

# Great Lakes 2030

community strategic plan  
2013 - 2030







strategy for a  
sustainable future



# great lakes 2030

message from the mayor 4

## vision 5

## about the plan 7

what is integrated planning? 8  
what are the requirements? 8  
what is our approach? 9  
what is a community strategic plan? 10  
what are Council's guiding principles? 12  
how was the plan developed? 14  
what did the community tell us? 15  
when was the plan reviewed? 16  
what did the review reveal? 17  
framework 18  
State Government context 20

## snapshot 21

about the Great Lakes region 22, population 23, the economy 24, employment 24, Council 25, assets and infrastructure 25

## key directions 27

our environment 28  
strong local economies 29  
vibrant and connected communities 30  
local leadership 31  
delivering the plan 32

## annexures 33

who has a role in delivering the plan? 34  
linking Great Lakes 2030 to the NSW State plan 38

## message from the mayor



I am very pleased to present the second edition of Great Lakes 2030 - the community's long term Strategic Plan for the Great Lakes.

Great Lakes 2030 is the community's Plan and it provides a blueprint for all government authorities - Local, State and Federal - to reference when considering services and facilities for the Great Lakes area.

Importantly, the Plan also provides guidance to the Council in setting the direction for its four-year term of office.

I had the pleasure of personally participating in the community consultation activities undertaken for both the development of the initial Plan and the 2012 review. I continue to be encouraged by the level of interest and involvement amongst the towns and villages throughout the Great Lakes area in describing their vision of our future.

Council's role has been to listen to what the community has said through this process and translate that into actions, particularly in the areas of the Plan where Council is the lead agency with responsibility for the service or facility. Council's responsibilities and proposed actions are outlined in the 2013-2017 Delivery Program.

Your Council, with the support of General Manager and staff, will aim to provide infrastructure and services at a level that meets community needs. It will also continue its advocacy role to ensure that other levels of government are taking into account the immediate needs and future desires of the Great Lakes community.

I congratulate everyone for their contribution to the continued development of Council's plans, and significantly, Great Lakes 2030.

CR JAN McWILLIAMS  
Mayor



The background image is a serene sunset scene. The sun is a bright, glowing orb on the horizon, casting a long, shimmering golden path of light across the calm water. In the foreground, two people are seen from behind, sitting in kayaks and paddling towards the horizon. Their dark silhouettes contrast with the bright water. In the middle ground, several mangrove trees with their characteristic prop roots are scattered across the water. The sky is filled with soft, textured clouds, and the overall color palette is dominated by warm oranges, yellows, and soft blues.

**vision** a  
unique and sustainably  
managed environment  
balanced with quality  
lifestyle opportunities  
created through  
appropriate development,  
infrastructure and services

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# about the plan



## what is integrated planning?

As a result of legislation enacted in October 2009 local councils across NSW are required by the Local Government Act to develop a Community Strategic Plan as part of the Integrated Planning and Reporting Framework (IP&R).

The Framework aims to:

- improve integration of various statutory planning and reporting processes undertaken by councils;
- strengthen councils strategic focus;
- streamline reporting processes.

Significantly, the Framework recognises that neither communities nor council plans exist in isolation - social, cultural, economic, political and environmental issues define communities and councils need to negotiate complex interdependencies using integrated and holistic approaches to planning and reporting.

## what are the requirements?

As a result of the legislation, council plans need to consist of:

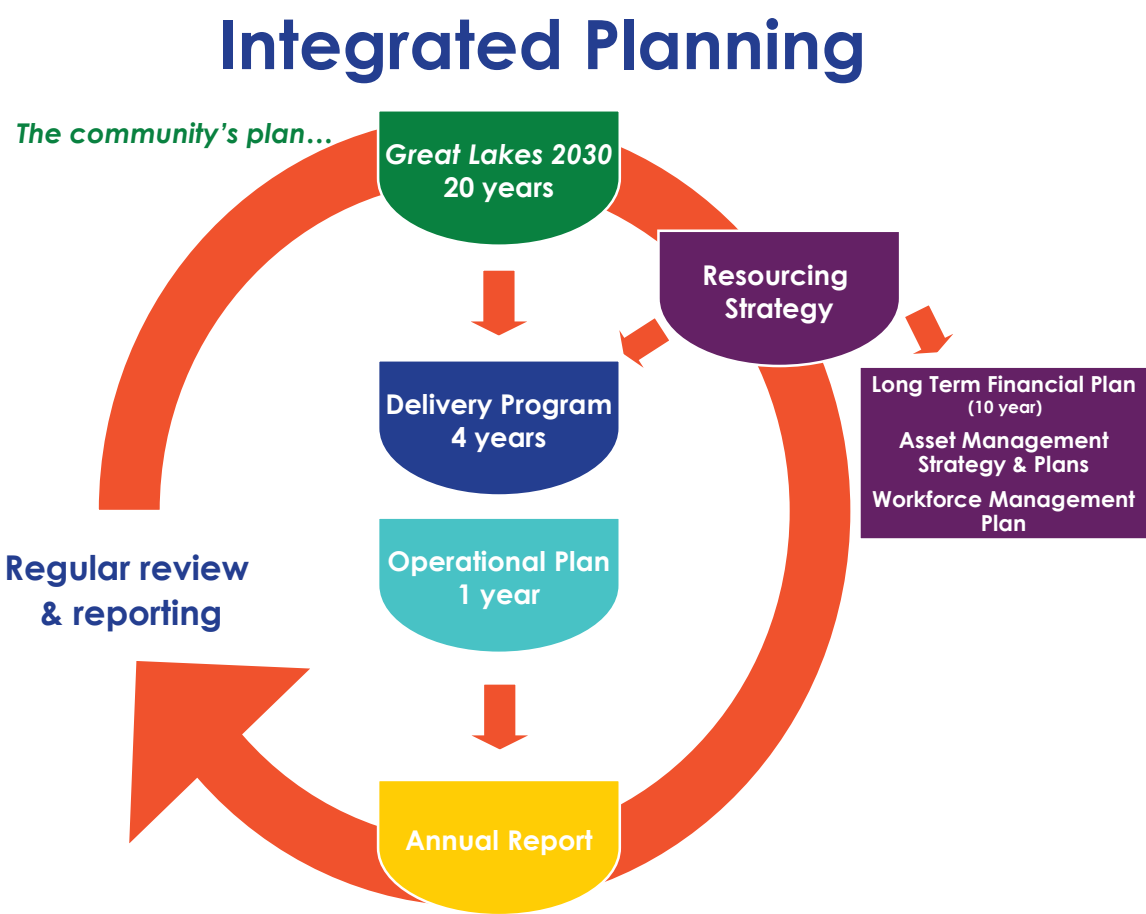
- a Community Strategic Plan - a 10 year plus strategic direction including a Resourcing Strategy (Long Term Financial Plan, Workforce Management Plan and Asset Management Strategy);
- a four year Delivery Program detailing the principal activities council will undertake to achieve those strategies in the Community Strategic Plan that are within council's realm of responsibility;
- an annual Operational Plan / Budget outlining activities council will undertake during the year to achieve the four year Delivery Program and long term Community Strategic Plan.

Ultimately, the new Framework requires greater accountability and transparency - councils are required to outline a clear strategic direction for their community through their Community Strategic Plan and then report their performance back to their community against what they said they would do and also against pre-defined measures.



what  
is our approach?

The diagram below illustrates our approach to planning and reporting, based on the Local Government IP&R Framework.



# what is a community strategic plan?

*The purpose of the Community Strategic Plan is to plan ahead for our community. The Plan is our primary forward planning document and aligns our community's vision with a clear strategic direction for the Great Lakes' long term future.*

The Plan must:

- have a long term focus;
- address key social, environmental, economic and civic leadership issues;
- have regard for an adopted community engagement strategy;
- provide for a resourcing strategy including how community assets will be used and managed in the future, how the council workforce will be managed to deliver the desired plan outcomes and a financial plan to spell out how aspects of the plan will be funded;
- outline the principles on which the plan is based;
- provide for measuring and monitoring progress in implementing the plan;
- provide for reporting to the community on progress and achievements.

The objectives in the Plan will determine the priorities for our area and the services and projects that Council delivers. This will be achieved through development, implementation and review of additional strategic documents including Council's Resourcing Strategy and a series of Delivery and Operational Plans.



Great Lakes 2030 was developed with the community as a twenty year Plan. During the development of the Plan we sought to identify the changes that you would like to see by the year 2030 and, just as importantly, what you would not like to see occur over the next twenty years.

Many of the directions and strategies identified in the Plan need Council's involvement and resources but importantly, some elements are the responsibility of State and/or Federal Government to deliver, while some are the responsibility of the community.

*A key feature of the Plan is that it is owned by the Great Lakes community. It is not a Council plan, but Great Lakes Council has accepted the important responsibility of being the community's agent in adopting and updating the Plan, overseeing its implementation and then reporting back to the community on progress.*



# what are Council's guiding principles?

## 1

Development of Great Lakes 2030 has been based on a number of guiding principles. The principles outlined here are interrelated and will continue to guide Council through the delivery and assessment of the effectiveness of our Community Strategic Plan.

### 1. the council charter

The Council Charter (Local Government Act 1993, section 8) comprises a set of principles that are to guide Council in carrying out its functions. This Act is currently being reviewed '...to develop new, modern legislation that meets the current and future needs of the community, local government and the local government sector.' (extract from the Division of Local Government, Department of Premier and Cabinet, March 2013). The current Act requires councils to pursue the Council Charter. Under the Charter, a council is to:

- provide directly or on behalf of other levels of government, after due consideration, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively;
- exercise community leadership;
- exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism;
- promote and to provide and plan for the needs of children;
- properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development;
- have regard to the long term and cumulative effects of its decisions;
- bear in mind that it is the custodian and trustee of public assets and to effectively plan for, account for and manage the assets for which it is responsible;
- engage in long term strategic planning on behalf of the local community;
- exercise its functions in a manner that is consistent with and promotes social justice principles of equity, access, participation and rights;
- facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and coordination of local government;
- raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants;
- keep the local community and the State government (and through it, the wider community) informed about its activities;
- ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected;
- be a responsible employer.

## 2. social justice principles

The Social Justice Principles of equity, access, participation and rights underpinned the development of the Strategic Plan.

### Equity

There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances

### Access

All people should have fair access to services, resources and opportunities to improve their quality of life

### Participation

Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives

### Rights

Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life

# 2

# 3

## 3. strategy for ecologically sustainable development

In developing its strategy for a sustainable future, Great Lakes Council was guided by the Australian Government's National Strategy for Ecologically Sustainable Development. The Great Lakes 2030 Plan and Council's future strategies (as outlined in the plan) are also guided by these principles of:

### Integration

The effective integration of environmental, social and economic considerations in decision making

### Community involvement

Recognition that sustainability cannot be achieved, nor significant progress made, without the support and involvement of the whole community

### Precautionary behaviour

Where there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental damage

### Equity within and between generations

Fairness and equal access to opportunities for all people, both in our lifetimes and for future generations

### Continual improvement

The declining environmental situation means there is an imperative to take immediate action to become more sustainable and to make continual improvement

### Ecological integrity

To protect biological diversity and maintain essential ecological processes and life-support systems

## how

# was the plan developed?

Council started the process for its own Community Strategic Plan in mid-2007. A series of twelve community workshops were undertaken in late 2007 which culminated in a Community Survey conducted in 2008.

This early consultation work and the results of the survey provided a valuable starting point for a more detailed consultation and engagement exercise that was to follow.

An integral component of the preparation of Great Lakes 2030 was the engagement of our community. Council developed an engagement strategy outlining how it would effectively capture the shared aspiration of the community. The purpose of the engagement strategy was to involve the community in activities that allowed them to express their thoughts on their needs and expectations now and in the future as well as how this might be achieved. This strategy was developed with consideration of the Social Justice Principles of equity, access, participation and rights.

During November 2009 broad community consultation events were held with over 300 people participating in workshops in local towns and villages and 800 people submitting ideas through a community survey. Workshops were also held with various State authorities to ensure an integrated approach to relevant needs and aspirations expressed by the community.

Council had input from families, individuals, business groups, community groups, young people, older residents, government agencies, farmers and community leaders in development of the Plan.

It is important to track how we are progressing in delivering on Great Lakes 2030 over the next 20 years. Progress across four key directions will be monitored to provide an assessment of our success in achieving our objectives. Regular reporting back to the community on this progress is required and will be inclusive of all sections of the community.



what

## did the community tell us?

The community expressed a diverse range of views and there were understandably different priorities between the various towns and villages and between various sectors. However there was also much in common across the Council area.

There was significant discussion around expected population growth and continued conservation of the natural environment which the community valued highly. Greater employment opportunities for young people was consistently mentioned as a priority. There was also a strong recognition that the Great Lakes is made up of many towns and villages with their own unique character and needs, and there is a desire that this be retained.

At the end of the consultation on the development of the community's first Plan, four key directions emerged and these form the basis of Great Lakes 2030. A summary of the Key Directions and Objectives follow on page 19.

These Key Directions, Objectives and Strategies were then refined following the review of the Plan in 2012/2013, as discussed below.



## when was the plan reviewed?

The initial plan was endorsed by Council on 19 April 2011. Under the IP&R Legislation each newly elected council must review the community strategic plan within nine months of the local government elections to ensure it continues to reflect the community's priorities for the future. With elections held in September 2012, one of the Council's first priorities was to undertake this review.

At the same time Council was also seeking community feedback on a proposal to apply for the continuation of the existing Environmental and Dredging special levy so a Community Engagement Strategy was adopted to guide both activities. The Strategy included the following objectives:

- ensure the community and stakeholders are aware of opportunities to have a say in the review of Great Lakes 2030;
- consult and seek feedback on the objectives and strategies in Great Lakes 2030 to ensure they represent the community's aspirations and priorities for the future of the Great Lakes area;
- educate residents about past and current achievements resulting from the Environmental and Dredging Special Levy;
- provide opportunities for residents to express their views on the proposed continuation of the Environmental & Dredging Special Levy;
- seek and measure community support for the continuation of the existing Environmental and Dredging Special Levy.

(The above objectives in relation to the Environmental and Dredging Levy are not specifically addressed in this Plan as they form part of a separate process, which includes a detailed application in accordance with the requirements of the Independent Pricing and Regulatory Tribunal.)

Council commenced a community engagement program in late 2012 to inform the review of Great Lakes 2030, and to ensure that there were no major changes in the community's views since development of the initial Plan. The engagement program undertaken allowed Council staff to speak to hundreds of residents about their priorities for the future of the Great Lakes area. The program included a mix of activities, including attendance at two community markets, a central shopping centre and six community meetings held throughout the Great Lakes area. A simple questionnaire was also available at each engagement activity and on Council's website.

Leading up to the formal review Council also commissioned a community satisfaction survey to assist in assessing and establishing the community's priorities and satisfaction in relation to Council activities, services and facilities which are then reflected in the plans that support delivery of Great Lakes 2030.

what

## did the review reveal?

As Great Lakes 2030 had only been in place for about 18 months and has a twenty year focus, it was not anticipated that there would be significant change in the community's priorities for the future although it was prudent to check this assumption through an active engagement program.

The result of that engagement reveals that the current sentiment of the community remains consistent with the priorities initially identified in *Great Lakes 2030*. This also was evident in the results of the community satisfaction survey in 2012.

Protection of the environment and waterways remains a top priority, as well as is the maintenance of our road, bridge and footpath network - both being areas that support our local economy and lifestyle. The community also reiterated their concern for the availability of employment opportunities for local youth and for the safety of our communities. The demographics of the Great Lakes area is reflected in the value that the community places on planning for the ageing population.

The feedback from this review, as well as our experience in working with the initial Great Lakes 2030 did reveal an opportunity to more clearly express the community's aspirations and priorities through refined wording of the Key Directions, Objectives and Strategies. The revised framework follows.



# great lakes 2030 framework

## key directions

what are the community's priorities?

**Go to**  
Directions,  
page 19

## objectives

what are we trying to achieve?

**Go to**  
Objectives,  
page 19

## strategies

how do we get there?  
what do we focus on?

**Go to**  
Strategies,  
pages 28-31

## measures

how will we know we're making progress?

**Go to**  
Measures,  
page 32

## key direction 1 our environment

### objectives

- Protect and maintain the natural environment so it is healthy and diverse
- Ensure that development is sensitive to our natural environment
- Prepare for the impact of sea level rise and climate change
- Sustainably manage our waste

## key direction 2 strong local economies

### objectives

- Promote the Great Lakes as an area that is attractive for residents and visitors
- Establish and maintain a supportive business environment that encourages job opportunities
- Provide transport infrastructure that meets current and future needs

## key direction 3 vibrant and connected communities

### objectives

- Provide the right places and spaces
- Plan for sustainable growth and development
- Increase and improve access to education for all ages
- Encourage a positive and supportive place for young people to thrive
- Develop and support healthy and safe communities
- Build on the character of our local communities and promote the connection between them

## key direction 4 local leadership

### objectives

- Deliver Council services which are effective and efficient
- Strengthen community participation
- Represent the community's interests through regional leadership

*These key directions and objectives are supported by strategies that will guide our actions for the next 20 years. The directions are closely connected and are interdependent - they should not be viewed in isolation.*

## state government context

Our ability to achieve the objectives of our Strategic Plan will be impacted by the broader context of regional, State and Federal priorities. In recent years the NSW Government has prepared major plans and strategies to help guide State and regional planning. In particular, the NSW State Plan - “NSW 2021 A Plan to Make NSW Number One”, needs to be considered in conjunction with Great Lakes 2030.

The State Plan identifies 32 goals grouped into priority areas. The five priority areas are:

- rebuild the economy
- return quality services
- renovate infrastructure
- strengthen our local environment and communities
- restore accountability to government

A schedule showing the areas where Great Lakes 2030 makes a contribution to the State Plan priorities is included as Annexure ‘B’ to this plan.

**Go to**  
**Annexure B,**  
**Linking Great Lakes**  
**2030 to the State**  
**Plan, pages 38-39**





# snapshot of the region

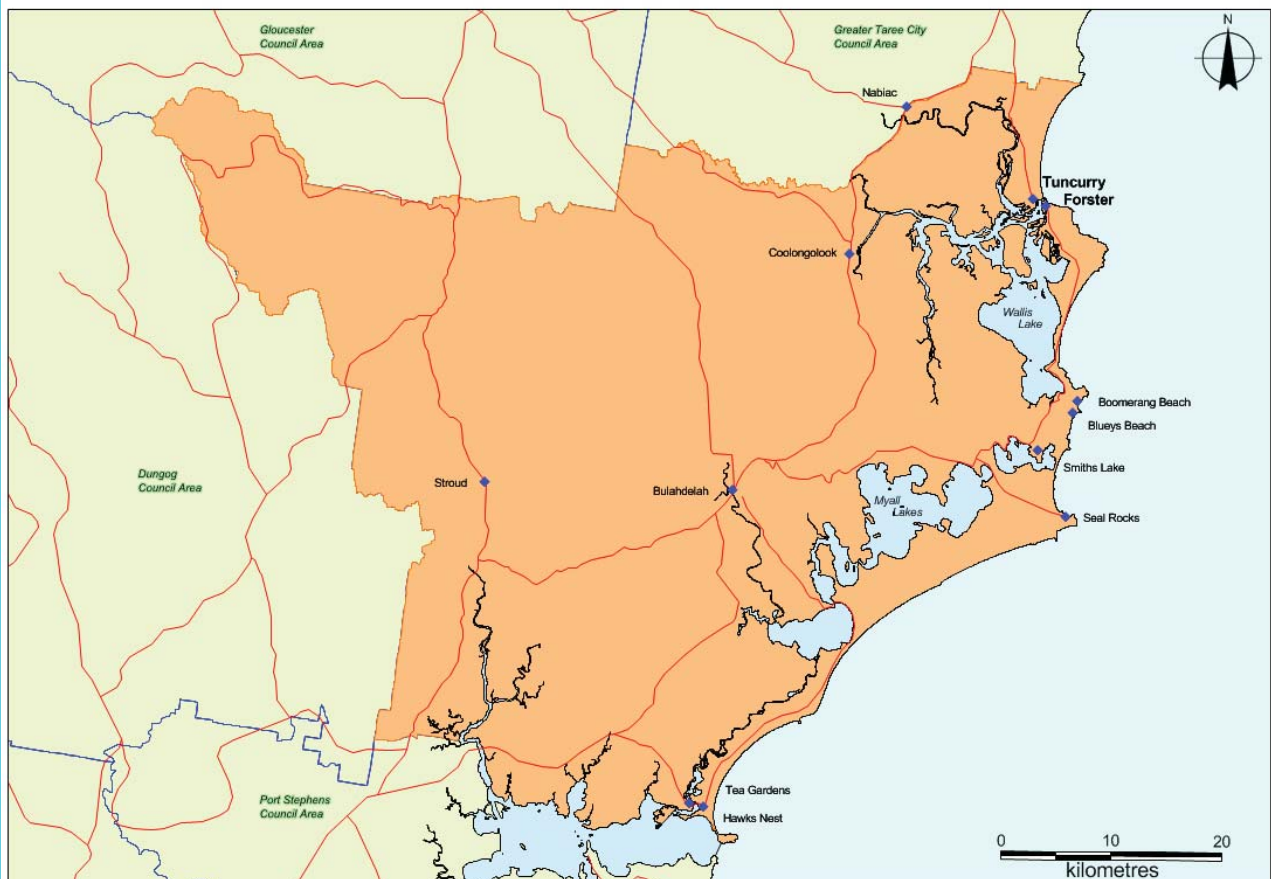
## the region

The Great Lakes region, covering an area of 3,373 square kilometres and housing a population of approximately 34,430 (Census 2011) is located about three hours drive north of Sydney on the Mid-North Coast between Port Stephens in the south, Taree in the north and west to the slopes of the Great Dividing Range. It has a total coastline of 145 kilometres which represents close to one-third of the total open coastline of the Hunter, Central and Lower North Coast Region.

A spectacular environment characterised by unspoilt lakes, rivers, beaches, national parks, mountain ranges, hinterland, flora and fauna provide for a lifestyle that many residents and tourists have come to enjoy. Our natural environment is our greatest asset and requires ongoing protection and management to ensure its preservation for the present and future generations.

The Great Lakes district was originally home to the Biripi, who inhabited the area between Tuncurry, Taree and Gloucester, and the Worimi, who occupied the land between Barrington Tops and Forster in the north and Maitland and the Hunter River in the south.

The Great Lakes is comprised of two main population centres - Forster/Tuncurry in the north and Tea Gardens/Hawks Nest to the south. In addition there are a number of towns and villages within the region, each with their own unique character, including Stroud, Bulahdelah, Coolongolook, Nahiack and Pacific Palms.



# the people

The Great Lakes region has experienced significant population growth over the last 10 years. Retirees and 'sea' and 'tree' changers and their families have been strongly represented in this growth. Recent population projections suggest that this trend will continue into the foreseeable future. Population growth is estimated to increase by an average of 1.42% per year between 2013 - 2031 (source: forecast.id).

## how old are we?

The population characteristics of the Great Lakes are similar to many regional east coast NSW councils, with a significantly higher proportion of retirement aged people, and a lower proportion of young people. However in comparison to regional NSW the Great Lakes has a significantly higher proportion of people in the older age groups (60+ years). The regional percentage is 24.5% aged 60 and over, with the Great Lakes figure representing more than one-third of the population at 39.5%.

Between 2006-2011 the area's population increased by 5.1%. The age groups which represented the largest areas of growth were empty nesters/retirees (60 to 69), seniors (70 to 84) and elderly (85 and over) being illustrative of the area's significant retirement migration.

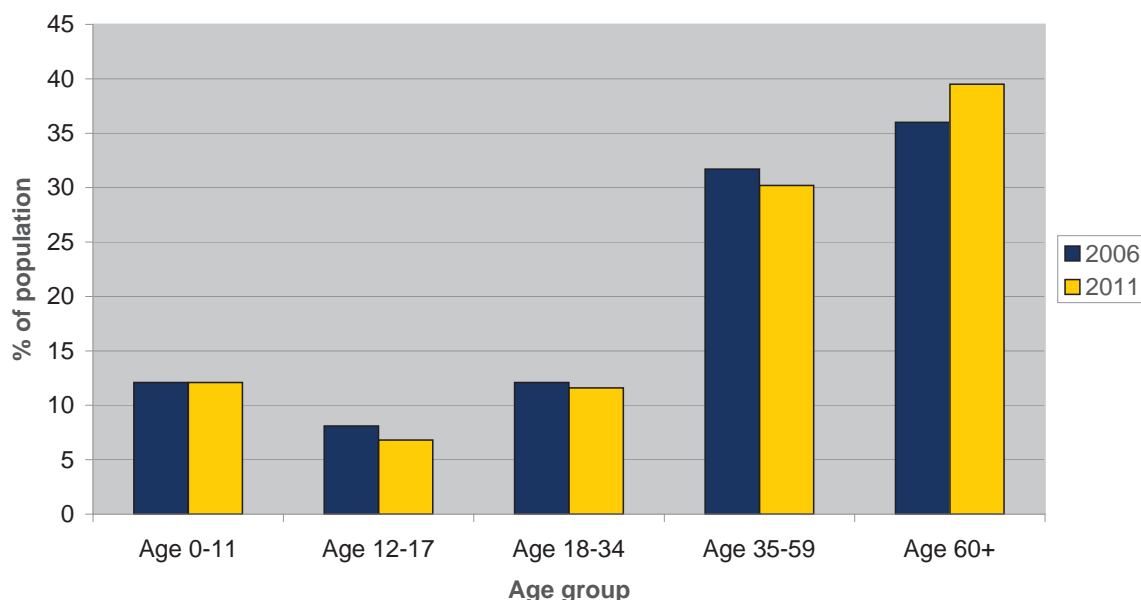
These growth areas and the area's higher proportion of people in the older age groups is also indicative of the lower number of households made up of couples with children, being 18% of households compared with 27% in regional NSW.

The lower proportion of young people is also a result of the limited availability of tertiary education and employment opportunities locally meaning that many young people who wish to further their studies and early careers have to leave the area. This is a common trend in regional coastal areas.

## where were we born?

At present 83.3% of our population is Australian born, with 3.06% identifying as being Aboriginal or Torres Strait Islander. English is the main language spoken by 97.8% of our population and 3.38% of our population is from a non-English speaking background.

**Age distribution**



## local economy

Although agriculture remains an important contributor to local economic activity, the Great Lakes can no longer be considered a 'rural-based' region. A combination of retirees and people seeking a 'sea' or 'tree' change has seen a transformation into a 'lifestyle region'.

According to the 2011 ABS Census, the majority of jobs in the Great Lakes (around 46%) were generated from 'In-person Services' - including retail, accommodation and food services, health care and social assistance, education and training. A further 20% of jobs came from 'Goods Producing Industries' including agriculture, forestry and fishing, manufacturing and construction and a further 16% come from 'Knowledge and Business Services'. A much smaller proportion of employment was generated from 'Goods Related Industries' including wholesale trade, transport, postal and warehousing.

The majority of the recent growth in jobs has been in the population-driven services of health care and social assistance; with mining, retail and education and training also seeing increases. The industry sector with the largest loss of jobs was in construction.

## employment

Reflecting the population and industry structure of the Great Lakes local government area relative to the broader region and NSW, the Great Lakes has a higher incidence of part-time employment (especially in 'in-person' services and tourism) and much lower workforce participation rates (explained in part by the significant proportion of the resident population who have retired, in addition to the attraction of residents seeking a 'sea' or 'tree' change and to move out of the workforce).

At the 2011 ABS Census, the local unemployment rate was 8.3% compared with 6.1% for regional NSW. Unemployment, especially amongst young people, remains an important concern for the community. The Great Lakes continues to have one of the highest unemployment rates amongst local government areas within the Hunter Region. Our most recent unemployment figures are comparable to other coastal local government authorities.

The 2011 ABS Census also revealed approximately 19% of our employed residents worked outside of the Great Lakes, the majority in neighbouring Greater Taree (7.2%), followed by Port Stephens and Newcastle to the south. The ABS Census also showed 19.5% of workers in the Great Lakes came from outside the area, the majority of 12.4% being from Greater Taree. The figures show approximately 793 people travel from the Great Lakes to Taree to work and 1156 travel from Taree to the Great Lakes for work.



## council

As a local government organisation, Great Lakes Council is responsible for delivering a diverse range and mix of services to our community. Council has three internal Divisions to provide these including: Corporate and Community Services; Engineering Services; and Planning and Environmental Services. Council employs 340 staff (including full time, part time and casual positions) in a range of professions.

Council consists of nine Councillors who represent the entire Local Government area, with a Mayor and Deputy Mayor nominated and elected annually by their fellow Councillors.



## infrastructure

Great Lakes Council has a significant portfolio of community infrastructure and assets contributing to a diverse range of community services. The total value of these assets is in excess of \$465 million and includes 648km of sealed roads, 634km of unsealed roads, 177 bridges, 21 sports complexes, 5 freshwater swimming pools, 5 libraries, 115 community buildings and 1010 hectares of reserves.

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# key directions

Four key directions emerged from our consultation with the community and these provide a focus for the development of objectives and strategies.

They now provide a framework to plan social, environmental and economic outcomes to deliver and achieve our vision of a sustainable future.

# our environment

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

**Strategies**

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

**Strategies**

- 2.1 Base strategic land use planning on ecologically sustainable principles

**Objective 3:** Prepare for the impact of sea level rise and climate change

**Strategies**

- 3.1 Establish a risk based adaptation response to sea level rise and climate change

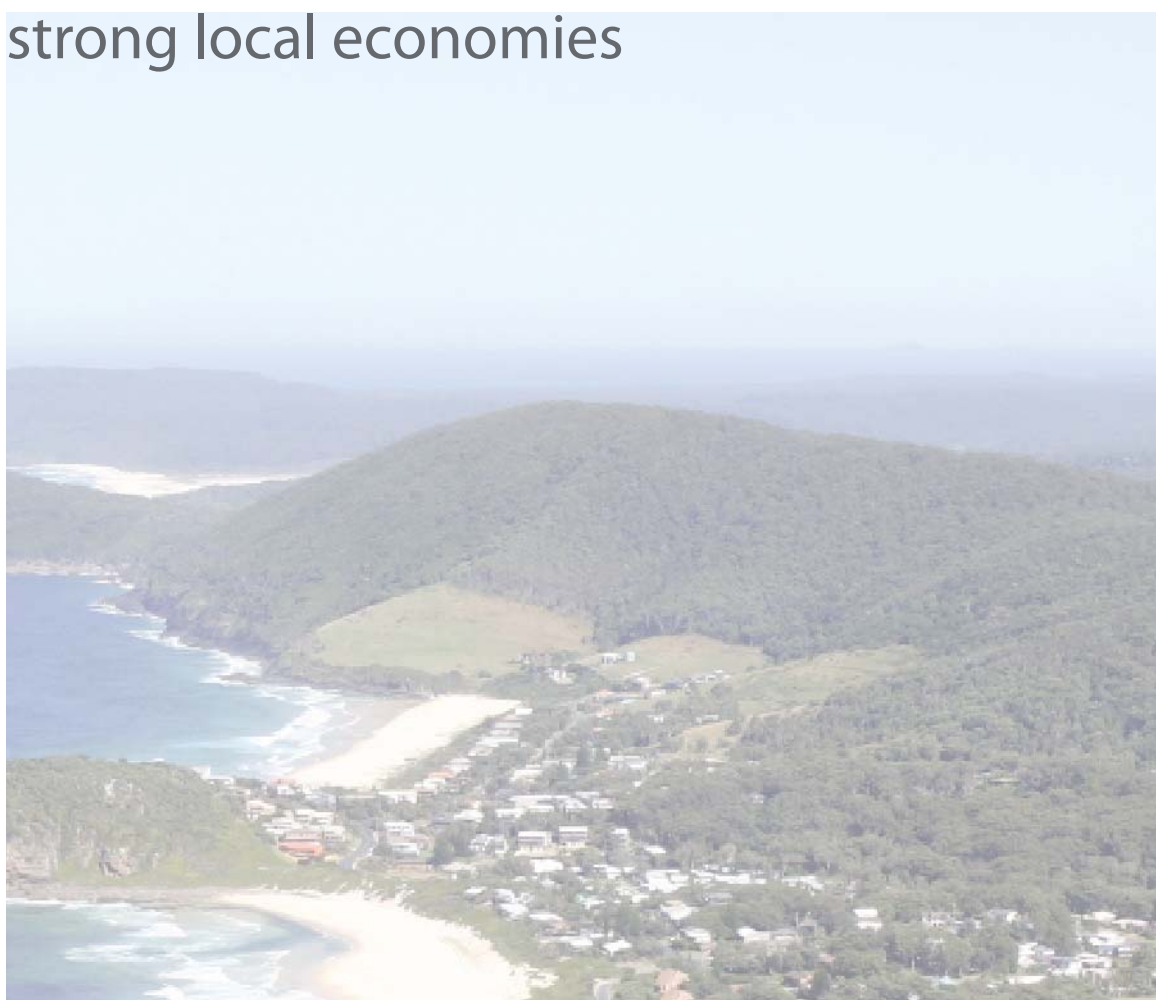
**Objective 4:** Sustainably manage our waste

**Strategies**

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



## strong local economies



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

**Strategies**

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

**Strategies**

- 6.1 Support our existing business community and encourage the development of new business
- 6.2 Pursue improved and equitable access to telecommunication services
- 6.3 Encourage skill development that reflects local business needs

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

**Strategies**

- 7.1 Identify transport network needs based on recognised asset management processes
- 7.2 Maintain transport network infrastructure to current service standard
- 7.3 Develop facilities that provide for safe pedestrian and cycle traffic

# vibrant and connected communities

**Objective 8:** Provide the right places and spaces

**Strategies**

- 8.1 Ensure community, sporting, recreational and cultural facilities and services reflect current and future needs
- 8.2 Maintain community infrastructure to current service standard

**Objective 9:** Plan for sustainable growth and development

**Strategies**

- 9.1 Manage growth to reflect current and future needs
- 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

**Strategies**

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

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

**Strategies**

- 11.1 Provide activities and opportunities for young people

**Objective 12:** Develop and support healthy and safe communities

**Strategies**

- 12.1 Improve access to health services that meet local needs
- 12.2 Encourage and promote healthy lifestyle choices
- 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

**Strategies**

- 13.1 Increase community inclusion, cohesion and social interaction
- 13.2 Attract new events, activities and exhibitions that are respectful of local community character

# local leadership

**Objective 14:** Deliver Council services which are effective and efficient

**Strategies**

- 14.1 Set a strategic direction for Council that focuses on current and future customer needs and deploy plans to achieve those strategies
- 14.2 Develop an organisational culture that applies resources effectively to deliver quality outcomes
- 14.3 Provide good governance
- 14.4 Apply structured continuous improvement methods to achieve effectiveness and efficiencies
- 14.5 Assess organisational performance against strategic objectives and use information to ensure sustainability

**Objective 15:** Strengthen community participation

**Strategies**

- 15.1 Encourage an informed community to enable meaningful participation

**Objective 16:** Represent the community's interests through regional leadership

**Strategies**

- 16.1 Advocate local interests with State and Federal government
- 16.2 Actively contribute to regional initiatives that benefit the local area



## delivering the plan

It is important to remember that the elements of this Plan represent a long term vision for the Great Lakes community. They represent the aspirations of the community and provide strategies and outcomes developed by the community on where we want to be in the future and how we can get there. We have checked the Strategies against the Vision and Key Directions to ensure they will make a strong contribution towards them.

Council on its own does not have the resources to deliver the full version of the Great Lakes community's future plan. We'll need significant financial assistance, efficiencies and above all, great partnerships.

Annexure A provides an indication of the role of Council, State and Federal governments, and the community itself in achieving the community's Plan.

## measuring our progress

We will monitor and report our progress towards achieving the community's plan through a variety of measures and means, including undertaking a regular Community Satisfaction survey. Development of regional community indicators with neighbouring local government areas will also assist in providing an indication of progress.

We will continue to develop and refine our measures to ensure the community's objectives are being achieved and reported to our community.



**annexures**

# key direction one our environment

## annexure a - who has a role in delivering the plan?

Objective	Strategy	Council	State	Federal	Community and Business
LEGEND: L = Lead role P = Partial role A = Advocacy role					
1. Protect and maintain the natural environment so it is healthy and diverse	1.1 Undertake an active management program to support a healthy environment that also provides for economic, recreational and cultural opportunities	L	P	P	P
	1.2 Encourage and support the community to embrace environmentally-friendly behaviours and sustainable business practices	L	P	P	P
	1.3 Manage the balance between natural siltation in our lakes and the provision of access for recreation and economic purposes	L	P		
	1.4 Reduce the impact of noxious weeds and invasive species on our environment through strategic management and education	L	P		P
	1.5 Monitor and report on the health, productivity and diversity of the Great Lakes environment	L	P		
2 Ensure that development is sensitive to our natural environment	2.1 Base strategic land use planning on ecologically sustainable principles	L	P		
3 Prepare for the impact of sea level rise and climate change	3.1 Establish a risk based adaptation response to sea level rise and climate change	L	P		
4 Sustainably manage our waste	4.1 Seek to reduce, reuse or recycle all waste	L	P		P
	4.2 Manage residual waste to minimise impact on the environment	L	P		P
	4.3 Implement waste minimisation programs throughout the community	L			P

## key direction two strong local economies

annexure a - who has a role in delivering the plan?

Objective	Strategy	Council	State	Federal	Community and Business
<b>LEGEND:</b>		L = Lead role P = Partial role		A = Advocacy role	
5 Promote the Great Lakes as an area that is attractive for residents and visitors	5.1 Market the Great Lakes as an area that offers a range of opportunities for all	L	P		P
	5.2 Explore new and emerging opportunities to promote the Great Lakes	L			P
6 Establish and maintain a supportive business environment that encourages job opportunities	6.1 Support our existing business community and encourage the development of new business	L	P		P
	6.2 Pursue improved and equitable access to telecommunication services	A	L	P	
	6.3 Encourage skill development that reflects local business needs	P	P		P
7 Provide transport infrastructure that meets current and future needs	7.1 Identify transport network needs based on recognised asset management processes	L	P		
	7.2 Maintain transport network infrastructure to current service standard	L	P		
	7.3 Develop facilities that provide for safe pedestrian and cycle traffic	L	P		

# key direction three

## vibrant and connected communities

### annexure a - who has a role in delivering the plan?

Objective	Strategy	Council	State	Federal	Community and Business
<b>LEGEND:</b>		L = Lead role P = Partial role		A = Advocacy role	
8 Provide the right places and spaces	8.1 Ensure community, sporting, recreational and cultural facilities and services reflect current and future needs	L	P	P	
	8.2 Maintain community infrastructure to current service standard	L			
9 Plan for sustainable growth and development	9.1 Manage growth to reflect current and future needs	L	P		
	9.2 Manage urban development and ensure it respects the character of the area in which it is located	L			
10 Increase and improve access to education for all ages	10.1 Enable opportunities to experience lifelong learning through improved access to all educational facilities	A	L	P	P
11 Encourage a positive and supportive place for young people to thrive	11.1 Provide activities and opportunities for young people	P	P	P	P
12 Develop and support healthy and safe communities	12.1 Improve access to health services that meet local needs	A	L	P	
	12.2 Encourage and promote healthy lifestyle choices	P	P	P	P
	12.3 Promote community safety as a shared responsibility	P	L		P
13 Build on the character of our local communities and promote the connection between them	13.1 Increase community inclusion, cohesion and social interaction	P			P
	13.2 Attract new events, activities and exhibitions that are respectful of local community character	L			P

## key direction four local leadership

Objective	Strategy	Council	State	Federal	Community and Business
		<b>LEGEND:</b> L = Lead role P = Partial role		A = Advocacy role	
14 Deliver Council services which are effective and efficient	14.1 Set a strategic direction for Council that focuses on current and future customer needs and deploy plans to achieve those strategies	L			
	14.2 Develop an organisational culture that applies resources effectively to deliver quality outcomes	L			
	14.3 Provide good governance	L			
	14.4 Apply structured continuous improvement methods to achieve effectiveness and efficiencies	L			
	14.5 Assess organisational performance against strategic objectives and use information to ensure sustainability	L			
15 Strengthen community participation	15.1 Encourage an informed community to enable meaningful participation	L			P
16 Represent the community's interests through regional leadership	16.1 Advocate local interests with State and Federal government	A	P	P	
	16.2 Actively contribute to regional initiatives that benefit the local area	L	P		

annexure a - who has a role in delivering the plan?



# linking Great Lakes 2030 to the NSW State Plan

NSW 2021 is a plan to make NSW number one. It is a 10 year plan to rebuild the economy, provide quality services, renovate infrastructure, restore government accountability, and strengthen our local environment and communities. (extract from NSW 2021, NSW Government, September 2011)

A Hunter Regional Action Plan has been developed to align with the State Plan and addresses priorities raised by communities in the Hunter.

The two plans identify a number of strategies, goals and actions, many of which are reflected in the objectives of Great Lakes 2030.

## NSW State Plan Strategies and Goals

**Great Lakes  
2030  
Objective No.**

### Strategy

### Goal

#### Rebuild the economy

Improve the performance of the NSW economy

5,6

Rebuild State finances

Drive economic growth in regional NSW

5,6

Increase the competitiveness of doing business in NSW

Place downward pressure on the cost of living

14

Strengthen the NSW skill base

6

#### Return quality services

##### Transport

Reduce travel times

Grow patronage on public transport by making it a more attractive choice

Improve customer experience with transport services

Improve road safety

7

##### Health

Keep people healthy and out of hospital

12

Provide world class clinical services with timely access and effective infrastructure

##### Family and Community Services

Better protect the most vulnerable members of our community and break the cycle of disadvantage

Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential

12

##### Education

Improve education and learning outcomes for all students

10

NSW State Plan Strategies and Goals		Great Lakes 2030 Objective No.
Strategy	Goal	
Police and justice	Prevent and reduce the level of crime	12
	Prevent and reduce the level of re-offending	
	Improve community confidence in the justice system	
Renovate infrastructure	Invest in critical infrastructure	7
	Build liveable centres	8,9
	Secure potable water supplies	
Strengthen our local environment and communities	Protect our local environment	1,2,4
	Increase opportunities for people to look after their own neighbourhoods and environments	1, 13
	Make it easier for people to be involved in their communities	13
	Increase opportunities for seniors in NSW to fully participate in community life	13
	Fostering opportunity and partnership with Aboriginal people	13
	Enhance cultural, creative, sporting and recreation opportunities	8
	Ensure NSW is ready to deal with major emergencies and natural disasters	12
Restore accountability to government	Restore confidence and integrity in the planning system	
	Restore trust in State and Local Government as a service provider	14
	Improve government transparency by increasing access to government information	14
	Involve the community in decision making on government policy, services and projects	15

# Great Lakes Council

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