2045
YOUR FUTURE

DRAFT

COMMUNITY STRATEGIC PLAN

KEMPSEY.NSW.GOV.AU

KEMPSEY
Shire Council

ACKNOWLEDGEMENT OF COUNTRY

Kempsey Shire Council acknowledges the land of the Thunggutti/Dunghutti Nation.
We pay respect to Elders past and present.
We acknowledge the role of emerging leaders to continue to guide us in the future.
We acknowledge the Stolen Generations and the need to change practices to be inclusive.
This land always was and always will be Thunggutti/Dunghutti land.

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MESSAGE FROM THE MAYOR

Welcome to the updated Community Strategic Plan: 2045 Your Future! This Plan provides a 20-year vision for the Kempsey Shire, informed by ongoing conversations that we have had with people who live, work, and visit here. This is your plan, your future.

20 years is a long time, so this plan evolves to make sure it reflects changes in our community's values and wishes.

We are also required by law to review the Plan at the start of each four-year Council term. It's the perfect time to be looking into the future with our newly elected Council.

In the three years since the Plan was first approved, we have had many conversations and opportunities to connect with and learn what matters most to the people of Kempsey Shire. We've listened and we've ensured your council is delivering on key priorities.

The changes made to the Plan reflect our strong and ongoing commitment to financial sustainability, plus a renewed focus on investing in our young people, safer communities, supporting the local economy, protecting our environment, and prioritising quality engagement with the community.

Kempsey Shire Council is responsible for developing the Community Strategic Plan, but delivering it is a collaborative effort. The Plan, created together, outlines the community's needs, and serves as a resource for all levels of government, community organisations and businesses to understand what the people of Kempsey Shire value and want.

Most importantly, for us at Kempsey Shire Council, the Community Strategic Plan is our master plan, guiding all our other plans and providing a roadmap for tangible progress. Everything we do, all the decisions we make, must consider what you have told us is important for our Shire's future.

On behalf of my fellow Councillors and Council, I thank all our community members who have contributed your views and I encourage your continued involvement with Council to ensure that the Kempsey Shire has a strong future.

I have the greatest pleasure in presenting this Community Strategic Plan: 2045 Your Future!

Thank you,

Mayor Kinne Ring

A VIBRANT AND COHESIVE COMMUNITY SPIRIT

ABOUT THE COMMUNITY STRATEGIC PLAN 2045: YOUR FUTURE

The Community Strategic Plan 2045: Your Future, outlines the community's hopes, aspirations and dreams for the Kempsey Shire.

This is our community's Plan and vision of what we want Kempsey Shire to be in 20 years. Feedback and data gathered from many community surveys, events and organisations has been captured and analysed (by Kempsey Shire Council) to arrive at the long-term priorities for the future of our Shire. The Plan outlined in this document is based on collaboration between all levels of government, local agencies, residents and visitors to the Shire.

It's an important reference tool for all levels of government, community organisations and businesses to plan and deliver their products and services to meet the identified community needs. Although delivery of all the strategies in the Plan is beyond Council's authority, the document is a critical governance tool that sits at the peak of Council's strategic planning framework and provides over-arching direction for the organisation to align delivery of programs, services and investment.

OUR FUTURE IS CONNECTED TO THE PRESERVATION OF OUR ENVIRONMENT

HOW TO READ COMMUNITY STRATEGIC PLAN 2045: YOUR FUTURE

The first part of this Plan is an outline of where we are now, outlining the key statistics that represent our Shire for the purpose of planning and establishing the baseline. Next is the vision for our Shire. A single sentence that is aspirational, memorable and unique to our region. It also articulates the values that are core to our community.

Then, the Plan outlines the four central focus areas that will guide the community towards delivering this vision and address the quadruple bottom line of social, environmental, economic and civic leadership issues. This image helps explain the headings and layout of the tables within the Plan.

Focus Area

The content of the Plan is divided into four key focus areas.

Objective

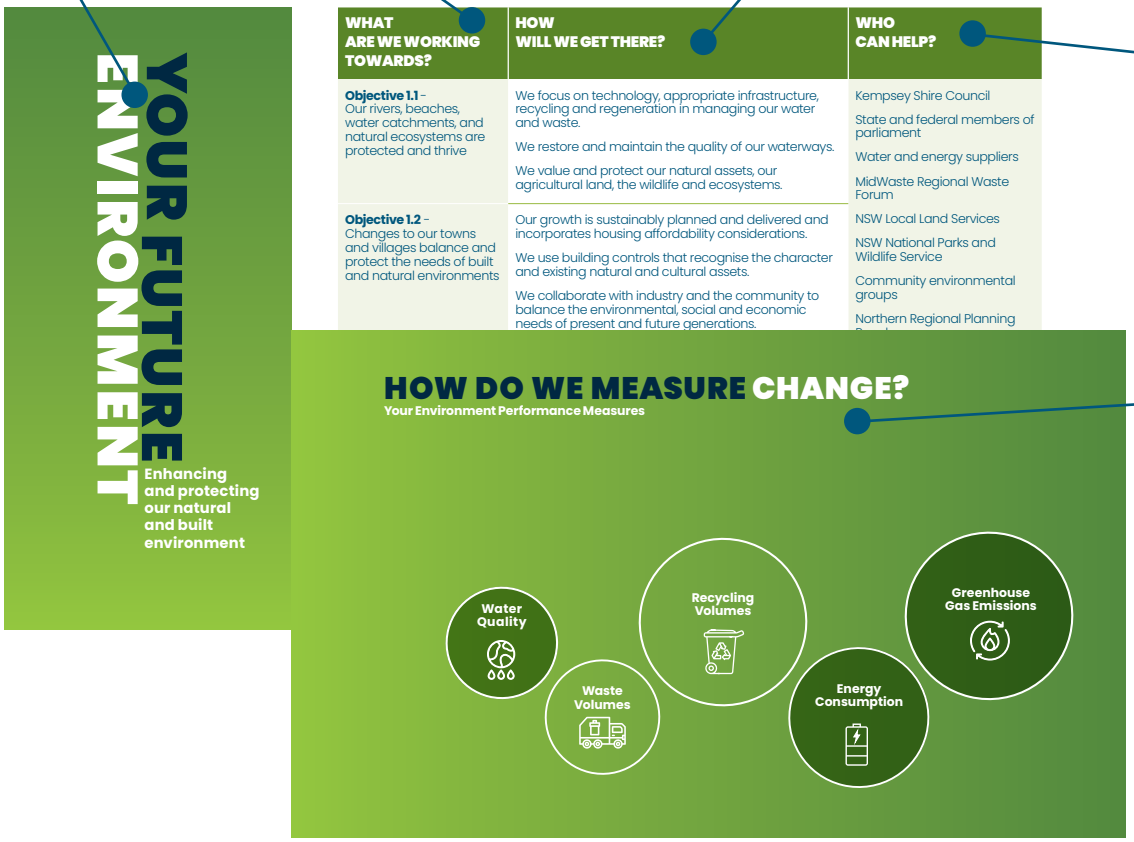
What are we working towards? The long-term aspirational outcome that the community imagines.

Strategies

How will we get there? The activities & actions that will contribute to achieving the objectives.

Partners

Who can help? The Government and non-government organisations that will have a role in delivering the strategies.



Performance Measure

How we measure change. The indicators that will be used to measure whether we are on track to achieve the objectives.

OUR FUTURE IS NOT SOME PLACE WE ARE GOING, BUT ONE WE ARE CREATING

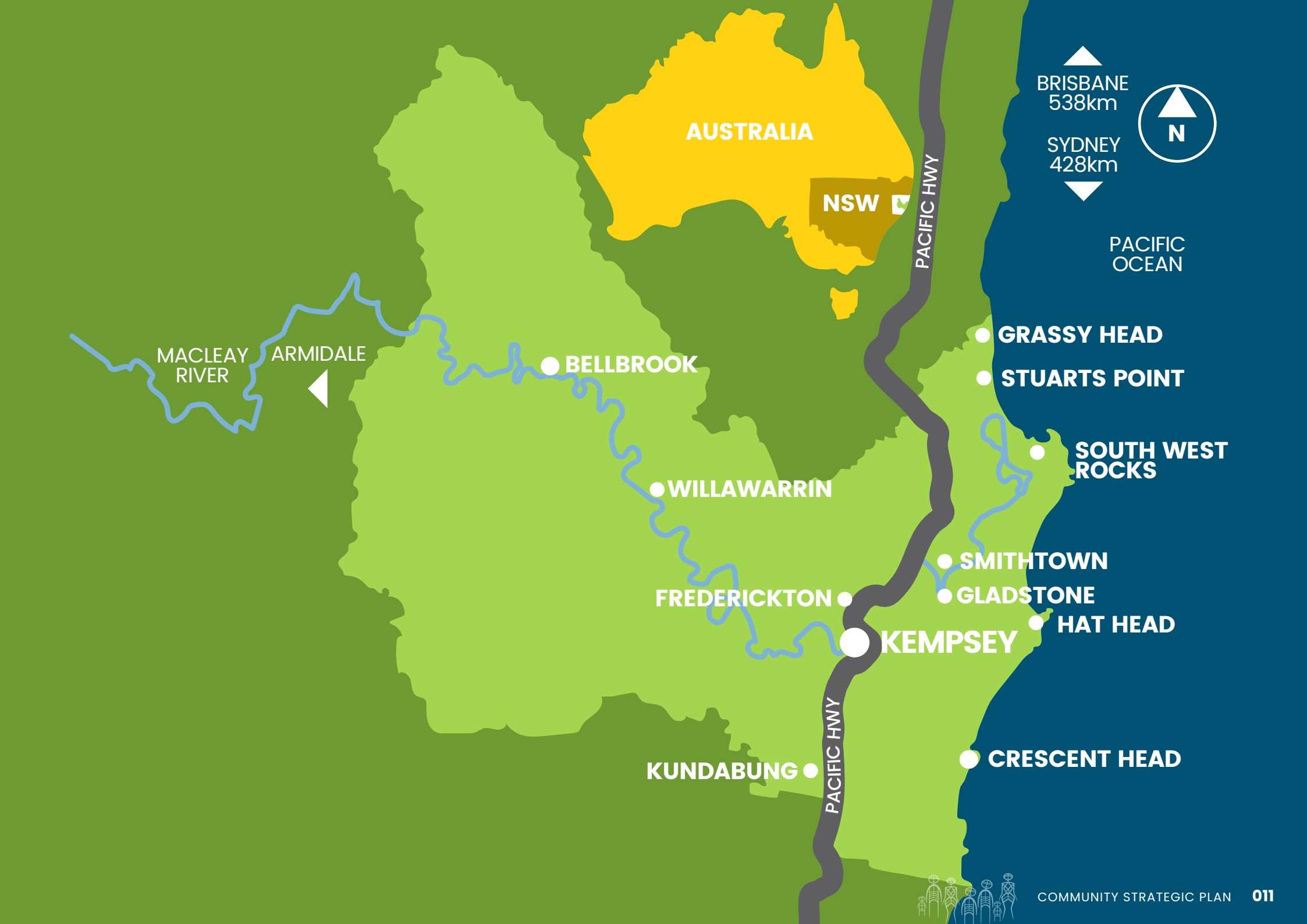
ABOUT THE MACLEAY VALLEY

The Macleay Valley is a place of natural abundance, stunning landscapes, historic settlements, rich character and culture. Flowing down from the Great Dividing Range, through the floodplains to the Pacific Ocean, the Macleay River provides the nutrients, habitat, employment and recreation opportunities, and historical and cultural context for the Shire.

Our Shire is a diverse region, comprising mountain and forested areas, open farmlands, urban areas, coastal beaches and seaside towns. The towns and communities of the Shire are equally diverse. The original inhabitants of this area are the people of the Dunghutti Nation made up of the Dangaddi, Daingatti, Thunggutti and Djunghatti people. The Dunghutti nation is bordered by the Gumbaynggirr in the north, Biripi in the south and Anaiwan in the west. European settlement began in 1827 when Capitan A.C. Innes established a cedar party north of Euroka Creek on the Macleay River. At the heart of the Macleay Valley is Kempsey, the main service town for the community.

Built on the banks of the Macleay River, it continues to be a key centre. Kempsey has the largest residential population and is the principle service centre for the shire, providing higher order administrative, civic, education and health services. The Macleay River is the artery of our community that meanders through rural and urban areas. Whilst core to the valley's development, the river's serenity is sometimes interrupted and the flood prone nature of parts of the valley largely shape distinctive land use patterns and built form. The Shire boasts over 15,000 hectares of National Parks and 79 kilometres of pristine coastline.

The diverse range of individual plant species and vegetation range from coastal heathland to subtropical warm temperate and cool temperate rainforests. This broad variety of habitats support a large diversity of fauna. The Macleay Valley has strong foundations in timber, cattle, dairy and cropping and, in recent years, has witnessed further growth through new and higher-value agriculture production on smaller parcels of land. Our Shire is a single community that represents the coming together over time of many villages, peoples and industries.


AUSTRALIA
NSW
PACIFIC HWY
BRISBANE
538km
SYDNEY
428km
N
PACIFIC
OCEAN
MACLEAY
RIVER
ARMIDALE
BELLBROOK
GRASSY HEAD
STUARTS POINT
SOUTH WEST
ROCKS
WILLAWARRIN
SMITHTOWN
FREDERICKTON
GLADSTONE
HAT HEAD
KEMPSEY
PACIFIC HWY
CRESCENT HEAD
KUNDABUNG

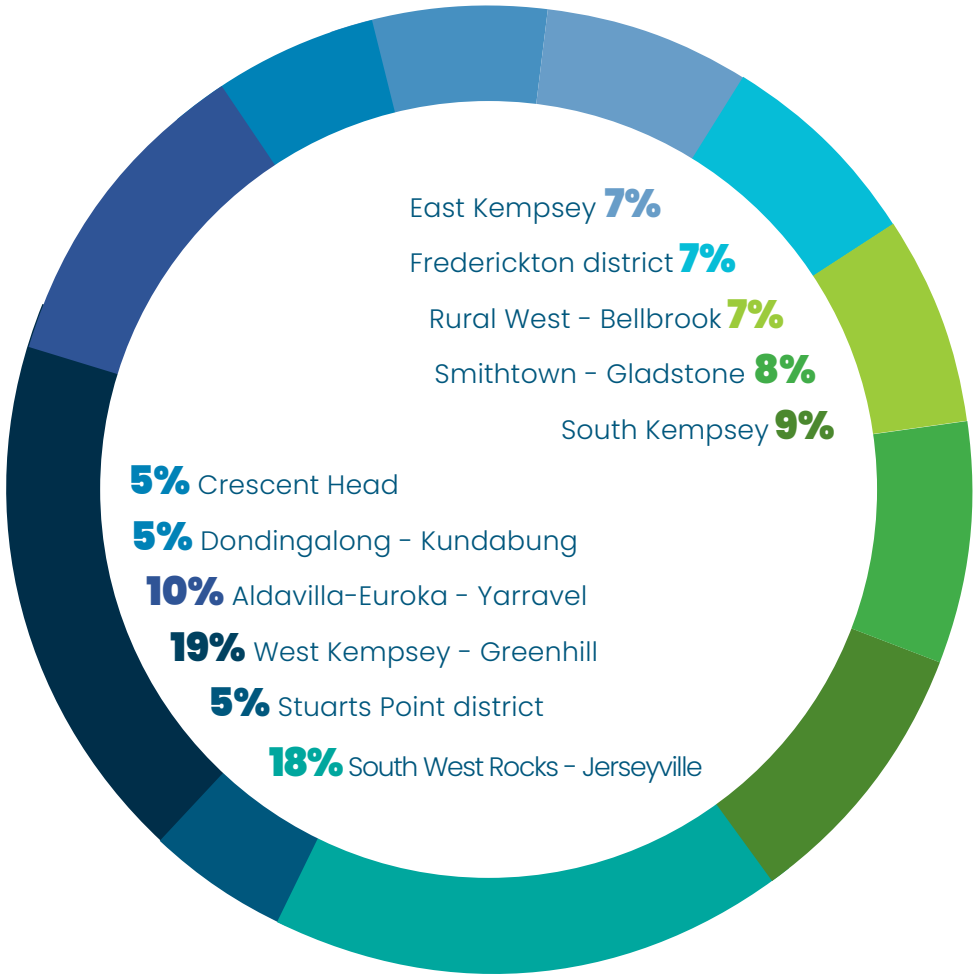
COMMUNITY PROFILE

DEMOGRAPHICS

Population (as at June 2023)	31,453
Median Age	48
People born overseas	17%
Couples with children	30%
Medium and high density dwellings	10%
Couples without children	47%
Indigenous people	13%
Single person households	29%
Households with a mortgage	27%

Source: census 2021, Profile ID / National Economics (NIER) - Modelled Series

WHERE WE LIVE



ABS estimated residential population 2023

ECONOMIC PROFILE

OUR ECONOMY

2022-23

Gross Regional Product
$1.46 Billion

Local Jobs
12,339

Local Businesses
2,440
2023-24

Employed Residents
12,118

TOURISM VALUE

2022-23

Sales
$175 Million

Total Value Added
$84.5 Million

Tourism Workforce
736

LARGEST EMPLOYEE SECTORS

2022-23

Health Care & Social Assistance
18.5%

Construction
13%

Retail Trade
12%

BUILDING APPROVALS

2023-24

Residential
$75.1 Million

Non Residential
$38.9 Million

Source: census 2021, Profile ID / National Economics (NIER) - Modelled Series

DISASTER RISK PROFILE KEMPSEY SHIRE

The landscape of the Macleay Valley is treasured by the community but is a factor in the area being prone to a range of natural disasters. Since November 2009 the NSW Government records 24 natural disaster declarations for the Kempsey Shire, made up of multiple flood, bushfires, intense drought and coastal storms. While the Macleay River, that winds its way through most of the Shire is critical to the agriculture industry and the area's development, it also creates a significant and complex catchment area of 11,500 square kilometres.

Kempsey and the downstream communities of Frederickton, Gladstone and Smithtown are considered among Australia's most high-risk flood impact locations.

The lower Macleay River incorporates approximately 500km² of coastal floodplain fed by numerous other watercourses including Belmore River, Kinchella Creek, Collombatti Creek and Clybucca River, in addition to a number of wetland areas. The towns and villages of Smithtown, Gladstone, Kinchela, Jerseyville, Fishermans Reach and Stuarts Point are situated in the floodplain, with South West Rocks, Hat Head and Crescent Head accessed by roads through the floodplain.

The Australian Disaster Resilience Index, considers eight factors for scoring disaster resilience:

- Social Character
- Economic Capital
- Emergency Services
- Planning and the Built Environment
- Community Capital
- Information Access
- Social and Community Engagement
- Governance and Leadership.

Kempsey is ranked in Group 1 and considered to have a low capacity for disaster resilience, along with 308 areas across Australia where about 3.8 million people live.

Communities in this group may be limited in their capacity to use available resources to cope with adverse events and are limited in their capacity to adjust to change through learning, adaptation and transformation.

Limitations to disaster resilience can be impacted by entrenched social and economic disadvantage, less access to or provision of resources and services, lower community cohesion and limited opportunities for adaptive learning and problem solving.

Understanding these capacities and considering disaster resilience as part of long term community planning can help communities, governments and industry work together to plan, adapt and ultimately fund preparedness ahead of disasters.

Historically, 97% of government disaster funding has been spent on response and recovery, with only 3% on mitigation, adaptation and prevention. Council and the community of Kempsey Shire continue to work with all levels of government and disaster management agencies to understand and plan for the impacts of disasters.

A 2024 review of available data identified 30 existing Kempsey Council strategies and plans that have undergone community engagement and expert development and can be used to help to identify disaster risk reduction needs for the Shire.

Advocating to have these needs met, particularly in context of the NSW State Disaster Mitigation Plan and future Disaster Adaptation Plans being prepared by the NSW Reconstruction Authority, will be a priority over coming years.

Council will continue to work with the lead combat agency to respond to natural disasters, and support recovery efforts. Delivery of council's annual operational plan actions can be impacted by the need to divert council resources during an event. This can also have a significant impact on our ability to deliver the planned services across our 4-year delivery program.

FIONA HARARI
The Weekend Australian May 16, 2020

While a single catastrophe can involve years of recovery, the residents of this shire have dealt with multiple floods, fires, storms and intense drought – only to learn that they were also among the communities most vulnerable to the health implications of coronavirus. With a small population, a lower socio-economic base and a council that relies on outside sources for a considerable chunk of its funds, it sounds like a formula for, well, disaster. And yet somehow Kempsey and its people are still standing.

Council has a proven track record in the preparedness, response and recovery phases of emergency management across a variety of hazards and as such NSW SES is very supportive of measures Council has undertaken to improve community emergency preparedness.
(NSW SES Northern Zone letter of support for grant funding)

COMMUNITY FEEDBACK

Community Strategic Plan 2045: Your future reflects the opinions, values and aspirations of our wide and diverse community, based on thorough review, analysis and interpretation of community engagement, and survey data, legislation and best practice.

In 2021-22, a significant review of the Community Strategic Plan was undertaken over a period of two years which included targeted vision and values exercises, investment in annual quantitively community survey data, assessment of feedback on major strategic planning documents group under 'your future' brand. The engagement and data sources assessed as part of the Community Strategic Plan review include; Micromex Surveys, community catch up series documented since 2018, Why Local Government Matters - Institute for Public Policy and Governance 2019, Regional Development Australia, Housing Action Program 2019 and 2020, Workforce Development Forum Report, North Coast Skills Snapshot 2019, NSW North Coast NSW Employment Strategy and Action Plan, SMART region proposal, Many Rivers Regional Housing Strategic Plan, Department of Infrastructure, Transport, Regional Development and communications - Smart Cities communities of Practice and Smart Cities Plan, Federal Government, National Performance Framework, Final Report 2017, Horizon 2030 Macleay Valley Economic Development and Tourism Strategy, GHD Workshops on flood recovery impacts, Macleay Valley Coast Destination Management Plan 2019-2029, Macleay Valley Coast Marketing Strategy and Tourism Plan 2020-2023, Your Future Places and Spaces - Macleay Valley Community Infrastructure Strategy, Your Future Macleay Growth and Charter - Local Strategic Planning Statements July 2020, Community Strategic Plan Discussion Paper survey responses, and vision and values exercise conducted at community catch up and events over 2021. This engagement work resulted in the Community Strategic Plan 2042: Your Future.

COMMUNITY STRATEGIC PLAN 2045: YOUR FUTURE

Council's are required to review their Community Strategic Plan for each new term of Council. Following the September 2024 local government elections, we moved into a new term of Council, and undertook community engagement activities to check in with the community to understand if things have changed since preparing the previous Plan in 2022.

This engagement included undertaking the 2024 Micromex Community Satisfaction Survey, the Shaping our Future and Council Priorities Survey, face to face engagement sessions in the community and reviewing feedback from previous engagements including Integrated Planning and Reporting submissions and outcomes from the Learning The Macleay 2024 community survey. Any changes in community sentiment have been noted and reflected in this Community Strategic Plan 2045: Your Future.

WHAT HAS CHANGED?

The engagement undertaken in October 2024 to check in with the community demonstrated that the Plan adopted in 2022 was still very relevant, and it highlighted particular priorities for the community in 2024.

These were: concerns around community safety, economic development and local business support, financial sustainability of council, cost of living pressures, and a desire for meaningful community engagement. In addition, the community indicated a desire for a continued focus on ensuring we have adequate infrastructure to support population growth, housing affordability, protecting the natural environment, engaging our youth, arts and culture and sport and recreation opportunities.

WE LOVE OUR COMMUNITY AND WHERE WE LIVE

WHAT THE COMMUNITY WANTS

These statements reflect the sentiments the community expressed through the extensive engagement undertaken in 2021-22. They have been updated to reflect changes identified in the 2024 community engagement check in and provide clear directions and expectations for the future.

WE VALUE

- Natural beauty of the coastal, rural and hinterland environments
- Retaining people in the Valley with access to relevant services and opportunities
- Our diverse cultures, lifestyles and history
- Agricultural, commercial, and industrial opportunities to expand our economy
- Access to built and natural infrastructure to enable active lifestyles
- Relaxed rural lifestyle
- Our physical and emotional connection with the Macleay River

WE NEED

- Homes, infrastructure, and community networks that can withstand natural disasters
- To reflect our heritage and culture in the streets and public spaces
- Greater access to transport, education, health services and affordable housing
- Enterprising businesses and employment generation as a tourism destination
- Collaborative and inclusive decision making and meaningful engagement
- Places and spaces and events where we can participate, connect and inspire
- Opportunities and employment for young people
- To feel safe and included

WE ARE CONCERNED ABOUT

- Whether the built environment retains the local character
- Planning infrastructure that can withstand impacts of climate and population change
- Loss of our green space, natural beauty and biodiversity
- Sustainability of local business and decreased CBD activity
- The quality and maintenance of our roads and infrastructure
- Creating safe places to live, work and visit
- Aging population and services and housing needs for this group
- Cost of living
- Crime and feeling safe in our community

OUR VISION STATEMENT

A vision statement is unlike any other strategic element. It is not comprehensive, it is not measurable and it is not about now. It's a postcard from the future, declaring in a single statement what the community wants to be. Framed in aspirational, forward-thinking language, visions should be creative, ambitious, and have a logical connection to the community. This isn't a road map or a comprehensive list of every desirable outcome, but rather the simplest articulation of the destination our Plan should lead us to.

This vision statement can act as a touchstone to help community organisations make decisions and align their efforts with the community's desires. The 2045 Your Future vision statement was crafted by bringing together the priorities, visions and strengths identified by the community and framing it in plain language that is memorable and unique to our shire.

OUR VISION FOR 2045

FROM THE MOUNTAINS TO THE SEA, OUR PEOPLE ARE GIVEN THE OPPORTUNITIES AND INFRASTRUCTURE TO CREATE A SAFE, SUSTAINABLE AND INCLUSIVE COMMUNITY.

Marrungbu

HOW DO WE GET THERE?

OUR FOCUS AREAS

To achieve our vision for the future, our community is committed to four focus areas:

1. ENVIRONMENT
ENHANCING AND PROTECTING OUR NATURAL AND BUILT ENVIRONMENT

2. ECONOMY
GROWING AND DEVELOPING KEMPSEY SHIRE'S PROSPEROUS ECONOMY

3. COMMUNITY
CREATING AND CELEBRATING A SUPPORTIVE, CONNECTED COMMUNITY

4. LEADERSHIP
VALUED, KNOWLEDGEABLE AND RESPONSIVE LEADERSHIP THAT ENGAGES AND INSPIRES THE COMMUNITY

THE COMMUNITIES OF THE MACLEAY VALUE THE DIVERSE PEOPLE AND ENVIRONMENT THAT GIVE IT DEFINITION

YOUR FUTURE ENVIRONMENT

Enhancing and protecting our natural and built environment

WHAT ARE WE WORKING TOWARDS?	HOW WILL WE GET THERE?	WHO CAN HELP?
Objective 1.1 - Our rivers, beaches, water catchments, and natural ecosystems are protected and thrive	We focus on technology, appropriate infrastructure, recycling and regeneration in managing our water and waste. We restore and maintain the quality of our waterways. We value and protect our natural assets, our agricultural land, the wildlife and ecosystems.	Kempsey Shire Council State and federal members of parliament Water and energy suppliers MidWaste Regional Waste Forum NSW Local Land Services NSW National Parks and Wildlife Service Community environmental groups Northern Regional Planning Panel NSW Department Environment, Industry and Planning Development industry NSW Environment Protection Authority Local Indigenous groups or organisations Community sporting groups NSW Health and Mid North Coast Local Health District Resilience NSW Local and state emergency services
Objective 1.2 - Changes to our towns and villages balance and protect the needs of built and natural environments	Our growth is sustainably planned and delivered and incorporates housing affordability considerations. We use building controls that recognise the character and existing natural and cultural assets. We collaborate with industry and the community to balance the environmental, social and economic needs of present and future generations.	
Objective 1.3 - Everyone has access to healthy and safe lifestyles	We have recreation and play facilities that encourage participation and make the most of our environment. All levels of government work to keep our community safe. Government and business deliver health services that meet population needs.	
Objective 1.4 - The risks of natural hazards and climate variability are recognised, planned for and inform decision making	Our people are prepared for the impact of emergencies. We understand the environmental impact of our personal choices. We maintain our facilities, homes and natural landscape to help minimise the trauma of emergencies.	

YOUR FUTURE ENVIRONMENT

Enhancing and protecting our natural and built environment

HOW DO WE MEASURE CHANGE?

Your Environment Performance Measures

- Water Quality
- Waste Volumes
- Recycling Volumes
- Energy Consumption
- Greenhouse Gas Emissions

YOUR FUTURE ECONOMY

Growing and developing Kempsey shire's prosperous economy

WHAT ARE WE WORKING TOWARDS?	HOW WILL WE GET THERE?	WHO CAN HELP?
Objective 2.1 – A thriving local economy that provides diverse employment for current and future generations.	We offer memorable visitor experiences through a vibrant tourism industry. We encourage investment and opportunities to create local jobs. We encourage innovation and connection to a global economy.	Kempsey Shire Council State and federal members of parliament Destination NSW Destination North Coast Tourism operators and event organisers NSW Department of Industry Local aboriginal groups and organisations Infrastructure NSW Chambers of commerce and business community Regional economic development bodies Education and training providers Community transport providers Transport for NSW Communication technology providers
Objective 2.2 – Local businesses are supported and our central business districts are activated.	Local business are supported and have opportunities to connect. We encourage and foster new technology and innovative ways to do business. Our businesses can adapt to new and emerging opportunities. We work together to activate our central business districts. We empower our indigenous communities to develop business capabilities.	

YOUR FUTURE ECONOMY

Growing and developing Kempsey shire's prosperous economy

WHAT ARE WE WORKING TOWARDS?	HOW WILL WE GET THERE?	WHO CAN HELP?
Objective 2.3 - Entertainment, leisure, arts and culture, sports and education are available across the shire.	We host and develop events that create investment and visitation. We identify opportunities to bring entertainment, leisure, arts, culture, sports and education events to the shire.	Kempsey Shire Council State and federal members of parliament Destination NSW Destination North Coast Tourism operators and event organisers NSW Department of Industry Local aboriginal groups and organisations Infrastructure NSW Chambers of commerce and business community Regional economic development bodies Education and training providers State Library of NSW Community transport providers Transport for NSW Communication technology providers
Objective 2.4 - Quality infrastructure makes it attractive to live in, work in and visit the Macleay.	We plan and invest in transport that serves our future needs and growth. We actively maintain and improve the roads and bridges network. We advocate and seek opportunities to maintain and improve transport network infrastructure. We have the technology and infrastructure that keeps us connected.	

YOUR FUTURE ECONOMY

Growing and developing Kempsey shire's prosperous economy

HOW DO WE MEASURE CHANGE?

Your Economy Performance Measures

- Local Jobs
- Total Tourism Sales and Tourism Value Added
- Changes in Gross Regional Product
- Community Satisfaction with Road Transport Network
- Number of Local Businesses

YOUR FUTURE COMMUNITY

Creating and celebrating a supportive, connected community

WHAT ARE WE WORKING TOWARDS?	HOW WILL WE GET THERE?	WHO CAN HELP?
Objective 3.1 - Our diversity, heritage and creativity are proudly embraced.	A range of government and community services support social inclusion and equity. We acknowledge, celebrate and empower our Aboriginal residents. We acknowledge and celebrate the Macleay River in defining our identity and connections. We maintain a sense of place in our towns and villages, while responding to change.	Kempsey Shire Council State and federal members of parliament Community groups and sporting clubs Volunteer organisations Create NSW Arts Mid North Coast NSW Department of Communities and Justice Department of Social Services Aboriginal organisations and community groups Learning the Macleay Non-government agencies, charities and support services Neighbourhood centres NSW Office of Sport NSW Department Environment, Industry and Planning State Library NSW
Objective 3.2 - Our community has access to facilities and services that will improve their quality of life.	Our public spaces and facilities keep pace with community needs. We work with other levels of government and service providers to ensure support services and lifelong learning experiences for people of all aged and abilities.	

YOUR FUTURE COMMUNITY

Creating and celebrating a supportive, connected community

WHAT ARE WE WORKING TOWARDS?	HOW WILL WE GET THERE?	WHO CAN HELP?
Objective 3.3 - Our community is safe wherever we live, work or spend leisure time.	All levels of government work to keep our community safe. Provision of services to safeguard our community such as surf lifesaving and maintaining CCTV in public areas. Identify opportunities to increase awareness on issues impacting community safety such as road safety campaigns.	Kempsey Shire Council State and federal members of parliament Community groups and sporting clubs Volunteer organisations Create NSW Arts Mid North Coast NSW Department of Communities and Justice Department of Social Services Aboriginal organisations and community groups Learning the Macleay Non-government agencies, charities and support services Neighbourhood centres NSW Office of Sport NSW Department Environment, Industry and Planning NSW Police
Objective 3.4 - Sport, recreation, leisure, arts and culture activities promote strong physical and emotional connections, enhancing our well-being and boosting our quality of life.	We create opportunities for artistic and cultural expression and enjoyment. We maintain facilities and spaces to support sport, recreation and leisure activities across the shire.	
Objective 3.5 - We provide our community with opportunities to develop and actively invest in our young people.	We identify and support opportunities that will develop our community. We partner with others to create and support opportunities for our young people. We support projects, events and programs that are community led.	

YOUR FUTURE COMMUNITY

Creating and celebrating a supportive, connected community

HOW DO WE MEASURE CHANGE?

Your Community Performance Measures

Index of Relative Socio-economic Disadvantage

LGA Crime Rates

Quality of Life Measure

YOUR FUTURE LEADERSHIP

Valued, knowledgeable and responsive leadership that engages and inspires the community

WHAT ARE WE WORKING TOWARDS?	HOW WILL WE GET THERE?	WHO CAN HELP?
Objective 4.1 - Authentic and meaningful community engagement builds trust and informs evidence-based decision making.	We provide and participate in genuine community engagement opportunities to inform decision making. We use research and data to effectively advocate and respond to the needs of our community, across all levels of government. The community has a greater understanding of Council planning, project and service delivery, as well as how decisions are made.	Kempsey Shire Council State and federal members of parliament Independent Pricing and Regulatory Tribunal NSW Premier's Department Community and business leaders Office of Local Government Mid North Coast Joint Organisation Councils Country Mayors Association NSW Local Government NSW
Objective 4.2 - Community and council leadership creates pride in our valley and its reputation.	Leaders in government and community collaborate, sharing knowledge, opportunities and solutions. We identify and embrace opportunities to work with regional partners. We support a culture that values achievement, innovation, safety and cultural diversity. Council's workforce, service and project delivery provide value for money and are delivered within a strong governance framework.	
Objective 4.3 - Financial sustainability and operational efficiency is prioritised, balancing service delivery with affordability.	We provide strong corporate and financial management that is ethical, fair and accountable. We manage council's assets to meet the needs of the current and future community. We encourage a culture of continuous improvement.	

YOUR FUTURE LEADERSHIP

HOW DO WE MEASURE CHANGE?

Your Leadership Performance Measures

Overall Satisfaction with Council

Participation and Engagement in Civic Leadership

Reach of Council Education and Information Services

Council's Workforce Profile

Assessment of Council's Financial Sustainability

Valued, knowledgeable and responsive leadership that engages and inspires the community

HOW CAN YOU HELP MAKE THE PLAN A REALITY?

- join a community group or committee
- advocate to improve your community
- attend and support local cultural venues, events and activities
- as a community, celebrate our successes
- become an organ donor
- become a volunteer
- develop leadership skills in young people
- do regular exercise
- get involved in sporting and recreational activities
- get to know your neighbours
- give blood
- run as a candidate for council
- have fun in our public spaces
- keep your neighbourhood clean and tidy
- learn about local history
- learn some Danghatti language
- learn a new skill
- look out for others
- observe the speed limit, keep to 50km/hr in local neighbourhood streets
- plant a tree
- promote multiculturalism
- contribute to community disaster planning and preparedness
- put your elderly neighbour's bin out
- recycle
- support local events and festivals
- walk or ride around your neighbourhood

PLANNING FOR THE FUTURE ENABLES US TO LIVE FOR TODAY

HOW DOES THE COMMUNITY STRATEGIC PLAN 2045: YOUR FUTURE FIT IN?

Together, we have developed an ambitious long-term vision that deserves commitment. While Council has a custodial role in initiating, preparing and maintaining our Community Strategic Plan, and is the only stakeholder required to report on the progress, Council is not wholly responsible for its implementation.

It is a plan which sets the direction for the whole of the Shire. All of our community, including government agencies, business, the not-for-profit sector and our residents have a role in its success.

Without the contribution of the partners identified in the Plan, and our wider community, we will be unable to achieve the vision for the future of Kempsey Shire.

COUNCILS ROLE

There are different roles that council plays in helping deliver the plan which includes:

Provider
Council provides services, facilities, infrastructure and programs to meet the long term goals of our community

Collaborator
Council partners with other organisations to deliver outcomes for the community

Leader
Council plans and provides direction, identifies issues and mobilises stakeholders

Advocate
Council advocates on behalf of our community and provide a collective voice

ALIGNMENT WITH STATE AND REGIONAL PRIORITIES

Under NSW legislation councils are required to develop a Community Strategic Plan to create a whole of community vision so that council and the community are all working in the same direction.

The goals and strategies in Community Strategic Plan 2045: Your Future have been developed to align with and reflect principles that are relevant to a broad range of national, state and local plans.

GLOBAL AND NATIONAL

The Net Zero Plan Stage 1: 2020-2030

United Nations Sustainable Development Goals (2015)

Paris Agreement (2015)

Measuring What Matters: Australia's First Wellbeing Framework

National Digital Economy Strategy 2030

The 2024 Australia's Strategy for Nature 2024-2030

Australia's Disability Strategy 2021-2031

Australia's Circular Economy Framework

National Waste Policy and Action Plan

Infrastructure Australia Plan

STATE AND REGIONAL

Hastings Macleay Regional Economic Development Strategy

North Coast Regional Plan 2041

Premier's Priorities

NSW Women's Strategy 2023-2026

The Ageing Well in NSW: Seniors Strategy 2021–2031

NSW Carers Strategy 2020-2030

NSW Environment Protection Authority Strategic Plan 2024-29

Mid North Coast Joint Regional Organisation strategic priorities

Mid North Coast Local Health District Strategic Plan 2022-2032

North Coast Regional Water Strategy

NSW State Emergency Service Strategic Plan

Future Health: Guiding the next decade of health care in NSW 2022-2032

State Infrastructure Strategy 2022-2042

Future Transport Strategy

NSW Health Strategic Directions

State Plan Housing 2041

North Coast Climate Change Snapshot

North Coast Destination Management Plan 2022-2030

Regional Strengths and Infrastructure Gaps Report

NSW Climate Change Adaptation Strategy

LOCAL

Kempsey Council's Policies, Strategies and Plans including:

Horizon 2030: Macleay Valley Economic and Tourism Development Plan 2019

Macleay Valley Coast Destination Management Plan 2019-2029

Your Future Macleay – Places and Spaces, Community Infrastructure Strategy

Long-term Renewable Energy and Water Strategy

Biodiversity Strategy

Engagement and Community Participation Strategy

Disability Inclusion Action Plan

Reconciliation Action Plan

Macleay Valley Sporting Strategy

Flood studies – CBD and Lower Macleay

Coastal Zone Management Plan

Various local development strategies and management plans

20 Year Vision and Local Strategic Planning Statement

Sustainability and Resilience Strategy

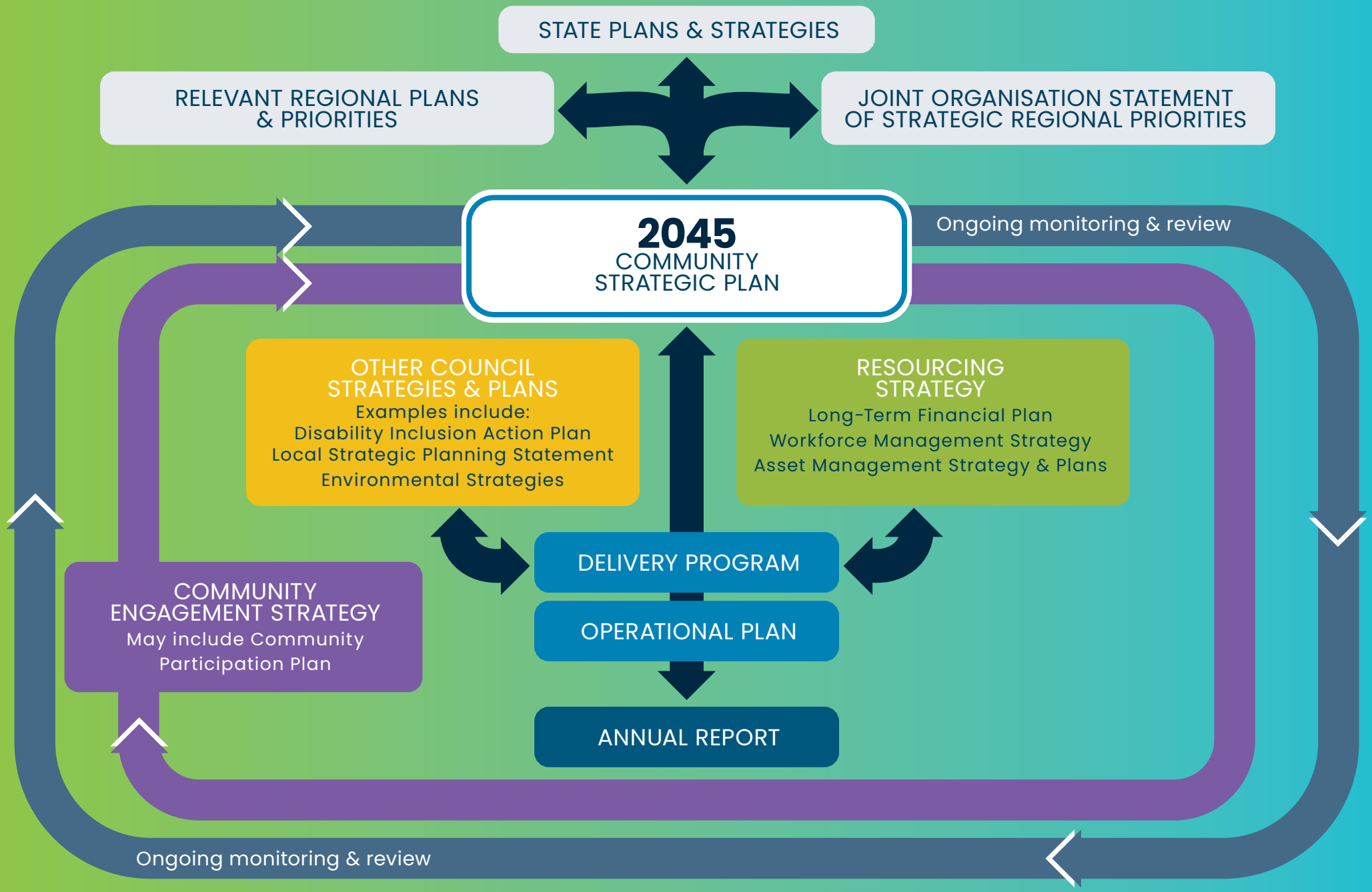
THE STRATEGIC PLANNING OF EVERY COMMUNITY LIES IN CAPTURING THE PASSION, IMAGINATION AND RESOURCES OF ITS PEOPLE

ACCOUNTABILITY

The plan also provides a way for council to be accountable to the community and the NSW Government. Each Community Strategic Plan, including this one, is reviewed in the year following a local government election, and a report on the progress of implementation of the plan is presented to the outgoing councillors at the end of their term.

The relationship between this Plan and the other key Council planning documents is demonstrated in the Integrated Planning and Reporting Framework diagram to the following page.

THE PAST GAVE US EXPERIENCE AND MADE US WISER SO THAT WE CAN CREATE A BEAUTIFUL AND BRIGHTER FUTURE


STATE PLANS & STRATEGIES
RELEVANT REGIONAL PLANS & PRIORITIES
JOINT ORGANISATION STATEMENT OF STRATEGIC REGIONAL PRIORITIES
2045 COMMUNITY STRATEGIC PLAN
Ongoing monitoring & review
OTHER COUNCIL STRATEGIES & PLANS
Examples include:
Disability Inclusion Action Plan
Local Strategic Planning Statement
Environmental Strategies
RESOURCING STRATEGY
Long-Term Financial Plan
Workforce Management Strategy
Asset Management Strategy & Plans
COMMUNITY ENGAGEMENT STRATEGY
May include Community Participation Plan
DELIVERY PROGRAM
OPERATIONAL PLAN
ANNUAL REPORT
Ongoing monitoring & review

KEMPSEY
Shire Council

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2045/CSP