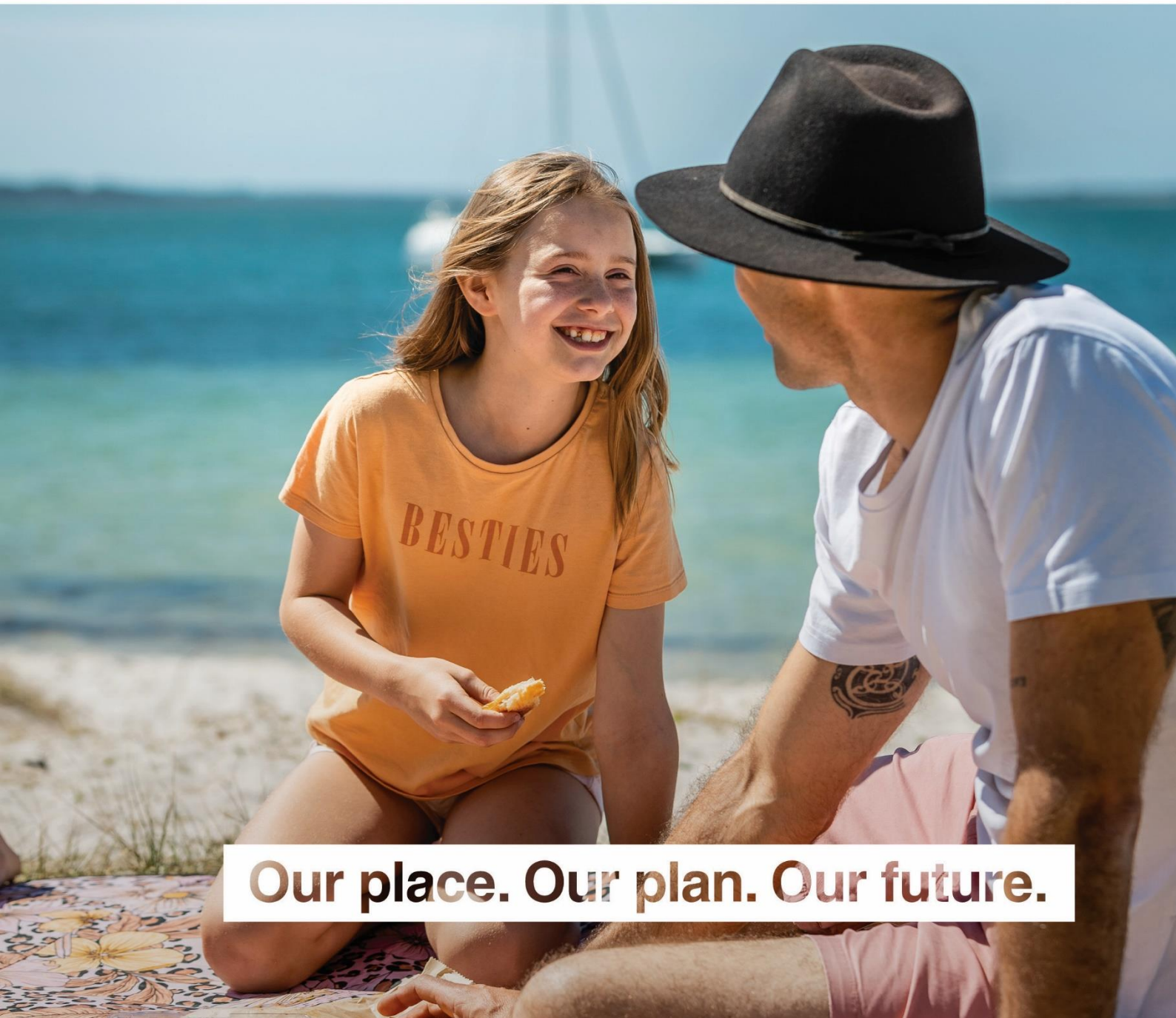
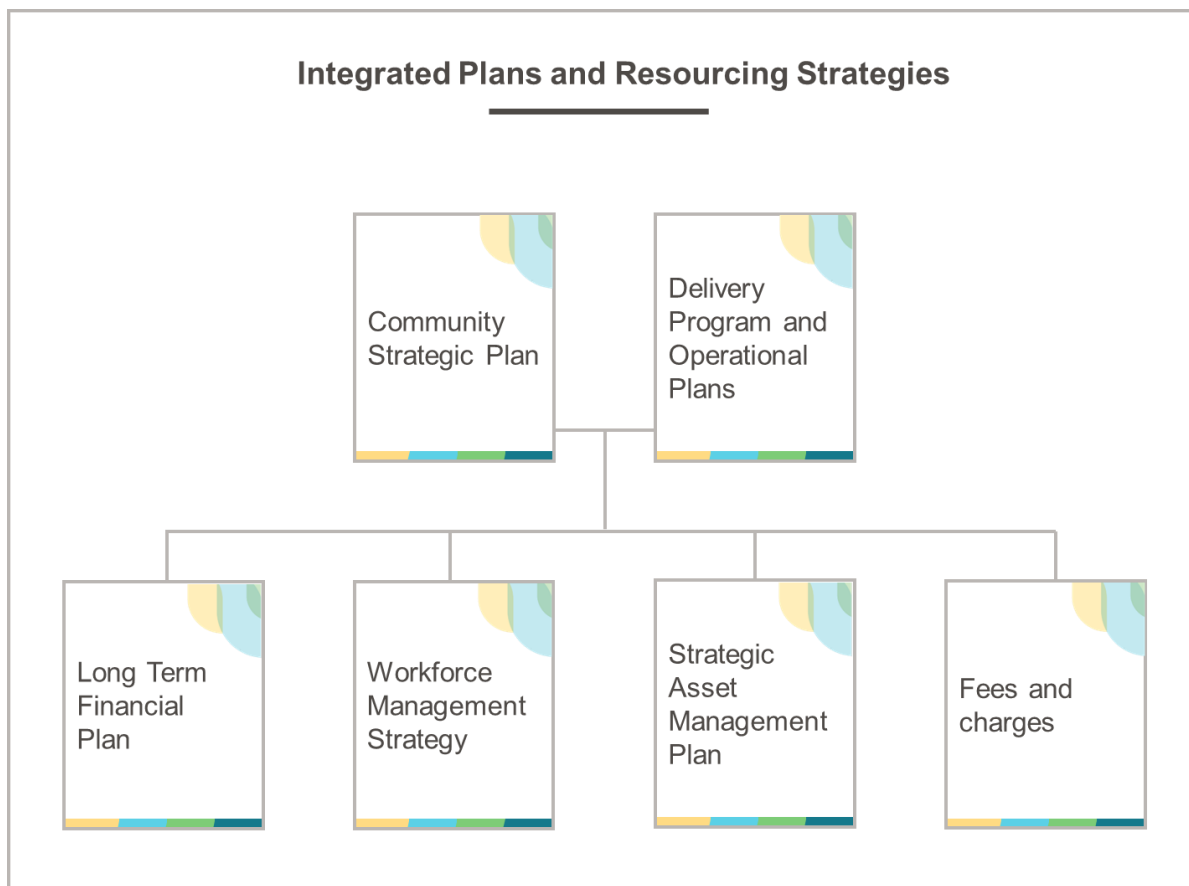




# Community Strategic Plan 2022 to 2032



**Our place. Our plan. Our future.**



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

The Community Strategic Plan has been prepared in accordance with Section 402 of the Local Government Act 1993.

### **Acknowledgement**

We acknowledge the Worimi as the original Custodians and inhabitants of Port Stephens.

May we walk the road to tomorrow with mutual respect and admiration as we care for the beautiful land and waterways together.

© 2022 Port Stephens Council

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# Our Place - Port Stephens

## SECTION 1

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Manager





# Port Stephens snapshot

## Our location

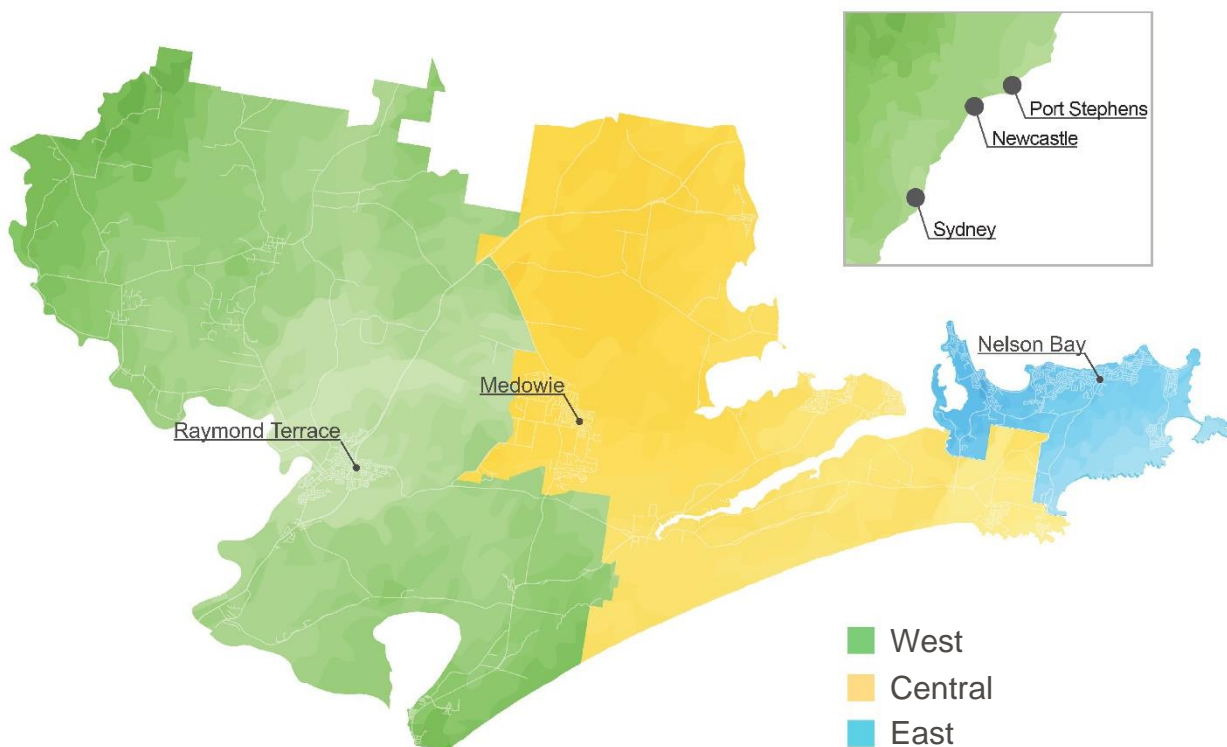
Located on the east coast of Australia about 2 hours north of Sydney, Port Stephens is known for its incredible natural beauty and vibrant community. These characteristics make our place an ideal tourist and retirement destination as well as a great place to live, work and play.

Region: **Hunter**

Area: **858 km<sup>2</sup>**

Major centres: **Raymond Terrace,**  
**Medowie, Nelson Bay**

Population Density: **81 persons/km<sup>2</sup>**





## Our people

POPULATION  
**75,685**

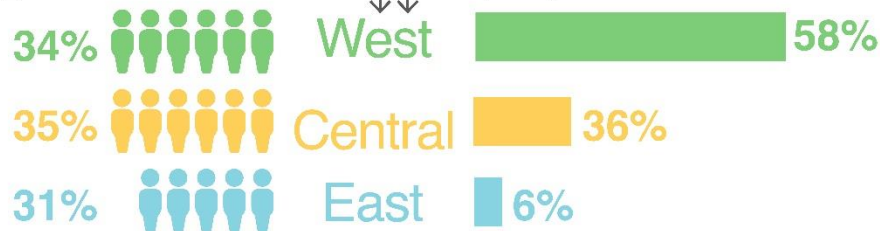


(2021 Estimated  
Resident Population)



POPULATION  
PROJECTION  
**87,933**  
BY 2040

## POPULATION BY WARD % OF THE LAND AREA



MEDIAN AGE OLDER THAN NSW MEDIAN AGE OF  
**45 YEARS** ▶ **38 YEARS**



ABORIGINAL AND  
TORRES STRAIT  
ISLANDER POPULATION

**3297**

Making up **4.73%**  
of our population

## Our economy



**27,346**

NUMBER OF  
JOBS IN  
PORT STEPHENS

UNEMPLOYMENT

**4.3%**

DECEMBER 2021



**4835**

(June 2021)

BUSINESSES TRADING  
IN PORT STEPHENS



**\$5.494 billion**

GROSS REGIONAL  
PRODUCT (Nominal GRP as at June 2021)

MAIN EMPLOYING INDUSTRIES

**15%** Public administration and safety

**12%** Manufacturing

**11%** Construction (ABS 2016)



You can read more about Port Stephens in our economic and community profiles:  
[portstephens.nsw.gov.au/community/our-profile](http://portstephens.nsw.gov.au/community/our-profile)

Source: Remplan, 13 April 2022



### Our Community

An accessible and welcoming community respecting diversity, heritage and culture.



### Our Place

A liveable and connected place supporting community wellbeing and local economic growth.



### Our Environment

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



### Our Council

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



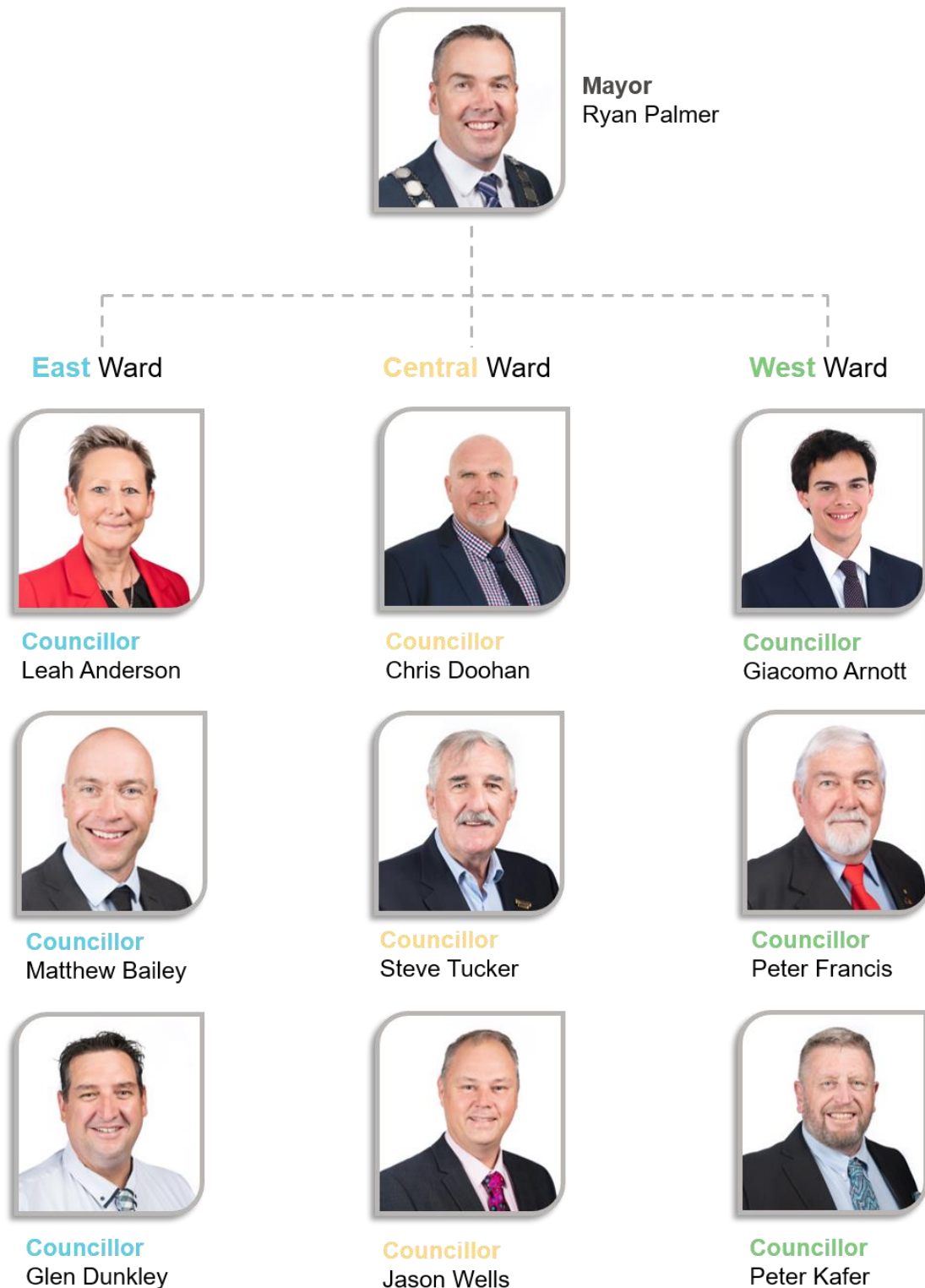
# Plan on a page

Our community vision - A great lifestyle in a treasured environment



# Our elected council

Elected in December 2021



To read more about our elected Council, visit - [portstephens.nsw.gov.au/council/mayor-and-councillors](https://portstephens.nsw.gov.au/council/mayor-and-councillors)



# Message from the Mayor

There's no better time than the present for -  
*Our place. Our plan. Our future.*

With a new team of Councillors on board who've listened to what the community wants most, we're excited to have reviewed the Community's Strategic Plan (the Plan) for the next 10 years. We recognise that Council plays a custodial role in collating the Plan on behalf of the community. Together with a number of partners, we're here to make a difference in the community now and into the future.

We're pleased to hear that the community's vision of a *Great lifestyle in a treasured environment* still rings true – but with the diversity of our community, this vision means different things to different people.

*Our place. Our plan. Our future* has been developed in collaboration with the community after more than 18 months of integrated engagement – totalling nearly 7000 interactions over this time. Refinements to the Plan are founded on our first ever Liveability Index Survey carried out in September 2020 where over 3700 community members had their say on what they valued most and how they felt their place was performing. We then dove deeper through workshops, online surveys, photo competitions and more – to check in on community priorities.

Community priorities of wellbeing, sustainable development, maintenance of roads and open spaces, pathway connections, resilience in the wake of natural disasters, climate change, protection of the natural environment, stronger community engagement, to name a few, have been woven into the Community Strategic Plan.

Following the public exhibition phase over April/May 2022, we further refined the Plan before being considered by Council in June 2022. *Our place. Our plan. Our future*, ensures that we as a community continue to make a real and lasting impression on the future of Port Stephens beyond 2030.

Because we all love Port Stephens – it's *Our Incredible Place!*

Ryan Palmer, Mayor





## Message from the General Manager

Whether it's managing our coastline, creating vibrant community spaces or keeping us connected as a community, the Community Strategic Plan acts as a road map for Council, government agencies, community services, businesses and the community to guide infrastructure, programs and service delivery across Port Stephens.

The Community Strategic Plan is at the heart of planning for our local government area, capturing the community's aspirations and priorities for the future to inform tangible programs and actions of Council and its partners.

In this Plan, we acknowledge that being the closest level of government to the community means we're responsible for developing and reviewing the Plan on behalf of the community. However, we can't deliver on all the priorities and strategies of *Our place. Our plan. Our future* alone – we must do it together.

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

Establishing these community priorities is critical in informing what services, facilities and programs Council should sustainably deliver and how we assign and balance our resourcing to support delivery while also balancing affordability.

We're assured that change is constant. In the last 2 years, the natural disaster events and COVID-19 have had an impact on all facets of our community, from families to local businesses. This is why it's important to regularly review our priorities, what's truly important and what's sustainable. In this light, Council will use the Community Strategic Plan to review what and how we'll sustainably deliver services needed by our community.

Together we'll work to deliver *Our Place. Our Plan. Our Future.*

*Wayne Wallis*

Wayne Wallis, General Manager

# Our plan - Introduction

## SECTION 2

13 | IP&R Overview

14 | What's the purpose of the  
Community Strategic Plan?

15 | How we can deliver?

15 | How will we resource it?

16 | How will we know we have  
succeeded?



# IP&R overview

The Integrated Planning and Reporting (IP&R) framework guides the planning and reporting activities of local councils. The requirements for IP&R are set out in the Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation).

The IP&R framework was introduced by the State Government in 2009 to transform the way Councils develop, document and report on plans for the future of their communities.

This framework has evolved, but the fundamental assumption is that all Council planning should originate from a sound understanding of the communities' expectations around priorities and services.

The IP&R framework allows council to draw its various plans together, understand how they interact and inform each other and to the maximum benefit from efforts by planning holistically for the future ensuring alignment with state and regional priorities. IP&R is at the centre of all council plans, activities, projects, resourcing decisions and improvement strategies.

The IP&R cycle is aligned with the NSW local government elections, with each newly elected council required to review the Community Strategic Plan before 30 June following the election.

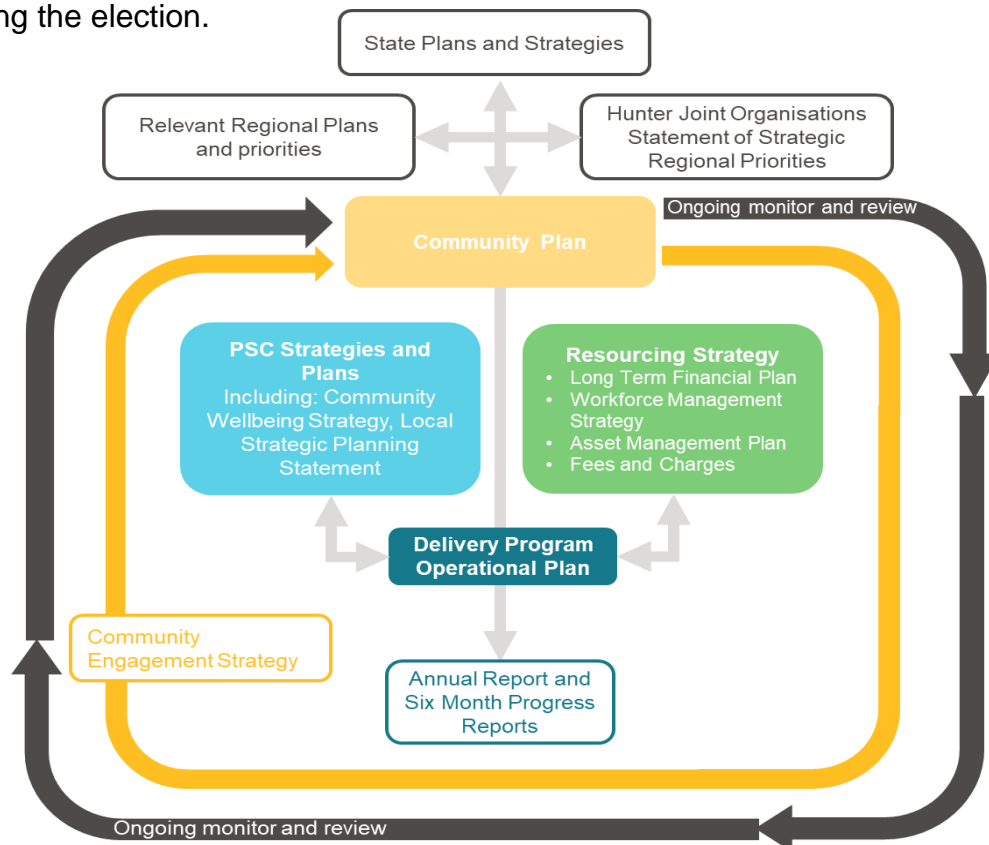


Diagram 1 - Integrated Planning and Reporting Framework





# What is the purpose of the Community Strategic Plan?

At the heart of the IP&R framework is the Community Strategic Plan. The Community Strategic Plan is the highest level strategic plan that a council will prepare on behalf of the community.

*'Our place. Our plan. Our future'* is the Port Stephens' Community Strategic Plan for 2022-2032 (The Plan). The Plan addresses social, economic, environmental and governance factors (quadruple bottom line) through four interconnected Focus Areas: Our Community, Our Place, Our Environment and Our Council and is based on social justice principles of equity, access, participation and rights. Read more about how we developed this plan on pages 17 to 22.

The purpose of the Plan is to:

- Identify the community's main priorities and aspirations over the next 10 years
- Support community and stakeholders to play an active role in shaping their future
- Work with other governments and agencies to achieve community priorities
- Outline council's role in delivering these priorities and assigning resourcing to support delivery while balancing affordability
- Maintain accountability and transparency in reporting on progress.

Council acknowledges that it can't deliver on all of the community's priorities and must partner or advocate to other levels of government, state agencies, community groups, businesses and more to achieve these. Read more on pages 23 to 41.

# How we can deliver?

## Delivery Program and Operational Plan

Council's role in delivering on what it can for the Plan is outlined in the Delivery Program, Operational Plan and Resourcing Strategy.

- **Delivery Program** – is a 4-year program that Council commits to delivering within the resources available. It translates the Plan's key directions/goals into clear actions. Progress of the Delivery Program is reported every six months.
- **Operational Plan** – is Council's annual action plan that includes the budget and activities that Council will carry out to achieve the commitments of the Delivery Program. Achievements of the Operational Plan are reported in the Annual report.

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

# How will we resource it? What we can do?


## Resourcing strategy

The Resourcing strategy outlines how Council will resource (with people, assets and finance) the community's long-term vision and aspirations (Community Strategic Plan). It's Council's commitment to delivering quality services and infrastructure to our community.

The Resourcing Strategy consists of 3 inter-related components:

- Long Term Financial Planning
- Workforce Management Strategy
- Asset Management Planning

The Resourcing Strategy is a supporting document to the Community Strategic Plan focusing on items that are Council's responsibility in terms of finances, assets and workforce. Council is however not the only source of funds for programs. Council funds are used to seed or match a range of other funding contributions such as developer contributions, commercial profits and government grants which are not always guaranteed.



# How will we know we have succeeded?

## Monitoring the Plan

A key purpose of the Plan is to bring about the desired outcome, a positive change in the community – ‘making a difference to our community’. Community Indicators have been established to measure this progress over time.

## Community Indicators

The effectiveness of the Plan is reviewed by measuring the community indicators. Data from the Community Indicators will be used in the State of the Shire Report to review the implementation and effectiveness of the Plan in achieving its social, environmental, economic and civic leadership goals over the previous council term. These Indicators are listed under each Key Direction/Goal and can be found on pages 28 to 41 of this Plan.

## Other

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

## Reporting on performance

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

The IP&R framework requires us to report in the following ways:

- State of Shire report (replaces End of Term report)
- Annual report
- Six-month progress reports
- Quarterly Financial Budget Review Statement



# Our plan – Developing it together

## SECTION 3

18 | Community engagement  
approach

19 | Our engagement journey

20 | Informing the Community  
Strategic Plan

22 | Challenges



# Community engagement approach

At Port Stephens Council, we have an integrated approach to engaging with the community. Read more about Council's Community Engagement Strategy on Council's website: [portstephens.nsw.gov.au/development/planning-guides-and-strategies/community-engagement-strategy](https://portstephens.nsw.gov.au/development/planning-guides-and-strategies/community-engagement-strategy)

The Plan has been reviewed in accordance with this Engagement Strategy and the process outlined below. To better understand community values and priorities we undertook Port Stephens's first-ever Liveability Index Survey in September 2020. Over the past 18 months, we have been talking with and listening to our community on a number of fronts to understand the aspirations and priorities of Port Stephens. Council has taken a phased approach delving deeper into what we have heard to make sure we clearly understand what the community is looking for in the future.



An example of general comments received from the community during various community engagement activities.

# Our engagement journey

## Phase 1: Starts Big

*Research and data gathering*



### Liveability Index Survey

September - December 2020

**3700** SURVEYS COMPLETED

### Youth Strategy

Adopted: November 2020

**450** PEOPLE INVOLVED  
IN 18 MONTH  
CONSULTATION

### Coastal Management Program Stage 2

November 2020

**3** WEBINARS

**208** VIEWS

### Community Satisfaction Survey

May - June 2021

**2187** SURVEYS  
COMPLETED

### Our Incredible Place

Adopted: November 2020

**327** PEOPLE INVOLVED  
IN 12 MONTH  
CONSULTATION

### Wellbeing Strategy

April - May 2021

**177** SURVEYS  
COMPLETED

### Economic Development Strategy

Adopted: October 2021

**286** BUSINESS HEALTH  
CHECKS/SURVEYS

## Phase 2: Goes Local

*Place deep dive*



### Targeted planning for your place workshops

September - December 2021

**224** EXPRESSIONS OF INTEREST

**12** WORKSHOPS AND **191** ATTENDANCES

## Phase 3: CSP Check-in

*Have we got Vision  
and Priorities right?*



### Community Strategic Plan (CSP) Check-in

February - March 2022

**1** WEBINAR AND **1** FACEBOOK LIVE EVENT

**4** SOCIAL MEDIA POSTS

**59** SURVEY RESPONSES

**23** PHOTO COMPETITION ENTRIES

## Phase 4: IPR Public Exhibition

*Integrated  
approach*



### Public Exhibition of IPR documents

28 April - 26 May 2022

**12** SUBMISSIONS RECEIVED



# Informing the Community Strategic Plan

## What we have heard

### Our Community

- Community connection and reconnecting after COVID-19
- Resilience during disaster and pandemic
- Health and wellbeing
- Feeling safe and welcome

### Our Environment

- Land use decisions regarding vegetation and wildlife loss
- Coastal management
- Climate change
- Urban greening
- Sustainable use of resources

### Our Place

- Maintaining local roads
- Maintenance of public open spaces
- Pathway connections
- Sense of safety in parks and streets
- COVID-19 recovery and support
- Shopping local and unique business attraction

### Our Council

- Consistent community engagement opportunities
- Financial sustainability

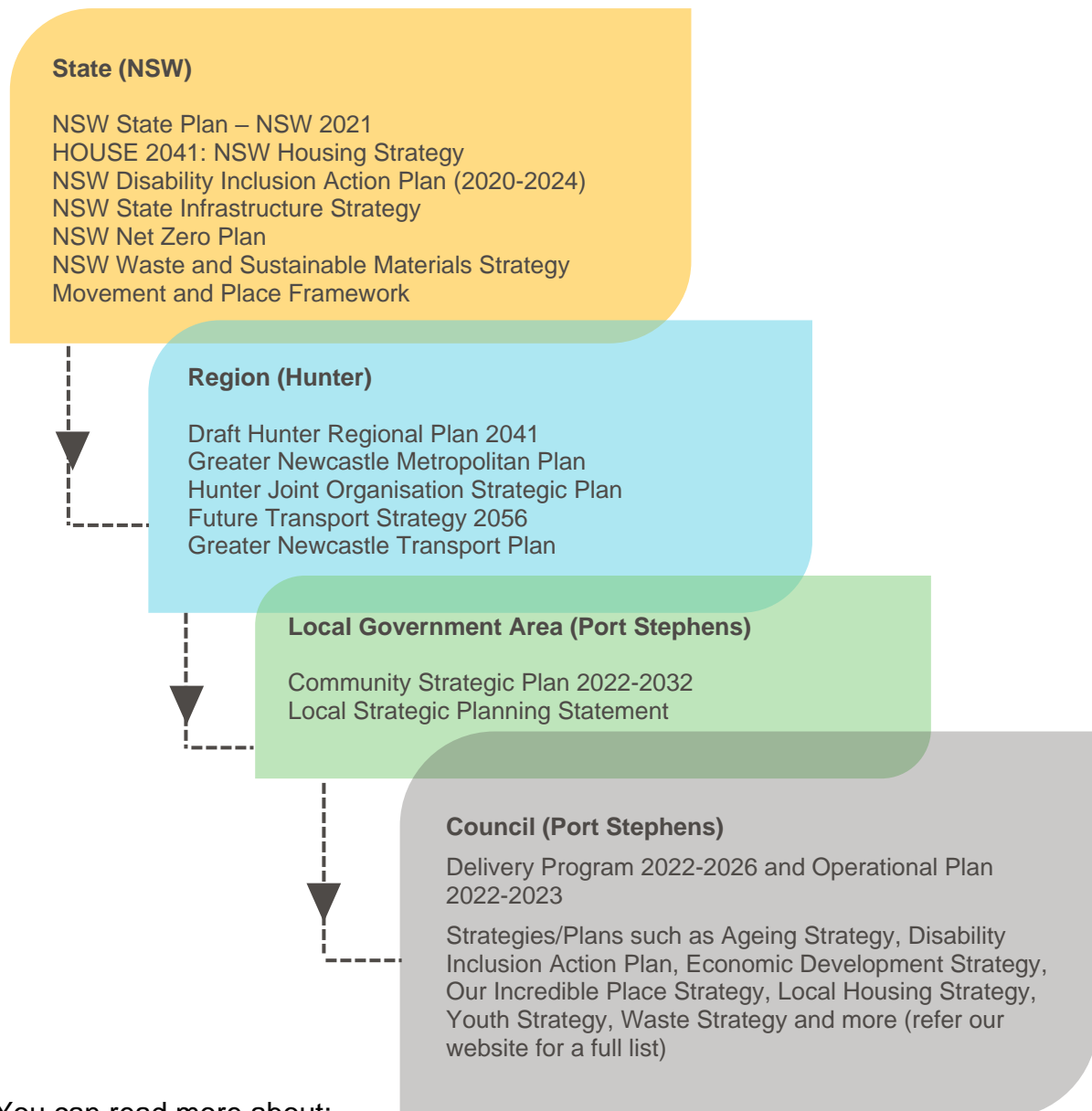
## End of Term report

As part of revising the Plan for the next 10 years, we have also reviewed the previous Community Strategic Plan 2018-2028 and the End of Term report 2017-2021. The End of Term report together with the 2020 Liveability Index Survey provides a solid foundation to establish for our community “where are we now” in order to consider “where does the community want to be” and “when will we know when we have arrived/succeeded”. These are important questions and answers for Council and its partners to focus on over the next 10 years.

## State and Regional Plans

The review of the Plan has also been informed by various State and Regional plans, strategies and priorities that cascade to the Local Government Area level and into Council plans and strategies.

The diagram below shows the interconnection between Council, LGA, Regional and State plans and strategies. Noting that this is not an exhaustive list, merely to demonstrate the interrelationship at all levels.



You can read more about:

- **State Strategies and Plans:** <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework/the-state-plan/>
- **Regional Strategies and Plans:** <https://www.planning.nsw.gov.au/Plans-for-your-area/Regional-Plans/Hunter>
- **Port Stephens Council's strategies:** [portstephens.nsw.gov.au/development/planning-guides-and-strategies](http://portstephens.nsw.gov.au/development/planning-guides-and-strategies)

# Challenges

The following challenges have been considered in revising the Plan.

- **Financial sustainability** – is critical to all of our community to meet day-to-day needs now and in the future. This applies across the spectrum of families, businesses and local government.

This element is integrated throughout various Focus Areas of the Plan including C1, P1 and L2.

- **Climate change and coastal impacts** – continue to be a challenge for every community which is why we must work together to preserve Port Stephens' environment.

This is integrated as part of Strategy E3.1.

- **Community voice** – is an essential part of our rights and democracy. Also critical is capturing a representative voice of the community, which is often difficult. Part of the equation is effectively engaging and communicating with the community.

These elements are integrated as part of the Key Direction/Goal for L3 and as part of Strategy L3.2.

- **Diversity, inclusivity and accessibility** - are part of community wellbeing, with improved wellbeing at the heart of our community life now and in the future.

Community wellbeing is integrated into the C1 Key Direction/Goal and statement for the 'Our Place' Focus area.

- **Housing affordability** – Port Stephens population is expected to increase to 87,933 by 2040 (annualised growth of 0.89%), which translates to an estimated change of 9,245 dwellings. Affordable and sustainable housing are required to meet the diverse needs of our growing community.

Housing affordability is embedded as part of Strategy P3.1.

- **Resilience** – the ongoing COVID-19 pandemic and recent natural disasters have highlighted the need to focus on resilience and the ability of the Port Stephens community to prepare, respond and recover from unforeseen events.

Resilience is integrated into Strategy P3.4 and E3.1.

- **Sustainable development** - is an issue that has been raised repeatedly within our community. Balancing development, planning for the future of the community, visitors to the Port Stephens area along with mitigating the impacts on our natural environment are ongoing considerations as part of the Plan.

These elements are integrated as part of Strategy P3.1 and E1.1.



# Our plan – Delivering it together

## SECTION 4

24 | Council's role and services

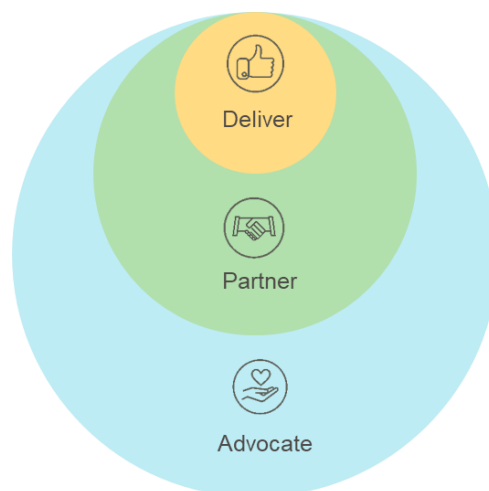
24 | Our partners



# Council's role and services

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

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



**Deliver** – This icon indicates that Council is solely responsible for delivering services/activities that contribute to the Plan's Strategies. Council delivers a wide range of infrastructure, facilities and services such as waste collection, library services, local roads and public spaces.



**Partner** – This icon indicates that Council shares the responsibility for contributing to the Plan's Strategies through strategic partnerships with federal and state government agencies or facilitating/supporting a range of other stakeholders to deliver services or facilities.



**Advocate** – This icon indicates that Council advocates to other levels of government to deliver and support services that contribute to the Plan's Strategies.

## Our partners

To deliver our community's vision of a great lifestyle in a treasured environment, we collaborate with various partners who contribute to the Plan's Strategies. We have broadly listed a few of the key partners for each of the Plan's Strategies, however, this is not a comprehensive list as there are many partners involved in implementing the Strategies of the Plan over time. However, we do recognise that a common partner across all of the Plan's Strategies is the community and Hunter Joint Organisation of Councils.



# Our plan – Our future together

## SECTION 5

26 | How to read the plan

27 | Focus Area: Our Community

31 | Focus Area: Our Place


36 | Focus Area: Our Environment

40 | Focus Area: Our Council

# How to read the Plan

The Plan establishes Goals for Port Stephens together with Strategies and Community Indicators for achieving those goals over the next 10 years. All together this information addresses the critical questions of 'Where do we want to be', 'How will we get there', 'Who will help us' and 'How will we know when we've arrived?' The following information helps to explain the headings used in the Plan.

- 1. Focus area** – The Plan is broken up into 4 simple themes shown as Focus Areas with a corresponding statement. These Focus Areas provide a structure to categorise the Goals and Strategies of the Plan and interconnect to deliver on the community's vision of a great lifestyle in a treasured environment.
- 2. Key direction/Goal** - Where do we want to be? These are the community's long term goals and priorities to achieve the vision.
- 3. Strategies** – How will we get there? These are the Strategies that Council and its partners will work together on to achieve the Key direction/Goal.
- 4. Our Partners** – This identifies at a high level who will help to deliver on the Plan's Strategies.
- 5. Council's Role** - This identifies Council's role in facilitating the delivery of the Strategies in the Plan.
- 6. Community Indicators** - How will we know when we've arrived? These Indicators are measured over time to establish if the community is better off as a result of the work undertaken by Council and its Partners. The Baseline establishes 'Where are we now' in order to measure the movements in the Indicators over time and determine if we are making a difference to the community.



1

# Focus area one | Our Community

*An accessible and welcoming community respecting diversity, heritage and culture*

Our community values **things to do** in their neighbourhoods and a **range of community activities**, including volunteering, gardening, art, community organised events and so on. Ideal neighbourhoods should offer a **sense of welcome** and have **access to shared community and commercial assets** such as libraries, sports facilities or gyms.

2

Where do we want to be?  
(Key directions/Goals)

**C1 Community wellbeing**  
 Improve wellbeing for our diverse community supported by services and facilities

3

How will we get there?  
(Strategies)

**C1.1** Support wellbeing, inclusivity, accessibility and making all feel welcome  
  
**C1.2** Provide facilities and learning options for children and families  
  
**C1.3** Provide equitable and safe access to sport, recreational, cultural and leisure activities  
  
**C1.4** Support volunteers to deliver appropriate community service





4

Who will help us?  
(Our Partners)

NSW Department of Community and Justice, Youth Advisory Panel (YAP)  
  
 NSW Department of Education  
  
 Belgravia Leisure, Surf Life Saving NSW  
  
 Volunteers

5

Council's role

## How will we know we succeeded?

6

Community Indicators

Where are we now?  
(Strategies)

How will we know when we've arrived?

Data Source

**C1 Community wellbeing**

Sense of belonging in the community
 PX Score 7.6
 Increase
 Liveability Index 2020

**C2 Support recognised traditions and lifestyles**

Average overall participation at cultural/community activities or events
 77% (n=2105)  
Community Satisfaction Survey 2021
 Increase
 Community Satisfaction Survey 2021








## Focus area | Our Community

*An accessible and welcoming community respecting diversity, heritage and culture*

Our community values **things to do** in their neighbourhoods and a **range of community activities**, including volunteering, gardening, art, community organised events and so on.

Ideal neighbourhoods should offer a **sense of welcome** and have **access to shared community and commercial assets** such as libraries, sports facilities or gyms.

Where do we want to be? (Key directions/Goals)	How will we get there? (Strategies)	Who will help us? (Our Partners)	Council's role
<b>C1 Community wellbeing</b> Improve wellbeing for our diverse community supported by services and facilities	<b>C1.1</b> Support wellbeing, inclusivity, accessibility and making all feel welcome	NSW Department of Community and Justice, Youth Advisory Panel (YAP), Not for profit organisations, Local Aboriginal Land Councils (LALC), Disability Advocacy Groups	  
	<b>C1.2</b> Provide facilities and learning options for children and families	NSW Department of Education	  
	<b>C1.3</b> Provide equitable and safe access to sports, recreational, cultural and leisure activities	Belgravia Leisure, Surf Life Saving NSW, Other private service providers	  
	<b>C1.4</b> Support volunteers to deliver appropriate community service	Volunteers	
<b>C2 Recognised traditions and lifestyles</b> Our community supports the richness of its heritage and culture	<b>C2.1</b> Recognise and support local Aboriginal and Torres Strait Islander People	Worimi LALC, Karuah LALC	  
	<b>C2.2</b> Support and promote local cultural activities	Destination Port Stephens, Business Port Stephens, Worimi LALC, Karuah LALC	  
	<b>C2.3</b> Recognise and support the heritage of Port Stephens	Heritage Council, NSW Heritage, Local Heritage Groups	  

Where do we want to be? (Key directions/Goals)	How will we get there? (Strategies)	Who will help us? (Our Partners)	Council's role
	<b>C2.4</b> Provide vibrant and inclusive community spaces to support lifelong learning	NSW State Library, City of Newcastle Library	  

## How will we know we have succeeded?

Community Indicators	Where are we now? (Baseline 2020-2021)	How will we know when we've arrived?	Data Source
<b>C1 Community wellbeing</b>			
Sense of belonging in the community	PX score 7.6	Increase	Liveability Index 2020
Local community groups and organisations	PX score 6.7	Increase	Liveability Index 2020
The overall accessibility of facilities in the local area	74% (n=2187) Community Satisfaction Survey 2021	Increase	Community Satisfaction Survey
Child services	PX score 6.2	Increase	Liveability Index 2020
Community satisfaction with Thrive Kids	99%	Maintain/Increase	Internal data source
Level of education attained	% 10.6% <sup>1</sup> of people complete year 12 school or equivalent 11% of people complete a Bachelor's Degree or above (Census 2016)	Increase	Australian Bureau of Statistics
Access to shared community and commercial assets (library, bike/car share, sports facilities/gyms, etc.)	PX Score 6.3	Increase	Liveability Index 2020

Community Indicators	Where are we now? (Baseline 2020-2021)	How will we know when we've arrived?	Data Source
Community satisfaction with Swimming Pools	88% (n=1957) Community Satisfaction Survey 2021	Increase	Community Satisfaction Survey
% of the community who utilise sport, leisure and recreational facilities	89% (n=1957) Community Satisfaction Survey 2021	Increase	Community Satisfaction Survey
Levels of volunteering in the Community	35% (n=2105) Community Satisfaction Survey 2021	Maintain or increase	Community Satisfaction Survey
<b>C2 Support recognised traditions and lifestyles</b>			
% of actions completed or commenced in Yabang Gumba-Gu Plan	100% 15 out of 19 actions in the Yabang Gumba-Gu Plan <sup>2</sup> are complete	Maintain	Internal data source
A cultural and artistic community	PX score 5.6	Increase	Liveability Index 2020
Average overall participation at cultural/community activities or events	77% (n=2105) Community Satisfaction Survey 2021	Increase	Community Satisfaction Survey 2021
Local history, historic buildings or features	PX score 5.6	Increase	Liveability Index 2020
Heritage advice on Development Applications (DA), Council Projects (CP) and requests for information (RI) within 10 days	DA – 23 CP – 35 RI - 19	Maintain	Internal data source
Number of active businesses in the Heritage, Creative & Performing Arts category	414 Registered ABN in Port Stephens as at 1 April 2022	Increase	REMPPLAN

PX score - refers to Place Experience Score from the Liveability Index Survey 2020.

<sup>1</sup>Data source -[https://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/quickstat/LGA16400?opendocument](https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA16400?opendocument)

<sup>2</sup>Remaining 4 actions are ongoing over multiple years. Actions in the plan are reviewed annually with the Aboriginal Strategic Committee.

A photograph of a man with white body paint playing a didgeridoo on a beach. The man is sitting on the sand, holding the didgeridoo with both hands. He has white paint on his face, chest, and arms. The background shows a sandy beach, the ocean, and a cloudy sky.

# *Yabang Gumba-Gu*

(ROAD TOMORROW-TO)











## Focus area | Our Place

*A liveable and connected place supporting community wellbeing and local economic growth*

Our community values neighbourhoods with **locally owned and operated businesses** that provide the community with their daily needs. Neighbourhoods should have easy to access **shared community amenities** like local shops **within walking or cycling distance**. Neighbourhoods should have **well maintained and managed public domain, footpaths, parks, roads** and other public assets.

Where do we want to be? (Key directions/Goals)	How will we get there? (Strategies)	Who will help us? (Our Partners)	Council's role
<b>P1 Strong economy, vibrant local businesses, active investment</b> Our community has an adaptable, sustainable and diverse economy	<b>P1.1</b> Support sustainable local business development, visitation and events	Destination Port Stephens, Destination NSW, Business Port Stephens, Economic Development Advisory Panel	
<b>P2 Infrastructure and facilities</b> Our community's infrastructure and facilities are safe, convenient, reliable and environmentally sustainable	<b>P2.1</b> Deliver and maintain sustainable community infrastructure	Police, Transport for NSW, Crown Lands, National Parks and Wildlife Service, Maritime, Other Councils	
	<b>P2.2</b> Create useable links and connections within towns and centres	Transport for NSW	
<b>P3 Thriving and safe place to live</b> Our community supports a healthy, happy and safe place	<b>P3.1</b> Provide land use plans, tools and advice that sustainably support the community	DPE, NSW Fair Trading, Rural Fire Service, Environment Protection Authority, Department of Defence, Police, Environment Energy and Science, Transport for NSW, Hunter Water, Department of Primary Industries	
	<b>P3.2</b> Enhance public safety, health and liveability through the use of Council's regulatory controls and services	DPIE, NSW Fair Trading, Rural Fire Service, Environment Protection Authority, Department of Defence, Police, NSW Environment Energy and	

Where do we want to be? (Key directions/Goals)	How will we get there? (Strategies)	Who will help us? (Our Partners)	Council's role
		Science, Transport for NSW, Hunter Water, State Debt Recovery Office, NSW Health	
	<b>P3.3</b> Create, advocate and support connected vibrant places	Destination Port Stephens, Business Port Stephens, Worimi LALC, Karuah LALC	  
	<b>P3.4</b> Support emergency services and encourage community resilience following natural disasters	Emergency Services, Resilience NSW and other agencies	  

## How will we know we have succeeded?

Community Indicators	Where are we now? (Baseline 2020-2021)	How will we know when we've arrived?	Data Source
<b>P1 Strong economy, vibrant local businesses, active investment</b>			
Locally owned and operated businesses	PX score 7.3	Increase	Liveability Index 2020
Local businesses that provide for daily needs	PX score 7.3	Increase	Liveability Index 2020
Things to do in the evening	PX score 4.7	Increase	Liveability Index 2020
Business satisfaction survey score	82%	Increase	Business Satisfaction Survey
Economic growth – Gross Regional Product	\$5.494 Billion (As of June 2021)	Increase	REMPPLAN
Unemployment rate	4.3% (As of December 2021)	Decrease	REMPPLAN

Community Indicators	Where are we now? (Baseline 2020-2021)	How will we know when we've arrived?	Data Source
Number of jobs in Port Stephens	27,346 9.74% of Hunter Region jobs	Increase	REMPPLAN
<b>P2 Infrastructure and facilities</b>			
Access and safety of walking, cycling and/or public transport	PX score 5.9	Increase	Liveability Index 2020
Quality of public spaces (footpaths, verges, parks etc.)	PX score 5.7	Increase	Liveability Index 2020
General condition of public open spaces (street trees, footpaths, parks etc.)	PX score 6.0	Increase	Liveability Index 2020
Spaces suitable for specific activities or special interests (entertainment, exercise, dog park, BBQs etc.)	PX score 6.7	Increase	Liveability Index 2020
Ease of driving and parking	PX score 7.5	Increase	Liveability Index 2020
Walking/jogging/bike paths that connect housing to communal amenities (shops, parks etc.)	PX score 5.9	Increase	Liveability Index 2020
<b>P3 Thriving and safe place to live</b>			
Overall Liveability score	66 out of 100	Increase	Liveability Index 2020
Overall visual character of the neighbourhood	PX score 7.4	Increase	Liveability Index 2020
Sense of character or identity that is different from other neighbourhoods	PX score 6.7	Increase	Liveability Index 2020



Community Indicators	Where are we now? (Baseline 2020-2021)	How will we know when we've arrived?	Data Source
Sustainable urban design (water sensitive design, transport-oriented design, sustainable building design, density etc.)	PX score 5.5	Increase	Liveability Index 2020
Sense of neighbourhood safety (from crime, traffic, pollution, etc.)	PX score 7.2	Increase	Liveability Index 2020
Sense of personal safety (for all ages, genders, day or night)	PX score 7.7	Increase	Liveability Index 2020
Levels of Crime across the LGA	Five year trend (Jan 2017 to Dec 2021)	Decrease	NSW Bureau of Crime Statistics and Research
Things to do in the evening	PX score 4.7	Increase	Liveability Index 2020
Spaces for group or community activities and/or gatherings (sports, picnics, performances, etc.)	PX score 6.6	Increase	Liveability Index 2020
Facilitation of Port Stephens Local Emergency Management Committee	Quarterly meetings conducted	Maintain	Internal Data source










## Focus area | Our Environment

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

Port Stephens community aspires to neighbourhoods that feature **unique natural elements**, views, landscapes or vegetation.

Our Council and residents must **protect and maintain the connection to nature** offered by the area by promoting sustainable **behaviours in the community**.

Where do we want to be? (Key directions/Goals)	How will we get there? (Strategies)	Who will help us? (Our Partners)	Council's role
<b>E1 Ecosystem function</b> Our community has healthy and dynamic environmental systems that support biodiversity conservation	<b>E1.1</b> Protect and enhance our local natural and built environment	Department of Planning and Environment, DPI, Local Land Services, National Parks and Wildlife, Crown Land, Hunter Water	  
	<b>E1.2</b> Provide education programs about our local natural environment	Department of Planning and Environment, Marine Parks, Local Land Services, Crown Lands, National Parks and Wildlife, Worimi LALC and Karuah LALC	  
<b>E2 Environmental sustainability</b> Our community uses resources sustainably, efficiently and equitably	<b>E2.1</b> Support renewable energy and alternative fuel use	NSW State Government, Ausgrid	  
	<b>E2.2</b> Support resource recycling and reduction of waste	SUEZ, Hunter Joint Organisations	  
	<b>E2.3</b> Support urban greening initiatives	DPE, Volunteers	 

<b>E3 Environmental resilience</b> Our community is resilient to environmental risks, natural hazards and climate change	<b>E3.1</b> Support community resilience to climate change including coastal and waterways hazards	Department of Planning and Environment	
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## How will we know we have succeeded?

Community Indicators	Where are we now? (Baseline 2020-2021)	How will we know when we've arrived?	Data Source
<b>E1 Ecosystem function</b>			
Elements of natural environment (natural features, views, vegetation, topography, water, wildlife, etc.)	PX score 8.0	Increase	Liveability Index 2020
Protection of the natural environment	PX score 6.2	Increase	Liveability Index 2020
Physical comfort (including noise, smells, temperature, etc.)	PX score 7.6	Increase	Liveability Index 2020
Air quality	Good	Maintain or improve	Stockton Air Monitoring Station
Number of environment education programs delivered	15	Maintain	Internal data source
<b>E2 Environmental sustainability</b>			
Sustainable behaviours in the community (water management, solar panels, recycling, etc.)	PX score 6.1	Increase	Liveability Index 2020
Community average daily electricity usage	16.9 kWh per customer per day <sup>4</sup>	Decrease	Ausgrid
Solar energy exported to the grid	31,131 MWh <sup>5</sup>	Decrease	Ausgrid
Council's energy usage	7,004 MWh	Decrease	Internal data source

Community Indicators	Where are we now? (Baseline 2020-2021)	How will we know when we've arrived?	Data Source
Non-recyclable garbage generated by households	23,533 tonnes	Decrease	Internal data source
Waste diverted from landfill	14,276 tonnes	Increase	Internal data source
Number of trees planted	7,508	Increase	Internal data source
Bush areas regenerated	149 hectares	Maintain/Increase	
Landscaping and natural elements (street trees, planting, water features etc.)	PX score 6.7	Increase	Liveability Index 2020
<b>E3 Environmental resilience</b>			
Achieve Carbon Neutrality for Council by 2025	New	Carbon neutral	Internal data source

<sup>4</sup>Residential electricity daily average usage. Data source - <https://www.ausgrid.com.au/Industry/Our-Research/Data-to-share/Average-electricity-use>

<sup>5</sup>Residential and Non-residential solar energy export. Data source - <https://www.ausgrid.com.au/Industry/Our-Research/Data-to-share/Average-electricity-use>









## Focus area | Our Council



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

Our community values a Council that aims to deliver **on community wellbeing**.

The community should have a Council that **delivers on what they say they're going to do**. Neighbourhoods should have assets that are maintained to an acceptable standard and the community should be satisfied with the level of service provided.

**Our community should have a Council with engaged employees**, that's **financially sustainable**, has an **appropriate risk maturity** and has the right practices and governance in place

Where do we want to be? (Key directions/Goals)	How will we get there? (Strategies)	Who will help us? (Our Partners)	Council's role
<b>L1 Governance</b> Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)	L1.1 Develop and encourage the capabilities and aspirations of Council's workforce	Office of Local Government, Unions	
	L1.2 Provide strong leadership, advocacy role and government relations	State and Federal Government departments, Hunter Councils, Elected members	
	L1.3 Provide a strong ethical governance structure and systems for Council	Office of Local Government, Safe Work, Ombudsman Office	
<b>L2 Financial Management</b> Our Council is financially sustainable to meet community needs	L2.1 Maintain financial sustainability	Office of Local Government, State and Federal Government, Local Government Professionals NSW, Audit Office of NSW, Section 355 Committees, Property Advisory Panel IPART	
<b>L3 Communication and engagement</b>	L3.1 Provide a customer-first organisation	State government departments, Elected members	

Our Council is committed to enabling an engaged and informed community	<b>L3.2</b> Engage with the community and key stakeholders	State and Federal Government departments, Elected members, Not for profit and community organisations	 
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## How will we know we have succeeded?

Community Indicators	Where are we now? (Baseline 2020 to 2021)	How will we know when we've arrived?	Data Source
<b>L1 Governance</b>			
Employee engagement score	83% Employee Engagement Survey 2021	Increase	Employee Engagement Survey
Community's confidence that Council is managing its resources (workforce)	60% (n=11882) Community Satisfaction Survey 2021	Increase	Community Satisfaction Survey
Number of partnerships held		Maintain	Internal data source
Governance Health check	95%	Maintain	Internal data source
<b>L2 Financial Management</b>			
Council's underlying result is better than budget	Underlying surplus of \$582,807 (as at 30 June 2021)	Compliant	Internal data source
<b>L3 Communication and engagement</b>			
Community satisfaction with their contact with Council	69% Community Satisfaction Survey 2021	Increase	Community Satisfaction Survey
% of people who feel they have a say on important issues	20% (n=1934) Community Satisfaction Survey 2021	Increase	Community Satisfaction Survey
Number of engagement activities and participation levels	110	Increase	Internal data source









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