



WYONG SHIRE
DRAFT COMMUNITY STRATEGIC PLAN

2030

creating our ideal community

UPDATED FEBRUARY 2013

Our Community Vision

*creating our ideal community
caring... prosperous... sustainable...*



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Wyong
Shire
Council
CENTRAL COAST

Acknowledgement to Country

Our Community Strategic Plan respectfully acknowledges the original inhabitants of our region and recognises the living culture of our local Aboriginal people as well as the unique contribution that they and their elders have made and continue to make to life within Wyong Shire.



What is a Community Strategic Plan?

A Community Strategic Plan is an important community document that it addresses the question of *“Where do we, as a community, want to be in the future?”*

It provides a roadmap to help us achieve the things that are important to us – such as community connectedness, health, transport, environment, job opportunities, local economy and participative governance.

Why do we need it?

The Local Government Act 1993 requires each Council to have a Community Strategic Plan that identifies the main priorities and aspirations for the future of its community.

Every four years the Community Strategic Plan is reviewed against changes to the profile of our Shire to ensure that it still meets our needs as a community.

What is Council's role?

Wyong Shire Council's role is to capture the issues and pressures that affect our community, identify community priorities and aspirations and partner with all members of the community to deliver against the objectives that have been identified within this Plan.

In the delivery of the Community Strategic Plan Council acts as:

| | |
|----------------|---------------------------------------------------|
| Delivery lead: | Delivering specific actions |
| Advocate: | Campaigning others to deliver |
| Partner: | Undertaking actions in conjunction with others |
| Observer: | Monitoring and reporting on the actions of others |

The Community Strategic Plan drives the priorities for the delivery of Council services, which are planned through a short and mid-term planning process. Activities to deliver the Community Strategic Plan are published annually in Council's Strategic Plan under twelve principal activities: community and education; community recreation; economic and property development; Council enterprises; regulatory; environment and land use; waste management; roads; drainage; sewer services; water supply and administration.

To ensure Council has the capacity to deliver these activities it produces resourcing strategies for workforce management, long term financial planning, asset management and information management that allow it to consider community needs when undertaking its corporate strategic planning.

Who is responsible for its delivery?

The Community Strategic Plan is owned by the whole community and as such, the whole community is responsible for its delivery.

This includes community members, community groups, government, businesses and non government agencies – really anyone who lives, works, plays or stays in our Shire.

Within the plan we have identified who will help us deliver the strategies - this list is not exhaustive. If we are to succeed in creating the community that we have envisioned within this Plan, we need to work together.

How did we develop the Plan?

With over 153,000 residents, numerous organisations and thousands of businesses, each with their own priorities on what they would like to see to improve the quality of life and ensure the long term sustainability of the Shire, it is essential that the Plan draws on different avenues to build the most representative vision for the future.

The Plan is developed from community priorities that are designed to identify where we need to focus on to improve our quality of life, while remaining prepared to respond proactively to changes and challenges as they unfold.

This draft Plan is a review of the Community Strategic Plan endorsed by Council in 2011 which was based on extensive consultation from 2007-2010 that saw over 5,600 community members participate in various styles of community engagement. The consultation topics were designed to capture our community's priorities for the future and included community visioning, quality of life, youth engagement and community planning.

This 2013 review includes consideration of consultation that involved over 2,900 community members during 2011 and 2012 on topics including: learning communities, State Plan 2021, NSW Long Term Transport Master Plan, Council service priorities and standards and quality of life. This consultation identified the community priorities of skills enhancement, local job opportunities, local investment, access to learning, improved transport times and accessibility, environmental protection, support for young people and their families, local roads and drainage and effective governance.

This highlighted that the community's focus has not altered over the past 18 months. The amendments made in this updated version of the Community Strategic Plan were therefore limited to formatting, to make the document easier to read. The new additions are the inclusion of an assessment framework, so that we can track how we are going and the inclusion of all strategies, including those numbered 1 to 14 in the back of the previous plan, to ensure all strategies had focus during the plan's 20 year delivery horizon.

It should also be noted that development of the Community Strategic Plan is based on the NSW Government's social justice strategy framework. This means that we have tried to the best of our ability to engage our entire community in the process of identifying what is important to meet the four interrelated principles of equity, rights, access and participation.

OUR SHIRE



Wyong Shire is located between Sydney and Newcastle. It is a world away from the pressures and pollution of its big city neighbours and boasts a coastline of rare beauty, shimmering waterways, deep rural valleys and an unspoilt mountain backdrop.

The community is made up of both families and retirees with the majority of the population living east of the F3 freeway in the suburbs clustered around the Tuggerah Lakes.

The region boasts a dynamic tourism industry, a skilled and motivated workforce, opportunities for commercial investment, living affordability and ease of access to both Sydney and Newcastle.

Today the population is more than 153,000, with projections for this to grow to over 203,000 by 2031.

To meet the projected population growth it is estimated that the Shire will need 22,000 more dwellings by 2031.

Some interesting facts about our community:



- Higher proportion of population aged <15 and 65+
- Median weekly household income \$934
- 28% of households are couples with children
- 25% of households are older couples without children
- 66% of households are purchasing or fully own their home
- Median mortgage repayments are \$1733 per month
- Total of 65,662 dwellings
- 33% of residents who work travel outside of the Central Coast for employment
- 30% of people aged 15 and over have completed year 12 schooling (or equivalent)
- 5% of people use public transport to get to work
- 63% of homes have broadband internet connection
- 14% of the population are engaged in some form of volunteer work

WHAT DO WE WANT AS A COMMUNITY?

- Vibrant, caring and connected communities
- Ease of travel
- Access to facilities, programs and services
- Educated, innovative and creative communities
- Enhanced areas of natural value
- Community ownership of the natural environment
- Strong sustainable business sector and increased local employment
- Advanced information communication technology

Planning Themes

To progress toward the future that we want, we have set certain objectives and supporting strategies that allow us, as a community, to plan and start to achieve significant outcomes. While strategies will often require the development of programs, identification of specific funding and co-ordination of actions, they give us the initial roadmap for our future.



OUR COMMUNITY

Read more on pages 5 to 9



OUR ENVIRONMENT

Read more on pages 10 to 13



OUR ECONOMY

Read more on pages 14 to 17



OUR CIVIC LEADERSHIP

Read more on pages 18 to 23

Under each theme is a statement of progress to date, a list of objectives, strategies for how we will achieve the objective, who will help us deliver and ways to measure progress, so we know we are on track.

It is important to note that the objectives and strategies do not focus on the large number of essential community services and programs that Council provides which will continue to evolve over time in keeping with best practice (eg. garbage collection, road maintenance, sewerage services, governance, water supply). These activities are not listed as separate strategies as they will continue at a level of service determined with consideration of the objectives in this Plan.

OUR COMMUNITY

Where we are now...

We have made strong progress in the delivery of outcomes that bring the community together, encourage social interaction, maintain communication, engage individuals in volunteering and mentoring, increase participation and build individual and community capacity.

Over the past four years we have held community events in which thousands of residents have participated, initiated social enterprise agreements for a training café and art workshop, supported the development of programs through funding from State Government and Council, implemented a program to welcome new residents, commenced development on a strategy for land use and development activities and upgraded / built key community facilities.

We have improved pathways and advocated State and Federal Government agencies for the improvement of transport services including increased rail services, commuter parking stations, road network upgrades and the development of pathway and transport strategies.



IN THE FUTURE WYONG SHIRE

1 Communities will be vibrant, caring and connected with a sense of belonging and pride in their local neighbourhood

We will create and support communities where individuals feel closely connected, people know their neighbours, relationships are built within local neighbourhoods, there is participation in the local community and a sense of belongingness and pride in the local area.

We will achieve this through:

- 1a Expanding and supporting programs that increase participation among all ages
- 1b Expanding and supporting programs and activities that encourage and enhance neighbourhood connections
- 1c Encouraging and valuing genuine youth and seniors participation in the community
- 1d Expanding and resourcing children and family service programs
- 1e Developing and implementing the Wyong shire-wide Settlement Strategy
- 1f Improving the effectiveness of the system of connections that tie towns/suburbs and facilities of the Shire together as well as connecting to the wider region
- 1g Implementing the Regional Strategy for the Central Coast that will guide appropriate development, maintain the lifestyle and environment and include Government intervention to provide more than 35,000 jobs in the next 25 years (Regional Strategy)
- 1h Planning and delivering a new Town Centre at Warnervale including a new railway station and transport interchange (Regional Strategy)
 - 1i Having residents as active participants in setting the direction of their communities
 - 1j Ensuring communities are safe and have a clear perception of security
 - 1k Providing individuals with access to a variety of housing types that enable residents to buy or rent accommodation locally
 - 1l Taking a long-term integrated approach to the provision of both new and existing infrastructure

2 There will be ease of travel within the Shire, and to other regional centres and cities. Travel will be available at all hours and will be safe, clean and affordable

There will be availability of affordable, safe and clean transport options to easily travel both within the Shire and to other regional centres and cities.

We will achieve this through:

- 2a Ensuring public and private bus services are timely, clean, safe and affordable
- 2b Upgrading train and public transport services between Williamstown and Sydney Central ensuring the service is safe, timely and reliable
- 2c Improving and linking the bicycle/shared pathway network and related facilities to encourage more cycling opportunities
- 2d Improving commuter parking at railway stations
- 2e Improving commuter hubs along the freeway
- 2f Creating a better public transport system including new outer suburban train carriages, upgrades of the Tuggerah station, rail maintenance upgrades and better local bus services (Regional Strategy)
- 2g Ongoing upgrading of roads in the region including The Entrance Road and Pacific Highway (Regional Strategy)
- 2h Improving the F3 links to Sydney to three lanes in each direction partnership with the Federal Government (Regional Strategy)
 - 2i Providing an integrated transport system that satisfies users' needs
 - 2j Supporting commuters and their families
 - 2k Supporting the development of a regional airport within the Shire

WILL BE A PLACE WHERE...



3 Communities will have access to a diverse range of affordable and coordinated facilities, programs and services

We will have a range of local and regional facilities that support the diverse needs of the community and contribute to its vibrancy, connections and pride, including complementary programs, services and activities that are affordable, financially sustainable and maximise use of the facilities.

We will achieve this through:

- 3a Providing and maintaining local and regional community facilities for recreation, culture, health and education
- 3b Providing and maintaining a range of community programs focused on community development, recreation, culture, environment, education and other issues
- 3c Providing recurrent funding for community support and development services
- 3d Promoting community facilities to help maximise their benefits and use
- 3e Balancing the varying provision of facilities and amenities between towns/suburbs to enhance the quality of life in the Shire
- 3f Maximising the access to, and potential for, new and existing facilities/infrastructure to support growth
- 3g Supporting people in the community to lead healthy, active lifestyles
- 3h Providing access to basic and specialist health care services to all community residents

4 The community will be well educated, innovative and creative; people will attain full knowledge potential at all stages of life

Wyong Shire will be established as a learning community where people value learning, have an opportunity to enhance their knowledge and skills, be creative and innovative. This will lead to improving income opportunities from a skilled local workforce and the attraction of business, social cohesion, cultural understanding and active participation.

We will achieve this through:

- 4a Generating community awareness and behavioural change about the value of ongoing education
- 4b Creating programs that encourage lifelong learning for everyone
- 4c Creating and maintaining programs to actively encourage community involvement in educational institutions
- 4d Establishing and maintaining a committed network of education, community, business and government representatives
- 4e Providing programs and services which respond to changes in the field of education in Wyong Shire
- 4f Accessing a range of post school, tertiary, and degree based educational facilities. Promote innovation in areas important to the local and regional economy.
- 4g Providing education, training and skills development that reflect the region's specific employment needs
- 4h Ensuring that all students and educational institutions have access to high quality services and technological resources



WHO WILL HELP US GET THERE?

Delivering against these community objectives requires input from individuals, community groups, Council, State and Federal Government agencies, local businesses and non government agencies. Council has a major role to play in the delivery of objectives 1 and 3, in close partnership with the community. In most cases, these will benefit from State Government support and funding to achieve a high standard. Council's role in objectives 2 and 4 is largely as an advocate and in monitoring achievements. Delivery of strategies is supported by the following regional priorities, which are identified in detail in the Central Coast Regional Action Plan, developed by the NSW Government in December 2012.

| Regional Priority | Delivery Lead |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| Enhance skills development and educational outcomes | |
| Engage young people in education and help their transition to further education and employment | |
| Partner with businesses, schools, TAFE, training organisations and universities to develop quality training options linked to employment opportunities | Department of Education & Communities Central Coast Regional Development Corporation |
| Foster additional educational facilities and encourage more students to undertake further education in courses that cater to future workforce needs | |
| Improve transport connectivity and regional roads | |
| Improve the regional road network to address traffic hotspots and increase linkages within the region | Roads & Maritime Services |
| Improve the region's external connections | |
| Improve movement of rail freight through the region | Transport for NSW |
| Improve public transport connectivity across the Central Coast, making public transport a more attractive option | |
| Deliver coordinated support for the community, families and in particular, our disadvantaged and vulnerable members | |
| Improve community safety | NSW Police Force Department of Premier & Cabinet |
| Support families and disadvantaged and vulnerable members of our community | Department of Family & Community Services Roads & Maritime Services |
| Reduce homelessness and improve access to affordable housing | Department of Family & Community Services |
| Improve access to health services and promote healthy lifestyles | |
| Improve access to quality health services | Central Coast Health District |
| Promote healthy lifestyles | |



We will know we are succeeding when there is:

-  Increased levels of community interaction and participation
-  Increased usage of Council community facilities
-  Greater attendance at sporting and community events
-  Increased use of and satisfaction with public transport
-  Reduced crime and graffiti
-  Increased school retention rates and participation in further education
-  Higher levels of community health
-  Increase community perceptions of safety

OUR ENVIRONMENT





Where we are now...

Progress has been made toward the protection of natural resources, maintenance of natural processes and ecosystems and retention of natural amenities in the face of ongoing development through the implementation of the Tuggerah Lakes Estuary Management Plan, wetland construction, sustainable living workshops and foreshore restoration works on Lake Macquarie.

Greater access has been provided to environmental areas, environmental projects and activities that encourage community involvement including Saltwater Creek rehabilitation and education programs, landowner workshops, the development of a Greening Wyong Strategy, Mates of the Lakes funding, water education programs, community gardens and the introduction of a sustainable business program.

IN THE FUTURE WYONG SHIRE WILL BE A PLACE WHERE...

5 Areas of natural value in public and private ownership will be enhanced and retained to a high level in the context of ongoing development

We will retain, maintain and enhance areas of natural value by preserving endangered species, ecological communities and biodiversity as well as expanding programs for the restoration of degraded natural areas.

We will achieve this through:

- 5a Preserving threatened and endangered species as well as ecological communities and biodiversity
- 5b Expanding and continuing programs focused on restoring degraded natural areas in our community
- 5c Ensuring all development areas create or maintain tree covered ridgelines and waterways
- 5d Developing and implementing strategies to reduce the Shire's Environmental Footprint
- 5e Developing and implementing a Natural Resources Sustainability Strategy for Wyong Shire
- 5f Ensuring high quality, sustainable development that is sympathetic to the local setting and reflects community values

6 There will be a sense of community ownership of the natural environment through direct public involvement with environmental programs

We will develop and establish a range of programs and activities that creates community involvement and allows the community to appreciate and embrace the natural areas of the Shire.

We will achieve this through:

- 6a Improving and promoting public access to environmental areas
- 6b Establishing and maintaining projects and programs to encourage more active participation in community based environmental activities
- 6c Creating and promoting a network of renowned natural trails
- 6d Establishing an annual community 'Celebration of the Environment' event based around our lakes and beaches
- 6e Developing and implementing a 'Greening Wyong Shire Program'
- 6f Creating, maintaining and promoting a series of community gardens
- 6g Actively supporting and encouraging volunteer environmental champions
- 6h Maintaining and making available a high level of information about the natural environment and environmental change
- 6i Community knowledge of sustainability and environmental issues impacting Wyong Shire will be comprehensive





WHO WILL HELP US GET THERE?



Delivering against environmental objectives requires input from individuals, community groups, Council, State and Federal Government agencies, local businesses and non government agencies. Council has a major role to play in the delivery of a majority of the strategies, which will require a close partnership with the community and depend on support and resources from State Government. Delivery of strategies is supported by the following regional priorities, which are identified in detail in the Central Coast Regional Action Plan, developed by the NSW Government in December 2012.

| Regional Priority | Delivery Lead |
|----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| Protect our natural environment and achieve balanced outcomes between development and conservation | Council Department of Primary Industries (Crown Lands) Office of Environment & Heritage |
| Ensure land use and planning support sustainable economic growth and environmental protection | Department of Planning & Infrastructure Trade & Investment Environment Protection Authority |
| Manage and protect the Central Coast's water catchment areas | Hunter Central Coast Rivers Catchment Management Authority |

We will know we are succeeding when there is...

-  Increased rehabilitation of natural areas
-  Increased preservation of endangered species and ecological communities
-  Increased numbers of environmental volunteers
-  Increased community knowledge of environmental issues

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OUR ECONOMY





Where we are now...

We have been busy creating business and industry partnerships, promoting the region for its unique advantages and continuing to support major developments that encourage sustainable growth. Projects have included developing iconic sites, active participation in Regional Development Australia and the launch of the InvestCentralCoast.com.au website. We also effectively campaigned for the Central Coast to be one of the first locations in Australia to access the National Broadband Network (NBN).

IN THE FUTURE WYONG SHIRE WILL BE A PLACE WHERE...

7 **There will be a strong sustainable business sector and increased local employment built on the Central Coast's business strengths**

We will create a strong business sector that withstands financial downturn, and ensures local businesses achieve sustained growth and local jobs are available for the community.

We will achieve this through:

- 7a Providing a coordinated approach to business generation, employment and development for the region
- 7b Identifying and leveraging the competitive advantages of Wyong Shire
- 7c Supporting the growth of the Shire as a competitive major business sector while reducing the alienation of towns/suburbs that can result from regional pressures
- 7d Actively promoting the business benefits of Wyong Shire. Creating a single executive voice to attract employment generating development to the Central Coast and negotiating in liaison with all relevant agencies
- 7e Establishing and maintaining a strategic database on business and economic trends on the Central Coast
- 7f Establishing and maintaining key industry networking roundtables
- 7g Regularly identifying Central Coast businesses that are innovative and creative with high growth potential ("gazelles")
- 7h Supporting the development of a major conference centre in the Shire
- 7i Ensuring adequate and appropriate employment land in the Shire
- 7j Sourcing tourist attractions across the Shire

8 **Information communication technology will be consistent with world's best practice and adaptive to technological advances across all sectors**

We will support the region's growth and ensure businesses and residents are technologically connected and have access to hi-speed networks.

We will achieve this through:

- 8a Advocating for the provision of high speed broadband throughout Wyong Shire
- 8b Developing and implementing guidelines to ensure all residences and businesses as well as commercial and educational centres can be quickly linked to fibre-optic telecommunications networks

WHO WILL HELP US GET THERE?



Delivering against economic objectives requires input from business groups and networks, Council, State and Federal agencies, telecommunication providers, visitors and tourism agencies to help generate business interest, increase opportunities for local employment, invest in local tourism and support the economic growth of our region. Council has an important function as a partner, advocate and in monitoring achievement against these objectives. While it has primary responsibility for some of the strategies it will need to work in close partnership with the above partners to deliver results. Delivery of strategies is supported by the following regional priorities, which are identified in detail in the Central Coast Regional Action Plan, developed by the NSW Government in December 2012.

| Regional Priority | Delivery Lead |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| Grow the economy of the Central Coast and provide sustainable employment | |
| Partner with local stakeholders to encourage regional economic growth and employment | NSW Trade & Investment Central Coast Broadband Infrastructure Group |
| Support key regional industries and local businesses to grow | NSW Trade & Investment Small Business Commissioner Department of Primary Industries |
| Support increased productivity by cutting government red tape | Service NSW |

We will know we are succeeding when there is...



Reduced unemployment



Increased local jobs



Increased access to high quality information communications technology

OUR CIVIC LEADERSHIP





Where we are now...

We have been undertaking extensive engagement with the community, working with government agencies to improve services and infrastructure and created avenues for more effective community input. We have developed a new Resident ePanel, introduced social media streaming to update the community about Council activities, participated in the Central Coast Transport Working Group and continue to effectively campaign for infrastructure funding to be spent on significant State roads such as the Pacific Highway, Wyong Road and Central Coast Highway.

OVERRIDING PRINCIPLES

As a community we do not have any specific Civic Leadership objectives and strategies, however we have set overriding principles that support delivery of the Community Strategic Plan, no matter what future objectives and strategies are pursued. These principles state that:

Government is conducted with openness and transparency involving the community in the decisions that affect it

The roles of government include:

- timely, equitable and appropriate services and facilities for the community ensuring those services and facilities are managed and maintained efficiently
- keeping the local community and other government levels informed about its activities
- ensuring that, in the exercise of its day to day functions, it acts consistently

All three levels of government work closely together

All three levels of government need to work closely together to improve the decision making process and ultimately the outcomes that can be achieved. This includes collaboration of departments within each level of government. Changes in government, changes in representatives and changes in policy all impact on this over time. As the level of government

closest to the community, Council has a significant role to play in ensuring good outcomes for our area by acting as a conduit and advocate between the upper levels of government and the community.

There is environmental, social and economic sustainability

Genuine sustainability is about the things we value and need in everyday life including, but not limited to, food and shelter, natural environment, education and employment, health and welfare services, cultural and recreational activities, transport, as well as water and energy supplies. Sustainability is about considering the social, environmental and economic implications of our decision-making and actions and reducing our "environmental footprint". Pursuing sustainability in the things we value builds resilience to withstand future upheavals such economic downturn, climate change and population growth.

Sustainability guiding principles should be applied to all decisions and programs impacting the Shire to help clearly define the community vision's commitment to sustainability. Council staff and the Wyong Shire community have developed the following sustainability principles to be used to guide everything from planning and development decisions to every-day on-ground actions.

Think holistically.
Act responsibly.

We integrate these considerations into our decision making, working with the forms and functions of the **natural environment** and with our **social and economic** attributes as the basis of our **planning and development**.



Good processes.
Improved outcomes.

We measure our prosperity by the health and wellbeing of our people, **environment and economy** and strive for **continuous improvement**.



Care for nature.

We commit to the sustainable use of natural resources to maintain healthy ecological systems for the **benefit of present and future generations**.



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There is fiscal responsibility

Directing our funds in a planned way will help deliver our community's objectives and provide, in a sustainable way, the things we want and need in the future. Whilst external funding will be sought for some projects and initiatives, for the most part it is our community that will ultimately bear the costs of significant changes in direction or new strategies and their maintenance.

We recognise that our community has limited capacity to find activities that do not deliver a direct and substantial benefit. We will therefore ensure that there is: best value in the delivery of actions against community objectives; ongoing productivity gains; and options for implementation of user pay principals.

It will be effectively managed through

Input from community groups and individuals, State and Federal agencies and Council. These parties need to work together to provide effective leadership to drive our community forward.

Smart, local, adaptable.

We base our actions locally, mindful of our place in the world, building on our strengths and special qualities of **place and community**.



Lead by example.

We involve people with the relevant **skills and knowledge** in our projects and recognise there are many ways to achieve our goals. We embrace the opportunity to **learn from our actions** and the actions of others.



Work together.

We have a **culture of collaboration** and participation that encourages innovation, sharing of resources, engagement in decision making and **shared accountability** for all results.



LINKING TO STATE/REGIONAL PLANS

Linking to State / Regional Plans

There are several State and regional plans that support the delivery of our Community Strategic Plan. The over arching plan of the NSW Government is the NSW State Plan 2021 which sets the following priorities for the allocation of resources.

| NSW State Plan 2021 | Link to CSP Objectives |
|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| Rebuild the Economy | |
| 1. Improve the performance of the NSW economy | |
| 2. Rebuild State finances | |
| 3. Drive economic growth in regional NSW | 7 Strong sustainable business sector and increased local employment |
| 4. Increase the competitiveness of doing business in NSW | 8 Advanced information communication technology |
| 5. Place downward pressure on the cost of living | |
| 6. Strengthen the NSW skill base | |
| Return Quality Services | |
| <i>Transport</i> | |
| 7. Reduce travel times | |
| 8. Grow patronage on public transport by making it a more attractive choice | 2 Ease of travel |
| 9. Improve customer experience with transport services | |
| 10. Improve road safety | |
| <i>Health</i> | |
| 11. Keep people healthy and out of hospital | 3 Access to a diverse range of affordable and coordinated facilities, programs and services |
| 12. Provide world class clinical services with timely access and effective infrastructure | |
| <i>Family and Community Services</i> | |
| 13. Better protect the most vulnerable members of our community and break the cycle of disadvantage | 3 Access to a diverse range of affordable and coordinated facilities, programs and services |
| 14. Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential | 7 Strong sustainable business sector and increased local employment |
| <i>Education</i> | |
| 15. Improve education and learning outcomes for all students | 4 Educated, innovative and creative communities |
| | 7 Strong sustainable business sector and increased local employment |
| <i>Police and Justice</i> | |
| 16. Prevent and reduce the level of crime | 3 Access to a diverse range of affordable and coordinated facilities, programs and services |
| 17. Prevent and reduce the level of reoffending | |
| 18. Improve community confidence in the justice system | |
| Renovate Infrastructure | |
| 19. Invest in critical infrastructure | |
| 20. Build liveable centres | Civic Leadership – overriding principles |
| 21. Secure potable water supplies | |
| Strengthen Our Local Environment and Communities | |
| 22. Protect our natural environment | |
| 23. Increase opportunities for people to look after their own neighbourhoods and environments | 1 Vibrant, caring, and connected communities |
| 24. Make it easier for people to be involved in their communities | 3 Access to facilities, programs and services |
| 25. Increase opportunities for seniors in NSW to fully participate in community life | 5 Enhanced areas of natural value |
| 26. Fostering opportunity and partnership with Aboriginal people | 6 Community ownership of the natural environment |
| 27. Enhance cultural, creative, sporting and recreation opportunities | 8 Advanced information communication technology |
| 28. Ensure NSW is ready to deal with major emergencies and natural disasters | |



| NSW State Plan 2021 | Link to CSP Objectives |
|------------------------------------------------------------------------------------------|------------------------------------------|
| Restore Accountability to Government | |
| 29. Restore confidence and integrity in the planning system | Civic Leadership – overriding principles |
| 30. Restore trust in State and Local Government as a service provider | |
| 31. Improve government transparency by increasing access to government information | |
| 32. Involve the community in decision making on government policy, services and projects | |

The State Plan is supported by the following regional strategies:

- Central Coast Regional Economic Development and Employment Strategy
- Regional Development Australia Central Coast Regional Plan 2012-2017
- Central Coast Regional Transport Plan
- Central Coast Health Services Development Plan
- Regional Homelessness Action Plan 2010-2014 – Central Coast
- Central Coast Regional Strategy
- Hunter Central Rivers Action Plan 2006-2016
- Hawkesbury Nepean Catchment Action Plan 2007-2016

Information from the two year Central Coast Regional Action Plan – 2012-2014 is included under the planning themes. Detailed information on specific actions can be found within the Regional Action Plan, with the short term focus on deliverables that will:

- Grow the economy of the Central Coast and provide sustainable employment
- Enhance skills development and education outcomes
- Improve transport connectivity and regional roads
- Deliver coordinated support for the community, families and in particular, our disadvantaged and vulnerable members
- Improve access to health services and promote healthy lifestyles
- Protect our natural environment and achieve balanced outcomes between development and conservation

We will know we are succeeding when there is...



Increased community participation in Council engagement activities



Increased community satisfaction in the delivery and management of infrastructure assets



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HOW DO WE MEASURE OUR PROGRESS?

It is important for us to keep track of how we are progressing against the objectives of the plan and to assess these regularly against the community's changing needs.

Council produces an Annual Report which details progress against the items in Council's Strategic Plan, which is aligned to this Community Strategic Plan.

Council also collates a report every four years which is aligned to the end of the Council term. This allows the outgoing Councillors, as community representatives and the wider community to see how we have progressed in the delivery of outcomes against the identified objectives. The next End of Term report will be produced in 2016.

Using data from the following sources we will be able to compare our progress between where we are now and where we are in four years time to see if we are moving towards outcomes that support the Community's vision.

| Measure of progress | Information source | Related Strategies |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| Our Community | | |
| Neighbourhood and community: <ul style="list-style-type: none"> Levels of social interaction with friends, relatives and neighbours Satisfaction with neighbourhood Perception of sense of community | CC Quality of Life Survey CC Quality of Life Survey CC Quality of Life Survey | 1b, 1f |
| Community participation: <ul style="list-style-type: none"> Participation in organised groups Levels of volunteering Attendance at local community and sporting events Participation in arts/cultural/creative activity Participation in fitness/sporting activities | CC Quality of Life Survey CC Quality of Life Survey/ABS CC Quality of Life Survey CC Quality of Life Survey CC Quality of Life Survey | 1a,1b,1c,1i |
| Community safety: <ul style="list-style-type: none"> Reported crime Incidence of graffiti Perceptions of crime and safety in local area | NSW Bureau of Crime Statistics Wyong Shire Council CC Quality of Life Survey | 1j |
| Housing Choice <ul style="list-style-type: none"> Number and type of dwellings Proportion of households experiencing housing stress | Australian Bureau of Statistics Australian Bureau of Statistics | 1k |
| Transport Use <ul style="list-style-type: none"> Method of travel to and from work Access to and satisfaction with public transport Lengths of pathways Road upgrades | Australia Bureau of Statistics CC Quality of Life Survey Wyong Shire Council Wyong Shire Council | 2a-2j 1f |
| Community Facilities & Services <ul style="list-style-type: none"> Community facility usage (Council facilities) Perceived adequacy of venues and opportunities to pursue cultural, sporting, recreation, leisure and learning activities Perceived adequacy of public spaces for people to come together in their neighbourhoods Levels of community funding support provided by Government (capital and recurrent) | Wyong Shire Council CC Quality of Life Survey CC Quality of Life Survey WSC/State/Federal government | 3a-3f 1a,1b,1c,1d, 1l 2j |
| Health: <ul style="list-style-type: none"> Self assessed health status Obesity levels Satisfaction with and access to health services | CC Quality of Life Survey CC Local Health District CC Quality of Life Survey | 3g-3h |
| Education and Skills <ul style="list-style-type: none"> High school retention rates/proportion that have completed Year 12 Participation in TAFE and University Level of education attainment Satisfaction with achievements in life Attitudes to education and employment opportunities | NSW Department of Education/ Australian Bureau of Statistics Australian Bureau of Statistics Australian Bureau of Statistics CC Quality of Life Survey CC Quality of Life Survey | 4a-4h |
| Socio-economic disadvantage: <ul style="list-style-type: none"> Socio-economic disadvantage as this relates to income, education, employment, occupation and housing Median weekly household incomes Satisfaction with standard of living Well-being score | Australian Bureau of Statistics Australian Bureau of Statistics CC Quality of Life Survey CC Quality of Life Survey | 1,2,3,4,7 |

| Measure of progress | Information source | Related Strategies |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Our Environment | | |
| Environmental sustainability: <ul style="list-style-type: none"> • Number of native species planted/trees planted • Hectares of natural areas sustained/protected • Biodiversity • Length of riparian rehabilitation and protection • Total waste to landfill, recycled waste, green waste • Funding support for environmental programs • Water quality | Wyong Shire Council Wyong Shire Council Wyong Shire Council Wyong Shire Council Wyong Shire Council Wyong Shire Council/State Government Wyong Shire Council | 5a-f |
| Community involvement in natural environment: <ul style="list-style-type: none"> • Participation in environmental based activities and programs including levels of volunteering • Visitation to natural environments • Perceptions/attitudes to the natural environment | Wyong Shire Council/ CC Quality of Life Survey CC Quality of Life Survey CC Quality of Life Survey/ CC Region Environmental Attitude Survey | 6a-i |
| Our Economy | | |
| Employment & Business Development <ul style="list-style-type: none"> • Employment rate/labour force participation rate • Unemployment rate (including youth unemployment) • Employment location of working residents • Employment by industry and occupation • Business Confidence/Economic Indicators • Number of home based/registered local businesses • Industrial/Commercial land statistics • Level of business activity in town centres • Tourist numbers | Australia Bureau of Statistics / DEEWR Australian Bureau of Statistics NSW Bureau of Transport Statistics/ABS Australian Bureau of Statistics State Government State Government/Wyong Shire Council State Government Reports from Chambers and Town Centre Management Tourism NSW | 7a-j |
| Information Communication Technology <ul style="list-style-type: none"> • Access to broadband internet connection • Access to NBN | Australian Bureau of Statistics NBN Co. | 8a-b |
| Our Civic Leadership | | |
| Engagement & Leadership <ul style="list-style-type: none"> • Community engagement statistics • Resident ePanel membership • Website hits • Residents who feel that they have an opportunity to have a say on important community issues • Residents who are members of a decision making or community-based council, board or committee | Wyong Shire Council Wyong Shire Council Wyong Shire Council CC Quality of Life Survey CC Quality of Life Survey | 1i |



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ESSENTIAL SERVICES

In addition to the strategies contained within this Community Strategic Plan there are a number of essential services which must be provided. These are delivered by Wyong Shire Council under the following twelve principal activity areas:

1. **Community & Education:** provides community services, programs and events; provides libraries and develops and promotes education, culture and lifelong learning; and supplies information to the community through customer contact and community engagement.
2. **Community Recreation:** establishes and maintains buildings, facilities and services for public use and enjoyment; promotes and operates "fit for purpose" facilities and services to support diverse recreation activities and maximises their benefits and use; and manages and maintains natural areas and open spaces in order to supply public open space facilities and provide for passive recreation.
3. **Economic & Property Development:** strengthens the economic base of the Shire by promoting economic development as well as the creation of employment opportunities; identifies and develops sustainable income streams for Council; and provides property-related services for the organisation.
4. **Council Enterprises:** provides child care and education; provides information, programs and support for the community; and provides, promotes and operates high quality holiday park facilities and services that contribute to the local tourism industry, generate income for Council and ensure maximum benefits and use of these facilities.
5. **Regulatory:** ensures compliance with laws across a wide range of responsibilities; and provides land-use controls and enforcement of building standards as well as environmental protection, domestic animal care, road safety and essential public health functions.
6. **Environment & Land Use:** enhances the natural and built environment on both private and public land by providing strategic planning and policy as well as controls over land-use in order to maintain a high quality of life and natural environment; and promotes sustainable use of natural resources on the Central Coast.
7. **Waste Management:** provides domestic and commercial waste processing and disposal operations including landfill remediation; and provides a safe, reliable and environmentally responsible waste collection and disposal service and aims to reduce the Shire's environmental footprint.
8. **Roads:** provides the Shire's roads, bridge network and traffic management along with associated infrastructure to help ensure ease of travel and environmental responsibility; and maintains roads to support a growing population in a cost-effective and sustainable manner.
9. **Drainage:** provides safe and reliable collection, transmission, treatment and discharge facilities for storm water in a cost-effective and sustainable manner through an extensive network of engineered and natural drainage; and protects life and property while retaining natural values and amenity.
10. **Sewer Services:** provides safe and dependable storage, collection, treatment and disposal facilities for sewage in a cost-effective and sustainable manner.
11. **Water Supply:** provides safe and reliable water services including the collection, storage, transportation, treatment and distribution of water to standards appropriate to its use in a cost-effective and sustainable manner.
12. **Administration:** provides corporate-wide internal services; is accountable for the governance and statutory compliance of the organisation's finance, human resources and corporate information; includes asset management, contract and project management as well as plant, fleet and depot services; and provides the framework and tools to ensure effective administration of Council on behalf of the community.

WHERE TO FROM HERE?

Achieving the objectives of the Wyong Shire Community Vision and Community Strategic Plan is a dynamic process involving first and foremost the community, but also Council, State and Federal government working as partners to create an optimistic, but achievable future.

Delivery of the community vision is not business as usual. There is a need for many partners in this process to manage the change required.

The objectives and their strategies will head our Shire towards "Creating Our Ideal Community - caring... prosperous... sustainable" and improve the quality of life in 20 years time on the Central Coast while retaining the values and natural amenities our community holds close to their hearts.

The community, Council and State government will check the Community Strategic Plan periodically to ensure that we are progressing towards the objectives and, wherever possible, implementing the strategies to get us there. The check of progress on strategies will be undertaken annually by Council as part of the update of the 4 Year Delivery Program and in Council Annual Reports.

Council needs to ensure that major projects and capital works clearly meet criteria that deliver the community's priority objectives while maintaining essential services. This includes the need for criteria that address community need, local and regional identity, availability and access, self-sufficiency, connectivity and linkages, future options as well as unlocking future options.

The community's vision for the future extends beyond the Shire's boundaries. In particular there is great value in identifying the shared visions for the Central Coast in partnership with Gosford City Council. It is for this reason that the two councils are working together with State government to identify shared objectives and priorities. In collaboration with the communities of both councils, it is also intended to work towards a future Central Coast Community Strategic Plan.

Council welcomes ongoing feedback.



Where can I get more information?

Further details on information referenced in the Plan can be found at:

- Census Data - Australian Bureau of Statistics: <http://www.abs.gov.au/websitedbs/censushome.nsf/home/data>
- Central Coast Regional Economic Development and Employment Strategy: <http://www.rdacc.org.au/strategy-and-plans>
- Central Coast Regional Strategy: http://www.planning.nsw.gov.au/plansforaction/pdf/central_coast_regional_strategy.pdf
- Central Coast Regional Transport Plan: <http://haveyoursay.nsw.gov.au/transportmasterplan>
- Hawkesbury Nepean Catchment Action Plan 2007-2016: <http://www.hn.cma.nsw.gov.au/topics/2181.html>
- Hunter Central Rivers Catchment Action Plan 2006-2016: http://www.hcr.cma.nsw.gov.au/default.asp?section_id=58
- NSW Government's social justice strategy framework: www.dlg.nsw.gov.au
- NSW State Plan 2021 Central Coast Action Plan : <http://www.2021.nsw.gov.au/regions/central-coast>
- NSW State Plan 2021: <http://www.2021.nsw.gov.au/>
- Regional Development Australia Central Coast Regional Plan 2012-2017: <http://www.rdacc.org.au/strategy-and-plans>
- Regional Homelessness Action Plan 2010-2014 – Central Coast: <http://www.housing.nsw.gov.au/Help+with+Housing/Homelessness/>
- Wyong Shire Council Strategic Plan: www.wyong.nsw.gov.au

HAVE YOUR SAY

Have your say on the future direction of the Shire

The Community Strategic Plan sets out the community's objectives and strategies for achieving a quality of life for 2030.



Your comments are important in ensuring that the objectives and strategies within the Plan capture the community's future needs.

Comments from the community during the exhibition period will be carefully considered prior to a revised plan being presented to Council for adoption in April 2013.

View the plan

Council offices: 2 Hely Street, Wyong

Council Libraries: Tuggerah, Lakehaven, Bateau Bay, The Entrance or Toukley.

Council Care and Education Centres: Kanwal, Karinya (Toukley), Northlakes (San Remo), Spotted Gum (Killarney Vale), Tom Stone (Berkeley Vale) or Treelands (Wyong).

How can I make my submission?

- dropping off the feedback form to any of the exhibition locations
- fill out a feedback form online at www.wyong.nsw.gov.au
- send written submissions by email to wsc@wyong.nsw.gov.au; fax to (02) 4351 2908 or post to the General Manager, Wyong Shire Council, PO Box 20, Wyong NSW 2259.

Submissions are to be received by 5pm, Monday 1 April 2013.

HAVE YOUR SAY

FEEDBACK FORM

(TO BE RETURNED BY 1 APRIL 2013)

If you have any comments on the Wyong Shire Council Draft Community Strategic Plan 2030 please provide a submission on the following form. If you are referring to a specific part of the plan please tell us which page(s).

If you require more space, please attach additional pages to this form.

Name

Address

Contact details are required if you would like feedback or to be kept informed of the Community Strategic Plan's progress.

Preferred contact number

Email

- Interested in being involved in future engagement? Council conducts regular engagement on many projects. By ticking the circle that is at the start of this note, we will place your details on our Resident ePanel. Find out more go to www.wyong.nsw.gov.au/get-involved



DRAFT COMMUNITY STRATEGIC PLAN

creating our ideal community

Produced on behalf of the community of Wyong Shire by:

WYONG SHIRE COUNCIL
2 HELY STREET
WYONG NSW 2259
DRAFT FEBRUARY 2013