

Our Blueprint for

Generational Equity

Building a better future today for generations to come



"It always seems impossible until it's done".

Nelson Mandela

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Acknowledgement of Our Region

Yii Birrbay Barray

This is Birpai Country

Nyura yiigu marala barraygu, nyaagi, ngarragi

You have come here, to the country to see, listen and remember

Gathay Nyiirun Wakulda

Let's all go together as one

We acknowledge that we are on Birpai country and pay respects to all Elders past, present and emerging. We acknowledge the ongoing connection to the Traditional Owners and Custodians of the lands and waters of the Port Macquarie Hastings Region.

A Message

From our Mayor and Deputy Mayor



Welcome to our Blueprint for Generational Equity - building a better future today for generations to come.

The Port Macquarie-Hastings is a great place to live, work and relax. It's no wonder our region is one of the fastest growing Local Government Areas (LGA), with more people than ever wanting to call it home.

As co-chairs of the Blueprint Committee and your elected Council, we've been given the great privilege, and responsibility, of enhancing the region we live in for now and for future generations to come. In order to do this though, we need to think differently and plan strategically.

As your Elected Representatives we agreed there's a need for a blueprint that lays out a vision for the region we want to create together – and combine all of Council's plans and policies into one cohesive document with a clear path for the future.



We see this as a living document that establishes a firm foundation for future generations and provides focus on the aspects where we need a sustained and collective effort to continue delivering meaningful and relevant outcomes for our community today and well into our future generations to come.

Many of the actions under the blueprint are already underway, and we're reaping the benefits of working in new and more coordinated, connected ways.

We look forward to the next evolution of our Council as we work together to become future ready. We firmly believe that we are on the way to being the most liveable, sustainable and innovative place in Australia.

**“this blueprint
clearly identifies
where we need
to focus our
efforts for a
better future”.**

Mayor Peta Pinson

About Our Blueprint

The Blueprint for Generational Equity is designed to layout the key focus areas from our strategies and plans to build a better future today for generations to come. It will continue to develop with each Council and their term.

It helps us determine our key priorities in order to best respond to the current and future challenges and opportunities to deliver on the vision defined in Imagine2050.

Designed for continuous improvement, it will evolve as we continue to monitor performance and capabilities relative to our strategies and goals.

Section one of this Blueprint is Our Strategic Direction

This section describes how we plan for the region's future, our key drivers for change and our community's aspirations and key priorities.

Section two of this Blueprint is Our Key Focus Areas.

This section introduces the Blueprint's Key Focus Areas and the ambitions we aim to deliver:

Focus Area 1 - Corporate Planning

Focus Area 2 - Master Planning

Focus Area 3 - Land Use Planning

Focus Area 4 - Infrastructure

Each area sets out immediate key actions from our strategies and plans that we need to prioritise, set targets for and measure over time to continue delivering meaningful and relevant outcomes for now and for future generations to come.



Community Strategic Plan; Imagine2050

Our community's long term vision for the future



Council Plans and Strategies

Key strategies, plans and goals for the next 1-30 years required to achieve the vision set out in the Community Strategic Plan; Imagine2050



Blueprint for Generational Equity

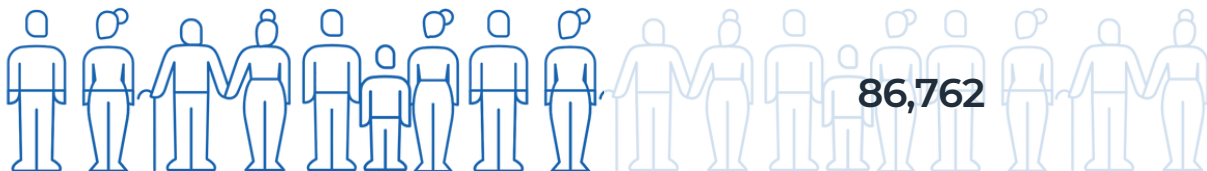
Connecting our strategies and plans into a cohesive Blueprint with key focus areas

Our People

Our region is home to a vibrant community rich in new ideas and next generation thinking.

As of 2021

Population



Households



Age

48 years (average age)
13.1% aged 12-24 years
34.8% aged 60+ years



Household types

32.1% couples without children
28.5% single person
23.2% couples with children
10.6% single-parent
5.5% extended family or group



Employment

48.6% in workforce
6.8% unemployed

Forecast by 2041

Population



Households



A scenic view of a beach and ocean from a wooden walkway, framed by a large tree branch. The walkway is made of dark wood and has a railing. The beach is sandy and the ocean is blue with white waves. The sky is clear and blue. A large tree branch hangs over the walkway from the top left.

Section 01.

Our Strategic Direction

Photo: Lindsay Moller Productions 07

Our Vision

**The most liveable,
sustainable and
innovative place in
Australia.**

To deliver the community's vision we need to do things differently by changing how we think and the way we work. To guide our journey we are driven by our mission.



The unprecedented events of 2020 and 2021 have presented challenges across our operating environments. Now more than ever, it is important to be united behind our vision.

Our Mission

**To provide excellent
services and
infrastructure for
our community.**





How We Plan

Council uses a number of frameworks and approaches to help **achieve its Community Strategic Plan; Imagine2050 vision** ensuring the delivery of services are effectively and efficiently planned for, risks are adequately identified and managed and best practice organisational improvement implemented.

Our Planning & Reporting Framework

Council is legislated by the **NSW Government** to deliver their **community vision** and objectives through long, medium and short-term strategies and plans informed by comprehensive community engagement and supported by robust plans for its finances, assets and resources.

This is known as the **Integrated Planning and Reporting (IP&R) Framework** which promotes best practice strategic planning across NSW councils to ensure a more sustainable local government sector. The IP&R diagram illustrates the hierarchy of strategies and plans.

Integrated Planning & Reporting Framework



The Australian Business Excellence Framework; Our commitment to continuous business improvement

The **ABEF** is one of the key tools that we use to inform our continuous business improvement. The ABEF assesses how we function as a whole, including leadership and staff practices, customer focus, strategies, processes and knowledge management.

As an organisation we are assessed against the framework every two to three years to identify areas for business improvement and to challenge our thinking. This ensures we are both sustainable and adaptable to meet changing market and community needs.

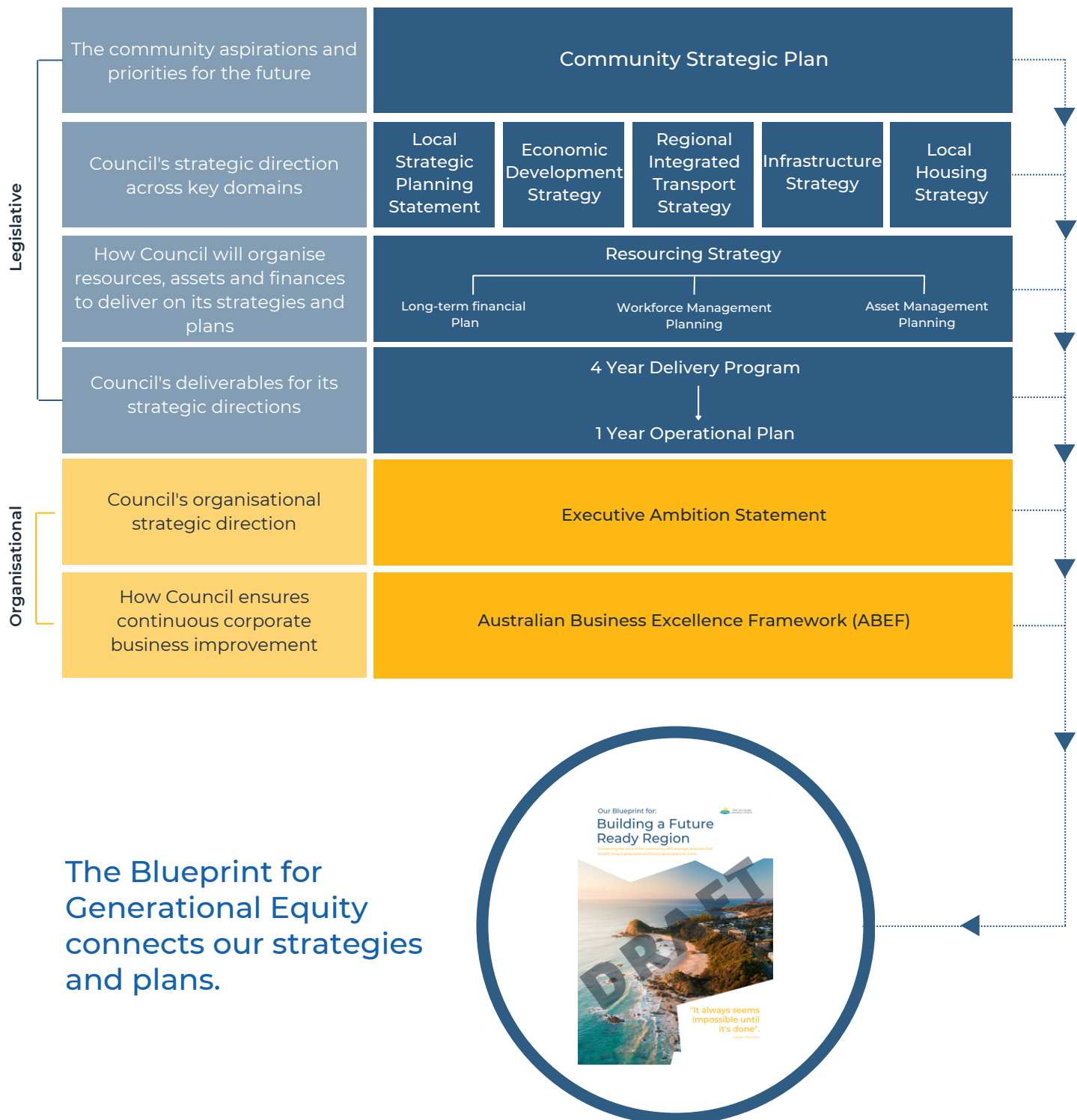
As an organisation we are starting to make progress against the framework, implementing improvements between assessments. To ensure that the identified improvements are actioned, they are included as inputs to the business planning cycle.

These inputs are reflected in the prioritisation of projects, services and resourcing presented in our Corporate Business Plan.



Connecting It All Together

The Blueprint lays out and communicates the priority actions from our strategies and plans that need a focused effort to deliver on the community aspirations and priorities for the future.





In Partnership

From community well-being to urban planning, events to infrastructure, lifestyle experiences to heritage, business growth to climate action, Council delivers the best outcomes when working collaboratively with our many partners.

Achieving our long-term objectives is a shared responsibility with the collective commitment of all levels of government, businesses, industry groups, community organisations and our community. It is important we work proactively together and take a partnership approach.

Working together in partnership will see Council having a far greater impact than we could on our own. We will foster these partnerships throughout our delivery of the Blueprint.

We invite you to join us and collaborate in shaping our future.

"alone we can do so
little, together we
can do so much".

Helen Keller



Our Current Challenges

We are facing considerable trends and challenges that have the potential to impact the region's future. These challenges are driving our decision-making today and are considerations for tomorrow.

Our sewer network needs investment

Critical components of our sewer network need investment to meet the needs of our population growth. We are over-loaded in areas, and this is now becoming critical.

Sewage Treatment Plant almost at capacity

Our Sewage Treatment Plant (STP) capacities across the LGA are nearing design limits. Recent studies show Port Macquarie has under 10,000ep additional capacity available. **Thrumster, WwTP planning underway and an ambitious 5-year program to completion has commenced.*

High demand on our sewer infrastructure

Sewer infrastructure in the Kew/Kendall area will not meet projected short-term demand. Urgent investment required in the Kew/Kendall Sewerage Scheme, with the WwTP upgrade project underway - construction scheduled in 2023/24

Significant drought impacts

Without investment, we will have significant impacts from drought, with reduced water supply and a lack of potable water if not addressed. Cowarra Water Filtration **Plant design work has commenced with a 5-year program to completion.*

Water and sewer capacity nearing capacity

Existing water & sewer capacity do not meet the demands of our Urban Growth Management Strategy and the land identified for rezoning in some areas.

Reactive approach to road maintenance

Our road methodology is about remediation (patching and sealing-risk based) not around renewal.

Barriers to road network planning

Our road network is a barrier to development in some areas; e.g. the HEP, Industrial/employment areas, education precincts, Oxley Dr, Oxley Highway at Wauchope

High demand on our stormwater infrastructure

We are surcharging across the LGA beyond the extraordinary storm events, as our stormwater infrastructure is inadequate. It just cannot cope.

Connectivity improvements needed

Footpaths and cycleways are inadequate and in the wrong locations – we need improved linkages and connectivity

Master and land use planning not meeting needs

Our community is growing increasingly dissatisfied with increased densities and changing character in established areas with little consultation. Planning is not keeping up with changing community expectations and modern planning practices

Additional funding availability

No matter how much planning and design work we do for new sporting/leisure facilities, we will struggle to find funding, without a 'user pay' or new system for revenue generation.

Resource pressure on growing assets

Acquisition/dedication of additional sport/recreation/park assets putting increasing pressure on resources to maintain – alternative revenue streams are required

Rapid population growth

Rapid population growth places strain on the region's existing infrastructure and housing needs

Limited flood free road access

Flood free road access limiting new land releases in Wauchope

Housing affordability crisis impacts

Housing affordability is making it more and more difficult to attract new investment or workers to our region

Cost of materials and labor

Current rising inflation rates are increasing our project costs

Limited supply of housing and land

There is a significant constraint to land and housing development due to infrastructure investment requirements

Key staff shortages

We are facing a major shortage across key occupations and difficulty attracting new talent

Our Community Needs

Everything we do in Council is intended to create value for the people we serve and we must align our strategic direction with their needs. Based on extensive community consultation we have identified their needs, aspirations and key priorities for change.



reduced traffic

less congestion
with a clear transport
network approach to address
present and future needs



stable infrastructure

a solid infrastructure
approach that ensures sewer,
water, stormwater capability
now and in the future



improved pathways

footpaths, shared
paths, cycleways and access
to public transport across
our region



environment

protection for our natural
environment and support for
climate friendly initiatives



affordable living

current and future generations
to have access to affordable
lifestyles (eg housing)



thriving economy

initiatives which support
local jobs and business



inclusive community

opportunities to celebrate
our history, work alongside
our First Nations people and
build community spirit



collaboration

a greater level of trust
between the community and
decision-makers



transparency

clear understanding and
demonstration of how
resources are allocated
across the region



quality of life

quality amenities and effective
management of assets to ensure good
quality of life outcomes



Section 02.

Our Key Focus Areas

Four Key Focus Areas

In a business as complex as ours, there are always competing priorities and demands on time and resources. In developing this Blueprint we have chosen to focus on the most critical levers of change to position us to deliver value over time.



Corporate Planning

Ambition Statement

Business excellence is essential to ensure that we serve the community and deliver sound infrastructure and services and respond to emergency situations.



Master Planning

Ambition Statement

We lead through a visionary lens to create generational equity that drives market demands.



Land Use Planning

Ambition Statement

To be leaders of contemporary practice in land use planning.



Infrastructure

Ambition Statement

We will bring our infrastructure planning and maintenance to a state which is fit for purpose.

Being Future Ready

Recognising the need to adopt a proactive response in the short term and a strategic approach to planning for the future, each key focus area includes priority actions aiming to deliver outcomes over the short to medium to long term.

Corporate Planning

- Long-Term Financial Plan
- Asset Management Strategy
- Workforce Management Plan
- Delivery Program
- Corporate Plan
- Organisational and Digital Transformation

Master Planning

- Individual & Employment Precinct Plans
- Transport Planning
- City & Towns Master Plans
- Regional City Action Plan priorities
- Town entry statements designs
- City and Town Public Landscaping Master Plans

Infrastructure

- Roads & Bridges
- Water & Sewer
- Stormwater
- Waste
- Footpaths and cycleways
- Sport and recreation facilities

Land Use Planning

- Development Contributions Planning
- Environmental Management
- Local Environmental Plan & Development Control Plan
- Local Strategic Planning Statement
- Land use strategies reviewed
- Economic development



"Be the change
that you wish to
see in the world".

Mahatma Gandhi





Focus Area 1

Corporate Planning

Driving Statement

Council is a business and needs considered information and data that helps it make sustainable and well-thought-out decisions.

Ambition Statement

Business excellence is essential to ensure that we serve the community and deliver sound infrastructure and services and are responsive to crisis situations.

Our Key Actions;

- 1.1 Long-Term Financial Plan
- 1.2 Asset Management Strategy
- 1.3 Workforce Management Plan
- 1.4 Delivery Program
- 1.5 Corporate Plan
- 1.6 Organisational Transformation
- 1.7 Customer Experience Transformation





Focus Area 2 Master Planning

Driving Statement

Our region will have a thriving economy, be well connected, and offers a range of lifestyles and great places to live, work and play.

Ambition Statement

We lead through a visionary lens to create generational equity that drives market demands.

Our Key Actions;

- 2.1 Individual & Employment Precinct Plans
- 2.2 Transport Planning
- 2.3 City & Towns Master Plans
- 2.4 Regional City Action Plan priorities
- 2.5 Town entry statements designs
- 2.6 City and Town Public Landscaping Master Plans





Focus Area 3 Land Use Planning

Driving Statement

Our land and environment are finite resources, and we have a responsibility to make sustainable decisions.

Ambition Statement

To be leaders of contemporary practice in land use planning.

Our Key Actions;

- 3.1 Development Contributions Planning
- 3.2 Environmental Management
- 3.3 Local Environmental Plan & Development Control Plan
- 3.4 Local Strategic Planning Statement
- 3.5 Land use strategies reviewed
- 3.6 Economic development
- 3.7 Conservation identification and protection
- 3.8 Regional natural disaster mitigations and adaptations for continuous improvement





Focus Area 4 Infrastructure

Driving Statement

We aim to build and renew our infrastructure to serve us well now and for our generations to come

Ambition Statement

We will bring our infrastructure planning and maintenance to a state which is fit for purpose

Our Key Actions;

Roads

- 4.1** Determining our roads of strategic importance. (Reduce congestion and improve safety)
- 4.2** Review our road methodology (build to last; factor in changing weather conditions)
- 4.3** Source and allocate funding

Sewer

- 4.4** Remediate sewer dilapidation
- 4.5** New treatment plant Thrumster
- 4.6** Capacity & system upgrades across LGA





Water

- 4.7** Trunk main network expansion
- 4.8** New water filtration plant Cowarra
- 4.9** Drought management - rainfall independent

Waste

- 4.10** New waste strategy, circular economy, and emerging technologies.
- 4.11** Master planning of Cairncross facility-Co locating regional commercial opportunities.
- 4.12** Transfer station review across LGA

Stormwater

- 4.13** Review stormwater strategy and identified hotspots
- 4.14** Investigate reuse and diversion opportunities
- 4.15** Prioritise project list and build funding model

Footpaths & Cycleways

- 4.16** Review Pedestrian Access and Mobility Plan (PAMP) and Bike Plan
- 4.17** Prioritise project list and build funding model
- 4.18** Review AUSPEC & development control plan to prioritise footpaths/cycleway integrated linkages be provided with new development.

Bridges

- 4.19** Develop and implement audit program for all Council bridges.
- 4.20** Review asset management plans
- 4.21** Prioritise project list and build funding model

Sports & Recreation

- 4.22** Review Recreation Strategy and Sction Plan
- 4.23** Establish sport and recreation community advisory group
- 4.24** Prioritise project list and build funding model (user pay)
- 4.25** Establish funding model for developer funded maintenance of new/additional open spaces.
- 4.26** Review asset management plans and maintain standards.



What's Next?

Our Blueprint will be implemented by cascading the focus area actions into our internal planning and resource allocation processes.

There will be more work required to adapt the elements of the Blueprint to each part of the business that will move us towards the community's vision in Imagine2050, and to set up measurements to track our progress and manage risk.

The Blueprint will be reviewed upon each new Council term to review the key focus areas and priority actions. It will be linked into our internal corporate and business planning cycles to continuously deliver value to our community and customers.



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