

# 2042

## YOUR FUTURE

COMMUNITY STRATEGIC PLAN



**KEMPSEY**  
Shire Council

## Acknowledgement of Country

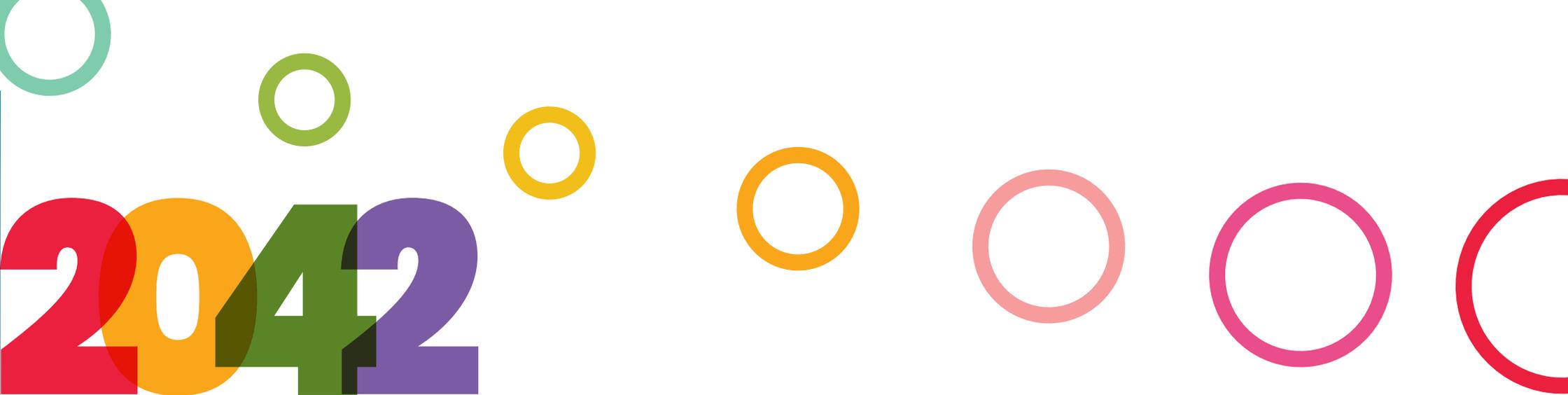
Kempsey Shire Council acknowledges the land of the Thunggutti/Dunghutti Nation.

We pay respect to Elders past and present.

We acknowledge the role of emerging leaders to continue to guide us in the future.

We acknowledge the Stolen Generations and the need to change practices to be inclusive.

This land always was and always will be Thunggutti/Dunghutti land.



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# MESSAGE FROM THE MAYOR

In our current lives it is a challenge to stop, look around and ask, 'where are we now?' and 'where do we want to be in 20 years?' The benefits of doing so make this future planning a worthwhile pursuit.

It is the opportunity to ask those two profound questions that this Community Strategic Plan process gives us.

This plan is for the whole community. With the work of excellent staff, we have collected thousands of submissions and carefully distilled them into this document.

It aims to identify the priorities and hopes for our entire Shire for the next twenty years.

They are encapsulated in a single, aspirational vision statement that reflects our history, our present and our future.

***From the mountains to the sea, our people are given the opportunities and infrastructure to build a safe, welcoming and sustainable community.***

***Marrungbu.***

Through the strategies and objectives that have been developed to deliver this vision, this document becomes the key strategic planning document for the future of the Kempsey area. It not only sets the framework for Council's plans for this term of Council, but also the plans for many other community and government organisations.

Kempsey Shire has the capacity to realise this vision through our commitment to the four focus areas of the environment, economy, community and leadership. The key ingredient is you, the incredible people of Kempsey Shire, from the mountains to the sea.



I look forward to working with you all as well as the many key agencies who are our partners in the delivery of our 20-year vision.

On behalf of my fellow Councillors, Council and the Kempsey community, I have the greatest pleasure in presenting this **Community Strategic Plan: 2042 Your Future.**

Thank you,

Mayor Leo Hauville



*A vibrant  
and cohesive  
community  
spirit*

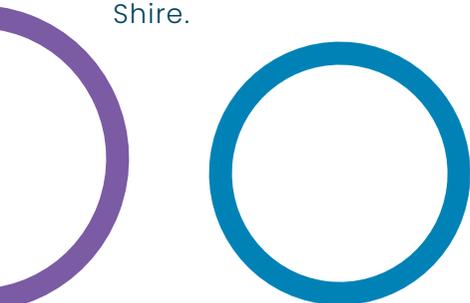
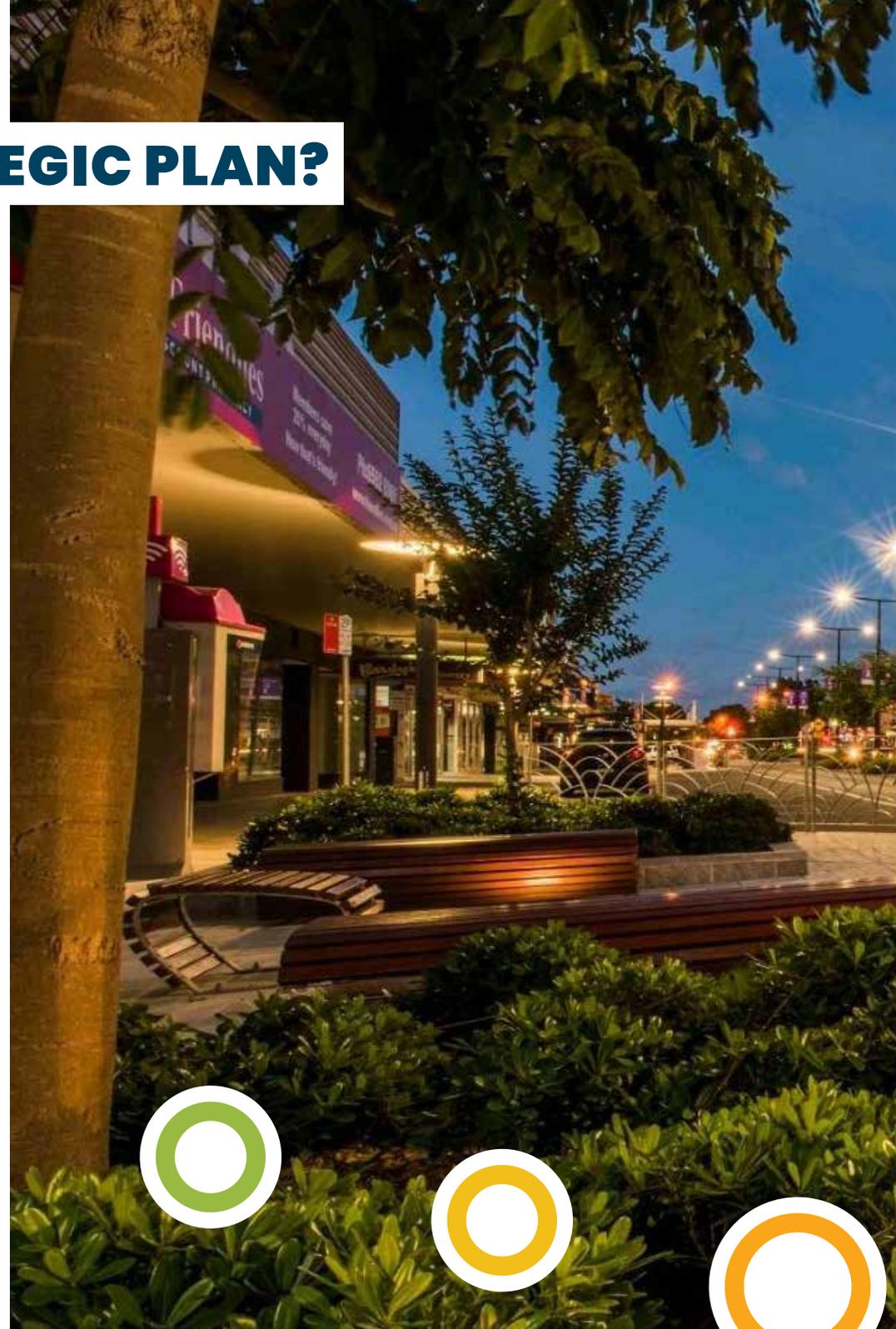
# WHAT IS THE COMMUNITY STRATEGIC PLAN?

The Community Strategic Plan, 2042: Your Future, outlines the community's hopes, aspirations and dreams for the Kempsey Shire. This is our community's plan and vision of what we want Kempsey Shire to be in 20 years.

Feedback and data gathered from many community surveys, events and organisations has been captured and analysed (by Kempsey Shire Council) to arrive at the long-term priorities for the future of our Shire.

The plan outlined in this document is based on collaboration between all levels of government, local agencies, residents and visitors to the Shire. It's an important reference tool for all levels of government, community organisations and businesses to plan and deliver their products and services to meet the identified community needs.

Although delivery of all the strategies in the Plan is beyond Council's authority, the document is a critical governance tool that sits at the peak of Council's strategic planning framework and provides over-arching direction for the organisation to align delivery of programs, services and investment.





”  
*Our future is  
connected to the  
preservation of our  
environment*  
”



# HOW TO READ 2042: YOUR FUTURE

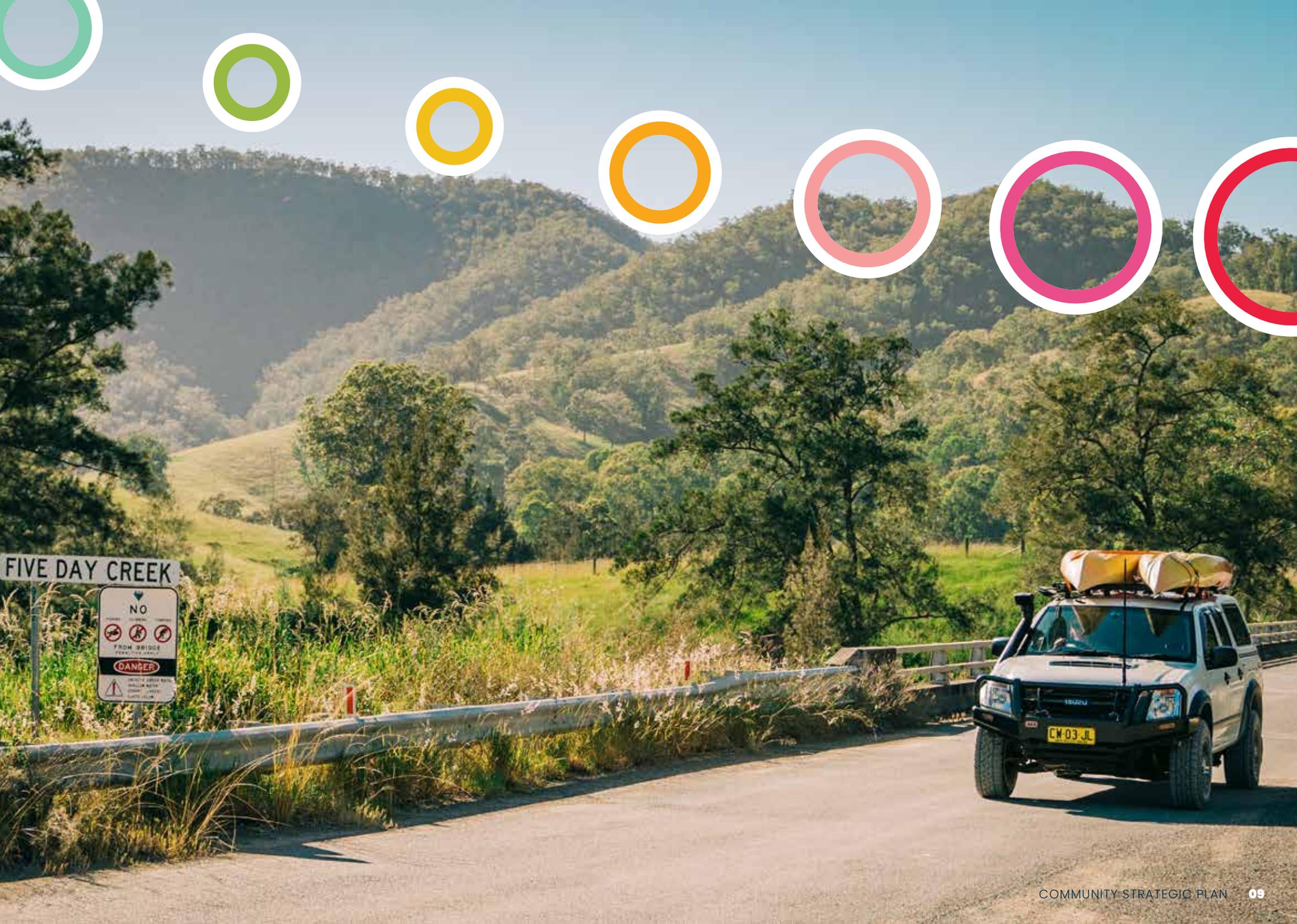
The first part of this Plan is an outline of where we are now, outlining the key statistics that represent our Shire for the purpose of planning and establishing the baseline.

Next is the vision for our Shire. A single sentence that is aspirational, memorable and unique to our region. It also articulates the values that are core to our community.

Then, the plan outlines the four central focus areas that will guide the community towards delivering this vision.

The image below helps explain the headings and layout of the tables within the Plan.





FIVE DAY CREEK

NO  
FROM BRIDGE  
DANGER  
CROSSING

# WHERE ARE WE NOW?

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

Our Shire is a diverse region, comprising mountain and forested areas, open farmlands, urban areas, coastal beaches and seaside towns. The towns and communities of the Shire are equally diverse.

The original inhabitants of this area are the people of the Dunghutti Nation made up of the Dangaddi, Daingatti, Thunggutti and Djunghatti people. The Dunghutti nation is bordered by the Gumbaynggirr in the north, Biripi in the south and Anaiwan in the west.

European settlement began in

1827 when Capitan A.C. Innes established a cedar party north of Euroka Creek on the Macleay River.

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

The Macleay River is the artery of our community that meanders through rural and urban areas. Whilst core to the valley's development, the river's serenity is sometimes interrupted and the flood prone nature of parts of the valley largely shape distinctive land use patterns and built form.

The Shire boasts over 15,000 hectares of National Parks and 79 kilometres of pristine coastline. The diverse range of

individual plant species and vegetation range from coastal heathland to subtropical warm temperate and cool temperate rainforests. This broad variety of habitats support a large diversity of fauna.

The Macleay Valley has strong foundations in timber, cattle, dairy and cropping and, in recent years, has witnessed further growth through new and higher-value agriculture production on smaller parcels of land.

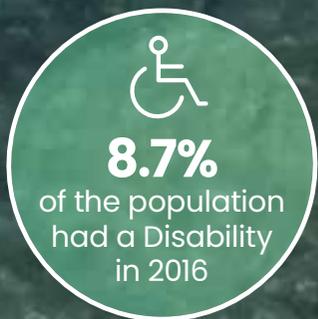
Our Shire is a single community that represents the coming together over time of many villages, peoples and industries.

The following page shows some of the key demographic features sourced from the ABS Census 2016 or Profile ID modelling for 2036, or Council sources. There are many issues across the themes of the economy, environment, community and leadership that have been considered in this plan, community engagement

outcomes and were also in Council's Discussion Paper your Future that now inform this plan.

## Our Valley & People





ABS Census 2016, Profile ID, or Council sources, unless separately stated

# WHERE DO WE WANT TO BE

## Community Feedback

2042: Your Future reflects the opinions, values, and aspirations of our wide and diverse community, based on thorough review, analysis and interpretation of community engagement and survey data, legislation, and best practice.

To prepare this plan we reviewed the previous Community Strategic Plan, published in 2016, over the last two years. The review included:

- targeted vision and values exercises
- investment in annual quantitative community survey data
- assessment of feedback on major strategic planning documents grouped under a "Your Future" brand.

Strong relationships with other levels of government and community support agencies gave us access to a broad range of stakeholder feedback from outside Council.

The engagement and data sources assessed as part of the Community Strategic Plan review include:

- Micromex Community Surveys, 2019 and 2020
- Community Catch-up series documented since 2018
- Why Local Government Matters, Kempsey Council – Institute for Public Policy and Governance 2019
- Regional Development Australia
  - Housing Action Program 2019 and 2020
  - Workforce Development Forum Report

- North Coast Skills Snapshot 2019
- NSW North Coast NSW Employment Strategy and Action Plan
- SMART Region Proposal
- Many Rivers Regional Housing Strategic Plan
- Department of Infrastructure, Transport, Regional Development and Communications – Smart Cities Communities of Practice and Smart Cities Plan
- Federal Government, National Performance Framework, Final Report 2017
- Horizon 2030 Macleay Valley Economic Development and Tourism Strategy
- GHD workshop on flood recovery impacts

- Macleay Valley Coast Destination Management Plan 2019–2029
- Macleay Valley Coast Marketing Strategy and Tourism Plan 2020–2023
- Your Future Places and Spaces – Macleay Valley Community Infrastructure Strategy
- Your Future Macleay Growth and Character – Local Strategic Planning Statements July 2020
- Community Strategic Plan Discussion Paper survey responses
- Vision and Values exercise conducted at community Catch-ups and events over 2021

# COMMUNITY VOICES



The whole entire river  
**got together and became one.**

[during the fire]

**Sharing and caring, loving and hello,  
how you going.**

We had that bond here.

**We can always have that bond here.**

We don't need a disaster to pull  
us together.

**We need that bonding so our children can  
grow up and be kind to one another.**

***Aunty Ruth, Bellbrook***  
(Black Summer Documentary 2021)

# WHAT THE COMMUNITY WANTS

The analysis took 894 separate feedback statements about priorities, visions and strengths submitted from our community and used them to identify key themes. Those themes are highlighted in the word cloud below:





**RESILIENT**  
**AGRICULTURE**  
**FINANCIALLY**  
**MODERN CLEAN BUSINESS FAIR**

# **STRONG NATURAL**

**MAKING IT EASY**  
**STRUCTURE**



# WHAT THE COMMUNITY WANTS

The word cloud is a visual demonstration of the cross over between values, hopes and needs. Referencing those key words against the sentiments the community expressed, the engagement review revealed clear directions and expectations for the future.

## We Value

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

## We Need

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

## We're concerned about

- Whether the built environment retains the local character
- Planning infrastructure that can withstand impacts of climate and population change
- Loss of our green space and natural beauty
- Opportunities, safety and employment for young people
- The quality and maintenance of our roads and infrastructure
- Creating safe places to live and visit
- Aging population and services and housing needs for this group





*I want my  
Council to  
really zing!*



## OUR VISION STATEMENT

A vision statement is unlike any other strategic element. It is not comprehensive, it is not measurable and it is not about now. It's a postcard from the future, declaring in a single statement what the community wants to be.

Framed in aspirational, forward-thinking language, visions should be creative, ambitious, and have a logical connection to the community.

This isn't a road map or a comprehensive list of every desirable outcome, but rather the simplest articulation of the destination our plan should lead us to. This vision statement can act as a touchstone to help community organisations make decisions and align their efforts with the community's desires.

The 2042: 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

# 2042

From the mountains to the sea,  
our people are given the opportunities  
and infrastructure to build a safe, sustainable  
and welcoming community.

*Marrungbu*

# MARRUNGBU



# NG BU

*We love our  
community  
and where  
we live.*

# HOW DO WE GET THERE?

## Our focus areas

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

**ENHANCING AND PROTECTING OUR NATURAL AND BUILT ENVIRONMENT**

**BOOSTING AND EVOLVING KEMPSEY SHIRE'S PROSPEROUS ECONOMY**

**CREATING AND CELEBRATING A SUPPORTIVE, CONNECTED COMMUNITY**

**VALUING, INFORMED LEADERSHIP THAT ENGAGES AND INSPIRES THE COMMUNITY**



*The communities  
of the Macleay value  
the diverse people  
and environment  
that give it  
definition.*



# YOUR FUTURE ENVIRONMENT

*Enhancing and protecting our natural and built environment*

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

# HOW DO WE MEASURE CHANGE?

Water quality



Greenhouse gas emissions



Water and energy consumption



Indicators of development applications that include sustainability measures beyond minimum requirements



Use of planning controls in balancing sustainable built environment and natural preservation



Waste and recycling volumes



Use of recreation facilities



Households and communities with emergency plans in place

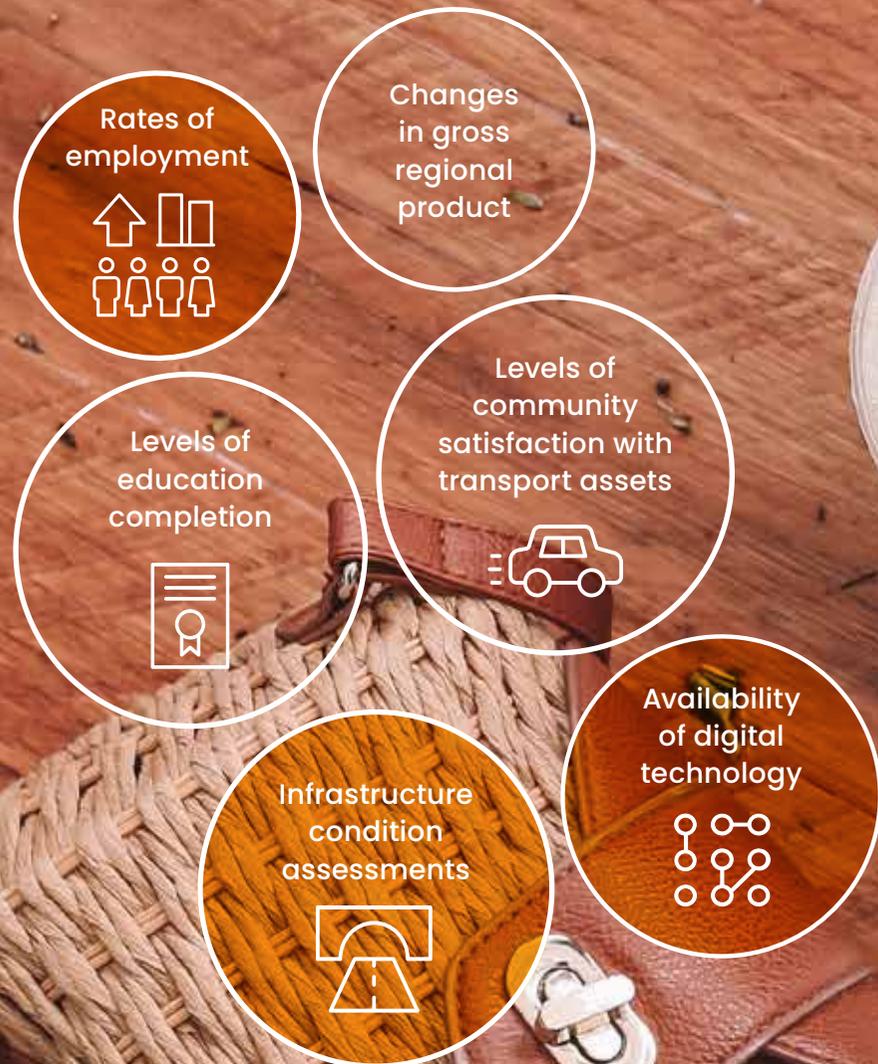


# YOUR FUTURE ECONOMY

*Boosting and evolving Kempsey shire's prosperous economy*

What are we working towards?	How will we get there?	Who can help?
Our local economy is strong and provides diverse employment	<p>We offer memorable visitor experiences through a vibrant tourism industry.</p> <p>We support each other to create local jobs and career pathways.</p> <p>Our businesses can adapt to new and emerging opportunities.</p> <p>Proactive planning will make land and services available to support the business sector.</p>	<p>Kempsey Shire Council</p> <p>State and federal members of parliament</p> <p>Destination NSW</p> <p>Destination North Coast</p> <p>Tourism operators and event organisers</p>
Opportunities for work, education and entertainment are available across the Shire.	<p>We encourage and foster new technology and innovative ways to do business.</p> <p>We provide quality education and lifelong learning experiences for people of all ages and abilities.</p> <p>We host and develop events that create investment and visitation.</p> <p>We empower our indigenous communities to develop business capabilities</p>	<p>NSW Department of Industry</p> <p>Local aboriginal groups and organisations</p> <p>Infrastructure NSW</p> <p>Chambers of commerce and business community</p> <p>Regional economic development bodies</p>
Quality transport and communication infrastructure makes it appealing to live in, work in and visit the Macleay.	<p>We plan and invest in transport that serves our future needs and growth.</p> <p>We actively maintain and improve the roads and bridges network.</p> <p>We encourage innovation and connection to a global economy.</p>	<p>Education and training providers</p> <p>State Library of NSW</p> <p>Community transport providers</p> <p>Transport for NSW</p> <p>Communication technology providers</p>

# HOW DO WE MEASURE CHANGE?



# YOUR FUTURE COMMUNITY

*Creating and celebrating a supportive, connected community*

What are we working towards?	How will we get there?	Who can help?
<p>Our diversity, heritage and creativity are proudly embraced.</p>	<p>A range of government and community services support social inclusion and equity.</p> <p>We acknowledge, celebrate and empower our Aboriginal residents.</p> <p>We create opportunities for artistic and cultural expression and enjoyment.</p> <p>We support and prioritise projects, events and programs that are community led.</p>	<p>Kempsey Shire Council</p> <p>State and federal members of parliament</p> <p>Community groups and sporting clubs</p> <p>Volunteer organisations</p> <p>Create NSW</p>
<p>Strong physical and emotional connections boost our quality of life.</p>	<p>We host inclusive events, festivals, sporting, cultural and community activities.</p> <p>Government and community will support the vulnerable and disadvantaged.</p> <p>We encourage and expand volunteering opportunities.</p> <p>Our public spaces and facilities keep pace with community needs.</p> <p>We maintain a sense of place in our towns and villages, while responding to change.</p> <p>We acknowledge and celebrate the Macleay River in defining our identity and connections.</p>	<p>NSW Department of Communities and Justice</p> <p>Aboriginal organisations and community groups</p> <p>Non-government agencies, charities and support services</p> <p>Neighbourhood centres</p> <p>NSW Office of Sport</p> <p>NSW Department Environment, Industry and Planning</p>

# HOW DO WE MEASURE CHANGE?

Use of community facilities



Socio-economic and crime indicators

Number of volunteers



Participation in events and organised sports or activities



Volume of grant funded projects



Variety of arts and culture services available



# YOUR FUTURE LEADERSHIP

*Valued, informed leadership that engages and inspires the community*

What are we working towards?	How will we get there?	Who can help?
Meaningful, informed partnerships, and evidence guide our decision making.	<p>We provide and participate in genuine community engagement opportunities to influence decision making.</p> <p>We use research and data to effectively advocate for and respond to the needs of our community, across all levels of government.</p>	<p>Kempsey Shire Council</p> <p>State and federal members of parliament</p> <p>Independent Pricing and Regulatory Tribunal</p>
Community and civic leadership create pride in our valley and its reputation.	<p>We collaborate across government and non-government leaders and community, sharing knowledge, opportunities, and solutions.</p> <p>We identify and embrace opportunities to work with regional partners.</p> <p>The community has a greater understanding of how decisions are made.</p> <p>We support a culture that values achievement, innovation, safety and cultural diversity.</p>	<p>NSW Department of Premier and Cabinet</p> <p>Department of Regional NSW</p> <p>Community and business leaders</p> <p>Office of Local Government</p> <p>Mid North Coast Joint Organisation Councils</p> <p>Country Mayors Association NSW</p>
Council is a trusted community focussed organisation.	<p>We provide strong corporate and financial management that is ethical, fair and accountable.</p> <p>Council's workforce, services and programs will represent value for money, delivered within a strong governance framework.</p> <p>We manage Council's assets to meet the needs of the current and future community.</p>	

# HOW DO WE MEASURE CHANGE?

Levels of satisfaction with Council



Reach of Council education and information services



Participation in engagement and civic leadership



Assessment of financial sustainability



Assessment of workforce profile



# HOW CAN YOU HELP MAKE THE PLAN A REALITY?

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



*Opportunities  
for the public to  
learn about the  
rich and beautiful  
Indigenous  
culture*



# HOW DOES THE 2042: YOUR FUTURE COMMUNITY STRATEGIC PLAN FIT IN?

Together, we have developed an ambitious long-term vision that deserves commitment. While Council has a custodial role in initiating, preparing and maintaining our Community Strategic Plan, and is the only

stakeholder required to report on the progress, Council is not wholly responsible for its implementation.

It is a plan which sets the direction for the whole of the Shire. All of our community, including government agencies, business, the

not-for-profit sector and our residents have a role in its success. Without the contribution of the partners identified in the Plan, and our wider community, we will be unable to achieve the vision for the future of Kempsey Shire.

## Alignment with State and Regional Priorities

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

The goals and strategies in 2042: Your Future, Community Strategic Plan have been developed to align with and reflect principles that are relevant to a broad range of national, state and local plans.

# GLOBAL AND NATIONAL

United Nations Sustainable Development Goals, 2015  
Paris Agreement, 2016  
Creating Places for people: Urban Protocol for Australian Cities, 2011  
Social Inclusion Agenda, Australia, 2009  
National Digital Economy Strategy 2030  
Infrastructure Australia plan, 2021  
Australian biodiversity & conservation strategy 2010-2030

# STATE AND REGIONAL

NSW 2021, State Plan  
Housing 2041, NSW Housing Strategy  
NSW Biodiversity Strategy  
Future Transport Strategy 2056  
State Infrastructure Strategy  
NSW State Health Plan  
Premier's Priorities  
NSW State Emergency Service Strategic Plan  
NSW North Coast Regional Plan 2036  
North Coast Regional Water Strategy  
Mid North Coast Local Health District Plan  
Mid North Coast Joint Regional Organisation strategic priorities  
NSW Environment Protection Authority Strategic Plan 2021-24  
NSW Carers Strategy 2020-30  
The Ageing Well in NSW: Seniors Strategy 2021-2031  
NSW Women's Strategy 2018-2022 (Strategy).

# LOCAL

Kempsey Council's Policies, Strategies and Plans including:  
Horizon 2030: Macleay Valley Economic and Tourism Development Plan, 2019  
Macleay Valley Coast Destination Management Plan 2019-2029  
20 year Vision and Local Strategic Planning Statement, 2020  
Your Future Macleay – Places and Spaces, Community Infrastructure Strategy, 2020  
Long-term Renewable Energy and Water Strategy, 2020  
Kempsey Shire Biodiversity Strategy, 2021  
Kempsey Emergency Management Plan 2021  
Community Engagement Strategy, 2019  
Disability Access Action Plan, 2017-21  
Reconciliation Action Plan 2022  
Macleay Valley Sporting Strategy 2017  
Flood studies – CBD and Lower Macleay, 2019  
Coastal zone management plan  
Various local development strategies and management plans

The plan also provides a way for council to be accountable to the community and the NSW Government. Each Community Strategic Plan, including this one, is reviewed in the year following a local

government election, and a report on the progress of implementation of the plan is presented to the outgoing councillors at the end of their term.

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



**STATE PLANS & STRATEGIES**

**RELEVANT REGIONAL PLANS & PRIORITIES**

**JO STATEMENT OF STRATEGIC REGIONAL PRIORITIES**

**2042  
COMMUNITY  
STRATEGIC PLAN**

Ongoing monitoring & review

**OTHER COUNCIL STRATEGIES & PLANS**

Examples include:  
Disability Inclusion Action Plan  
Local Strategic Planning Statement  
Environmental Strategies

**RESOURCING STRATEGY**

Long-Term Financial Plan  
Workforce Management Strategy  
Asset Management Strategy & Plans

**COMMUNITY ENGAGEMENT STRATEGY**

May include Community Participation Plan

**DELIVERY PROGRAM**

**OPERATIONAL PLAN**

**ANNUAL REPORT**

Ongoing monitoring & review



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