

STRATEGIC PLAN



KEMPSEY
Shire Council

Community Strategic Plan

Kempsey Shire - Our 20 year Vision

A circular inset image showing a clock tower with a red face and black clock face, set against a blurred background.

Adopted: 17 April 2007



NAME OF PLAN

"Kempsey Shire - Our 20 Year Vision"

The Community Strategic Plan is to have a duration of 20 years to be reviewed every four (4) years to coincide with local government elections.

VISION

The value of our natural environment and lifestyle is preserved and enhanced by the community and Council.

ACHIEVING OUR VISION

Council provides high quality services and facilities through strong leadership, which considers the needs of our community, the environment and future generations.

THEMES AND GOALS

The Community Strategic Plan incorporates five goals which reflect the following themes: -

- ❖ Our Ecological and Economic Sustainability;
- ❖ Our Social, Cultural and Community Relations;
- ❖ Our Infrastructure;
- ❖ Our Relationships; and
- ❖ Our Effectiveness, Efficiency and Accountability.

Goal 1: To facilitate ecological and economic sustainable development in the Shire.

Goal 2: To foster and enhance effective social, cultural and community relations, building respect and civic pride.

Goal 3: To plan and fund the Shire's infrastructure and service needs.

Goal 4: To pursue beneficial relationships with regional neighbours and other levels of Government.

Goal 5: To ensure leadership and effective, efficient accountable management.



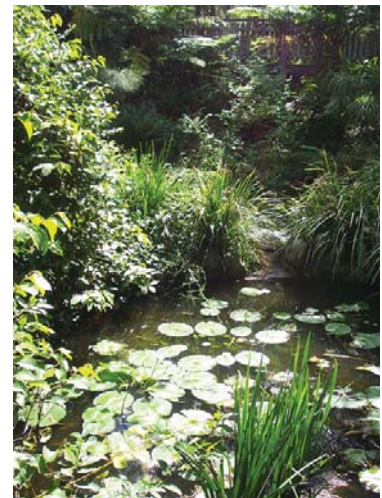
OUR ECOLOGICAL AND ECONOMIC SUSTAINABILITY

Like the rest of the world, the Kempsey Shire is approaching a critical turning point. For many years economic, environmental and social goals have been pursued in isolation from one another. However, more recently we have come to realise that our long-term well-being depends as much on the promotion of a strong, vibrant society and the ongoing repair of our environment, as it does on the pursuit of economic development. Indeed, it is becoming obvious that these issues cannot be separated. The challenge is to find new approaches to development that contribute to our environment and society now without degrading them over

the longer term. Ecologically Sustainable Development proposes to do this by:

Goal: To facilitate Ecological and Economical Sustainable Development in the Shire.

“using, conserving and enhancing the community’s resources so that ecological processes, on which life depends, are maintained, and the total quality of life, now and in the future, can be increased.”



Council wishes to enhance its role as: -

- ❖ An accountable organisation that initiates sustainable actions and outcomes within Council’s areas of responsibility and reporting functions.
- ❖ An efficient and careful manager of natural resources and environmental services.
- ❖ A supporter of sustainable economic development.

STRATEGY	ACTIONS	PERFORMANCE MEASURES
1. To protect and enhance the environment.	Operate Flood Mitigation Infrastructure in accordance with Floodplain Management Plan.	• Number of incidents of system failure.
	Reduce the amount of waste going to landfill.	• Quantity of material going to landfill. • Quantity of recycled material collected.
	Manage waste systems in commercially, environmentally and socially responsible ways.	Number of significant incidents of non-compliance that needed to be rectified.
	Ensure that development integrates the principles of ESD and is compatible with identified land use constraints.	Number of actions of the ESD Strategy implemented.
	Ensure the water quality within the waterways of the Shire sustains natural ecosystems.	Number of Estuary Management Plans prepared and implemented (ESD Strategy).
	Improve the air quality of the Kempsey Shire.	Number of actions of the ESD Strategy implemented.



OUR ECOLOGICAL AND ECONOMIC SUSTAINABILITY cont.

STRATEGY	ACTIONS	PERFORMANCE MEASURES
2. To plan strategically for development.	<p>Resources are provided to prepare Strategic Plans that: -</p> <ul style="list-style-type: none"> • Ensure development takes place at a sustainable rate and is relevant to the Shire's capacity to service that development. • Ensure, encourage and promote development that uses best practice energy and water saving designs. • Ensure the visual amenity of the Shire is preserved or enhanced by encouraging visual coherence, diversity and attractiveness of development which complement the natural beauty of the Shire. 	<ul style="list-style-type: none"> • Number of Strategic Plans being undertaken/completed. • Number of plans incorporating character statements/visual controls as per ESD Strategy.
3. To provide employment opportunities	<p>Support the expansion and diversification of existing business and industry groups within the Shire.</p>	<ul style="list-style-type: none"> • Number of actions of the ESD Strategy implemented. • Number of contacts with existing businesses.
	<p>Attract new and creative businesses that add to the diversity of the Shire's economy.</p>	<ul style="list-style-type: none"> • Number of actions of the ESD Strategy implemented. • Number of business promotions.
	<p>Increase the number of training opportunities available to enhance skills development in the Shire.</p>	<p>% increase in training opportunities in the Shire.</p>
4. To have a positive impact of development on social wellbeing.	<p>Maximise opportunities to provide developer funded services and facilities.</p>	<p>Services provided/contributed to by developer contributions.</p>





OUR SOCIAL, CULTURAL AND COMMUNITY RELATIONS

Social sustainability is about providing ways for people to live together, over time, peacefully, equitably and with respect for all different cultures and individual identity. Social interaction and cultural enrichment should be promoted while satisfying the basic needs of the human community.

Goal: To foster and enhance effective social, cultural and community relations building respect and civic pride.

Kempsey Shire Council is committed to creating a thriving, sustainable community. Implementation and ongoing evaluation of diverse services and strategies, with a focus to improving the quality of life of the area's residents, is a priority. Council aspires to take a proactive

approach to make certain that appropriate needs assessments, planning and monitoring are achieved.

To establish innovative, successful solutions to the pressing challenges of these priority issues, ongoing collaboration and planning between Council and community sectors is required. Changing needs and priorities must be identified and acted upon in the spirit of partnership if the community is to succeed in creating social prosperity in our local area. Effective forums will be essential to determine specific objectives to undertake, to rank them in terms of priority of action and establish measures and monitoring.



Council can contribute to creating a prosperous, self determining community through commitment to effective social planning.

STRATEGY	ACTIONS	PERFORMANCE MEASURES
1. To cater for a diverse community.	The community celebrates its diversity through a festival or celebration.	<ul style="list-style-type: none"> Number of events held that promote diversity. Number of participants in events.
	Strengthen reconciliation with our Aboriginal community	Number of resolutions of the Aboriginal Liaison Committee implemented.
	Develop and implement a strategy for an ageing population.	Number of actions of the Ageing Strategy implemented.
	The views of young people are taken into account on matters affecting young people.	Number of consultations held with young people.
2. To encourage community pride and self esteem.	Derive community pride by improving the appearance of the Shire and involving residents in these activities.	<ul style="list-style-type: none"> Number of activities that promote Kempsey. Number of Town Centre Master plan projects undertaken.



OUR SOCIAL, CULTURAL AND COMMUNITY RELATIONS cont.

STRATEGY	ACTIONS	PERFORMANCE MEASURES
3. To engage and include all sections of the community.	Services are provided to aged, youth, Aboriginal, children, people with disability, women, men, and people from culturally and linguistically diverse backgrounds.	Number of actions of the Social Plan implemented.
	Support and promote the contribution of social capital by the community.	Number of volunteer organisations in the Shire.
	Promote the variety of recreational facilities and activities to the residents of the Shire.	<ul style="list-style-type: none"> • Number of actions of the ESD Strategy implemented. • Number of people using the library. • Number of art exhibitions facilitating programs.
4. To embrace cultural and historic heritage.	Implement strategies that will develop and maintain a vibrant thriving culture which is creative, informed, skilled and productive.	Number of actions of the ESD Strategy implemented.
	Increase the knowledge of local Aboriginal culture in the Shire.	Number of actions of the ESD Strategy implemented.
	Identify, protect and enhance all significant heritage sites while promoting heritage events and festivals to celebrate the diverse history of the Shire.	Number of actions of the ESD Strategy implemented resulting in items listed under KLEP1987 and DCPs.
5. To foster a safe, healthy and inviting environment where people live in harmony.	Work with Government agencies and non Government agencies to address the social issues being experienced by Kempsey Shire.	Number of meetings of the Social Strategic Planning Committee.
	Address the issues linked to community safety and crime in Kempsey Shire and to assist to create a safer environment for those who reside in, work in, and visit the Shire through the Community Safety and Crime Prevention Plan.	Number of actions of the Crime Prevention Plan implemented.
	Sewerage service is provided and operated in an environmentally responsible manner.	% of sampling and analysis that comply.
	Water supplied is reliable and safe to drink.	% of sampling and analysis that comply.
	Health risks to the community are minimised.	Number of food shops audited per annum.

OUR INFRASTRUCTURE SERVICES

Council provides an extensive infrastructure portfolio to its community including roads, bridges and other transport facilities, stormwater and drainage, car parks, swimming pools, sporting facilities, libraries, plant and equipment, community halls, works depots, administrative buildings, furniture and equipment, caravan parks, saleyards, airports, water and sewerage.

Goal: To plan and fund the Shire's infrastructure and service needs.

Council is faced with an ageing infrastructure that is depreciating at a faster rate than renewal expenditure. Community expectations are high and ratepayers want value for money - they want a return for their rate payments. On the other hand, Council has limited

capacity to fund infrastructure as increases allowed under rate pegging are insufficient to fund increased material, salary and wage costs.

Additional infrastructure created by new development need to be contributed to by the developer, users of specialist services need to make a contribution, grants need to be accessed and other levels of Government need to recognise that they have a role in contributing a portion of taxation receipts to Local Government to pay for the additional services transferred to Councils.

Council cannot continue to provide the range of services that it does currently. Service provision needs to be prioritised, with non priority services reduced or withdrawn and services of a high priority allocated the freed up additional resources.



STRATEGY	ACTIONS	PERFORMANCE MEASURES
1. To provide infrastructure and services required by the community.	Survey community to identify priorities.	Number of surveys undertaken.
	Review the infrastructure programs contained in the Ten Year Plan annually.	Annual Budget meetings to be held each year.
2. To plan for infrastructure and service provision.	Strategic Plans for infrastructure are developed and reviewed annually and actions implemented.	<ul style="list-style-type: none"> Number of Plans developed and reviewed. Number of actions implemented.
	Implementation plans for the provision of infrastructure are adopted by Council each year.	Works program adopted by Council prior to 31st August each year.
3. To continually upgrade infrastructure & services.	Provide resources to adequately provide and maintain infrastructure.	Resources are allocated on an annual basis to allow infrastructure to be provided and upgraded and maintained.

OUR INFRASTRUCTURE SERVICES cont.

STRATEGY	ACTIONS	PERFORMANCE MEASURES
4. To have all current and future users pay for infrastructure and service development.	Borrow funds where necessary to pay for capital infrastructure.	% of capital budget financed by loan funds.
	Have Section 94 and 64 plans in place to provide developer contributions to infrastructure provision.	% of capital budget funded by Section 94 and 64 funds.
	Pursue a user pays policy wherever possible.	% of budget funded by user charges.
5. To minimise costs of infrastructure and services for the community by seeking external funding.	Seek grants from both State and Commonwealth Government for infrastructure works.	% of budget funded by Grant funds.





OUR RELATIONSHIPS

To be effective and efficient Council cannot work alone. It needs to develop relationships with other Councils to share ideas, to enter into joint working relationships and to unite to lobby other levels of government. These relationships need to be developed on a Regional, State and Federal basis.

Goal: To pursue beneficial relationships with regional neighbours and other levels of Government.

The State Government in the past has used amalgamation as a means to make Councils more efficient. However, bigger is not always better and under amalgamation community interest undoubtedly suffers. As an alternative

to amalgamation the State Government is fostering Resource Sharing as a means of achieving cost savings and or improved service delivery.

Even before the push for Resource Sharing, Council participated in joint service arrangements with other councils. Since 2004 Council has been Resource Sharing with eight other Mid North Coast Councils in a wide variety of service areas producing increased levels of service, financial savings and co-operation.



On a State level Council is a member of the Shires Association of NSW which represents councils with a rural interest and the Local Government Association which represents urban interests as well as the Country Mayors Association which represents larger country councils. All these bodies are actively involved in lobbying for legislative change.

Federally, Council is represented on the Australian Local Government Association, a group that lobbies in particular for a fairer share of taxation revenue for Local Government. Council is also heavily involved with the National Sea Change Taskforce which highlights with other levels of government, the challenges associated with rapid population growth in high amenity and non-metropolitan coastal areas.

Wherever there is a need Council will seek to have its community represented so that it receives increased benefits and services.

STRATEGY	ACTIONS	PERFORMANCE MEASURES
1. To participate in resource sharing with other councils.	Participate with other councils in resource sharing projects to gain savings in operational costs and as a means of extending services to Kempsey Shire customers.	Number of resource sharing meetings attended.
2. Develop networks and effective personal relationships for sharing ideas and information.	Have membership of and participate in Regional Organisations of Councils such as MIDROC, Regional Tourism and Joint Library.	Number of meetings attended.



OUR RELATIONSHIPS cont.

STRATEGY	ACTIONS	PERFORMANCE MEASURES
2. cont. Develop networks and effective personal relationships for sharing ideas and information.	Have membership of and participate in State Associations such as the Shires Association, Local Government Association, Country Mayors Association.	Number of meetings attended.
	Hold membership and participate in National bodies such as Australian Local Governments Association and National Sea Change Taskforce.	Number of meetings attended.
	Actively lobby other levels of Government or support organisations that actively lobby other levels of Government to maintain service levels in the Shire.	Number of deputations to State and Commonwealth Government.





OUR EFFECTIVENESS, EFFICIENCY AND ACCOUNTABILITY

The community demands a well managed and accountable Council. Councillors are elected by the community, to work for the community and represent their interests. The community in return expect the decisions made on their behalf to represent the wishes of the electorate.

Goal: To ensure leadership and effective, efficient accountable management.

Kempsey Shire is not divided into wards and Councillors represent all residents, not only the communities in which they reside. The decisions of Council are for the benefit of all and not for a special interest group, or groups that may be promoting or opposing an issue.

Council needs to communicate with its community in such a way as to reach as many of its residents as possible. The community needs to have confidence that once decisions are made they are implemented promptly, within determined timeframes and within budget.

Dependence on rate income should be minimised. Every effort should be made to obtain grants for works and services of a high priority. The user pays principle should be maintained and those that create demands for new or increased levels of service need to contribute to those services.

A program of continuous improvement is necessary to ensure an efficient and effective operation. Not only should management be pursuing improvements to systems and processes but every endeavour should be made to work with other Councils and share resources for the benefit of all.



Regular reports need to be submitted to Council and the General Manager needs to monitor the implementation of plans, decisions, service standards, outcomes and outputs of the organisation.

STRATEGY	ACTIONS	PERFORMANCE MEASURES
1. To receive and provide value for money services.	Continuous examination of processes result in increased service levels or financial improvement.	Number of Process Improvement Teams.
	Steps are taken to reduce the dependency of Rate revenue to finance services.	% of budgeted funded from Rate revenue.
	Council participates in resource sharing with other councils.	Savings made through resource sharing.
	Activities are benchmarked to demonstrate capability.	Number of activities benchmarked.



OUR EFFECTIVENESS, EFFICIENCY AND ACCOUNTABILITY cont.

STRATEGY	ACTIONS	PERFORMANCE MEASURES
2. To provide accountability for expenditure of public funds.	A financial report to the community is distributed to ratepayers following the audit of Annual Accounts.	Reports submitted to community by 31st March each year.
	Variations to budget allocations outside the limits set by Council are reported to Council.	Budget variations are reported to Council.
3. To provide good management.	Reporting mechanisms are in place to alert Council and Management to the issues affecting the performance of Council.	<ul style="list-style-type: none"> • Reports are submitted to the General Manager by Directors on a monthly basis. • Quarterly reports are submitted to Council on the implementation of the Management Plan.
	All staff are performance appraised at least once per year.	Appraisals carried out at least on an annual basis.
	Provide a safe working environment for Council employees.	Number of Workers Compensation claims made.
4. To have genuine open communication with the community.	To further develop and implement the Corporate Image, Communication and Customer Service Strategy.	Information distributed and media coverage achieved.
	The community is advised of the reasons for decisions made that are contrary to majority public opinion.	Number of press releases.
5. To provide leadership and guidance for the community.	Decisions are made by Council or under delegated authority in accordance with statutory requirements, financial capacity and in the majority community interest.	Number of Council resolutions.