

2025-2029

DRAFT

DELIVERY PROGRAM



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 Kempsey Shire Council's Delivery Program for 2025–2029!

This document sets out what Council will focus on over the next four years to bring our 2045 Community Strategic Plan to life. This includes our planned actions under four key areas—environment, economy, community, and leadership. Each of these actions will help ensure we're working to achieve our vision that "from the mountains to the sea, our people are given the opportunities and infrastructure to create a safe, sustainable and inclusive community".

Over this term of Council, financial sustainability remains

a top priority. Councillors will continue to make difficult decisions around service and project priorities and work with staff in considering ways to increase revenue, find efficiencies and savings.

Although there are challenges which face us as a community, I am also so proud of the work the council is doing to make our shire a better place to live.

Read on and you'll see this four-year program ensures we will progress once-in-a-generation upgrades to water and sewer systems across the Kempsey Shire. It is particularly gratifying to see state and federal government support for these projects via significant financial grants.

We're also prioritising better engagement with and customer service to you, our community. That's why rolling out our updated Community Engagement and Participation Strategy is a big focus. We want to ensure you have a say in the decisions that shape our Shire.

This Delivery Program is a commitment to our community on what we will deliver over the next four years. Please also take the time to read more about our specific projects and actions in the next 12 months in our annual Operational Plan.

Together, we'll make Kempsey Shire an even better place to live, work, and enjoy.

Warm regards,

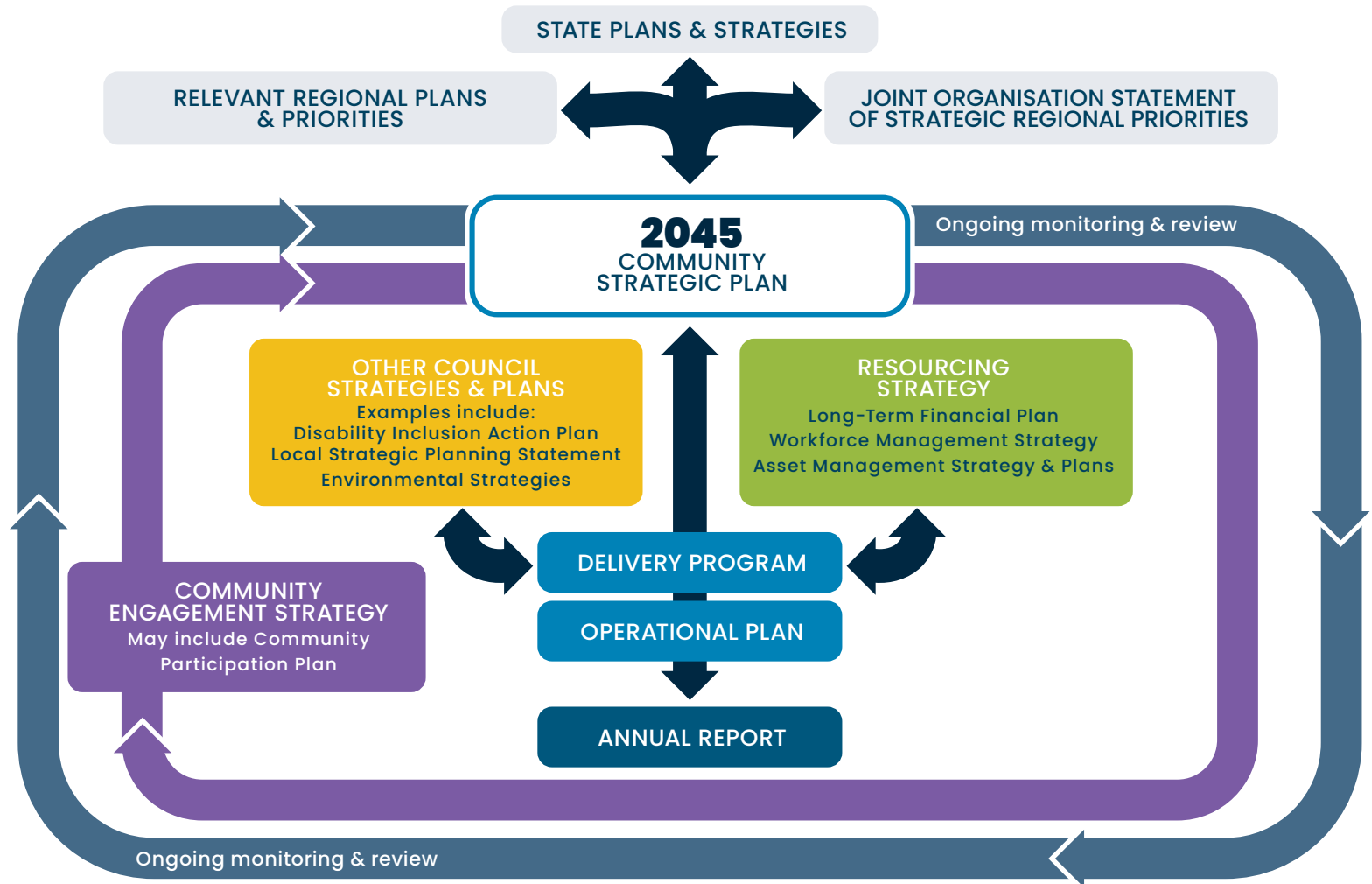
Mayor Kinne Ring



INTEGRATED PLANNING AND REPORTING OVERVIEW

Council's Integrated Planning and Reporting ensures the long term integration of community needs and government plans with adequate resourcing of people, money and assets. As required by the Local Government Act 1993, this Delivery Program provides a four-year outlook of key activities for the Delivery Program 2025-2029 that works towards achieving the objectives outlined in Council's Community Strategic Plan 2045: Your Future.

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



READING OUR PLANS

This document aims to step through a range of information that is relevant to our Delivery Program. You will find it ordered as follows – The Vision is a single sentence aspiration that is unique to the Shire. The organisational values help explain the sense of purpose that Council staff bring to their work. The plan is arranged in four colour coded focus areas of Environment, Economy, Community and Leadership. This aligns directly with our Community Strategic Plan. Each focus area links the objectives of that 2045 Plan, with the relevant Delivery Program actions and Council services that are responsible.

Major Projects are featured in each Focus Area to highlight significant achievements and milestones planned across the four years of the Delivery Program timeline.

2045 COMMUNITY STRATEGIC PLAN

The highest level of planning undertaken by Council and the community, including an overarching 20 year vision, goals and strategies for community, agencies and governments to deliver the vision.

2025–2029 DELIVERY PROGRAM

A commitment for the legislated four-year term of Council to deliver on those goals and strategies from the Community Strategic Plan that can be influenced by Council actions and services. Shows key projects and funding allocations.

RESOURCING STRATEGY

Contains three integrated elements:

- Long Term Financial Plan (ten years)
- Strategic Asset Management Strategy and Plans (ten years)
- Workforce Strategy (four years)

These elements explain Council's ability to provide the resources – money, people and assets – to achieve the Delivery Program and Operational Plan and ultimately achieve the community's long term vision.

MEASURING PERFORMANCE

All operational plan activities are linked to a delivery program action, and delivery program actions are linked to Community Strategic Plan objectives.

Council considers successful delivery of our annual operational plan actions as demonstrated progress in delivering on our Delivery Program.

Delivery Program and Operational Plan progress is reported to council each quarter in August, November, February and May, through our annual Report in November each year, and State of our Shire report at the end of a four year Council term.

FOCUS AREA ECONOMY

Growing and developing Kempsey shire's prosperous economy

FOCUS AREA

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

STRATEGIC PLAN OBJECTIVES	DELIVERY PROGRAM ACTIONS
Outcomes the community anticipates Objective 2.1 – A thriving local economy that provides diverse employment for current and future generations	Actions that support delivering the community strategic plan objective outcomes the community anticipates EC.DP1 – Encourage local investment, in particular, in industries with the highest potential for job creation EC.DP2 – Support sustainable growth of the visitor economy EC.DP3 – Provide and maintain community, commercial and specialist business facilities and services that meet community needs
Objective 2.2 – Local businesses are supported and our central business districts are activated	EC.DP4 – Identify opportunities to activate central business districts and support local business
Objective 2.3 – Entertainment, leisure, arts and culture, sports and education are available across the shire	EC.DP5 – Facilitate entertainment, leisure, arts and culture, sports and education opportunities within the shire
Objective 2.4 – Quality infrastructure makes it attractive to live in, work in and visit the Macleay	EC.DP6 – Maintain and improve the local transport network and infrastructure EC.DP7 – Build and maintain safe and accessible footpaths

OBJECTIVE

What are we working towards?

The long-term aspirational outcome that the community imagines.

ACTIONS

How will we get there?

The activities & actions that will contribute to achieving the objectives.

FOCUS AREA ECONOMY
Council Services supporting the focus area
 Roads and Bridges  Footpaths and Cycleways  Tourism and Economic Development  Macleay Valley Coast Holiday Parks  Kempsey Regional Saleyards  Kempsey Airport  Slim Dusty Centre  Property Management and Development  Cemeteries

SERVICES

Who can help?

The Council services that will have a role in delivering the strategies.

FOCUS AREA ECONOMY
Council Strategies supporting the focus area
• Macleay Valley Coast Destination Management Plan • Macleay Valley Economic Development and Tourism Strategy • Cemeteries Strategy and Masterplan • Signage Strategy • Airport Masterplan / Noise Management • Horseshoe Bay Master Plan • Crescent Head Master Plan

STRATEGIES

The council strategies that guide services and contribute to achieving the actions and objectives.

ABOUT THE **DELIVERY PROGRAM**

The four year Delivery Program is where the community's strategic goals are systematically translated into actions. The Delivery Program identifies the principal activities to be undertaken by the council to perform all its functions – including implementing the strategies established by the Community Strategic Plan – using the resources identified in the Resourcing Strategy. The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the Delivery Program, the council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during

its term of office and what its priorities will be. The Delivery Program is designed as the single point of reference for all principal activities undertaken by the council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program. Supporting the Delivery Program are annual Operational Plans. These spell out the details of the Delivery Program – the individual projects and actions that will be undertaken in that year to achieve the commitments made in the Delivery Program.

Unless there is a significant change, this four year Delivery Program will not be updated during the four year Council term.



**OUR FUTURE
IS BRIGHT AND
BEAUTIFUL**

FOUR YEAR DELIVERY PROGRAM AND KEY MAJOR PROJECT SUMMARY

ENVIRONMENT Enhancing and protecting our natural and built environment	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
ANNUAL PROGRAMS (RE-OCCURRING)				
EN.DP1 - Manage and improve the health of estuary ecosystems and waterways	✓	✓	✓	✓
EN.DP2 - Manage and protect natural ecosystems	✓	✓	✓	✓
EN.DP3 - Provide and maintain effective stormwater drainage systems	✓	✓	✓	✓
EN.DP4 - Plan for and support sustainable development that considers the current and future needs of our community	✓	✓	✓	✓
EN.DP5 - Provide and manage waste management services and facilities and implement waste reduction initiatives	✓	✓	✓	✓
EN.DP6 - Provide quality, reliable sewerage collection and treatment services	✓	✓	✓	✓
EN.DP7 - Provide secure, reliable drinking water and required infrastructure	✓	✓	✓	✓
EN.DP8 - Support community health and safety by enforcing regulatory requirements	✓	✓	✓	✓
EN.DP9 - Plan for and respond to emergencies by improving infrastructure and working with other agencies	✓	✓	✓	✓
EN.DP10 - Support environmental sustainability and focus on minimising Council's footprint on the environment	✓	✓	✓	✓
MAJOR PROJECTS				
Biodiversity Strategy	✓	X	X	X
Implementing the 30 Year Waste Management Strategy, identifying operational efficiencies and building a New Landfill Cell	✓	✓	✓	✓
Major Sewer System Upgrades - Stuarts Point and Central Kempsey	✓	✓	✓	✓
Safe Water Infrastructure - Willawarrin, Stuart McIntyre Dam, Crescent Head Water Treatment Plant Upgrades	✓	✓	✓	✓
Climate Change Adaptation Plan and Sustainability and Resilience Strategy	✓	✓	X	X

ECONOMY Growing and developing Kempsey Shire's prosperous economy	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
ANNUAL PROGRAMS (RE-OCCURRING)				
EC.DP1 - Encourage investment in our shire with a focus on industries with the highest potential for job creation	✓	✓	✓	✓
EC.DP2 - Support sustainable growth of the visitor economy	✓	✓	✓	✓
EC.DP3 - Provide and maintain community, commercial and specialist business facilities and services that meet community needs	✓	✓	✓	✓
EC.DP4 - Identify opportunities to activate central business districts and support local business	✓	✓	✓	✓
EC.DP5 - Facilitate entertainment, leisure, arts and culture, sports and education opportunities within the shire	✓	✓	✓	✓
EC.DP6 - Maintain and improve the local transport network and infrastructure	✓	✓	✓	✓
EC.DP7 - Build and maintain safe and accessible footpaths	✓	✓	✓	✓
MAJOR PROJECTS				
Five Headlands Coastal Walk	✓	✓	X	X
Investment in Macleay Valley Coast Holiday Parks	✓	✓	✓	✓
Kempsey Airport Infrastructure and Safety Improvements	✓	X	X	X
Dungay Creek Bridge Replacement	✓	X	X	X
Ongoing natural disaster recovery efforts including Toose Road, Pee Dee Landslips	✓	✓	✓	✓

FOUR YEAR DELIVERY PROGRAM AND KEY MAJOR PROJECT SUMMARY

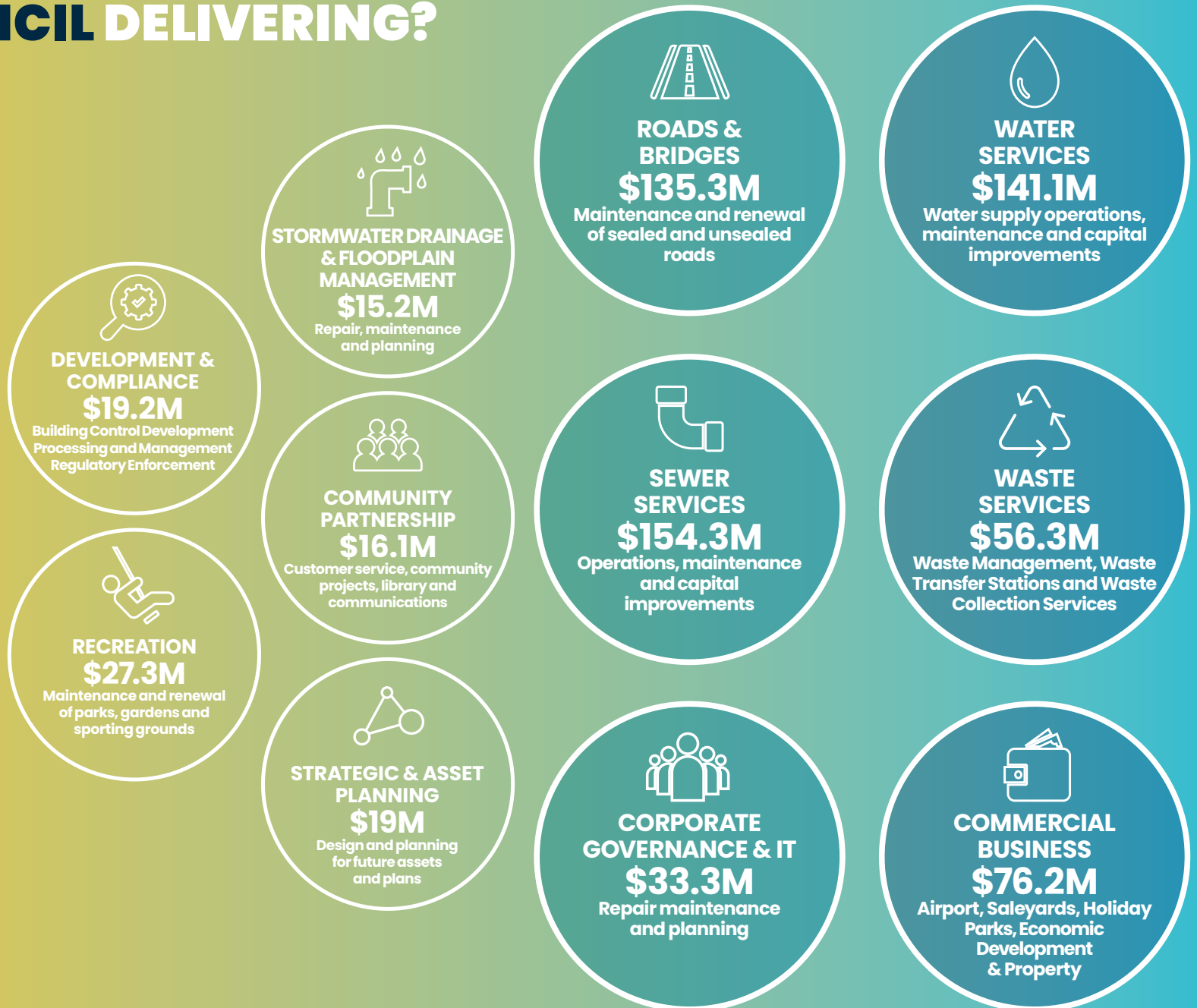
COMMUNITY Creating and celebrating a supportive, connected community	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
ANNUAL PROGRAMS (RE-OCCURRING)				
CO.DP1 - Inspire connection, equality and inclusion in our community to create a sense of belonging and pride	✓	✓	✓	✓
CO.DP2 - Collaborate and partner with Indigenous communities and organisations to support reconciliation, and promote inclusion and connection through cultural opportunities and events	✓	✓	✓	✓
CO.DP3 - Deliver Library Services	✓	✓	✓	✓
CO.DP4 - Provide and maintain community halls and facilities that meet community needs	✓	✓	✓	✓
CO.DP5 - Collaborate and partner with others to safeguard our community and improve public safety	✓	✓	✓	✓
CO.DP6 - Provide and maintain recreation and sporting facilities to support an active and healthy community	✓	✓	✓	✓
CO.DP7 - Collaborate and partner with others to support and promote events, sport, recreation, leisure, arts and culture opportunities	✓	✓	✓	✓
CO.DP8 - Collaborate and partner with others to support and develop our community	✓	✓	✓	✓
CO.DP9 - Collaborate and partner with others to develop and create opportunities for our young people	✓	✓	✓	✓
MAJOR PROJECTS				
Review of Council's Disability Inclusion Action Plan and Pedestrian Access and Mobility Plan	✓	X	X	X
Review of Council's Reconciliation Action Plan	✓	✓	X	X
Sports Highlight - Verge and Eden Street Pavilions, and Kempsey Shire's Bike Plan	✓	✓	X	X
Finalising and implementing Council's Aquatic Strategy	✓	✓	X	X
Implementing Council's Arts and Culture Plan	✓	✓	✓	✓

LEADERSHIP Valued, knowledgeable and responsive leadership that engages and inspires the community	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
ANNUAL PROGRAMS (RE-OCCURRING)				
LE.DP1 - Build connection with community and deliver authentic and meaningful community engagement	✓	✓	✓	✓
LE.DP2 - Implement good governance, including transparency, to meet community needs and fulfill Council's responsibilities	✓	✓	✓	✓
LE.DP3 - Maintain a healthy workplace culture and a productive and safe working environment	✓	✓	✓	✓
LE.DP4 - Focus on financial sustainability to meet current and future community needs and minimise the need for future rate increases	✓	✓	✓	✓
LE.DP5 - Innovation and continuous improvement drives corporate performance and operational efficiencies	✓	✓	✓	✓
LE.DP6 - Pursue grant and other funding sources that enables the prioritised delivery of adopted master plans and strategies	✓	✓	✓	✓
MAJOR PROJECTS				
Implement the Community Engagement and Participation Strategy	✓	✓	✓	✓
Improving the Customer Experience	✓	✓	✓	✓
Investing in our Workforce	✓	✓	✓	✓
Financial Sustainability Program and improving Council's financial position	✓	✓	✓	✓
Service Review Program to identify opportunities and improvements in service delivery	✓	✓	✓	✓
Digital Strategy Implementation	✓	✓	✓	✓

WHAT IS COUNCIL DELIVERING?

Council provides a range of ongoing services to the community, many of which are a regulated function of Local Government.

These services account for a significant part of Council's expenditure. Key services are summarised here including an estimate of investment over the 2025–2029 Delivery Program.



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 Captain 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.

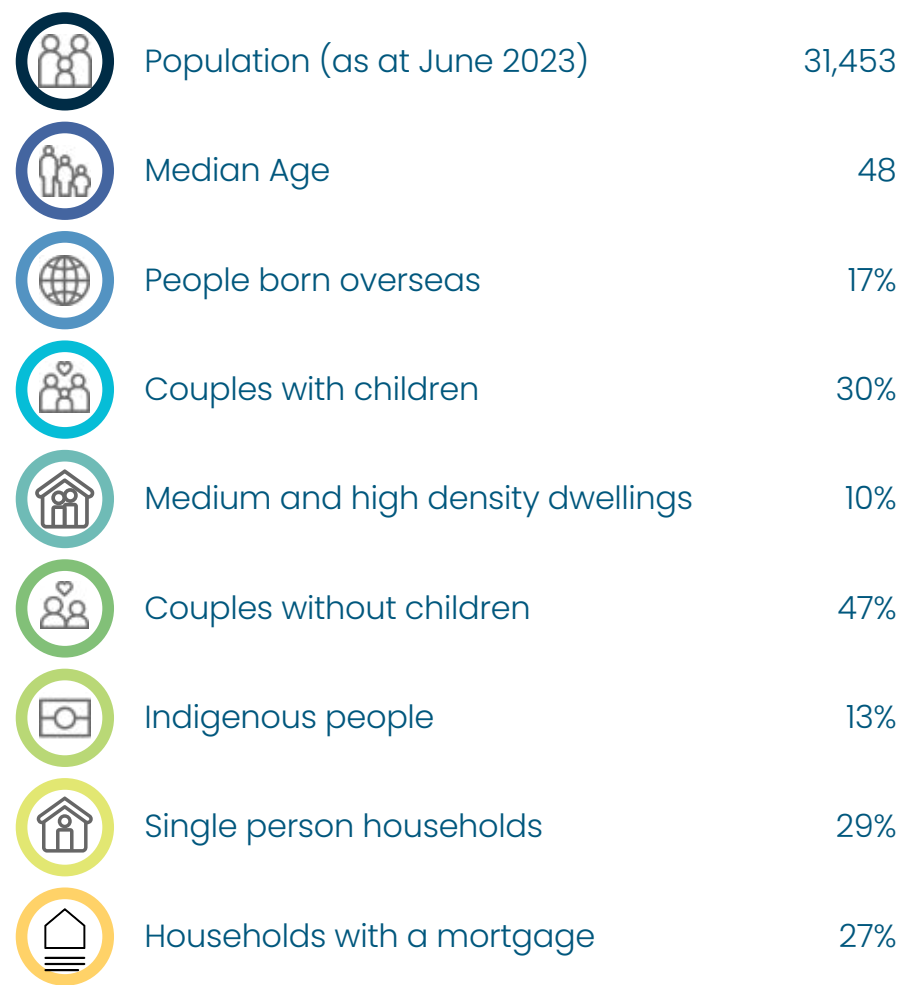
Built on the banks of the Macleay River, it continues to be a key centre. Kempsey has the largest residential population and is the principle service centre for the shire, providing higher order administrative, civic, education and health services. The Macleay River is the artery of our community that 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.



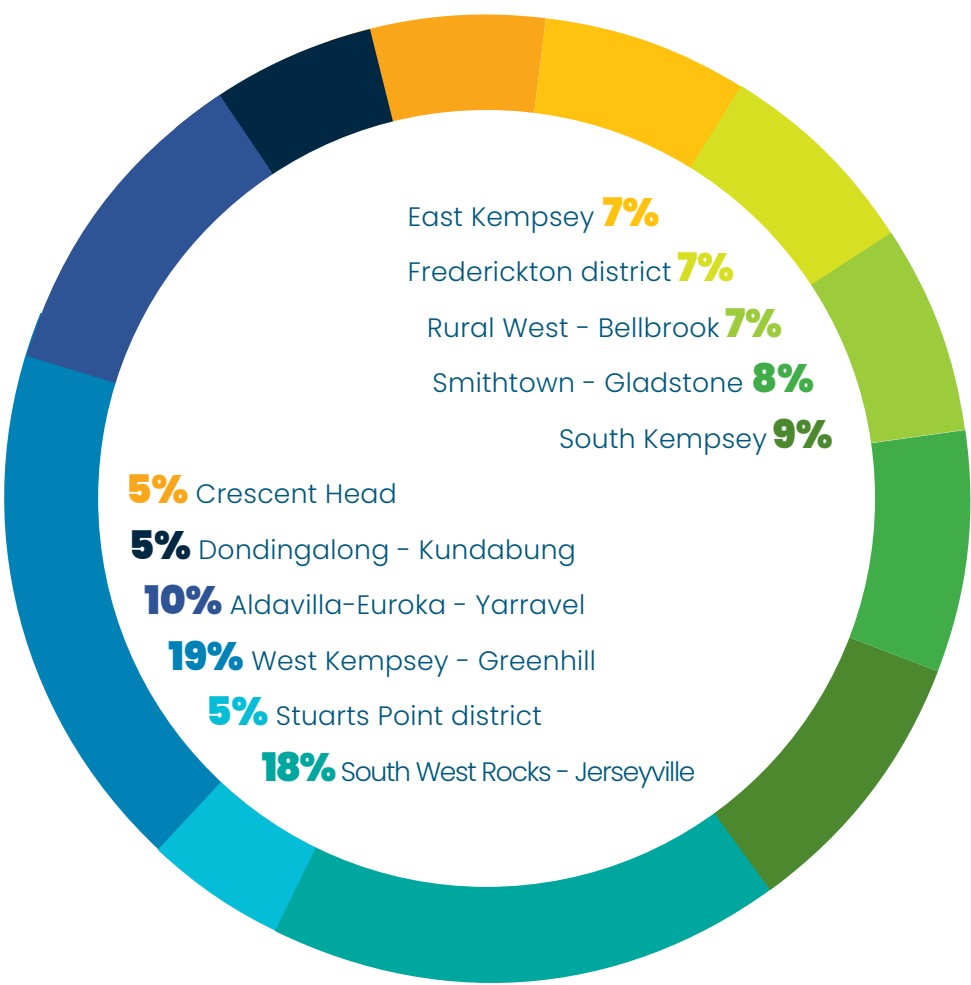
COMMUNITY PROFILE

DEMOGRAPHICS



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, Kinchella, 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 four 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)



OUR VISION

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

OUR VALUES



PASSION

- We approach our work with enthusiasm and drive
- We inspire others with our thirst for excellence
- We take pride in the work and service we deliver



INNOVATION

- We challenge the status quo and have the courage to take risks, to achieve creative and efficient solutions
- We encourage and embrace positive change in the way we work



RESPECT

- We consider our workmates, community, the workplace and environment
- We treat people as we would like to be treated



INTEGRITY

- We will do what we say
- We will act ethically and honestly
- We build the trust and confidence of the community and staff
- We are reliable, accountable and fair



COMMUNICATION

- We ensure open communication for all
- We actively listen and consult
- We provide timely and quality information



COLLABORATION

- We work together to achieve a shared vision
- We are connected and care for each other
- We encourage and pay attention to those around us

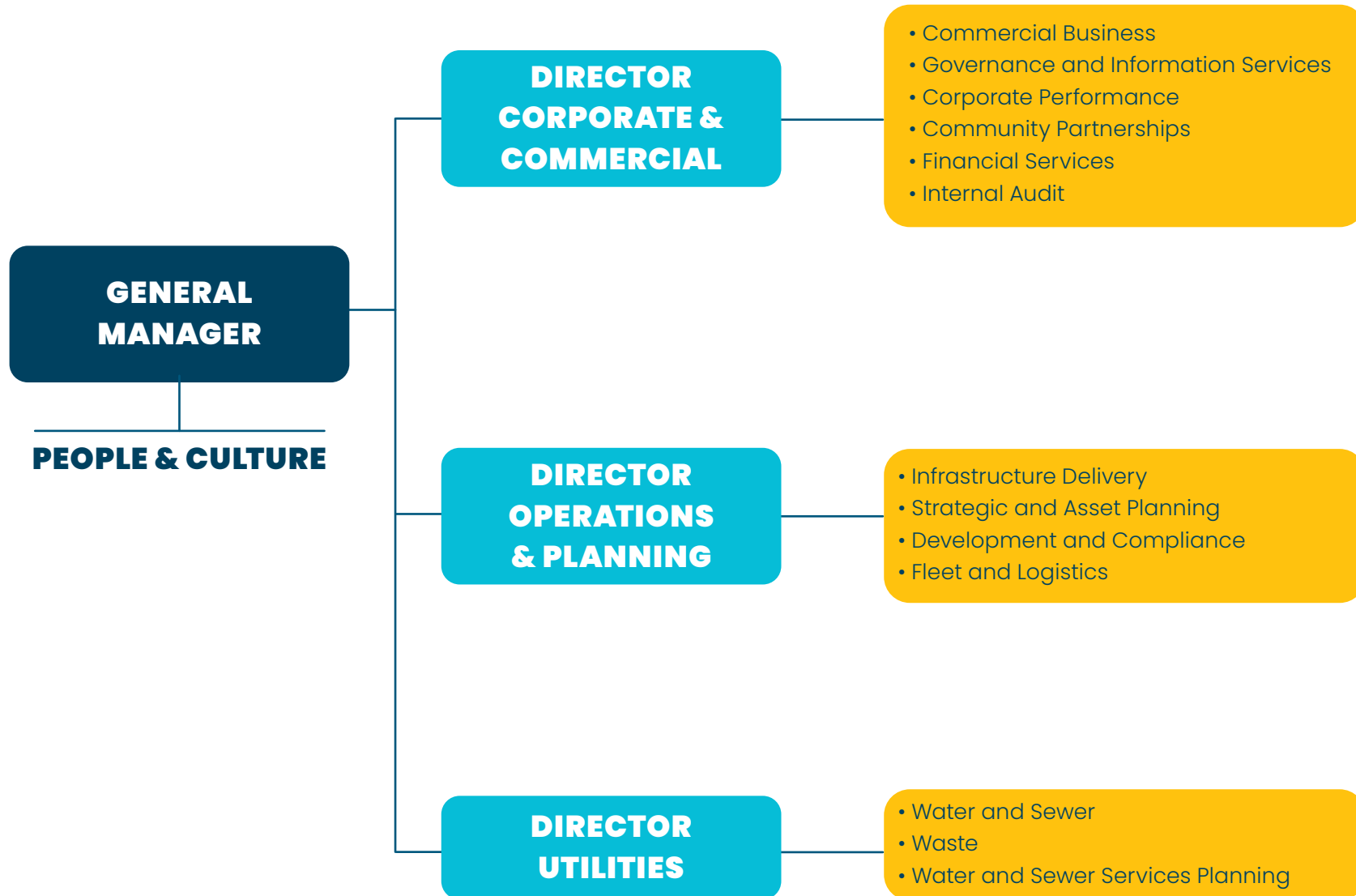
OUR COUNCIL

Council is governed by an elected body with a mayor and eight councillors to represent the Kempsey Shire community.

This council was elected following the September 2024 Local Government Election.



ORGANISATIONAL STRUCTURE



An aerial photograph of a coastline at sunset. The sun is low on the horizon, casting a warm orange glow across the sky and reflecting on the water. The sky is filled with scattered clouds. A sandy beach curves along the shoreline, bordered by dark, forested hills. The water is calm with gentle waves lapping at the shore.

DELIVERY PROGRAM 2025-2029



FOCUS AREA ENVIRONMENT

Enhancing and
protecting our
natural and built
environment

STRATEGIC PLAN OBJECTIVES	DELIVERY PROGRAM ACTIONS
Outcomes the community anticipates	Actions that support delivering the community strategic plan objective outcomes the community anticipates
Objective 1.1 – Our rivers, beaches, water catchments, and natural ecosystems are protected and thrive 	EN.DP1 – Manage and improve the health of estuary ecosystems and waterways EN.DP2 – Manage and protect natural ecosystems EN.DP3 – Provide and maintain effective stormwater drainage systems
Objective 1.2 – Changes to our towns and villages balance and protect the needs of built and natural environments 	EN.DP4 – Plan for and support sustainable development that considers the current and future needs of our community
Objective 1.3 – Everyone has access to healthy and safe lifestyles 	EN.DP5 – Provide and manage waste management services and facilities and implement waste reduction initiatives EN.DP6 – Provide quality, reliable sewerage collection and treatment services EN.DP7 – Provide secure, reliable drinking water and required infrastructure EN.DP8 – Support community health and safety by enforcing regulatory requirements
Objective 1.4 – The risks of natural hazards and climate variability are recognised, planned for and inform decision making 	EN.DP9 – Plan for and respond to emergencies by improving infrastructure and working with other agencies EN.DP10 – Support environmental sustainability and focus on minimising Council's footprint on the environment EN.DP11 – Investigate the need for an environmental levy special rate variation

FOCUS AREA ENVIRONMENT

Enhancing and protecting our natural and built environment

FOCUS AREA ENVIRONMENT

Council Services supporting the focus area



Waste Management and Recycling



Water and Sewer



Stormwater



Natural Ecosystem and Estuary Management



Development Assessment and Building Services



Strategic and Asset Planning



Public Health



Regulatory Compliance



Floodplain Management and Emergency Response

FOCUS AREA ENVIRONMENT

Key Council Strategies supporting the focus area

- **Biodiversity Strategy**
- **Koala Plan of Management**
- **Local Growth Management Strategy**
- **Local Strategic Planning Statement**
- **Kempsey Shire Rural Residential Land Release Strategy**
- **Long Term Renewable Energy and Water Strategy**
- **Sustainability and Resilience Strategy**
- **Integrated Watercycle Management Strategy**
- **Kempsey Management Waste Strategy**
- **Flood Risk Management Plan**
- **Coastal Management Plan**

DELIVERY PROGRAM MAJOR PROJECTS

Biodiversity Strategy

The Biodiversity Strategy describes Council's vision, objectives, biodiversity priorities and actions for managing biodiversity across the local government area.

Council's Biodiversity Strategy was last updated in 2022, and is due to be reviewed and updated during this term of Council.

Reviewing this document will ensure that we understand the biodiversity values currently found in the Macleay, identify current and emerging threats to those biodiversity values and outlines a range of priorities and actions to protect those biodiversity values.

Implementing the 30 Year Waste Management Strategy

In 2023 Council developed a Waste Management Strategy to reflect changes in policy and the necessity of sustainable waste management. This strategy was adopted at the April 2023 meeting of Council.

The Waste Management Strategy will guide Council's transition from an adequate waste management service to one of leadership and innovation in resource recovery and waste prevention.

Council will also start planning to build a new waste cell at the Kempsey Waste Management Centre to provide for future waste management needs.

Major Sewer System Upgrades

Key sewerage infrastructure will continue to be delivered during this four year delivery program including major upgrades in central Kempsey and Stuarts Point.

The central Kempsey project will involve construction of a replacement wastewater treatment plant in West Kempsey which is being funded by Council with support from the NSW Government's Safe and Secure Water Program.

Stuarts Point Sewerage Scheme will service Stuarts Point, Grassy Head and Fishermans Reach and provide a modern and reliable means of treating sewage and disposing of treated effluent.

DELIVERY PROGRAM MAJOR PROJECTS

Safe Water Infrastructure

Ensuring a safe water supply for our community now and into the future is an essential part of what we do here at Council.

Safe water infrastructure ensures improved public health, boosting economic growth and enhances environmental sustainability by protecting water resources.

Council will deliver several key projects during this term including upgrading water treatment plants at Willawarrin, Crescent Head and Steuart McIntyre Dam.

Climate Change Adaptation Plan and Sustainability and Resilience Strategy

Our region is already experiencing the impacts of climate change. Most recently these have included the unprecedented cycle of heatwaves, droughts, bushfires, storms and floods. We need to adapt now to protect the things we value most.

Adapting now and preparing for our changing climate is essential. By adapting now, we can maximise opportunities, minimise harm and help secure our ongoing prosperity.

Council will also look to update our existing Sustainability and Resilience strategy during this term.

FOCUS AREA ECONOMY

Growing and developing
Kempsey Shire's
prosperous
economy

STRATEGIC PLAN OBJECTIVES	DELIVERY PROGRAM ACTIONS
Outcomes the community anticipates	Actions that support delivering the community strategic plan objective outcomes the community anticipates
Objective 2.1 – A thriving local economy that provides diverse employment for current and future generations 	EC.DP1 – Encourage investment in our shire with a focus on industries with the highest potential for job creation EC.DP2 – Support sustainable growth of the visitor economy EC.DP3 – Provide and maintain community, commercial and specialist business facilities and services that meet community needs
Objective 2.2 – Local businesses are supported and our central business districts are activated 	EC.DP4 – Identify opportunities to activate central business districts and support local business
Objective 2.3 – Entertainment, leisure, arts and culture, sports and education are available across the shire 	EC.DP5 – Facilitate entertainment, leisure, arts and culture, sports and education opportunities within the shire
Objective 2.4 – Quality infrastructure makes it attractive to live in, work in and visit the Macleay 	EC.DP6 – Maintain and improve the local transport network and infrastructure EC.DP7 – Build and maintain safe and accessible footpaths

FOCUS AREA ECONOMY

Growing and
developing
Kempsey Shire's
prosperous
economy

FOCUS AREA ECONOMY

Council Services supporting the focus area



Roads and Bridges



Footpaths and Cycleways



Tourism and Economic Development



Macleay Valley Coast Holiday Parks



Kempsey Regional Saleyards



Kempsey Airport



Slim Dusty Centre



Property Management and Development



Cemeteries

FOCUS AREA ECONOMY

Key Council Strategies supporting the
focus area

- **Macleay Valley Coast Destination Management Plan**
- **Macleay Valley Economic Development and Tourism Strategy**
- **Cemeteries Strategy and Masterplan**
- **Signage Strategy**
- **Airport Masterplan / Noise Management**
- **Horseshoe Bay Master Plan**
- **Crescent Head Master Plan**
- **Holiday Park Master Plans**

Growing and developing Kempsey Shire's prosperous economy

DELIVERY PROGRAM MAJOR PROJECTS

Five Headlands Coastal Walk

Council and NSW National Parks and Wildlife Service will continue to deliver the Five Headlands Coastal Experience.

The project will connect four of the Macleay Valley Coast's national parks and link the five headlands to showcase the stunning coastline of the Macleay Coast.

Once complete, the project will provide residents and visitors with the opportunity to walk parts or the whole trail, with the option to camp overnight at a local national park or stay at other existing nearby accommodation.

This will be a unique experience with nature-based attractions for outdoor enthusiasts, keen walkers and those who enjoy a leisurely stroll to take in the view.

Investment in Macleay Valley Coast Holiday Parks

Surrounded by untouched beaches, lush hinterlands, pristine waterways and charming oceanside towns, Macleay Valley Coast Holiday Parks offer five unique destinations.

Recognising that holiday parks significantly contribute to local economies by attracting tourists, generating revenue for local businesses, and creating employment opportunities within the region.

Council will continue to invest in the Macleay Valley Holiday Parks.

Given council's financial sustainability challenges, it should be noted these assets are income generating and this financial commitment from council does not impact council's general fund.

Kempsey Airport Infrastructure and Safety Improvements

Council was successful in securing grant funding to improve the safety of aircraft, operators and passengers, meet the requirements of medical and emergency services and enhance the delivery of essential goods and services at Kempsey Airport.

The project will be delivered in this new four year term of council and includes resurfacing and selective rehabilitation and stabilisation, upgraded lighting and line marking and an all weather ambulance shelter.

Growing and developing
Kempsey Shire's
prosperous
economy

DELIVERY PROGRAM MAJOR PROJECTS

Dungay Creek Bridge Replacement

The Dungay Creek Causeway project is a significant undertaking for our community, enhancing the reliability and safety of access for Wittitrin residents.

The new bridge will be built as a higher, more resilient concrete structure to enhance community safety and connectivity.

The project is supported for more than \$3M funding under the Regional Roads and Transport Recovery Package, a joint initiative between the Commonwealth and State Governments. This investment will fortify the road network, ensuring communities remain connected even during extreme weather events.

Ongoing natural disaster recovery efforts including Toose Road, Pee Dee Landslips

Past landslips along Armidale Road have caused significant disruptions, impacting hundreds of daily commuters and local businesses.

Much needed remediation work is on the horizon for the Pee Dee and Toose Road landslips to prevent such challenges in the future.

This remediation work will bring significant benefits to the community and road users by delivering a safer and more reliable road network, ensuring smoother daily commutes and reducing the risk of unexpected road closures that can disrupt travel and access to essential services.

FOCUS AREA COMMUNITY

Creating and celebrating a supportive, connected community

STRATEGIC PLAN OBJECTIVES		DELIVERY PROGRAM ACTIONS
Outcomes the community anticipates		Actions that support delivering the community strategic plan objective outcomes the community anticipates
Objective 3.1 – Our diversity, heritage and creativity are proudly embraced		CO.DP1 – Inspire connection, equality and inclusion in our community to create a sense of belonging and pride CO.DP2 – Collaborate and partner with Indigenous communities and organisations to support reconciliation, and promote inclusion and connection through cultural opportunities and events
Objective 3.2 – Our community has access to facilities and services that will improve their quality of life		CO.DP3 – Deliver Library Services CO.DP4 – Provide and maintain community halls and facilities that meet community needs
Objective 3.3 – Our community is safe wherever we live, work or spend leisure time		CO.DP5 – Collaborate and partner with others to safeguard our community and improve public safety
Objective 3.4 – Sport, recreation, leisure, arts and culture activities promote strong physical and emotional connections, enhancing our wellbeing and boosting our quality of life		CO.DP6 – Provide and maintain recreation and sporting facilities to support an active and healthy community CO.DP7 – Collaborate and partner with others to support and promote events, sport, recreation, leisure, arts and culture opportunities
Objective 3.5 – We provide our community with opportunities to develop and actively invest in our young people		CO.DP8 – Collaborate and partner with others to support and develop our community CO.DP9 – Collaborate and partner with others to develop and create opportunities for our young people

FOCUS AREA COMMUNITY

Creating and
celebrating
a supportive,
connected
community

FOCUS AREA COMMUNITY

Council Services supporting the focus area



**Community Development including
Community Events**



Arts, Culture and Heritage



**Sports, Parks, Open Space and Recreation
including Swimming Pools**



Wharves, Jetties and Boatramps



Libraries



Community Safety

FOCUS AREA COMMUNITY

Key Council Strategies supporting the
focus area

- **Disability Inclusion Action Plan**
- **Macleay Valley Sports Strategy**
- **Pedestrian Access and Mobility Plan**
- **Reconciliation Action Plan**
- **Community Infrastructure Strategy**
- **Our Creative Macleay: Arts and Culture Plan**
- **Aquatic Strategy**
- **Community Strategic Plan**
- **Road Safety Strategy**
- **Kempsey Shire Bike Plan**
- **Plan of Management for Community Land**

DELIVERY PROGRAM MAJOR PROJECTS

Review of Council's Disability Inclusion Action Plan and Pedestrian Access and Mobility Plan

At Council we want to create a more inclusive and accessible community.

Everyone has a right to feel included in our community, and access information.

Our focus is on working for and with our entire community. We want to remove or reduce barriers for people with disability so they can easily access services and facilities.

In the new four year term, council will review the current Disability Inclusion Action Plan and Pedestrian Access and Mobility Plan to ensure these documents are fit for purpose and reflect what Council will work towards to improve the lives of people with disability in our community, along with their carers and families.

Review of Council's Reconciliation Action Plan

At its heart, reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians.

Council with community and key stakeholders will undertake a review of the current Reconciliation Action Plan and consider the best future approach to reconciliation and the importance it holds in celebrating our proud First Nations culture and heritage.

Sports Highlight - Verge and Eden Street Pavilions, and Kempsey Shire's Bike Plan

Sports and recreation offer numerous benefits to communities, fostering physical and mental well-being, strengthening social bonds, boosting the economy, and promoting inclusivity.

During this term, Council will deliver the new Verge and Eden Street Pavilions.

We will also review the Kempsey Shire Bike Plan to ensure the framework accurately addresses existing and future cyclist needs, and to establish opportunities for future development of the bike network within the Kempsey Shire.

DELIVERY PROGRAM MAJOR PROJECTS

Finalising and implementing Council's Aquatic Strategy

Recognising the importance of pools in learning to swim, recreation and social connection, we need to consider how to best provide facilities that can meet the needs of users while also being affordable to council and the broader community.

Council will look to finalise and implement a high-level Aquatic Strategy to assist in planning for the future of swimming and related facilities to service the Kempsey Shire.

The 10-year plan will help to identify the opportunities and constraints associated with the operation of the existing facilities.

Implementing Council's Arts and Culture Plan

The role of arts and culture in supporting wellbeing and building community connections has been recognised with the adoption of the Our Creative Macleay Arts and Culture Plan.

The actions within the plan align with existing tourism and economic development strategies across all levels of government and the private sector.

Implementing medium and long-term actions will help our creative community build stronger networks, promote existing events, and create opportunities for additional grant funding from Council.

FOCUS AREA LEADERSHIP

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

STRATEGIC PLAN OBJECTIVES	DELIVERY PROGRAM ACTIONS
Outcomes the community anticipates	Actions that support delivering the community strategic plan objective outcomes the community anticipates
Objective 4.1 – Authentic and meaningful community engagement builds trust and informs evidence-based decision making 	LE.DP1 – Build connection with community and deliver authentic and meaningful community engagement
Objective 4.2 – Community and council leadership creates pride in our valley and its reputation 	LE.DP2 – Implement good governance, including transparency, to meet community needs and fulfill Council's responsibilities LE.DP3 – Maintain a healthy workplace culture and a productive and safe working environment
Objective 4.3 – Financial sustainability and operational efficiency is prioritised, balancing service delivery with affordability 	LE.DP4 – Focus on financial sustainability to meet current and future community needs and minimise the need for future rate increases LE.DP5 – Innovation and continuous improvement drives corporate performance and operational efficiencies LE.DP6 – Pursue grant and other funding sources that enables the prioritised delivery of adopted master plans and strategies

FOCUS AREA LEADERSHIP

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

FOCUS AREA LEADERSHIP

Council Services supporting the focus area



Community Engagement



Communications



Customer Service



Workforce Management



Corporate Planning and Reporting



Financial Services including Procurement



Asset Management



Governance and Information Services

FOCUS AREA LEADERSHIP

Key Council Strategies supporting the focus area

- **Long Term Financial Plan**
- **Revenue Policy**
- **Fees and Charges**
- **Customer Service Policy**
- **Community Engagement and Participation Strategy**
- **Strategic Asset Management Plan**
- **Procurement Policy**
- **Workforce Management Plan**
- **Grant Management Policy**
- **Financial Sustainability Strategy**
- **Digital Strategy**

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

DELIVERY PROGRAM MAJOR PROJECTS

Implement the Community Engagement Strategy

Kempsey Shire Council believes that the best outcomes are reached when our community is engaged in the decision-making process at the earliest opportunity.

In 2025 council reviewed and updated our engagement approach with the new Community Engagement and Participation Strategy outlining our commitment to effective and inclusive decision making.

Over the next four years we will be focusing on implementing the strategy and delivering meaningful community engagement activities.

Improving the Customer Experience

Customers and the community are at the heart of what we do here at Council. In 2024, we updated our Customer Experience policy and this is just the beginning.

Focusing on the key principles of awareness and understanding, ownership and accountability, collaboration and customer centred systems and processes, council will look to make ongoing improvements to our customer experience over the next four years.

Investing in our Workforce

Our people are our most valuable asset, and enable us to deliver services to the community. Investing in staff wellbeing will be a focus for council over the coming four years.

Council is committed to providing a safe work environment for our staff where proactive risk management is the primary goal in preventing workplace incidents and injuries.

We will also continue to build on our cultural refocus program, making Kempsey Shire Council an enjoyable, safe, productive and attractive place to work.

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

DELIVERY PROGRAM MAJOR PROJECTS

Financial Sustainability Program and improving Council's financial position

Securing council's financial future is a key priority for the community, councillors and council staff.

Over the next term, financial sustainability will continue to be a core focus for the organisation. This will include implementing our long term financial plan, annual financial sustainability program, identifying savings and looking for opportunities for efficiency and improved productivity.

Service Review Program to identify opportunities and improvements in service delivery

A service review program is an ongoing program of work that all councils in NSW are required to deliver to ensure ongoing commitment to continuous improvement and demonstrating value for money to the community.

Council's four year service review program will involve applying council's service review framework to several services including: Roads and Bridges, Parks and Recreation and Information Technology.

Digital Strategy Implementation

Upgrading Council's information technology systems is a critical part of ensuring council staff and services are delivered in the most efficient and effective manner.

Planning and preparation to upgrade Council's information technology systems will be a key project.

APPENDICES

Appendix 1 - Delivery Program List

1: Environment - Enhancing and protecting our natural and built environment
EN.DP1 - Manage and improve the health of estuary ecosystems and waterways
EN.DP2 - Manage and protect natural ecosystems
EN.DP3 - Provide and maintain effective stormwater drainage systems
EN.DP4 - Plan for and support sustainable development that considers the current and future needs of our community
EN.DP5 - Provide and manage waste management services and facilities and implement waste reduction initiatives
EN.DP6 - Provide quality, reliable sewerage collection and treatment services
EN.DP7 - Provide secure, reliable drinking water and required infrastructure
EN.DP8 - Support community health and safety by enforcing regulatory requirements
EN.DP9 - Plan for and respond to emergencies by improving infrastructure and working with other agencies
EN.DP10 - Support environmental sustainability and focus on minimising Council's footprint on the environment
EN.DP11 - Investigate the need for an environmental levy special rate variation
2: Economy - Growing and developing Kempsey Shire's prosperous economy
EC.DP1 - Encourage investment in our shire with a focus on industries with the highest potential for job creation
EC.DP2 - Support sustainable growth of the visitor economy
EC.DP3 - Provide and maintain community, commercial and specialist business facilities and services that meet community needs
EC.DP4 - Identify opportunities to activate central business districts and support local business
EC.DP5 - Facilitate entertainment, leisure, arts and culture, sports and education opportunities within the shire
EC.DP6 - Maintain and improve the local transport network and infrastructure
EC.DP7 - Build and maintain safe and accessible footpaths

3: Community - Creating and celebrating a supportive, connected community

CO.DP1 - Inspire connection, equality and inclusion in our community to create a sense of belonging and pride

CO.DP2 - Collaborate and partner with Indigenous communities and organisations to support reconciliation, and promote inclusion and connection through cultural opportunities and events

CO.DP3 - Deliver Library Services

CO.DP4 - Provide and maintain community halls and facilities that meet community needs

CO.DP5 - Collaborate and partner with others to safeguard our community and improve public safety

CO.DP6 - Provide and maintain recreation and sporting facilities to support an active and healthy community

CO.DP7 - Collaborate and partner with others to support and promote events, sport, recreation, leisure, arts and culture opportunities

CO.DP8 - Collaborate and partner with others to support and develop our community

CO.DP9 - Collaborate and partner with others to develop and create opportunities for our young people

4: Leadership - Valued, knowledgeable and responsive leadership that engages and inspires the community

LE.DP1 - Build connection with community and deliver authentic and meaningful community engagement

LE.DP2 - Implement good governance, including transparency, to meet community needs and fulfill Council's responsibilities

LE.DP3 - Maintain a healthy workplace culture and a productive and safe working environment

LE.DP4 - Focus on financial sustainability to meet current and future community needs and minimise the need for future rate increases

LE.DP5 - Innovation and continuous improvement drives corporate performance and operational efficiencies

LE.DP6 - Pursue grant and other funding sources that enables the prioritised delivery of adopted master plans and strategies



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2025-2029DP