban stormwater treatment devices including gross pollutant traps, litter baskets, constructed wetlands and bioretention systems	Maintenance undertaken in accordance with schedule	Operations
1.1.5 Restore Kore Kore Creek Reserve and riparian area	Develop Plan of Management for Kore Kore Creek reserve Undertake priority weed and sediment control works	Plan completed and ready for implementation Works undertaken	Natural Systems
1.1.6 Develop and implement an environmental management system (EMS) to mitigate the impacts of Council's activities for specific sites and activities based on risk	Internal audit and review of implementation of erosion and sediment control systems	0 infringements against the POEO Act due to erosion and sedimentation	Operations
	Internal audit and review of implementation of REF checklists for construction works	80% of projects audited achieve a score of satisfactory or higher	Operations
	Continue development of site specific EMS for Council's Tuncurry Depot	Progress on EMS development	Natural Systems Operations
1.1.7 Develop and implement strategies that protect and enhance our natural areas and foreshores	Establish and implement a priority works program for natural areas and foreshores on Community Land that balances use and sound environmental management	Priority works program reported to Council Priority works undertaken	Parks & Recreation
1.1.8 Implement Stormwater Management Plans for Forster, Tuncurry, Bulahdelah, Hawks Nest and Tea Gardens	Prepare stormwater quality plan for Dunns Creek (South Forster) sub-catchment	Sub-catchment plan developed and priority actions identified	Natural Systems
	Undertake scoping assessment for Ducks Swamp (Tuncurry) sub-catchment plan	Scoping assessment completed	Natural Systems
1.1.9 Implement the Great Lakes Water Quality Improvement Plan	Continue to implement priority actions within the Pipers Bay and Pipers Creek sub-catchment plan	Number of identified actions implemented	Natural Systems

Strategy 1.2	Encourage and support the community to embrace environmentally-friendly behaviours and sustainable business practices			
	4 Year Activities	2013/14 Actions	Performance Measure	Responsibility
	1.2.1 Encourage the adoption of environmentally sustainable practices in the urban community through delivery of education and awareness programs	Facilitate and support the Small Business Program to encourage businesses to adopt sustainable business practices including energy reduction and use of renewable energy	Number of business engaged	Natural Systems
		Continue the implementation of urban community engagement and awareness activities to encourage the adoption of sustainable living practices	Urban engagement activities delivered and number of participants	Natural Systems
		Engage with community on local sustainability and water quality issues through school visits and attending community events	Two events attended per year and schools program implemented	Natural Systems
	1.2.2 Implement the water quality improvement plan and other natural resource management plans in the rural catchment to deliver environmental outcomes and improve local farm productivity	Facilitate training days for landholder groups, and new sustainable farming groups and coordinate incentive program to support water quality initiatives	Number of landholders effectively engaged	Natural Systems
		Review the sustainable farming program to ensure an innovative and effective program	Review completed	Natural Systems
		Produce 'Creek to Coast' newsletter 4 times per year targeted at rural land owners to promote Council and community achievements towards sustainability	Newsletter produced and distributed	Natural Systems
Strategy 1.3	Manage the balance between natural siltation in our lakes and the provision of access for recreation and economic purposes			
	4 Year Activities	2013/14 Actions	Performance Measure	Responsibility
	1.3.1 Undertake priority navigation dredging as identified in Estuary Management Plans and monitoring of siltation rates in priority sites	Monitor rate of infill of priority navigation channels to inform scheduling of future dredging program	Monitoring undertaken and priority sites scheduled	Natural Systems
		Undertake scoping assessments including hydrodynamic, benthic habitat and sand deposition options for maintenance navigation dredging of Hells Gate and Miles Island East Channel Wallis Lake	Scoping assessment completed	Natural Systems
		Undertake dredging works utilising Environmental and Dredging Levy and subject to available grant funds	Cubic metres of sand/silt removed	Natural Systems

Strategy 1.4 Reduce the impact of noxious weeds and invasive species on our environment through strategic management and education				
4 Year Activities		2013/14 Actions	Performance Measure	Responsibility
1.4.1 Undertake noxious weed management as prescribed in key species abatement plans and comply with reporting requirements as identified by the Department of Primary Industries (DPI)		Calculate amount and severity of noxious weeds managed in one annual period to establish a benchmark for future works	Benchmark established and reported to Council	Parks & Recreation
		Continue the application of Noxious Weed Threat Abatement Plan targeting Bitou Bush and aquatic weeds	Achievement of deliverables of the Treat Abatement Plan	Parks & Recreation
		Undertake private property inspections targeting noxious weeds with a focus on aquatic weed infestation	Annual reporting to DPI in accordance with funding requirements	Parks & Recreation
1.4.2 Continue to apply for grant funding and establish partnership programs to assist with the management of noxious weeds		Grant funding is applied for and partnership programs established with various government agencies	Activities are reported to Council	Parks & Recreation
1.4.3 Undertake community education programs		Participate in market displays and education programs where appropriate	A minimum of 4 education days are held each year	Parks & Recreation
Strategy 1.5 Monitor and report on the health, productivity and diversity of the Great Lakes environment				
4 Year Activities		2013/14 Actions	Performance Measure	Responsibility
1.5.1 Monitor the state of the Great Lakes environment to ensure Council's programs and activities are achieving positive results in addressing priority environmental issues and develop science research partnerships to inform management responses		Prepare a waterway and catchment report card for the Wallis, Myall and Karuah estuaries	Results achieved v previous year results	Natural Systems
		Data collection to assess effectiveness of Council programs and update the Great Lakes State of the Environment Report 2011/2012	Update completed	Natural Systems
		Contribute to existing science research partnership with Southern Cross University to monitor the rehabilitation of Darawakh wetland	Communicate progress of research partnership	Natural Systems

Objective 2	Ensure that development is sensitive to our natural environment		
Strategy 2.1	Strategic land use planning is based on ecologically sustainable principles		
4 Year Activities	2013/14 Actions	Performance Measure	Responsibility
2.1.1 Manage growth and development in the Great Lakes in a sustainable and efficient manner	Prepare first set of amendments to Great Lakes Local Environmental Plan 2013 and Great Lakes Development Control Plan	Scope of amendments identified and work program established by end 2013 Amendments well advanced by end June 2014	Strategic Planning
	Review conservation and development strategies to be consistent with regional and sub regional strategies and delivery plans	Scope of work identified and work program endorsed by Council.	Strategic Planning
	Resolve the following outstanding planning proposals: North Hawks Nest release area Palms Oasis site at Pacific Palms Myall River Downs, Tea Gardens subject to the availability of funds Blueys Estate site	Progress reported to Council	Strategic Planning
	Provide input to the Planning Proposal submitted to Dept Planning and Infrastructure by Lampo Group Holdings	Report provided to Council	
	Continue to have input to future development and conservation plans for North Tuncurry	Progress reported to Council	
	Determine the level of development that may occur and conservation offsets at the Fame Cove site and prepare a Planning Proposal if development is to proceed	Progress reported to council	
	Seek grant funding from DPI to prepare a Biodiversity Offset Strategy to supplement clause 4.1D of Great Lakes LEP 2012	Consultant engaged and policy developed	Strategic Planning
	Seek grant funding from DPI to complete local wetland mapping and insert appropriate provisions from NSW standard LEP into LEP 2012	Consultant engaged and mapping complete	Strategic Planning

Objective 3 Prepare for the impact of sea level rise and climate change				
Strategy 3.1 Establish a risk based adaptation response to sea level rise and climate change				
4 Year Activities		2013/14 Actions	Performance Measure	Responsibility
3.1.1 Assess the impacts of climate change on the organisation and develop adaptation strategies to address such impacts through the Climate Change Coordination Group		Review risk assessment to reflect latest knowledge and studies	Review complete and priority risks addressed	MANEX
		Hold workshops to keep staff informed of climate change adaptation policies, procedures and long term flood mapping	Numbers of staff attended	MANEX
		Develop and implement procedures for the consideration of climate change risks in association with development application assessment	Procedures adopted	MANEX
3.1.2 Develop coastal management plans to address planning and adaptation to coastal erosion and climate change		Progress with preparing coastal management plans for Jimmys Beach, Blueys & Boomerang Beaches and the remaining beaches under Council's care and control	Plans completed and adopted by Council	Design & Investigation
3.1.3 Identify and implement a long term, sustainable adaptation management strategy for the protection of Jimmys Beach, Winda Woppa		Prepare and adopt a Management Plan for Jimmys Beach	Plan is adopted by Council	Parks & Recreation
		Seek grant funding to support adaptation plans associated with the long term management of Jimmys Beach	Funding applications reported to Council	Parks & Recreation
3.1.4 Integrate adaptation strategies to identify, value, prioritise and invest in infrastructure and natural assets under threat from sea level rise		Seek funding to develop prioritisation and investment/action models to identify assets under threat from sea level rise	Apply for funding in timely manner	Design & Investigation Natural Systems
3.1.5 Develop priority investigation areas and adaptation strategies to manage flood hazards in the Great Lakes area		Identify new projects, update floodplain management program and apply for grant funding in consultation with Great Lakes Floodplain Management Committee	Apply for funding in timely manner Undertake flood studies and plans identified in floodplain management program	Design & Investigation
3.1.6 Undertake identified floodplain risk management adaptation measures		Seek funding to undertake floodplain risk management adaptation measures	Apply for funding in timely manner Undertake Risk Management adaptation measures for funded projects.	Design & Investigation

4 Year Activities	2013/14 Actions	Performance Measure	Responsibility
	Implement adaptation priorities in floodplain risk management plans	Identified works undertaken within budget	Design & Investigation
3.1.7 Undertake improvements to Council facilities and operations to mitigate the impacts of climate change	Conduct audits of energy, water and greenhouse gas emission to inform priorities for reducing greenhouse gas footprint. Identification of future works for Council facilities based on reports	Improvements to results of audits over time	Natural Systems
3.1.8 Incorporate sustainability initiatives in the management of the Council fleet to mitigate the impacts of climate change	Update Council's fleet policies Continue to incorporate environmental performance in plant tender documentation and assessment, and implement monitoring procedures for fuel consumption.	Overall plant and vehicle fuel consumption v emissions and comparisons to previous year	Operations

Objective 4 Sustainably manage our waste			
Strategy 4.1 Seek to reduce, reuse or recycle all waste			
4 Year Activities	2013/14 Actions	Performance Measure	Responsibility
4.1.1 Improve landfill and transfer station operations to reduce environmental impact	Construction of Tea Gardens transfer station to accommodate the closure of Tea Gardens landfill	Waste Transfer Station is constructed in accordance with Project Plan and budget	Waste, Health & Regulatory
	Groundwater monitoring will be undertaken at least annually at all landfill sites	Reports monitored and actions taken as required	Waste, Health & Regulatory
	Undertake capping of all landfill sites in accordance with relevant approvals to reduce leachate generation	Capping complete and leachate monitored	Waste, Health & Regulatory
	Continued construction of Minimbah landfill including excavation of first disposal cell and design and approvals for weighbridge and associated buildings	Landfill constructed in accordance with Project Plan	Waste, Health & Regulatory
4.1.2 Provide services that align with the NSW State Strategy targets where possible	Increase waste diversion from landfills	Items or quantity diverted from disposal increases	Waste, Health & Regulatory
	Take action to combat illegal dumping including investigation and issuing penalties	Incidents are investigated and penalties pursued	Waste, Health & Regulatory
	Increase public place recycling services	Number of additional facilities provided	Waste, Health & Regulatory

	4 Year Activities	2013/14 Actions	Performance Measure	Responsibility
	4.1.3 Ensure Waste and Sustainability Improvement Program (WaSIP) targets are achieved	No action in 2013/14 pending State Government decision on continuity of this program	Nil	Waste, Health & Regulatory
Strategy 4.2	Manage residual waste to minimise impact on the environment			
	4 Year Activities	2013/14 Actions	Performance Measure	Responsibility
	4.2.1 Improve the collection and processing of waste to reduce environmental impact	Increase diversion initiatives with bulky waste collection	Diversion rates improve	Waste, Health & Regulatory
	4.2.2 Dispose of office waste, and waste materials from Council works in a responsible manner and reuse materials where possible	Implement appropriate system to improve waste diversion	System reviewed and improved	Waste, Health & Regulatory
Strategy 4.3	Implement waste minimisation programs throughout the community			
	4 Year Activities	2013/14 Actions	Performance Measure	Responsibility
	4.3.1 Deliver education programs regarding sustainable management of waste to raise awareness throughout the community	Undertake education programs and Materials Recovery Facility tours	Number of tours and programs undertaken	Waste, Health & Regulatory