KEMPSEY
Shire Council

Macleay Valley 2036
Community Strategic Plan
June 2017

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MESSAGE FROM THE MAYOR

I am proud to present the Kempsey Shire Community Strategic Plan, our vision for the Macleay Valley over the next 20 years.

This valley has a rich history and vibrant community, which the Community Strategic Plan supports and builds upon to ensure a bright future.

This plan has been designed to set our sights on what we really want as a complete and fulfilled community, it is designed as a guide, a map, a blueprint of what we have outlined we want this community to look like and to live in and how we are going to go about achieving this.

I thank our community for their involvement and valuable input in the extensive consultation process which has taken place in developing this plan. The community engagement, feedback, and participation, which has been achieved over the last several years has formed the basis of the Kempsey Shire Community Strategic Plan.

In approaching this task we found a generous and responsive community who have thought about what they want not just today but for future generations.

By working together as a connected council and community I am confident we will achieve our shared vision for the future of our Valley detailed in this comprehensive document.

Liz Campbell
Mayor of Kempsey Shire

OUR COMMUNITY'S VISION

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 COMMUNITY'S VALUES

BEING HEALTHY

- Living a rich and fulfilling life
- Living in a healthy environment

BEING WEALTHY

- Having a rich and valuable culture
- Having wealthy of experience
- Having finances to support the lifestyle that makes us happy

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 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

DEFINING THE FUTURE

There is no doubt that the world is rapidly changing. New technologies, faster travel, more information, the growing population, changing demographics and environmental concerns means it is all at once an exciting, scary and shrinking world.

Our community will be affected by both global and local changes. The recent opening of the Pacific Highway bypass of our major town Kempsey, is an example of a change for which the impact still will be felt over the ensuing decades.

As we move through these changes, it is evident that we need to work together with a common vision for our future to take advantage of our opportunities to prosper. Our values have been identified to help guide us towards where we want to be in 2036. They set what is important so that we know what we are aiming to achieve.

This plan has been developed by Kempsey Shire Council to highlight the values and longer term aims of the Macleay Valley community and map out strategies to make this community's vision for the future a reality.

Whilst Council may be the leader in moving towards these outcomes it is evident that Council alone cannot achieve the vision without the strong support of broader regional, state and national partnerships. Council serves as an advocate for its community in voicing the community's vision and developing ways of achieving this.

PLANNING FRAMEWORK

We recognise that for most people you are interested in what is planned to be done. So details of how we got here, and how this plan fits within an overall framework, can be found towards the back of this document.

Outcomes

Following from the consultations that have been undertaken a number of goals have been identified which will show the community's values. For each value, the determinates or definition of what makes up that value is identified. These determinates have then been used to identify strategies that can move the community to where it needs to be in the future.

CORE VALUES OF THE MACLEAY VALLEY

Healthy - We value being healthy

This means:

- Having health that allows people to do the things they enjoy
- Having health that does not limit people from earning a living
- Not suffering from ill health
- Living a long and fulfilling life
- Living in a healthy environment
- The environment being in a healthy state.

The things that determine health in the community are:

Biodiversity: Increased biodiversity leads to improved environmental health. This can take the form of increased variety or the amount of space available for the environment. Increased biodiversity improves the health outcomes for various flora and fauna.

Earnings: Access to funds improves health outcomes in a similar way to education. These two determinants are closely linked together. Higher earnings also allows people more ability to engage in healthy recreational pursuits, which has improved health outcomes.

Education: Levels of education have been shown to relate to the level of health within that community. This has the aspect of education provided for increased employment opportunities and higher wealth leading to increased access to good diets and preventative medical care. Education also has the aspect that increased education about actions that can be taken by people to improve their health leads to a higher portion of people acting in healthy ways.

Environment: The environment we live in can impact on our health. One aspect is where there is pollution in the environment this can have a negative impact on health outcomes. Another aspect is that if the environment supports healthy activities, such as active recreation, this can improve health outcomes.

Pollution: The level of pollution impacting on the environment determines the ability of the environment to cope with stress. Reducing the impact of pollution allows the environment to improve its health.

Self Esteem: The way in which people view themselves affects health outcomes. People with a lower sense of worth are less likely to actively seek to maintain their health.

The strategies to retain or improve health are:

Plan for and provide infrastructure that encourages and allows for active lifestyles (HS-01)

Reason for strategy selection: A large factor in whether people undertake healthy activities is the built environment and access to the natural environment. This strategy is targeting the need to have infrastructure in place that encourages and promotes healthy life choices. It also covers the ability to maximise the use of the natural environment, as this has been a key driver identified through the community of its healthy lifestyle choices.

Significant infrastructure is already in place and planning for replacement or upgrades needs to include a focus on encouragement of healthy lifestyle choices. Increased levels of activity are seen as a key action in reducing preventable illness and increasing the length of lives of people in the community.

Provide education around healthy lifestyle activities (HS-02)

Reason for strategy selection: Increasing earnings will be a long term change. In the shorter term improving people's understanding of how they can change their behaviour to improve their heath can impact on the health outcomes of the current community. The areas of high preventable illness are linked to poor diet and active lifestyles, which this strategy would seek to address.

Goals targeted by strategies:

Goal	Outcomes
Average Age Expectancy:	Increases
Level of preventable illness	Decrease
People engaged in physical activity	Increases

Restore damaged environments and removal of environmental threats (HS-03)

Reason for strategy selection: The natural environment plays a large role in people enjoying active lifestyles. It also has a large role in reducing stressors, leading to healthier lives. To achieve the goals of the community there is a need to protect and enhance the natural environment.

Use planning controls to ensure that environmental impacts do not negatively affect lifestyle (HS-04)

Reason for strategy selection: The environment is considered a highly important aspect of life in this community and is integral to the chosen lifestyle. The environment can be impacted heavily upon if the long term impacts of changes are not considered properly. This strategy is aimed at activities and programs to ensure that the changes that are occurring are factored in and the impacts are all fully assessed. This will ensure that the correct balance between development and the environment can be achieved.

Minimise risk to the community's health (HS-05)

Reason for strategy selection: A number of activities create potentially great impacts on human habitation and the environment. Active management to ensure this does not occur leads to longer term health of the population and the environment.

Goals targeted by strategies:

Goal	Outcomes
Biodiversity Health	Increases
Level of air pollution	Maintained
Macleay River Health	Increases
Estuary Health	Increases
Level of preventable illness	Decreases

The health related goals for our community are:

Goal	Councils Role	External Stakeholders
Low number of people reporting that health issues prevent them from living the lifestyle they want (HG-1)	• Control • Influence	• NSW EPA • NSW Health • Allied Health Providers • NSW Transport • Community Transport
Rate of potentially preventable hospital admissions at NSW state average (HG-2)	• Control • Influence	• NSW Health • Allied Health Providers • Cancer Council • Heart Foundation • Alzheimer's Foundation • Education Providers
Average age expectancy at birth equals NSW state average (HG-2)	• Influence	• NSW Health • Allied Health Providers • Cancer Council • Heart Foundation • Alzheimer's Foundation • Education Providers
Biodiversity health of land above intermediate status (HG-3)	• Control • Influence	• CMA • Local Land Services • NSW EPA • Local land holders
Macleay River water quality meets benchmarks (HG-3,4.5)	• Influence	• CMA • Local Land Services • NSW EPA • Local land holders • NSW NP&WS
Beaches/estuaries rated as Good or Very Good under NSW Beachwatch Program (HG-3,4,5)	• Control • Influence	• NSW Tourism • NSW EPA • NSW Surf Life Saving • Local community

Wealthy - We value being wealthy

This means:

- Earning enough money to afford the lifestyle that makes us happy
- Being able to afford the basics that improve our lives
- To have a rich and valuable culture
- To have a wealth of experience.

The things that determine wealth in the community are:

Earnings: Access to funds improves wealth outcomes in a similar way to education. These two determinants are closely linked together. Higher earnings also allow people more ability to provide better education for their dependants, providing for intergenerational improvements in wealth. Earnings also allow people to take part in more cultural activities and a wider range of experiences.

Education: Levels of education have been shown to relate to the level of wealth within that community. This has the aspect of education provided for increased employment opportunities and the ability to acquire higher paid jobs due to holding skills that are in demand.

Experience: To gain well rounded wealth in all aspects people need to have had a range of experiences. These can relate to work, cultural or more general experience. Exposure that experience gives provides people with more respect for others and a higher level of innovation and acceptance of change.

Community Involvement: Unless people are involved in the community they will not feel part of a strong culture. The extent of community interaction also determines the culture that is in existence within the community without interaction we do not gain shared experiences or beliefs.

Opportunity: People cannot gain wealth without opportunities. Opportunity can manifest itself in a number of ways, such as employment, having access to a rich environment or retaining culture so others have the options to access it now and in the future.

The strategies to retain or improve wealth are:

Build a positive and strong community culture (WS-01)

Reason for strategy selection: Feedback from the community indicates that there is not seen to be a strong positive culture. While there are many positive aspects to the community's culture, these are not the primary image community has of itself. There is a need to reinforce the positive aspects of the community and develop ways to support the community in removing negative.

This strategy includes interaction and involvement between the different segments of the community to build cohesion across various subcultures, where there are currently divisions.

Encourage cultural development within the community (WS-02)

Reason for strategy selection: Retention of culture and the exposure and involvement of people in cultural activities is seen as important in building a community that has a wealth of positive experiences. This is seen as valuable in giving the community a well-rounded viewpoint and exposure to new and different things. It may take the form of developing culture in the area or allowing people to experience other cultures and environments so that they bring back new knowledge and skills that can be used by the community.

Goals targeted by strategies:

Goal	Outcomes
High involvement in the community	Increases
Culture Important and Valuable	Increases

Improve employment opportunities (WS-03)

Reason for strategy selection: Provision of better quality employment opportunities and a growth in employment options is an essential requirement for a community to prosper. The data available shows that the percentage of the working age population in employment is well below what is considered sustainable and this strategy has directly addressed this issue.

Increase formal education levels within the community (WS-04)

Determinant Targeted: Education, Earnings, Experience.

Reason for strategy selection: Education underpins the ability to earn, which will in the long-term provide the community with skills to access the core requirements for healthy lifestyles, being a good diet, preventative medical care and active lifestyles.

Increase value of production (WS-05)

Determinant Targeted: Earnings.

Reason for strategy selection: A fundamental driver to an economy is the wealth that it can create from its natural products or by value adding to other products it imports. Maximising the natural advantages that the area provides is seen as a key method of improving the wealth of the community. Our largest natural advantages lie in agriculture and tourism, however. they are not generally in the high market value area. Ensuring that local business has the ability to tap into larger markets is also covered under this strategy. Businesses in the Mid North Coast have been identified as small, as such, there is a need to find ways to ensure growth into larger markets.

Goals targeted by strategies:

Goal	Outcomes
Average Business Earnings	Increases
Average Wage and Salary Earnings	Increases
Households earning less than $1,000 per week	Decreases
Strong Workforce Participation	Increases

The wealth related goals for our community are:

Goal	Councils Role	External Stakeholders
Average Business Earnings at non-Sydney average for NSW (WG-5)	• Influence	• Businesses • Dept. Industry & Investment • NSW Premier & Cabinet • Education providers • Training Providers • NSW Tourism • Regional Tourism Organisation • Regional Development Australia • Federal Govt. DEEWR • AusIndustry
Average Wage and Salary Earnings Rank at non-Sydney average for NSW (WG-5)	• Influence	• Education providers • Training providers • Dept. Industry & Investment • Regional Development Australia • Federal Govt. DEEWR
Percentage of households earning less than $1,000 per week (WG-5)	• Influence	• Education providers • Training providers • Dept. Industry & Investment • Regional Development Australia
Have strong participation in the workforce (WG-1,2,3)	• Influence	• Education providers • Training providers • Dept. Industry & Investment • Regional Development Australia • Employment Placement Providers • Centrelink • Community Groups • Local Business • Federal Govt. DEEWR

Goal	Councils Role	External Stakeholders
The size of the workforce continues to grow (WG-5)	• Influence	• Education providers • Training providers • Dept. Industry & Investment • Regional Development Australia • Employment Placement Providers • Centrelink • Community Groups • Local Business • Federal Govt. DEEWR
Value of production increases above State average (WG-5)	• Influence	• Dept. Industry & Investment • Dept. Primary Industry • Regional Development Australia • Federal govt. DEEWR • AusIndustry
Unemployment rates be at non-Sydney levels (WG-5)	• Influence	• Education providers • Training providers • Dept. Industry & Investment • Regional Development Australia • Employment Placement Providers • Centrelink • Community Groups • Local Business • Federal Govt. DEEWR
Average wealth increase to non-Sydney average for NSW (WG-5)	• Influence	• Education providers
That the community experiences a positive feeling of well-being (WG-2)	• Control • Influence	• Community groups • Local business • NSW Health Services
High involvement in community through volunteering (WG-2)	• Control • Influence	• Community groups • Media

Goal	Councils Role	External Stakeholders
Most people see the communities culture as important and valuable (WG- 1,2)	• Control • Influence	• Local businesses • Tourism bodies • Community groups • Local Art Associations • Aboriginal organisations • NSW NP&WS

Connected - We value being connected

What this means:

- People are involved in their community
- People treat others with courtesy and respect
- People support and assist others in the community
- People have a range of options to become involved in community activities.

The things that determine being connected in the community are:

Earnings: Increased earnings allow people to take part in increased activities.

Education: Higher levels of education allow people to have more skills and knowledge about how to do things in the community.

Self Esteem: The way in which people view themselves affects how they interact with others in their community. The level of self-esteem of the community impacts on whether people have the confidence to interact with others and the degree of involvement they would be comfortable with.

Belief Systems: The preconceptions and beliefs of the community play a large part in sociability. It often sets boundaries on what people are willing to do.

Places: Being connected cannot exist without places for it to occur in. Places can range from a room to an area, but are essential to allowing connections to occur. Places are another way of ensuring opportunity. It is not only how many, but also how those places meet the needs of the community.

The strategies to retain or improve connections are:

Create a range of meeting places for the community (SOS-01)

Reason for strategy selection: Effective places for people to live are an essential aspect of any good community.

Create a shared social view (SOS-02)

Reason for strategy selection: Many reasons for disharmony are based around people's difference of opinions on what is normal and acceptable behaviour. We are now in rapidly changing cultures and this means that different parts of the community have developed different ways of acting. There is seen to be a need to ensure that all of the community understands the other parts and that there develops a shared understanding of what the acceptable community norms are.

Include social behaviour as a part of education (SOS-3)

Reason for strategy selection: People's behaviour is learned. It is learned as part of their upbringing, both from their immediate and wider communities. Placing a higher focus on educating youth as to the acceptable ways to act as part of the public society gives the next generation a better understanding of the impacts of their behaviours and will help build a shared model of desirable ways of interacting in the broader society.

Provide opportunities for people to be involved in the community (SOS-04)

Reason for strategy selection: People need options that they find suits them. Unless there are a range of ways and types of opportunities, even if the community wants to, they cannot interact well.

Goals targeted by strategies:

Goal	Outcomes
60% of population are active members of community groups	Increases
Percentage of population volunteering	Increases
Level of negative social incidents equivalent to State average (rate per 100,000)	Decreases
People have attended a community event in the last six months	Increases
Level of negative social incidents equivalent to State average (rate per 100,000)	Decreases
Level of negative social incidents equivalent to State average (rate per 100,000)	Decreases

The connected related goals for our community are:

Goal	Councils Role	External Stakeholders
60% of population are active members of community groups (SOG-1)	• Influence	• Community groups • RFS / SES • Non for profit organisations
Percentage of population volunteering is at state level average (SOG-2)	• Influence	• Community groups • RFS / SES • Non for profit organisations
60% of people reporting a neighbour providing a favour in last six months (SOG-3)	• Influence	• Media • Community groups
Level of negative social incidents equivalent to state average (rate per 100,000) (SOG-3)	• Influence	• NSW Police • Neighbourhood groups • PCYC • Crime prevention agencies
50% of people have attended a community event in the last six months (SOG-4)	• Control • Influence	• Community Groups • Businesses • Community Organisations

Safe - We value being safe

What this means:

- People feel safe in their homes
- People feel safe in public areas
- People are not unduly affected by anti-social behaviour and crime
- The risk of accidents are minimised
- Our community is prepared and resilient to emergency events such as floods and fires.

The things that determine safety in the community are:

Education: Levels of education have a direct relationship to the level of crime and anti-social behaviour in a community. The better educated the community becomes in areas of formal education, awareness and access to information improves outcomes in terms of employment opportunities, hence reducing the need for crime, and the capacity to plan for anticipated events such as floods and fire emergencies. The better informed the community becomes the more robust planning outcomes eventuate.

Wealth: The more wealthy a community becomes in terms of experience and access to resources the more resilient it becomes. Education begets employment opportunities, access to information allows for preparedness for natural events. The more resources afforded a community, provides opportunities to participate and enable people to do the things they want to do.

Community Engagement: An active and engaged community has direct involvement in future planning. Participation through volunteering and planning supports household plans and place making activities for public and private areas. Active participation also supports the reduction in anti-social / crime related activities through looking out for neighbours, community spaces and increased ownership of communal space.

The strategies to retain or improve safety are:

Build community resilience for, during and after emergencies (SAS-01)

Reason for strategy selection: Events such as floods and fires have social and economic impacts on the community. Well prepared households reduce the impacts of these events, including loss of life and livelihood.

Implement systems to minimise and mitigate the impact of disasters (SAS-02)

Reason for strategy selection: Events such as floods and fires have social and economic impacts on the community. Preparation and systems that minimise the impacts of these events can save lives and property.

Goals targeted by strategies:

Goal	Outcome
Households have emergency flood / fire plans in place	Increase

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Increase education levels within the community in Crime Prevention through Environmental Design (CPTED) (SAS-03)

Reason for strategy selection: Education is the foundation for employment opportunities and positive life outcomes. Active participation in education and skills development has a direct impact on the incidence of crime and anti-social behaviours. An informed community has capacity to mitigate the impacts on crime through environmental design in both domestic and public forums. A community that works together creates vibrant public spaces, reducing the opportunity for crime related activities.

Promote a sense of community and no tolerance to crime and anti-social behaviour (SAS-04)

Reason for strategy selection: Community acceptance of crime related behaviour condones the activity. Turning a blind eye gives offenders permission to treat the community in a negative way.

CONT….

Provide education on accident minimisation (SAS-05)

Reason for strategy selection: Accidents have a significant social and economic impact on the community. Providing the community with resources to minimise risks and increase awareness will have positive outcomes in reducing the frequency of accidents.

Provide vibrant public spaces owned by the community (SAS-06)

Determinant targeted: Community Engagement.

Reason for strategy selection: Community participation in the creation and development of public spaces generates a sense of ownership. Ownership as opposed to maintenance of public areas generates opportunities to effectively use these spaces for social gatherings and events. Increased use of public space increases a feeling of safety and reduces the opportunity for crime.

Work with various agencies to reduce the incidence of crime (SAS-07)

Reason for strategy selection: Ongoing support from NSW Government agencies in reducing incidences of crime is essential. These include NSW Police, Department of Education, and Attorney General. A whole of government integrated approach to reducing and responding to crime is necessary. Members of the public play an essential role in reducing crime through reporting incidents and information to authorities.

Goals targeted by strategies:

Goal	Outcome
85% people feel safe in their homes	Increase
85% people feel safe in public areas	Increase
The number of crime incidents is equal to or lower than the State average	Decrease
The number of accidents resulting in death or permanent disability is equal to or lower than the state average	Decrease

The safety related goals for our community are:

Goal	Councils Role	External Stakeholders
85% of people feel safe in their homes (SAG-1)	• Influence	• Crime Prevention agencies • Community Groups
85% of people access and feel safe in public areas (SAG-2)	• Control • Influence	• Crime Prevention agencies • Community Groups • Sporting clubs
The number of crime incidents is equal to or lower than the state average (SAG-3)	• Influence	• Crime prevention agencies
The number of accidents resulting in death or permanent disability is equal to or lower than the state average (SAG-4)	• Control • Influence	• Roads and Maritime Services • Dept. Primary Industries • NSW Surf Life Saving • Education providers • Sporting Clubs
50% of households have emergency flood / fire plans in place (SAG-5)	• Influence	• NSW SES • NSW RFS • NSW Fire & Rescue • Businesses

WHAT OUR RESULTS WILL BE:

In the next 20 years through effective partnerships and leadership we will have prosperous and vibrant communities that attract investment, wealth, culture where we live in harmony and look after each other. We will have:

- A community that has the opportunity to be involved in decision making
- Open, meaningful and diverse communication between decision makers and the community they represent
- Partnerships and collaborative projects that meet the communities expectations and needs
- Community hubs which provide access to services and social connections
- Available and accessible preventative health and medical services
- A healthy and active community that is supported by recreational infrastructure and natural assets
- A safe, caring and connected community
- A strong community that is able to identify and address social issues
- Community sponsored and participation in events, programs, festivals and activities
- Greater availability of educational opportunities
- Business and industry training and education facilities sustain our growth
- Increased employment opportunities
- Wealth generating business and social enterprises
- A community that is prepared for natural events

HOW WILL OUR PROGRESS BE REPORTED?

The Community Strategic Plan (CSP) is not solely a Council plan. In fact the plan belongs to the whole Macleay Valley community. Council does have a legislative responsibility to guide and influence its implementation with other partners.

Part of that responsibility is to report progress back to the community which will be done through the following:

- Six monthly reporting on the implementation of the Delivery Program,
- The Annual Report process assessing the achievements of the Delivery Program at the end of each year, and
- An “End of Term Report” outlining the achievements in implementing the Community Strategic Plan which is at the end of the elected Council term.

Measuring and assessing the CSP is an ongoing process involving the community, other agencies, business and Council. Making sure we measure our progress against the Plan will keep us on track to achieve the community's vision.

The community indicators and targets of this plan are variously within and beyond Council's sphere of control. We will continue to monitor our progress towards these goals by gathering information from our partners, external stakeholders and by undertaking community surveys.

We also have in place a community engagement process where we assess the community's satisfaction with the progress on the CSP strategies, these include:

- Community forums
- Discussions with community groups and listening to provide feedback
- Biannual community surveys
- Online engagement and social media
- Community newsletters
- Monthly progress reports to Council

REVIEWING AND MONITORING THE PLAN

The CSP is a living document that will require adjustments and evaluation as the community grows and changes together. The Community Strategic Plan will be reviewed at the start of each council term to determine whether there is a need for change.

ABOUT US

The Kempsey Shire is currently home to 29,442 people (ABS 2010) who come from many different countries and are involved in a range of occupations, creative industries and social activities.

The Macleay Valley combines a quality country and coastal lifestyle with a wide range of services and facilities, including:

- A strategic location along the Sydney-Brisbane corridor
- Multi-skilled and stable workforce
- Export-focussed business environment
- Superior lifestyle
- Welcoming sub-tropical climate
- Spectacular, unspoiled mountains, bushland, coastline and river.

The Macleay Valley begins at Kundabung, and extends to the unspoilt pristine beaches of Grassy Head. The hinterland takes in the heritage river towns of Bellbrook and Willawarrin.

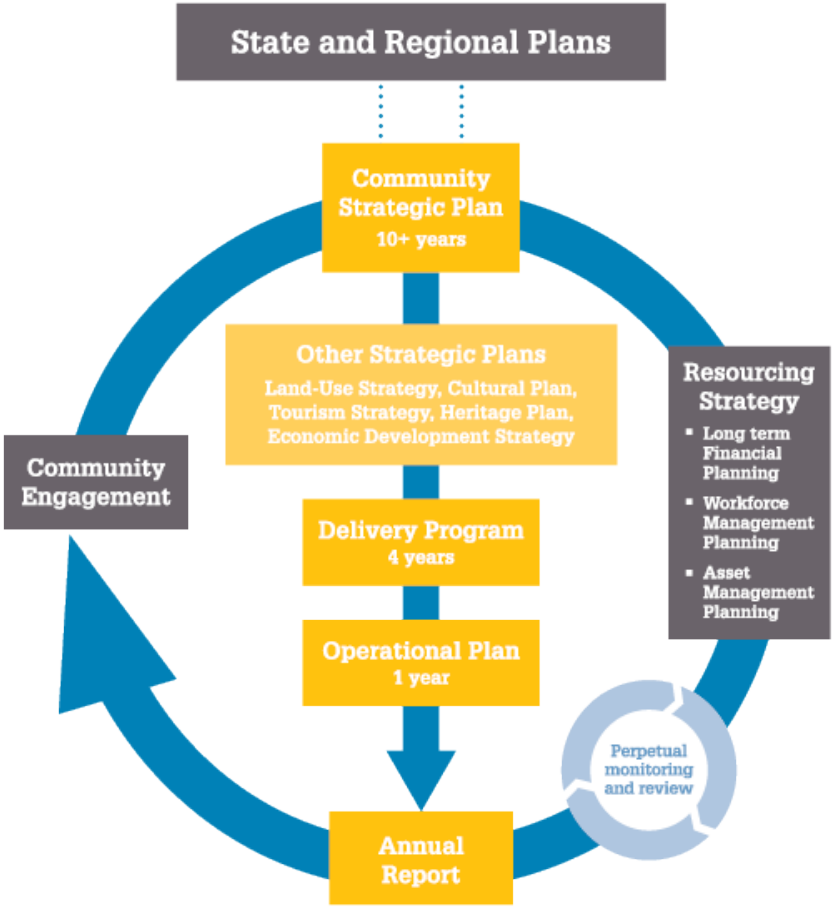
The coastal towns of Grassy Head, South West Rocks, Hat Head and Crescent Head provide some of the best uncrowded surfing beaches on the East Coast of Australia. Crescent Head is home of the famous surf reserve attracting surfers from every part of Australia and overseas.

With spacious sandy unspoilt golden beaches, lush rainforests, miles of winding rivers and scenic hinterland it's no wonder we live here.

WHAT IS THE KEMPSEY SHIRE COMMUNITY STRATEGIC PLAN

This Plan is our 20 year plan, in which we establish clear directions to shape our Valley's future. This Plan reflects our community's aspirations and needs. The success of this plan relies on strong working partnerships at all levels of government and with our community.

INTEGRATED PLANNING FRAMEWORK



ABOUT THIS PLAN

All councils are now required by law to prepare a 'community strategic plan' and these plans must reflect the entirety of the local community's priorities and aspirations, not just those priorities that local council may be able to satisfy.

The integrated reporting framework acknowledges that council has a custodial role in initiating, preparing and maintaining the community strategic plan and that they must work in partnership with other levels of government, and the community itself, to maximise the capacity to make community aspirations a reality.

The Community Strategic Plan is to inform all levels of government of what the people of the Macleay aspire to and the services wanted and needed into the future to achieve our goals.

The businesses and community groups also have a role to play in achieving our future vision, this plan formed through participation and consultation with the members of the community serves as the primary document to support and set direction on where we want to be.

Council's role is to take a leading position in partnering with other levels of government, business and community groups, and individuals to make the community's vision a reality. To achieve this we rely on our commitment to and cohesion as a professional, friendly and ethical council that consults with and listens to the community. We pride ourselves on bringing values alive in our daily activities.

State Government's role is to provide primary services to our community, it is the intent under the new Integrated Reporting Process that Community Strategic Plans form part of the service delivery processes of State Government Agency plans such as health services, education opportunities and economic development. The community's aspirations for the future form part of these service provisions.

The Australian Government's role is to provide funding both to state and local government in the support of community development.

COUNCILS COMMITMENT

As the custodian of the communities plan it is important that the community has a commitment from the Council. Council in working with the community and other key stakeholders to develop, review and report back on this plan, commits to ensuring the following:

Great Leadership

This means having the courage to make difficult decisions when they are for the benefit of the whole community and having the skills to engage our teams in providing quality service.

Informed and Engaged Community

This means effective communication methods and technology are used to share information and provide services.

Respect for all

Respect is treating each other and all members of the community in a friendly, fair and equitable way.

Working together

Working together is about everyone working in partnership both within Council and the community to achieve common goals.

COMMUNITY CONSULTATION AND RESEARCH

We undertook extensive consultation with representatives from the community and associated stakeholders in the formulation of this plan. These representatives have an interest in our Valley's future and defined our future needs and aspirations.

A number of supporting studies / plans were undertaken to inform the Plan including:

- Heritage Study 2009
- State of the Environment Reports
- Community Facilities Study
- Asset Management Plans
- Cultural Plan
- Bypass Strategic Plan
- Economic Development Plan
- Community priorities, 2008, 2012
- A demographic profile
- NSW Regional Plan – Mid North Coast 2012
- Regional Development Australia Plan – Mid North Coast 2012
- NSW State Plan 2021 – (revised) 2012

During the consultation and supporting studies we identified key issues and defined directions as detailed in our four themes.

KEMPSEY SHIRE COUNCIL

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