

**REVISED
COMMUNITY
STRATEGIC
PLAN 2018-2028**



CENTRAL COAST

ADMINISTRATOR'S MESSAGE



For the past twelve months, Central Coast Council has faced many challenges which has had a major impact on our community. Placed into administration in November 2021 with Dick Persson AM as the initial Administrator, myself as A/Chief Executive Officer and now Administrator, because of the financial crisis, which required swift action and key measures in place to steer the ship back on the right course. The road ahead is long, but together we will get there. I have confidence that with David Farmer, CEO, at the helm the road to recovery is achievable.

The focus for Central Coast Council continues to remain on 'fixing the problem', maintaining services and creating a sustainable pathway forward. We want our community to be in the driver's seat in how we get to that point and a great place to start is with the Community Strategic Plan (CSP). The CSP is your document that outlines the aspirations of the Community and guides Council in their operations. While the CSP is a ten-year plan, there will be limitations on some elements that we can deliver, such as building new infrastructure. This doesn't mean we cannot dream, but it would be unfair for Central Coast Council to say we can do all of these things, when we simply can't.

Since the adoption of the inaugural CSP, Council's financial situation has significantly changed. The CSP as it stands does not reflect the current community sentiment or acknowledgement of Council's commitment to financial responsibility on behalf of the community. Therefore, we are pleased to present the community with some important changes to the Community Strategic Plan. This is the first small, but significant, step in forging our way forward on the road to recovery.

Based on community feedback, we have made some changes to the CSP objectives and indicators as part of the Phase 1 review of the CSP. The team at Central Coast Council has reviewed thousands of community feedback submissions from a variety of surveys, but most notably the special rate variation survey. It was very clear, and understandably so, that the Central Coast community is angry and upset. The community feel let down by your Council and feel as though you are now paying for Council's mistakes. I hear you. The CEO and I, along with council staff is working hard to turn the financial situation around, and growth starts with acknowledgement

A line in the sand has been drawn and now it's time to work together towards achieving the aspirations of a Smart, Green and Liveable Region with a shared sense of Belonging and Responsibility. The key themes that were identified from community feedback and have informed the revisions in the Phase 1 CSP review include:

- Financial accountability
- Financial management
- Leadership and governance
- Trust and transparency
- Security for the longevity of our region

Based on this, the revised CSP now includes an objective about Central Coast Council providing strong leadership that is accountable, making decisions in the best interest of the community and ensuring that Council is financially sustainable. Together with Council commitments outlined in the Financial Recovery Plan, Operational Plan 2021-22, Long Term Financial Plan and Delivery Program 2022-23 to 2024-25, the changes you see in the CSP are our commitment to you that we care about you and our community. We are listening, we acknowledge the past mistakes, and we are committed to fixing this for a better future.

These amendments are focussed on the financial situation only. There will be comprehensive community engagement and a review of the whole CSP as part of Phase 2, which is required as soon as practicable after a local government election. As you may recall, the Minister for Local Government put in place an order suspending Councillors and announcing a public inquiry into Central Coast Council. Until such time that is completed, local government elections will not occur for the Central Coast.

I thank you for your patience and hope this can be the start of the new way forward.

Rik Hart
Administrator

WE LIVE IN A SPECIAL PLACE HERE ON THE COAST, ONE IN WHICH WE WANT ALL MEMBERS OF OUR COMMUNITY TO FEEL SAFE AND VALUED, AND TO HAVE ACCESS TO A RANGE OF OPPORTUNITIES TO PARTICIPATE IN THE RICHNESS OF COMMUNITY LIFE

RESPONSIBLE

WE'RE A RESPONSIBLE COUNCIL AND COMMUNITY, COMMITTED TO BUILDING STRONG RELATIONSHIPS AND DELIVERING A GREAT CUSTOMER EXPERIENCE IN ALL OUR INTERACTIONS.

We value transparent and meaningful communication and use community feedback to drive strategic decision making and expenditure, particularly around the delivery of essential infrastructure projects that increase the safety, liveability and sustainability of our region. We're taking a strategic approach to ensure our planning and development processes are sustainable and accessible and are designed to preserve the unique character of the coast.

FOCUS AREAS



GOOD GOVERNANCE AND GREAT PARTNERSHIPS

OBJECTIVES

G1 Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans in practice

G2 Engage and communicate openly and honestly with the community to build a relationship based on trust, transparency, respect and use community participation and feedback to inform decision making

G3 Provide strong leadership that is accountable, makes decisions in the best interest of the community and ensures Council is financially sustainable

G4 Serve the community by providing great customer experience, value for money and quality services



DELIVERING ESSENTIAL INFRASTRUCTURE

OBJECTIVES

H1 Solve road and drainage problem areas and partner with the State Government to improve road conditions across the region

H2 Improve pedestrian movement safety, speed and vehicle congestion around schools, town centres, neighbourhoods, and community facilities

H3 Create parking options and solutions that address the needs of residents, visitors and businesses whilst keeping in mind near future technologies including fully autonomous vehicles

H4 Plan for adequate and sustainable infrastructure to meet future demand for transport, energy, telecommunications and a secure supply of drinking water



BALANCED AND SUSTAINABLE DEVELOPMENT

OBJECTIVES

I1 Preserve local character and protect our drinking water catchments, heritage and rural areas by concentrating development along transport corridors and town centres east of the M1

I2 Ensure all new developments are well planned with good access to public transport, green space and community facilities and support active transport

I3 Ensure land use planning and development is sustainable and environmentally sound and considers the importance of local habitat, green corridors, energy efficiency and stormwater management

I4 Provide a range of housing options to meet the diverse and changing needs of the community including adequate affordable housing

SUSTAINABLE DEVELOPMENT GOALS



ONE CAN MAKE A DIFFERENCE

CHRIS WALLACE



Chris Wallace is a retired senior fire fighter who dedicates his time to educate the community on the importance of fire safety.

Chris served in the NSW Fire Brigade for 40 years where he attended many incidents and became involved in community fire education. These experiences have now prompted him to continue educating the community on how to survive a house fire.

“Get down low and Go Go Go!”

Chris purchased his first fire engine, a 1978 ex-army engine, and started to attend community events. Chris now owns and maintains eight fire engines, and has custom built equipment designed to teach children what to do in a fire emergency.

In 2016 Red Bus Services donated a bus, now transformed by Chris into a fire education facility, installing a house simulation and smoke machine to demonstrate what happens in a house fire. This is a unique idea and the only one of its kind in Australia!

Chris and his wife Katie continue to work in order to fund the 'Community Fire Education' program. Together they devote their spare time to the program, attending schools, community events and groups.

RETIRED DEPUTY CAPTAIN OF THE NSW FIRE BRIGADE

LOCAL BUS DRIVER

OWNS AND MAINTAINS:

8 FIRE ENGINES

3 mini fire engines

1 community fire education bus

“IF I CAN EDUCATE THE COMMUNITY TO SAVE EVEN ONE PERSON FROM LOSING THEIR LIFE IN A HOUSE FIRE OR SOME OTHER WAY... IT'S WORTH IT.”

WHAT WE WILL MEASURE

- ✓ Governance, consultation and service delivery
- ✓ Access to transport, walking and cycling
- ✓ Housing affordability, diversity and choice

HOW YOU CAN HELP

- Speak up on issues that are important
- Participate in a community engagement activity
- Check out a Council meeting



TELL US WHAT YOU THINK

- Keep up to date about what's going on in the area
- Vote in elections

TALK TO YOUR LOCAL COUNCIL AND COUNCILLORS

ONE - CENTRAL COAST COMMUNITY INDICATORS

These indicators reflect a range of social, environmental and economic factors affecting the Central Coast region and the community's wellbeing.

As part of the implementation of *One - Central Coast*, measures and targets for these indicators will be set in conjunction with our partners and reported on annually. In 2020 a comprehensive End of Term Report will outline what has been achieved in meeting the objectives of *One - Central Coast*. Additional information on the monitoring and reviewing progress can be found on page 40.



COMMUNITY CONNECTION AND PERCEPTION OF SAFETY

- Neighbourhood safety
- Feeling safe in public areas
- Personal and property crime
- Road safety
- Sense of community on the Central Coast
- Appreciation of community and cultural diversity
- Satisfaction with neighbourhood



PARTICIPATION IN SPORT, RECREATION AND COMMUNITY LIFE

- Opportunities to be part of community life
- Community events that bring people together
- Volunteering activities
- Sports and recreational activities
- Healthy lifestyle choices
- Arts and cultural activities
- Access and enjoyment of local environment



SOCIAL EQUALITY AND COMMUNITY WELLBEING

- SEIFA socio-economic disadvantage
- Household income
- Resident 'Quality of Life and Wellbeing' score



EDUCATION, SKILLS AND KNOWLEDGE

- High school completion
- Participation in higher education and training
- Local high skilled occupations
- SEIFA Education and Occupation Index



CONSERVATION AND PROTECTION OF NATURAL AREAS

- Public conservation land
- Voluntary land conservation in perpetuity
- Voluntary wildlife protection
- Quality of local environment
- Local environmental issues



HOUSING AFFORDABILITY, DIVERSITY AND CHOICE

- New dwellings
- Housing stress
- Affordable renting and home ownership
- Homelessness



ENVIRONMENTAL SUSTAINABILITY AND HUMAN IMPACTS

- Energy use from fossil fuels
- Solar power generation
- Water consumption
- Recycling diverted from landfill
- Water quality of local waterways
- Rate of littering
- Ecological footprint



ACCESS TO TRANSPORT, WALKING AND CYCLING

- Journey to work and education
- Buses, trains and ferries for local trips
- Walking and cycling



GOVERNANCE, CONSULTATION AND SERVICE DELIVERY

- Community organisations, boards and committees
- Participation in community engagement
- Satisfaction that Council is a well-run organisation
- Satisfaction that Council makes decisions in the community's interests
- Satisfaction with State and Local Government service delivery
- Condition of assets and infrastructure
- Leadership team (Councillors and CEO) makes clear and informed decisions around public participation, governance and finances
- Achieve the annual operating result as described in the adopted Long-Term Financial Plan (LTFP).





FEBRUARY 2022

COUNCIL OFFICE 2 Hely St Wyong | 8.30am - 5.00pm Monday to Friday | P 1300 463 954

centralcoast.nsw.gov.au