



MACLEAY VALLEY COMMUNITY STRATEGIC PLAN REVIEW

DISCUSSION PAPER



A brief summary of the past and present to help you contribute to our future

KEMPSEY
Shire Council



Where are we now?

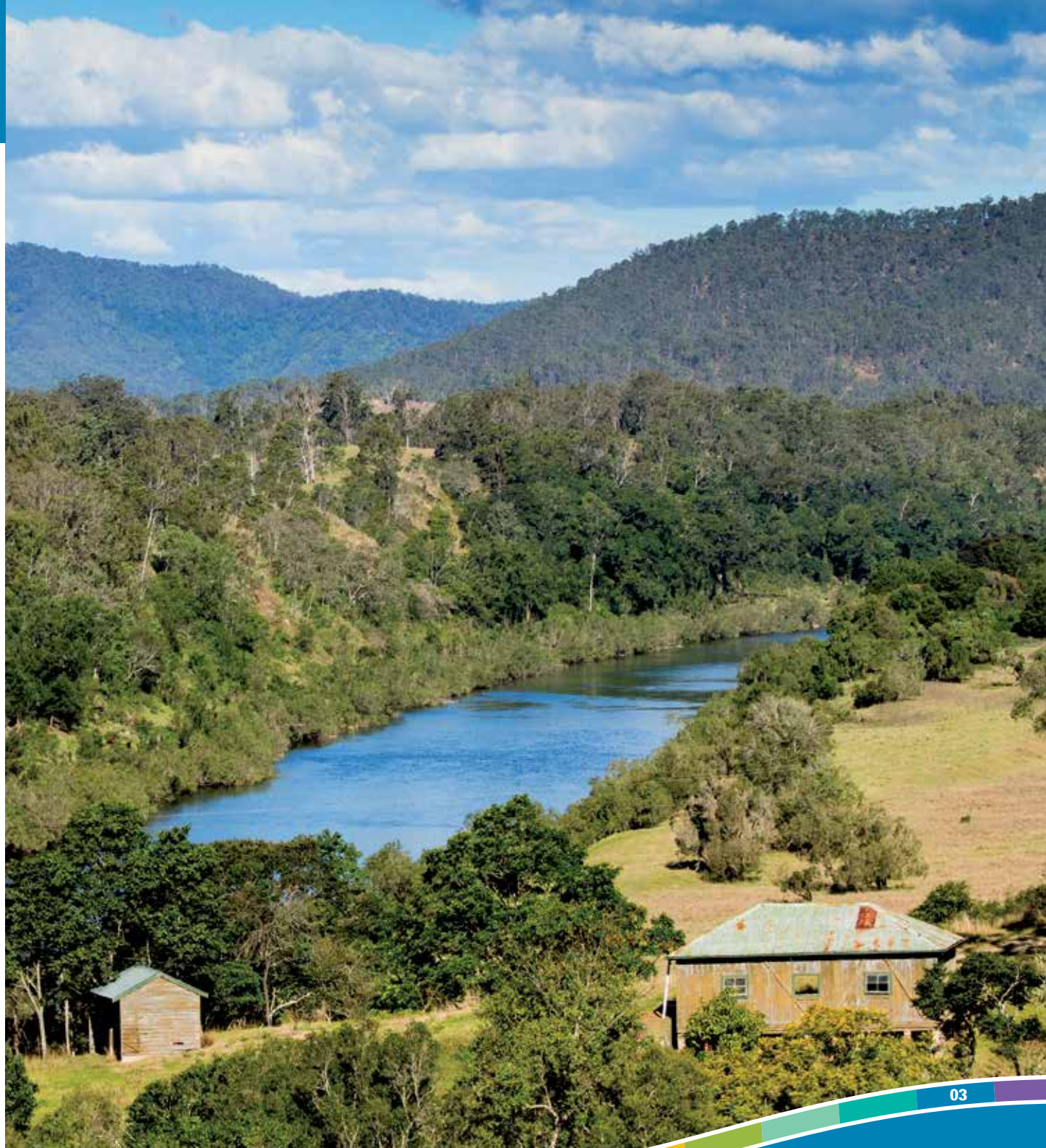
Where do we want to be in the future?

How will we get there?

How will we know when we've arrived?

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BACKGROUND

The Macleay Valley Community Strategic Plan is the long-term plan that identifies the main priorities and aspirations of the community for the future.

Council is reviewing the Macleay Valley 2036 Community Strategic Plan (CSP 2017) in accordance with the requirements of the Local Government Act 1993 (LGA) and seeking your views on our priorities and aspirations for the future Macleay Valley.

Our revised Community Strategic Plan (CSP) will address four questions:

1. Where are we now?

2. Where do we want to be in the future (e.g. by the year 2041)?

3. How will we get there?

4. How will we know when we've arrived?

The CSP is based on equity, access, participation and rights, while addressing and integrating social, environmental, economic and civic leadership themes¹.

It reflects our partnerships with state agencies, community groups and individuals, and state and regional priorities and strategies.

The CSP review aims to:

- Engage with the community to ensure their future aspirations are consistent with the CSP's vision, goals and strategies

- Prioritise the CSP in local statutory functions
- Improve the integration and streamlining of various plans and reporting
- Strengthen long-term strategic focus for Council and its partnerships with state and non-government organisations
- Provide an opportunity for the community to be involved in long-term planning

Purpose

This summary paper reviews existing local and regional community issues and strategies and opportunities across social, environmental, economic and civic leadership themes.

It provides context to assist community discussion for the review of the long-term vision, and strategic plans for the area based on what we know now.

Various long-term planning strategies are being prepared to ensure that the future Macleay Valley area can address a variety of challenges and create opportunities to remain a place where people can live, work and raise families.

How to Have Your Say?

Council will work closely with our community throughout the CSP review to understand community priorities, whether the vision for the future is still relevant and what roles Council, community, government agencies

and other specialist industries each play in delivering the CSP.

This engagement will be conducted according to the principles in Council's Community Engagement Strategy and will incorporate the Inform, Consult and Involve levels of the engagement spectrum.

Multiple methods of engagement will be used including;

- face-to-face discussions and surveys at workshops
- markets and existing events
- independent qualitative and quantitative research
- a digital discussion forum using Council's Your Say Macleay platform
- public exhibition of the draft document
- formal submissions

Initial feedback on this Discussion Paper and the questions raised throughout the document can be provided via;

- Online: yoursay.macleay.nsw.gov.au/strategy
- Email: KSC@kempsey.nsw.gov.au
- Mail: General Manager, Kempsey Council, 22 Tozer Street, Kempsey NSW 2440

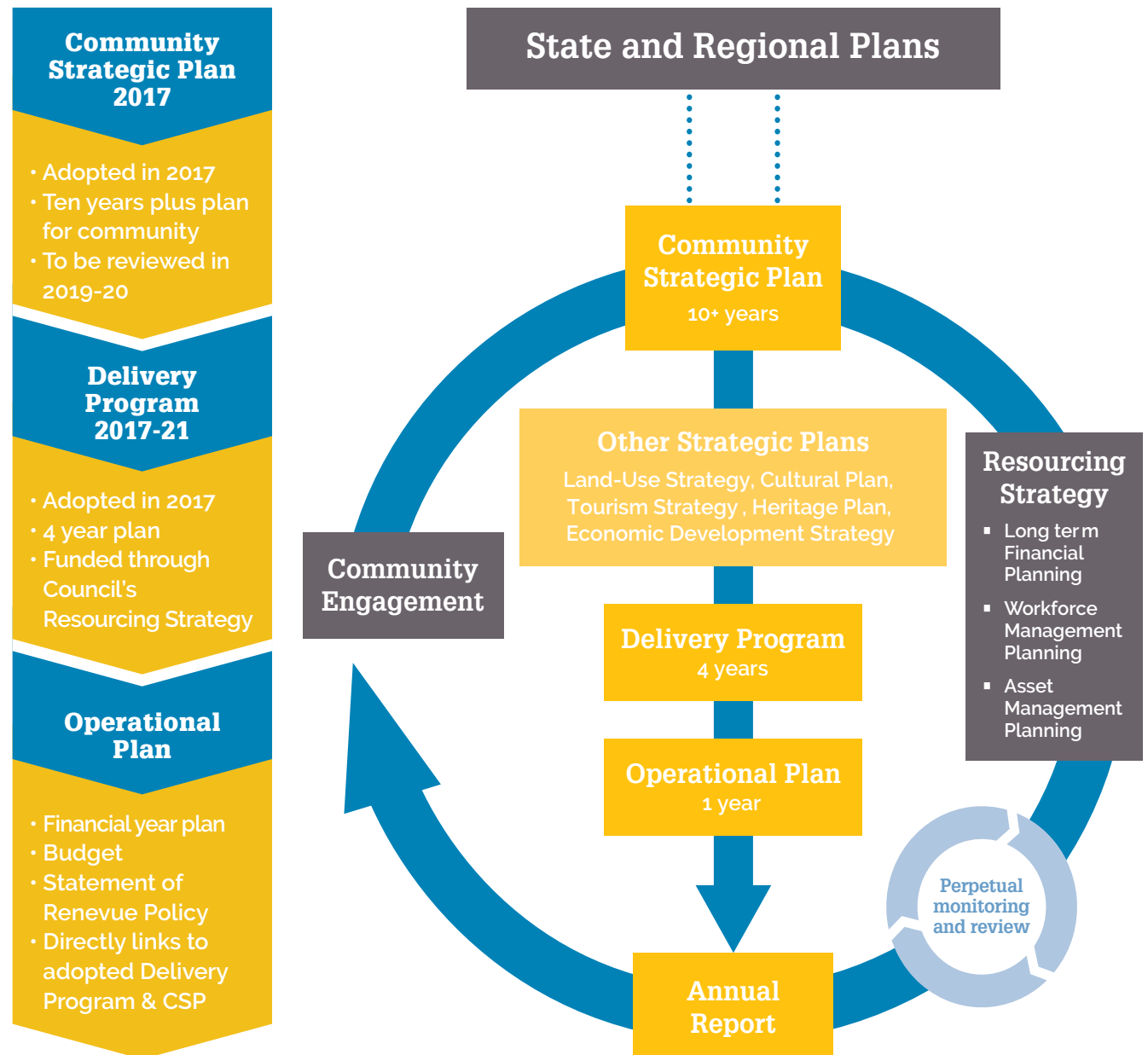
¹ As required under section 402 of the Local Government Act

WHAT IS A COMMUNITY STRATEGIC PLAN?

The CSP is a cornerstone document of the NSW Government's Integrated Planning and Reporting framework (IPR) required for all local governments. It is a summary of the community's aspirations and priorities for the Macleay Valley over the next twenty years.

The Macleay Valley 2036 Community Strategic Plan was adopted in June 2017.

The relationship between the various Council plans is shown in the diagram below.



OUR KEMPSEY SHIRE PROFILE



Geography

Area	3,381 km ²	
Location (approx)	• 400 km north of Sydney • 499 km south of Brisbane	• 50 km north of Port Macquarie • 109 km south of Coffs Harbour
Rail (Kempsey)	Located on the North Coast Rail Line	
Road	Kempsey is located 5km from the Pacific Highway Motorway	

Demographics (source: ABS 2016)

Population - ERP 2018	29,665
Median Age	47
Medium and High Density dwellings (%)	10
Households with a mortgage (%)	25
Couples with children (%)	19
Couples without children (%)	14
Lone person households (%)	26
Aboriginal persons (%)	12
People born overseas (%)	7
SEIFA Index of Disadvantage 2016	888

Lifestyle (source: Kempsey Shire Council)

Parks	97	77 ha
Sportsfields	16	43 ha
Public Swimming Pools	4	
Libraries	4	

Economy (source: NIEIR 2019)

Employed residents	10,982
Local jobs	10,974
Unemployment rate - ABS 2016 (%)	8.6
Participation rate (%)	43
Kempsey Shire Gross Domestic Product (\$)	1.16 billion
No of businesses	2,269
Largest Industry	Health Care

Qualifications (source: ABS 2016)

University qualification (%)	8
Diploma (%)	6
Vocational - trade qualification (%)	25
No tertiary qualification (%)	44
Not stated (%)	17

OUR VISION IN 2017

The Macleay Valley community's vision adopted with the CSP 2017 is stated below.

We live in a community that provides opportunity to all, to prosper in an environment that supports well-being, connectedness and access to resources the community wants and needs

Our values in the CSP 2017 were:

Being Healthy: Living a rich and fulfilling life; living in a healthy environment

Being Safe: Our community is prepared and resilient to emergencies; we feel safe at home and in public; the risk of accidents is minimised

Being Wealthy: Having a rich and valuable culture; having wealth of experience; having finances to support the lifestyle that makes us happy

Being Connected: We are involved in our community; we have vibrant and inviting spaces to meet and enjoy; we work together to make the Macleay Valley a vibrant and welcoming place for everyone.

Where are we now?

- The Macleay Valley's vision towards 2041 underpins Council's integrated plans, resources and partnerships with government, service providers and businesses.
- We are reviewing our Vision and Values to ensure their relevance to the community, now and in the future, as they will underpin all our future community goals and strategies.
- The 2019 Micromex community survey² indicated that only 29 percent of respondents were aware of this vision. Those aged 50 to 64 years were significantly less likely to be aware of the vision. Nevertheless, 96 percent of residents were at least 'somewhat supportive' of the 2017 community vision, and these results were consistent across all age groups.

How do we plan ahead?

We seek to understand whether our vision will be relevant in the context of living in the area in the next twenty years. We are seeking your input through a variety of future engagement opportunities and considering the challenges and opportunities outlined in this paper.

2 Micromex Research, Community research, Kempsey Shire Council, January 2020



DIRECTION 1: OUR ENVIRONMENT



Where we are in 2020?

We value our natural and built environment in the Macleay Valley. Our environments, comprising beaches, rivers, mountains and animals are the most valued aspects of living in Kempsey Shire according to our 2019 community survey.

We plan carefully to protect and manage environmental assets sustainably for future generations. The population of the area is forecast to have stable, and possibly low growth in the years to 2041³.

Our current and future environmental opportunities and challenges require all levels of government and community partnerships to address bushfires, flooding and water infrastructure, climate change, protecting environmental heritage and biodiversity.

We value and work towards community and regional partnerships that are also critical in managing our current and future environmental planning decisions.

Through Council's membership of the Mid North Coast Joint Organisation, and our ongoing work with key stakeholders, government agencies and business partnerships, we have a stronger voice within government and advocating for grants, infrastructure improvements (roads, recreation, water and sewerage) and protecting local environment in the Macleay Valley.

Our challenges

- Ensuring sustainable population growth
- Responding to a changing climate
- Resourcing future water security
- Enabling a cleaner environment
- Enhancing and protecting coastal and water catchments
- Enhancing and protecting bushland and biodiversity
- Supporting and resourcing alternative energy sources

Our opportunities

- Enabling new environmental opportunities
- Supporting new waste technologies
- Working with neighbouring councils on joint regional environmental projects
- Working with other levels of government to resource and develop environmental solutions

³ Council's Profile ID Forecasts the population to grow from 30,341 in 2020 to 34,148 in 2036, or 13.67%, <https://forecast.id.com.au/kempsey>.

DIRECTION 2: OUR ECONOMY

Where we are in 2020?

The Macleay Valley has a strong local economy (\$1 billion+) that is underpinned by a productive agricultural sector, local manufacturers and service sector industries.

There are 10,974 people employed locally, and the three major employing industries are the tourism, health and education, and retailing sectors.

The 2019 community survey showed that the highest value opportunities over the next 10 years were regarded as 'additional and improved services, facilities and infrastructure.' Residents also believe that 'employment, local business opportunities and economic stimulation' were a high priority focus area for Council.

Kempsey is a key local centre providing a variety of essential employment, retail, commercial and community services to a range of inland and coastal townships and villages.

Rural land is used primarily for beef production, dairy farming and agricultural production. Horticulture and fishing are also important value-adding industries.

Tourism is an important employer and provides future economic opportunities in attracting people to stay and enjoy the area.

Major employment industries include health care and social assistance, retail, education and training, accommodation and food services.

Our challenges

- Addressing local workforce capacity and developing local skills base
- Supporting local health care and social services
- Investment attraction building on local strengths and comparative advantages
- Growing a vibrant visitor economy with the potential to prosper with the right infrastructure support, destination management and effective promotion to target markets
- Enhancing Kempsey's reputation through greater awareness and celebration of opportunities and advantages
- Resourcing future infrastructure (e.g water, roads, sewer, etc) to meet community needs

Our opportunities

- Agriculture offers new opportunities for economic growth and development in agribusiness
- Growing established and emerging businesses with support for local business development
- Supporting a vibrant economy and liveable community with a focus on arts, culture, recreation, leisure and sporting events
- Developing indigenous business capabilities



DIRECTION 3: OUR COMMUNITY



Where we are in 2020?

The cultural identity of the community is important in planning. It is shaped by our ancestry, origins, places (towns and villages), environmental features, heritage and infrastructure and the economic history of the area.

The second most valued aspect of living in the Kempsey Shire in 2019 according to the Micromex Research community survey was the 'community feel and being close to friends / family', as well as, the quiet lifestyle and relaxed rural atmosphere.

Places that are important include the Macleay River, and its wide variety of towns and villages shaped by outdoor sports, surfing, boating, bushwalking and lifestyles, small businesses, agricultural production and tourism.

Council's landuse, engagement and planning approaches, and sports and infrastructure strategies provide better avenues for community input and place-based plans.

Our challenges

- Ensuring places respond to the different needs of various age groups, particularly an aging community
- Creating safe and active public places
- Ensuring cultural diversity
- Responding to social isolation to ensure greater connectivity in the community

Our opportunities

- Promoting our indigenous heritage, history and unique culture
- Facilitating cultural and social events to celebrate the area's uniqueness
- Harnessing social networks for community partnerships in the future
- Creating a sense of place and difference in the area
- Building on the influence of sports and recreation in health lifestyles and positive wellbeing in the community in future plans
- Supporting arts, and creative outlets and services

DIRECTION 4: OUR CIVIC LEADERSHIP

Where we are in 2020?

Our community considers that strong leadership via their elected democratic representatives (Federal, State, and Local members) is important in the Macleay Valley going forward. This is especially important in planning to create opportunities and limit challenges for the area in the future.

Critical is the need to lead democratically and involve the community in clear, transparent and accountable governance and decision-making about services and infrastructure.

Implementation of transparent community engagement and governance frameworks, as well as financial sustainability strategies, underpin our recent initiatives.

In the 2019 community survey, the top six 'leadership' aspects that accounted for 44% of key drivers of satisfaction with Council were:

- Financial management (9.3%)
- Council decision making reflecting community opinion (8.6%)
- Provision of council information to the community (8.4%)
- Engaging the community in planning (6.6%)
- Long term planning for the area (6%)
- Opportunity to participate in Council decision making (4.9%)

Our challenges

- Ensuring ongoing future financial sustainability while meeting the community's expectations of service delivery levels
- Demonstrating accountable, transparent, fair and responsible decision making across all levels of government
- Ensuring resources are channelled to the infrastructure and services most needed for the future

Our opportunities

- Continuing partnerships with other neighbouring councils and regional organisations, and various state and federal agencies to deliver infrastructure and services
- Collaborative community engagement in decision making and long term plans



OUR ENVIRONMENT

OUR ECONOMY

OUR COMMUNITY

OUR CIVIC LEADERSHIP

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