

think globally, act locally...

KEMPSEY SHIRE



Ecologically Sustainable Development

STRATEGY

June 2007



Kempsey Shire ESD Strategy -

think globally, act locally ...

Prepared by Kempsey Shire Council in close consultation the ESD Committee

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ACKNOWLEDGEMENTS

The Kempsey Shire Ecologically Sustainable Development Strategy is a project developed and carried out by Kempsey Shire Council in close consultation with members of a community based working group, known as the ESD Committee. Council would like to acknowledge and thank each member of the ESD Committee for their valuable advice and guidance to Council throughout the development of this Strategy. Council would also like to thank all those community members and government and non-government organisations who took the time to provide Council with comments and feedback as the Strategy was being developed.

MESSAGE FROM THE *Mayor*

The Kempsey Shire is home to a diverse and vibrant community, rich, natural coastal and hinterland environments and a steady, expanding economy.

The Shire, which has become known as ‘nature’s wonderland’, renowned for its unspoilt nature, is fast attracting both retirees and young families wishing to relocate from larger urban centres and enjoy the relaxed country and coastal lifestyles our Shire has to offer. However, this is resulting in increased development pressures, which have the potential to impact on the Shire’s natural environments, social and cultural attributes and infrastructure. It is therefore essential that the Shire has a plan in place to ensure that our communities live and work harmoniously with their environment.

The Strategy provides a vision for the future and key goals to work towards.

The “Kempsey Shire Ecologically Sustainable Development (ESD) Strategy – *think globally, act locally...*” is a broad scale plan, designed to facilitate sustainable development within the Shire, to ensure that we protect and maintain our way of life for both current and future generations. The document will also serve as an educational resource and reference point for the development of other plans and policies within Council to ensure we are working towards a common goal.

The Strategy provides a vision for the future and key goals to work towards. These are based on our community values and principles identified by a community based steering committee and confirmed by a community survey and consultation process. It should be recognised that the Strategy will be a constantly evolving framework, required to be updated regularly to ensure it is relevant to its time and consistent with community views.

Council formally adopted the Kempsey Shire ESD Strategy at its meeting on 10 July 2007 and I now look forward to working with Council staff, the community and other government agencies to ensure successful implementation of the Strategy and our vision of a sustainable society becoming a reality.



Councillor Betty Green
Mayor Kempsey Shire Council &
Chair of ESD Committee



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List of Abbreviations

ABS	Australian Bureau of Statistics
AGO	Australian Greenhouse Office
AMNC	Arts Mid North Coast
ASS	Acid Sulfate Soils
BASIX	Building Sustainability Index
CAR	Comprehensive, Adequate and Representative
CFCs	Chlorofluorocarbons
COAG	Council of Australian Governments
CPTED	Crime Prevention Through Environmental Design
DA	Development Application
DCP	Development Control Plan
DEC	Department of Environment & Conservation
DEH	Department of Environment & Heritage
DET	Department of Education and Training
DEUS	Department of Energy, Utilities and Sustainability
DLWC	Department of Land & Water Conservation
DNR	Department of Natural Resources
DoP	Department of Planning
DPI	Department of Primary Industries
DSRD	Department of State and Regional Development
EPA	Environmental Protection Authority
ESD	Ecologically Sustainable Development
GIS	Geographic Information System
IPCC	Intergovernmental Panel on Climate Change
IWCMS	Integrated Water Cycle Management Strategy
KPS	Koala Preservation Society
KSC	Kempsey Shire Council
KTPs	Key Threatening Processes
KWR&DF	Kempsey Waste Reveal and Disposal Facility
LEP	Local Environmental Plan
MDAP	Macleay Development and Promotion
MNCRDB	Mid North Coast Regional Development Board
MVT	Macleay Valley Tourism
NAIDOC	National Aboriginal and Torres Strait Islander Day of Celebration
NCAHS	North Coast Area Health Service
NDMP	Natural Disaster Mitigation Programme
NPWS	National Parks & Wildlife Service
NRCMA	Northern Rivers Catchment Management Authority
NSESD	National Strategy for Ecologically Sustainable Development
RFS	Rural Fire Service
RLPB	Rural Lands Protection Board
RTA	Roads and Traffic Authority
SoE	State of the Environment
SRES	Special Report on Emissions Scenarios
STP	Sewage Treatment Plant
TBL	Triple Bottom Line
TCM	Total Catchment Management
UN	United Nations
UV	Ultraviolet
WHO	World Health Organisation
WTP	Water Treatment Plant



EXECUTIVE *Summary*

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:

‘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’.

This notion of ESD and in general the term sustainability has been circulating in society for over a decade now and is gaining increasing emphasis through education, and across industry, business and indeed the broader community. However, in the past, the practicality or implementation aspect of ESD and sustainability has been somewhat vague. This is where the development of an ESD Strategy comes in.

The ESD Strategy aims to set a vision for the Shire and then establishes an action plan that sets major goals or targets, with a number of measurable objectives and actions for achieving those goals and ultimately the vision for a sustainable future for the Shire. It is the development of this action plan that addresses the implementation of ESD, by clearly setting out what needs to be done in order to meet defined goals and ultimately the vision for achieving sustainability in the Shire.

Specifically, the ESD Strategy aims to build upon Council’s existing strategies and resources (State of Environment Reports, Social Plan, Cultural Plan, Transportation Infrastructure Strategic Plan and Tourism Strategic Plan, to name a few) and identify which areas Council and the community as a whole are moving towards sustainability and which areas it is not. The focus is then to reinforce the former and move away from the later.

The Strategy has been developed by Council in consultation with a community based team, known as the ESD Committee. It has been designed to serve Council and the community as both as an educational resource and action plan to guide the Shire on its path to sustainability. However, as many of the recommended actions require cooperation from the community and local and state agencies, the ultimate success and implementation of the Strategy will be dependant on cooperation and commitment from these groups.

The Kempsey Shire ESD Strategy represents a major step towards achieving sustainability in the Shire. The following chapters provide an introduction to the issue of sustainability, the values and culture required to embrace sustainability and the actions needed to meet sustainability under its three core sectors – environment, society and economy.



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CHAPTER 1

Introduction

BACKGROUND

Global Context

The industrialised world first became interested in the concept of sustainable development in the 1960s. Rachel Carson, and her book “The Silent Spring”, published in 1962, have been credited by many as the catalyst for worldwide acknowledgment of environmental problems. In the following years a number of publications including Paul Erlich’s “Population Bomb” (1968) and the Club of Rome’s “Limits to Growth” (1972) drew attention to global environmental and development issues.

International forums such as the UN Conference on the Human Environment 1972, and Habitat 1976 further debated the need for a changed approach to development. In 1987 the Bruntland Report “Our Common Future” popularised and defined the term ‘sustainable development’.

‘Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.’

In 1992, the United Nations Conference on Environment and Development (commonly referred to as the Earth Summit) in Rio de Janeiro produced Agenda 21, a major publication that sets out a blueprint for sustainable activity across all areas of human activity (DEH 2005).

What is a Local Agenda 21?

Local Agenda 21 is drawn from Chapter 28 of Agenda 21 tabled at the Earth Summit in 1992. It was drafted by major Local Government Bodies from around the world. A Local Agenda 21 is a long term strategic program for achieving sustainability in the 21st Century, at the local level.

The Australian Initiative

In the same year as the Earth Summit (1992), Australia developed our National Strategy for Ecologically Sustainable Development (NSES D). The NSES D defines ecologically sustainable development (ESD) as:

‘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’.

The principles and concepts contained in Agenda 21 and Australia’s National Strategy for Ecologically Sustainable Development are very similar. Agenda 21, from where Local Agenda 21 was derived, speaks of ‘sustainable development’, whilst the National Strategy for ESD (also developed in 1992) has as its goal ‘ecologically sustainable development’ (defined above). These are compatible concepts.

The definitions provided above and the many other definitions of sustainable development recognise that we need to link

development and protection of the environment in order to protect and manage ecosystems and natural resources which are essential for fulfilling basic human needs and improving living standards for all (Cotter, B., and Hannan, K., 1999). There are three main spheres to ESD – Environment, Society & Economy. These three spheres are interconnected, which means that an impact on one will have a flow on affect to each of the other spheres. Figure 1 illustrates the three interconnected spheres of ESD.



Figure 1 – Integrated Spheres of ESD

Local Government’s Role

Local Councils are one of the nine ‘major groups’ named in Agenda 21 as being fundamental in working towards sustainable development. The others include women, youth and children, indigenous people and their communities, non-government organisations, trade unions, business and industry, scientists and technologists, and farmers.

Because so many of the problems and solutions being addressed by Agenda 21 have their roots in local activities, the participation and cooperation of local authorities will be a determining factor in fulfilling its objectives. Local authorities construct, operate and maintain economic, social and environmental infrastructure, oversee planning processes, establish local environmental policies and regulations, and assist in implementing national and sub-national environmental policies. As the level of governance closest to the people, they play a vital role in educating, mobilising and responding to the public to promote sustainable development.

Agenda 21, paragraph 28.1

An integral part of Local Government’s commitment to ESD and the development of a sustainability strategy is the formation of a working group or committee. Such a group or committee should be made up of a broad cross section of the community to ensure the effective integration of environmental, social and economic issues.

Legislation

It's also worth pointing out that ESD is not optional, but rather there are a number of legal requirements for implementing the principles of ESD.

The first stated purpose of the NSW Local Government Act (Section 7a) is "to provide the legal framework for an effective, efficient, environmentally responsible open system of local government in NSW". Another stated purpose of the Act (Section 7e) is "to require Councils, Councillors and Council employees to have regard to the principles of Ecologically Sustainable Development in carrying out their responsibilities".

The Local Government Act 1993 (as amended 1997) (Section 8) sets out the charter of a local Council in NSW and includes the requirement for a Council to "properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible in a manner which is consistent with and promotes the principles of Ecologically Sustainable Development" and "have regard to the long term and cumulative effect of its decisions". So taking into account the principles of ESD is a legal requirements for all Councils under the Local Government Act.

One of the stated objectives of the Environmental Planning and Assessment Act (1979) is also "to encourage Ecologically Sustainable Development". By inference, therefore, planning instruments which are developed under this Act should be founded on the principles of ESD.

Kempsey Shire Council and the ESD Committee

In July 2004 Kempsey Shire Council adopted a draft ESD Policy, developed by a preliminary ESD working group comprising staff from each Council department. Council also recognised the need for there to be a Local Agenda 21 team (now known as the ESD Committee) and in May 2005 Council finalised the appointment of community representatives forming part of the committee. The first meeting of this Committee took place September 2005 and has since met on a regular basis to provide advice and guidance to Council on the development of this Strategy.

PRINCIPLES OF ESD

A number of principles form the foundation of sustainability and hence a Local Agenda 21. The following principles are generally recognised as the 4 key principles of ESD, as stated in the Environmental Planning and Assessment (EP&A) Act 1979:

- **Precautionary Principle** – where there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason

for postponing measures to prevent environmental degradation.

- **Intergenerational Equity** – fairness and equal access to opportunities both in our lifetimes, as well as for future generations.
- **Protecting Biodiversity** – to protect biological diversity and maintain essential ecological processes and life-support systems.
- **Improved Valuation** – improved valuation, pricing and incentive mechanisms should be promoted to ensure the full costs, including the cost to environmental and social systems, are included in the final valuation of the product or service.

However, as is the ever-evolving nature of ESD, a number of other factors are now also considered important components for achieving ESD:

- **Integration** – the effective integration of environmental, social and economic considerations in decision making; and
- **Community Involvement** – recognition that sustainability cannot be achieved, nor significant progress made toward it, without the support and involvement of the whole community.

Furthermore, the importance of a sustainable economy in the context of ESD is now recognised. A sustainable economy that thrives in a durable, efficient and equitable manner plays a major role in sustaining key social services such as schools and hospitals, provides the jobs we want and a healthy environment for the kind of inclusive communities we all wish to live in (Government of Western Australia, 2001). There is also an increased public expectation for organisations to demonstrate transparency and accountability beyond the traditional domain of financial importance, and take responsibility for their non-financial impacts, including impacts on community and the environment. Triple Bottom Line (TBL) reporting is becoming an accepted approach for organisations to demonstrate they have strategies for sustainable growth (DEH 2003).

OUR ESD MODEL

The Kempsey Shire ESD Strategy has been modelled on a number of existing sustainability and settlement strategies from other NSW Local Government Areas, including Manly, Clarence Valley and Coffs Harbour City Councils. The Strategy is aimed at Council and the community as a whole, to assist the Shire on its path to sustainability and emphasise the need to 'think globally, act locally'.

The adopted sustainability model is based on long-term intergenerational thinking. It recognises that our quality of life and prosperity depends upon the successful integration

of our social and economic systems with the life sustaining ecological systems present in the natural environment. It has been designed to incorporate the following key elements.

Key Elements of the Model

- **Core Values and Organisational Culture:** sustainability, trust, cooperation, service, innovation and pride
- **Environmental:** land, water, atmosphere and biodiversity;
- **Social:** health, safety and well-being, culture and heritage, open space, recreation and sport and social infrastructure
- **Economic:** business and industry, employment, income and training and development

in electronic format on Council's website and in hard copy format at 6 locations throughout the Shire. Council also took the opportunity to advertise the availability of these draft chapters through the Mayors column in the local paper and through interviews on community radio. This initial period of consultation was designed to give the community a chance to provide feedback and input into the document as it was developing.

Formal Exhibition and Community Information Session

The full draft Strategy was subsequently compiled and endorsed by the ESD Committee and Council for the purposes

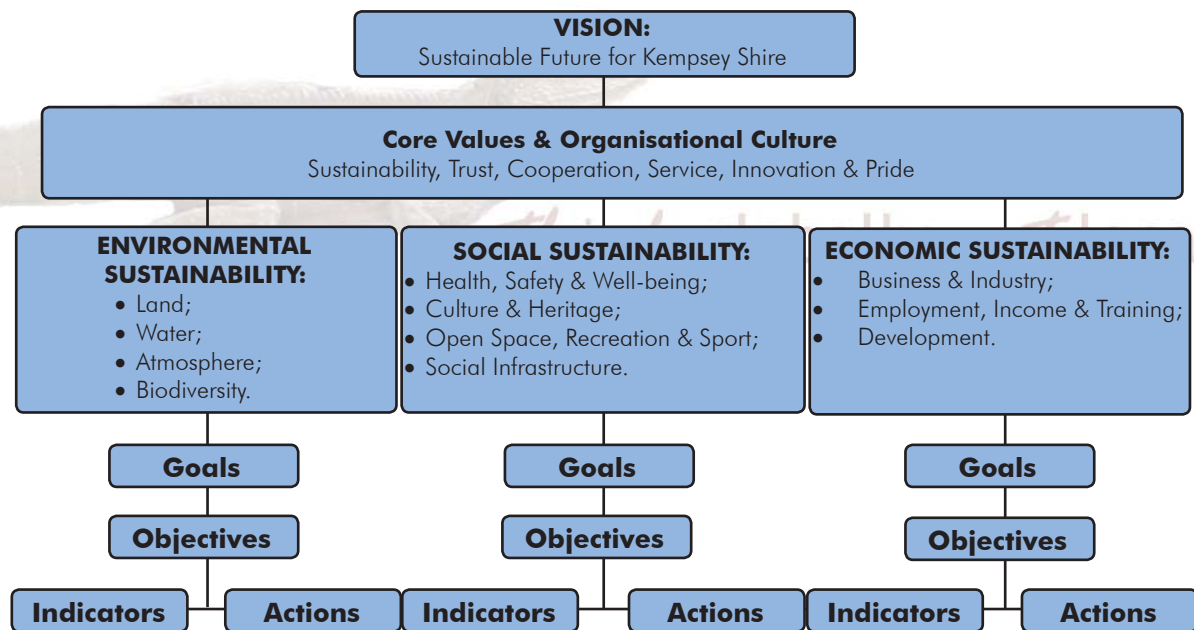


Figure 2 – Kempsey Shire ESD Model

COMMUNITY CONSULTATION

The Kempsey Shire ESD Strategy has undergone a comprehensive community consultation process from the very beginning of its development, starting with the formation of the ESD Committee. As mentioned previously, this Committee, comprising of community representatives with experience and expertise in environmental management, science, education, health, development, planning, agriculture and business, met on a regular basis to provide advice and guidance to Council throughout the development of the Strategy. The information below provides a summary of both the process undertaken and the results obtained through community consultation.

Initial Community Feedback

Beginning with the draft Introduction and Environmental Sustainability Chapters in May 2006, each subsequent Chapter was placed on display for initial community feedback until November 2006. The draft chapters were placed on display

of formal public exhibition from 28 November 2006 until 15 February 2007. Throughout the 2 and ½ month formal exhibition period, the full draft Strategy was again available in electronic format on Council's website and on display in hard copy format at 8 strategic locations throughout the Shire. The community was invited to make comment through a written submission or via e-mail. To further assist the community in making a comment, a public submission and survey form was made available at each of the display locations, which members of the community could fill in and drop into the collection box provided or send directly to Council. Alternatively, the same form was available to fill out online, which could then be submitted over the internet.

A community information session was also held at the Council Chambers on 13 December 2006, to further raise public awareness of the Strategy and outline its use as a key strategic planning document.

Advertisement and Promotion

The formal exhibition period was initially proposed to end on 31 January 2007, however, this date was extended to the 15 February 2007 to allow more time for public comment and to take advantage of a mail-out campaign in conjunction with the rates notices in January 2007.

The mail-out campaign included a copy of the public submission and survey form and an information brochure, which introduced the topic of ESD, outlined the process behind the development of the Kempsey Shire ESD Strategy and provided information on how the public could make a comment or provide feedback.

The submission and survey form and information brochure, being distributed with the rates notice, provided a cost effective way of further informing the majority of Shire residents about the ESD Strategy and their chance to provide input before it was finalised.

The full draft Strategy was also advertised through the local paper, on Council's website and on community radio throughout the formal exhibition period.

Results of Community Consultation

A total of 201 submissions were received throughout the informal and formal exhibition period. This included 183 completed and returned community submission and survey forms, plus 18 separate written submissions from other government agencies, ratepayer groups, community organisations and individuals. The feedback received provided valuable ideas and information, which was included in the finalisation of the document. The consultation process also revealed support and intentions to assist in the implementation of a number of actions by some government agencies and community groups.

A 25 page summary of all comments received was tabled for discussion at the February 2007 meeting of the ESD Committee. The ESD Committee assessed the comments and the Strategy was revised to include and / or address the majority of the comments provided by the community and government agencies. The ESD Committee subsequently voted to

endorse the revised ESD Strategy with associated amendments and recommended that the Final Strategy be reported to Council for adoption.

Community Survey

A community survey was also undertaken as part of the consultation process. The survey asked the community to rank in order of priority, the themes addressed under each of the three core sectors – environment, society and economy. The results of the community survey are illustrated in Figures 3a, 3b and 3c on the next page.



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DRAFT KEMPSEY SHIRE ECOLOGICALLY SUSTAINABLE DEVELOPMENT (ESD) STRATEGY - Think globally, act locally

Kempsey Shire Council seeks your comments on the draft Kempsey Shire ESD Strategy (2006) during the 2 month public exhibition period from 28 November 2006 to 31 January 2007.

Please forward your submission via the details above or through the collection box provided.

YOUR DETAILS
Name (please print): _____
Your Address: _____
Telephone during work hours: _____
E-mail: _____ Fax: _____

Reading area (please tick the area where you live):

<input type="checkbox"/> Bellbrook	<input type="checkbox"/> Bellmore River	<input type="checkbox"/> Crescent Head
<input type="checkbox"/> Frederickton	<input type="checkbox"/> Gladstone	<input type="checkbox"/> Grassy Head
<input type="checkbox"/> Jerseyville	<input type="checkbox"/> Kempsey	<input type="checkbox"/> Kinchela
<input type="checkbox"/> Kundabung	<input type="checkbox"/> Smithtown	<input type="checkbox"/> South West Rocks
<input type="checkbox"/> Stuarts Point	<input type="checkbox"/> Willemans	<input type="checkbox"/> Visitor to the Shire

Other (please specify): _____

PRIORITY ISSUES
Below is a list of the major themes identified within each of the core sectors of the ESD Strategy - Environment, Society and Economy.
Please place a number, in order of priority, beside each of the themes addressed within each of the 3 core sectors (1 being highest priority and 4 being lowest).

ENVIRONMENT (Please Number 1-4) <input type="checkbox"/> Land <input type="checkbox"/> Water <input type="checkbox"/> Atmosphere <input type="checkbox"/> Biodiversity	SOCIETY (Please Number 1-4) <input type="checkbox"/> Health, Safety & Wellbeing <input type="checkbox"/> Culture & Heritage <input type="checkbox"/> Open Space, Rec & Sport <input type="checkbox"/> Social Infrastructure	ECONOMY (Please Number 1-3) <input type="checkbox"/> Business & Industry <input type="checkbox"/> Employment Income & Training <input type="checkbox"/> Development
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Please provide additional comments over page

Closing Date For Submissions: 31 January 2007

For Further Information Contact: Nathan Rogers on (02) 6566 3300

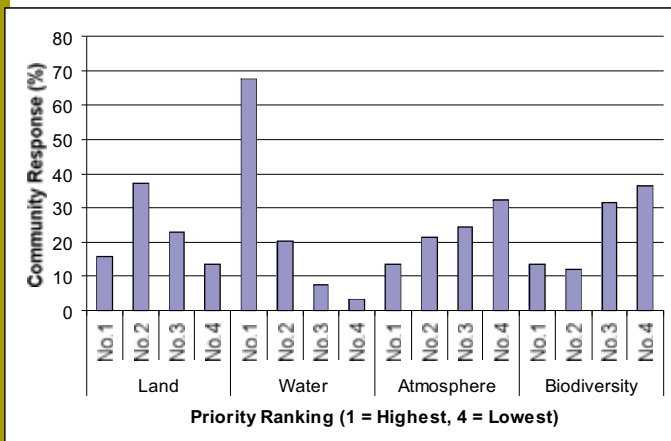


Figure 3a – Community Environmental Priorities

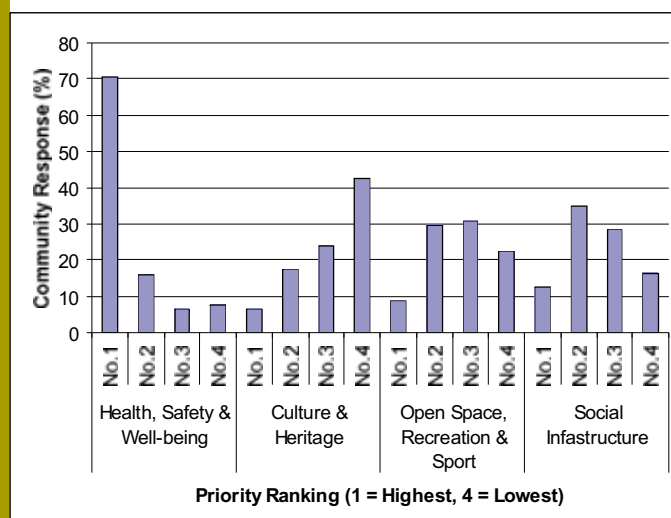


Figure 3b – Community Social Priorities

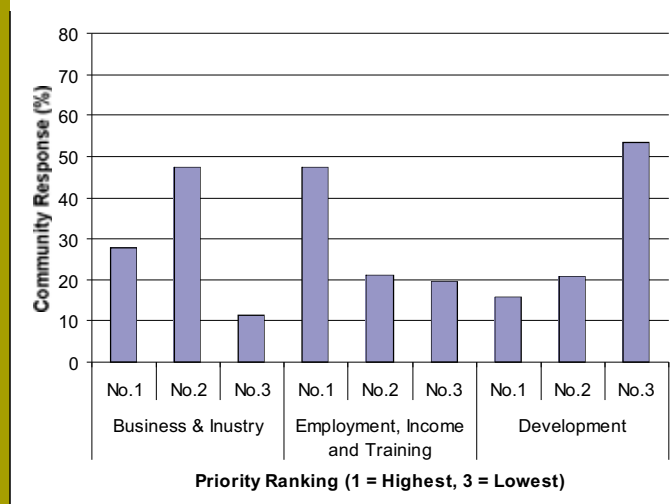


Figure 3c – Community Economic Priorities

The results shown above indicate that the majority of the community recognised ‘Water’ as the number 1 environmental priority, with ‘Land’ consistently rated as number 2 priority. ‘Biodiversity’ and ‘Atmosphere’ were rated as lower environmental priorities. ‘Health Safety and Well-being’ was rated as the number 1 social priority, with ‘Social Infrastructure’

rated as number 2. ‘Open, Space Recreation and Sport’ and ‘Culture and Heritage’ were rated by the majority of the community as number 3 and 4 social priorities respectively. ‘Employment, Income & Training’ was rated as the number 1 economic priority, with ‘Business & Industry’ rated at number 2. ‘Development’ was rated by the majority of respondents as the lowest economic priority.

The information obtained from the community survey provides important baseline information, documenting priority ESD issues for Council to focus resources on over the coming years as the ESD Strategy is implemented. Follow-up surveys may be required to re-assess the on-going perceptions of the community in regards to priority areas for management.

THE STRATEGY AND HOW TO USE IT

Including this Chapter, the Strategy is divided up into six main chapters:

- Introduction;
- Core Values and Organisational Culture;
- Environmental Sustainability;
- Social Sustainability;
- Economic Sustainability; and
- Strategy Implementation.

A number of major themes have been identified within each Chapter which are discussed in detail. Each of these themes begins with a list of key goals and background information on the topic that describes Kempsey Shire’s position on that particular issue. Following this introduction to the key goals and relevant issues, a number of objectives and actions were developed with the sole purpose of achieving the goals and ultimately the vision for a sustainable future. This process is further explained below.

Goals

Under each theme, a series of goals have been developed. The goals represent broad, non-specific, idealistic outcomes to achieve the vision.

Objectives

A series of specific, measurable, achievable, results orientated and time bound (SMART) objectives, and associated recommended actions are then assigned to each goal, with the sole purpose of achieving that goal, and ultimately the vision for the Shire. It should be emphasised that many actions and recommendations are quite simple to implement, and others will require extensive resources and cooperation between, Council, the community, private sector and other government organisations.

INTEGRATION OF STRATEGY INTO COUNCIL'S OPERATIONS

The ESD Strategy has been designed to form part of a feedback loop in conjunction with 'State of' (Environment, Society & Economy) Reporting and Council's Management Plan, where the 'State Of' Reporting identifies priority issues, the ESD Strategy provides the action plan to address the issues and Council's annual Management Plan outlines the resources, including staff and budgetary matters required to implement the actions. Progress on the implementation of actions will then be reported through annual 'State of' Reporting, completing the loop. Further details on the implementation of the Strategy are provided in Chapter 6 – Strategy Implementation.

At this stage it is recommended that the actions associated with the Environmental Sustainability Chapter be reported through the annual SoE Report, while State of 'Society' and 'Economy' Reporting be developed as a means of reporting progress on the other two pillars of ESD – society and economy. This process is outlined in the following diagram.



Figure 4 – Feedback Loop – Integration of ESD Strategy, 'State of' Reporting and Council's Management Plan

BENEFITS FOR COUNCIL AND THE COMMUNITY

The development of this Strategy will help to achieve a more sustainable future for the Shire and provide the following benefits to Council and the community:

- assist the coordination of Council functions through a more focused strategic approach that will continue to improve governance including leadership, accountability, and providing available resources and support;
- meeting ESD obligations under the Local Government Act, and supporting national commitments, international conventions and protocols;
- increased capacity for effective policy development, with

improved corporate structure and planning approach based on sustainability principles that is both responsive and proactive in relation to key challenges and issues;

- integrating existing and new policies, strategies and programs so that they are all aiming to achieve the goal of sustainability;
- an improved understanding of community values and aspirations thereby assisting a wide range of planning and decision-making related to these values;
- cost savings, by increasing the efficiency of Council's operations in relation to resource use and other environmental services, reducing waste, pollution and emissions;
- enhanced roles as an effective facilitator of community action, and as manager of natural resources, social services, and supporter of economic, social and cultural development; and
- an enhanced capacity to play a meaningful and effective role in regional, state, national and global initiatives related to sustainability (Clarence Valley Council and Sustainable Futures Australia, 2005).

VISION AND GOALS

The establishment of an agreed vision is a fundamental step in a Local Agenda 21 process as it involves thinking about the long term future and what will be left for future generations.

A vision is a common picture of the community's environmental, economic and social future and it should be sufficiently long term to allow substantial change from the patterns of the present. A vision, by its nature, will be a broad idealistic statement of general agreement for the future. The following vision for the Shire was developed by incorporating parts of the existing corporate vision statement for the Shire with suggestions from the ESD Committee.

Proposed Vision for the Kempsey Shire

The beauty of the natural environment and the country and coastal lifestyles in the Kempsey Shire will be both preserved and enhanced for the benefit of current and future generations by providing for the environmental, social and economic aspirations of its communities.

Key Goals of the Strategy

A number of key goals were then developed for each of the main themes within each chapter as presented below.

ENVIRONMENTAL SUSTAINABILITY GOALS

Land

1. Ensure that development integrates the principles of ESD and is compatible with identified land use constraints.
2. Prevent, control and repair land degradation in the Kempsey Shire.
3. Minimise the generation of waste in the shire and implement further recycling activities.

Water

1. Create a Total Catchment Management (TCM) aware, involved and practicing community.
2. Promote and encourage the responsible use and consumption of water.
3. Ensure the water quality within the waterways of our Shire sustains natural ecosystems.

Atmosphere

1. Improve the air quality of the Kempsey Shire.
2. Reduce the amount of greenhouse gases emitted from the Shire.
3. Ensure compliance with national and international laws and conventions prohibiting the use of ozone depleting substances.

Biodiversity

1. Conserve and enhance the integrity and diversity of the indigenous flora and fauna, and their ecosystems.
2. Manage, control and reduce the presence of and adverse impacts of introduced weed species and feral and domesticated animals.

SOCIAL SUSTAINABILITY GOALS

Health, Safety and Well-being

1. Promote and develop strategies that provide health services to all demographics of the shire.
2. Foster community and civic pride and return to the community a sense of safety, lessen vandalism and theft, and create an environment valuable to our health and well-being.
3. Have appropriate emergency plans in place to minimise and manage the risks posed to human life and property in the event of major natural disasters and climate change.

Culture and Heritage

1. Foster a vibrant, secure and inclusive culture in which equality, individual creativity, understanding, respect and diversity flourish.
2. Aspire to be the model community for coastal indigenous communities to both participate fully in mainstream society and hand down traditional cultural attributes.
3. Identify, protect and enhance all significant heritage sites, while promoting local heritage events and festivals to celebrate the diverse history of the Shire.

Open Space, Recreation & Sport

1. Provide and maintain a diverse range of open spaces and reserves in the Shire.
2. Provide and promote a variety of recreational facilities and activities to the residents of the Shire.
3. Promote the benefits of sport to the residents of the Shire and continue to attract major sporting events on an annual basis.

Social Infrastructure

1. Plan, develop and maintain safe and cost effective transportation infrastructure, including enhanced public transport options, that meets the needs of the community.
2. Provide clean, fresh potable water and treatment of wastewater to acceptable standards to the current and future residents of the Shire.
3. Provide high quality educational facilities to all members of the community.
4. Maintain a network of community halls and libraries throughout the Shire.

ECONOMIC SUSTAINABILITY GOALS

Business and Industry

1. Promote Kempsey as the principal town in the Shire, an icon and centre of excellence for high quality goods, services and facilities, upholding ESD principles and offering educational and employment opportunities, in particular, that add to the distinctive character of the region.
2. Create a healthy and vibrant business environment that is competitive and encourages innovation and sustainability.
3. Establish a world-class eco-tourism industry that promotes and sustains the natural beauty of the Shire's coastal regions, National Parks and State Recreation Areas.
4. Encourage the development of renewable energy based industry in the Shire.
5. Encourage knowledge based, skilful and innovative enterprise that has national and / or international significance.

Employment, Income & Training

1. Foster an economy with high levels of employment and increased capacity to pay higher wages.
2. Foster an economy that provides a variety of employment & training opportunities.

Development

1. Ensure development takes place at a sustainable rate and is relevant to the Shire's capacity to service that development.
2. Encourage and promote development that uses best practice energy and water saving designs.
3. 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.



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CHAPTER 2

Core Values & Organisational Culture

Key Goal

Adopt and effectively integrate and implement the core values outlined in Table 1.1 and foster a culture of sustainability within Council.

Values can be described as general assumptions, convictions, or beliefs about the manner in which people should behave and the principles that should govern behaviour.

In general, values are seen as those qualities of behaviour, thought, and character that society regards as being intrinsically good, having desirable results, and worthy of emulation by others.

Values can be defined on a personal, social, organisational or even national scale. Within an organisation, core values represent the deeply held beliefs of that organisation and should be demonstrated through the day-to-day behaviours of all employees. An organisation's values make an open proclamation about how it expects everyone to behave. Values should endure over the long-term and provide a constant source of strength for an organisation.

Linked closely with values is the culture of an organisation. The culture of an organisation is an amalgamation of the values and beliefs of the people in an organisation. It can be felt in the unspoken rules and expectations of behaviour in an organisation where, even though the rules are not formally written down employees know what is expected of them.

This chapter discusses Council's organisational values and culture and provides suggestions on how they may be reviewed and adapted to enhance their integration with ESD. A revised set of values should reflect Council's position as a community focused organisation and foster a culture that understands and embraces sustainability. Fostering this change in Council's values and culture is an essential part of the Strategy. It will provide Council with the strategic direction and commitment for achieving sustainability within the organisation itself and thus greatly enhance the successful implementation of broader range of actions at the community level that are proposed in the following chapters of this Strategy.



KEMPSEY SHIRE COUNCIL (KSC) CORE VALUES

Background

In 2003 steps were introduced by management to change the culture of the organisation. Council recognised the need to develop and adopt values within the organisation that would:

- form the basis of dealings with customers;
- determine how Council operated;
- align organisational and individual values; and
- establish a results driven organisation.

To develop a representative set of values, staff were invited to be on a Project Team.

Valuing Values Team

In December 2003 a Valuing Values Team was formed comprising cross organisation and cross-hierarchical representation, including indoor and outdoor staff. Over approximately 3 months, a series of workshops were held where the group brainstormed key values to reflect the aspirational values of Kempsey Shire Council. Team members then liaised with other staff throughout the organisation before receiving input from Council's Staff Management Team. Each of the values developed through the brainstorming exercises were weighted to indicate their relative importance. In April 2004 the group had refined the list of values to 5:

- a motivational breakfast in June 2004;
- advertisement on mousepads, business cards, letterheads, coffee mugs; webpage and posters for offices;
- articles in InBiz (staff newsletter); and
- Values Breakfast in May 2005.

More recently the values have been incorporated into KSC Code of Conduct, recruitment procedures and performance appraisals for staff. Management is committed to the process and seeks further commitment to the values by the organisation.

Aligning & Incorporating KSC Values with ESD

At the beginning of the preparation of this Strategy it was recommended that a number of core values be developed, designed to feed through to all actions proposed to be undertaken in this Strategy and ultimately reflected through Council's actions and behaviour along its path to sustainability.

The initial suite of core values recommended by the ESD Committee to be integrated within this Strategy were:

- Sustainability;
- Equity;
- Integrity;

Trust:

We earn trust by being honest, respecting differences and by encouraging open communication.

Co-operation:

We achieve the best for our community through effective teamwork.

Service:

We value our community by providing quality professional service to all.

Innovation:

We encourage creative and visionary thinking to achieve sustainable outcomes.

Pride:

We take pride in Kempsey Shire Council's contribution to our community.

These 5 values were adopted by Council on 11 May 2004 and have been integrated into Council through a number of measures explained below.

Values Implementation Team

Following the adoption of the 5 values outlined above, Council set up a Values Implementation Team to coordinate the integration of the values into the organisation. The Implementation Team met on numerous occasions throughout 2004 and developed a series of media and events for the values to be communicated to staff, including:

- Community Engagement;
- Efficiency;
- Innovation; and
- Identity

At a quick glance, it is apparent that many of these values are directly related or cross over with the current set of values adopted by Council in May 2004 (discussed previously). For example, the value innovation is represented in both set of values, while the values, service and efficiency, are both about providing the best possible service delivery for the community and therefore can be combined into 1 value – 'service'. Equity

and integrity are about being fair and just with the soundness of moral principles and character. These 2 values are closely linked and are one of the main ingredients for developing trust and therefore will be addressed in the guiding principles concerning 'trust'.

Community engagement refers to the process of meaningful engagement with the community to identify the needs of the community and ways to address those needs. It also includes involving community in the decision making process. These features are consistent with both 'cooperation' and 'service' delivery and thus community engagement will be represented in these 2 existing Council values.

Identity is about the ability to recognise or establish as being, a particular person or thing. It is how we see ourselves as individuals, a community and a nation. Identity therefore has its closest links with the value of 'cooperation' and 'pride'.

'using, conserving and enhancing the community's resources so that.....the total quality of life, now and in the future, can be increased'

Finally, the term sustainability, as defined in this Strategy, is about 'using, conserving and enhancing the community's resources so that.....the total quality of life, now and in the future, can be increased'. Thinking and acting in a sustainable manner is essential if we are to become a more sustainable society and therefore it is crucial that the value of 'sustainability' and associated guiding principles be acknowledged as an independent value, both within Council and the community.

The above discussion highlights that many of the proposed values are addressed, or can be successfully integrated with Council's existing 5 core values, with the exception of sustainability. This Strategy therefore proposes that Council retain the 5 core values and consider incorporating an overarching value of sustainability and associated guiding principles when next reviewing the core values.

Proposed Core Values	Guiding Principles
SUSTAINABILITY	<ul style="list-style-type: none"> Promote and practice ESD principles. Ensure sustainable use of our natural resources. Promote a tolerant, diverse and healthy community. Promote sustainable economic growth and encourage creative local enterprises. Be responsible and proactive custodians of the natural, social and economic environments of the Shire.
TRUST	<ul style="list-style-type: none"> Earn trust by being honest, open and up front at all times. Believe in individuals, management and the organisation to get the job done. Act ethically and accountably. Act in the public interest. Make decisions which are timely, soundly based and consistent. Promote transparency, openness and accountability. Contribute to the identity and vibrancy of community life in the Shire. Promote diversity and individual creativity.
CO-OPERATION	<ul style="list-style-type: none"> Promote and encourage effective teamwork within the organisation. Create and foster partnerships with the community. Treat people fairly and respectfully. Promote social equity.
SERVICE	<ul style="list-style-type: none"> Be guided by clear plans and priorities. Provide quality professional service to all. Provide the best possible service delivery. Be customer focused. Engage the community in decision making processes. Encourage community involvement in service provision. Actively inform the community of services available and how they are accessed.
INNOVATION	<ul style="list-style-type: none"> Encourage visionary thinking. Be resourceful and stay actively informed of trends. Promote learning and encourage creativity. Develop a culture of continuously improving services.
Pride	<ul style="list-style-type: none"> Take pride in serving the community. Promote satisfaction with individual and organisational achievements.

Table 1.1 Proposed Core Values and Guiding Principles

ORGANISATIONAL CULTURE

Organisational culture is closely linked with the core values of the organisation and reflects the things people value, the way people within the organisation generally relate to one another, share ideas and work together on a daily basis to get things done. It includes the shared view of directions and values, priorities, commitments and feelings of loyalty and personal worth within an organisation. A positive organisational culture is essential for an organisation to be successful. It also provides personal work satisfaction, supports emotional and physical well-being and generates high morale as well as positive perceptions by others (NSW DET 2005).

Fostering a Culture of Sustainability within Council

The inherit culture within an organisation also has direct implications for that organisation's progress towards sustainability. Historically, the main role of Local Councils has typically been the 'roads, rates and rubbish' scenario, whereby the community viewed the core functions of Council as exactly that and in most cases that is how Councils viewed themselves as well. However, times have changed and so have the perceived responsibilities of Council. Apart from these 'typical' services, many of which are now becoming less of a core business within many Councils, there is an increasing pressure for Local Government Authorities to provide a sense of leadership in the community, particularly towards managing the local environment, enhancing social cohesion and encouraging sound economic growth. As stated by *Stephen Rufus, CEO of Berri Barmera Council* in a presentation, given to the Local Government Association of South Australia,

"The success of Local Government and individual Councils in the future will not be based or measured on how we manage rate increases or react to public opinion, but more on how we plan our future with a robust strategic direction that achieves above all long term sustainability for the betterment of our communities."

To achieve this fundamental change in what Council does, or is expected to do, a transformation of the culture within the organisation is required. Some forward thinking organisations and governments have already achieved this cultural transformation. They now lead the way in sustainable development practices, in which decision-making and reporting explicitly considers an organisation's economic, environmental and social performance. A great many others are at the cusp of instigating the transformation and others still are yet to be convinced of the need and benefits in making such a change. Currently Kempsey Shire Council's position falls into the middle category, that is there is recognition for the need to transform the culture into a more sustainably thinking and practicing one. The question is "how"?

How to facilitate the change

There is no argument that sustainability is a profound challenge, where the basic assumptions and structures of organisations must be altered, which are likely to have emerged over long periods of time and be highly resistant to change. The challenge for an organisation that is serious about the concepts inherent in the idea of sustainability is to move towards becoming a visionary organisation. It requires the fundamental transformation of the organisation. The organisation initially has to emphasise efforts on the employees in the organisation, who must in turn work as a trusting team rather than a coalition of different people with different interests whose basic aim is personal survival (Lunn and SustainUS 2005, Dovers 2001).

Once the organisation is working towards a common goal, commitment to achieving sustainability within the organisation must come from the top, from senior management, who are controlling the direction of the organisation. If organisations are to achieve short-term improvements in sustainability, the organisation must encourage managers to recognise the immediate impacts that their own actions can have on the sustainability of the organisation. In the longer term, improvements can only be made if the organisation can change the way in which future generations of managers are educated, which is also likely to involve the retraining of existing managers (Lunn and SustainUS 2005).



Training of all staff throughout the organisation should then be undertaken. Firstly, this training should aim at increasing staff knowledge of sustainability and the fundamental need for a change in culture, and secondly, training should emphasise what practical changes can be made to enhance the sustainability of day-to-day operations.

The following page outlines a number of objectives and actions designed to work towards the goal for achieving successful integration and implementation of the proposed set of core values and a shift in the culture towards a more sustainably focused organisation.

CORE VALUES & ORGANISATIONAL CULTURE: GOAL, OBJECTIVES & ACTIONS

GOAL: Foster a culture of sustainability within Council and over time revise core values with consideration of the proposed core values and guiding principles outlined in Table 1.1.

Objective 1.1: By 2009 considerably increase the knowledge, understanding and appreciation for sustainability within Council.

Proposed Action(s)	Time Frame	Responsibility	Priority	Env. Levy
1.1.1 Investigate options for enlisting professional consultancy to assist in the delivery of sustainability training.	1 year	Council	High	No
1.1.2 Provide sustainability education and training, initially for Councillors, Directors and Managers and then for all staff in the organisation.	1-2 years	Council	High	Possibly
1.1.3 Promote a sustainable culture through regular articles in the staff newsletter.	Ongoing	Council	High	No

Objective 1.2: During the 2009/10 financial year undertake a review of Council's core values with consideration of the core values and guiding principles outlined in Table 1.1

1.2.1 Set up a values review team to undertake a review of existing core values with consideration of the values suggested in this Strategy.	3	Council	Medium	No
1.2.2 Report to Council outlining the revised core values.	3-4	Council	Medium	No

Objective 1.3: In the 3 years following the adoption of the revised core values, undertake promotion and awareness programs designed to reinforce the revised core values to staff.

1.3.1 Hold an in-house training seminar for Councillors and staff, designed to effectively communicate the revised core values.	4 years	Council	Low	No
1.3.2 Hold an event, similar to that of the Values Breakfast held in 2005 to unite organisation and reinforce revised core values.	4-5 years	Council	Low	No
1.3.3 Advertise revised core values through a variety of media, including, letterheads, webpage and posters for offices	5-6 years	Council	Low	No
1.3.4 Incorporate revised core values in recruiting procedures and staff appraisals.	4-6 years	Council	Low	No



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CHAPTER 3

Environmental Sustainability



Environmental issues and natural resource management are often the elements of sustainability that are most commonly addressed by governments, industry and the broader community.

Environmental sustainability is about using, conserving and ensuring natural resources are maintained and enhanced for the benefit of current and future generations. The Kempsey Shire has a number and diverse range of landforms, water ways, natural habitats and productive pastures that must be preserved and maintained for the enjoyment of both existing and future residents. This can only be achieved through the integration of environmental management issues with the management of the other two pillars of ESD – the society and economy.

The environment of a particular area can be impacted upon by decisions made in relation to the management of that area's social and economic systems, while conversely the condition of the environment can impact upon the functioning of the social and economic systems of that area. For example, an environment that is in good condition and is looked after by its inhabitants, will pose fewer health risks and provide greater opportunities for the local community and visitors to enjoy its natural attributes, resulting in a healthier, happier and interactive society. Similarly, an environment that is in good condition, with resources being used at a sustainable rate, will provide for a diverse and sustainable economy over the longer term.

A number of environmental themes have been identified that need addressing in this chapter of the Strategy. These themes are generally categorised under the following headings:

- Land;
- Water;
- Atmosphere; and
- Biodiversity

This chapter of the document explores in detail each of the environmental sustainability themes identified above and outlines a number of goals, objectives and proposed actions to achieve environmental sustainability in the Shire.

It should also be noted here that many of the goals, objectives and actions presented within this chapter can be linked to many of the natural resource management targets identified in the Northern Rivers Catchment Management Authority's (NRCMA) Catchment Action Plan (CAP) 2006. The NRCMA has also been identified in this Strategy as a key organisation in implementing many of the proposed actions relating to 'environmental' sustainability'. The NRCMA CAP and the ESD Strategy (particularly this chapter) should therefore be seen as complementary and every effort made to ensure cooperation between the two organisations to achieve the desired outcomes of both plans. At the end of each relevant objective, a reference has been provided showing the link between the NRCMA CAP and the ESD Strategy.

Key Goals - LAND

1. Ensure that development integrates the principles of ESD and is compatible with identified land use constraints.
2. Prevent, control and repair land degradation in the Kempsey Shire.
3. Minimise the generation of waste in the shire and implement further recycling activities.

Introduction and Issues

The word 'land' carries strong emotional overtones. Land is territory, it means food, security, wealth and power-but even more, land defines a society and its environment, providing a tangible evidence of its physical self (DEH 2001). For the purposes of this document land refers to the geographical area of the Kempsey Shire, including the interaction between its soils and geology, waterways, biological processes and its use for human settlement.

The Kempsey Shire covers a **geographical area** of 3,376km² and has a rich and diverse character of residential, business and natural landscapes with some industrial land use. The area is well known for its natural environment including the rugged gorge country and wilderness areas in the far western portion of the Shire, through to the sensitive wetlands and floodplain environment and adjoining coastline to the east. The central and eastern portion of the LGA have been predominately cleared for agriculture and residential development during the past 120 years. The Shire experiences varied **topography**, ranging from the upper reaches of the New England Tablelands (approx. 900-1200m elevation) to the west and eastern escarpment gorge country, traversing down to rugged hill country, lower hill country and extensive floodplains to the east. The coastal fringe is characterised by dunefields, estuaries and some elevated headlands.

The general **geology** is characterised by Carboniferous and Permian rocks of the Hastings Block to the south and Kempsey and Nambucca Beds to the north. **Soils** range from fluvial sediments in the floodplain of the Macleay River, including acidic clays, which are dispersive (break apart) when wet, to strongly structured clays soils with low texture contrast originating from the Tertiary basic volcanics in the upper reaches of the valley (DWLC 1999 and 2000). For a more detailed description of the geology and soils underlying the Kempsey Shire, refer to the *2004 Comprehensive State of Environment Report* for the Kempsey Shire.

The underlying soils and geology of the Kempsey Shire has

lent itself to exploration and mining of a number of **mineral resources**, including granite and limestone, and to a lesser extent gold and tin, during the previous 2 centuries. Extractive industries, including quarries for both hard rock and sand, to supply materials for road and to a lesser extent building construction, remain part of Shire's **primary industries** today.

Development pressures impact on all aspects of the environment. As populations grow the demand for land and water resources and infrastructure subsequently increases. The growth of human settlement (eg. via subdivision of land) often displaces other land uses such as native vegetation, open space or agricultural land. Construction and building place pressure on mineral resources, whilst increasing the potential for degradation of soils though poor management practices. Currently land development pressures in the Kempsey Shire are most prevalent along the coastline, where expanding populations associated with "Sea Change" phenomena are placing extra pressures on the sensitive ecosystems associated with the coastline and fringing wetlands.

Increasing pressures from development often leads to the decline in the condition or quality of land as a result of its use by individuals or society, otherwise known as **land degradation**. Some common forms of land degradation include: soil **erosion** (including river bank, bed and gully erosion), rising water tables, invasion of introduced and feral species, declining soil fertility due to acidification or salinisation, and Acid Sulfate Soils. The full extent or nature of land degradation in the Kempsey Shire is still yet to be fully quantified. A comprehensive land degradation assessment is a recommended action of this Strategy.

Acid Sulfate Soils (ASS) are the most significant land degradation issue in the Kempsey Shire, which impact not only on land and agricultural production, but also on aquatic systems and biodiversity. ASS are natural soils that form in

"The Kempsey Shire covers a geographical area of 3,376km²"

seawater or brackish water environments. They are common in every estuary and estuarine floodplain in NSW. These soils contain iron sulfides that are stable and do not cause a problem when waterlogged. However, when these natural occurring sulfides are disturbed and exposed to air, oxidation occurs and sulfuric acid is ultimately produced. This acid can leach into the surrounding area acidifying neighbouring drains, wetlands, creeks, estuaries and bays, causing severe short and long-term environmental damage. It can affect industries such as fishing and tourism, and can impact on public and private infrastructure by causing serious damage to steel and concrete

The NSW Acid Sulfate Soil (ASS) Strategy identified two Stage 1 Acid Soil Hot Spots in the Kempsey Shire, Clybucca and Upper Maria River, and five Stage 2 Acid Soil Hot Spots at Yarrhapinni, Belmore, Frogmore, Kinchela and Rafferty's. Hot Spot areas are areas where land management decisions in relation to ASS have contributed to, and can lead to further, severe soil acidification, poor water quality, reduction in agricultural productivity and capability, loss of estuarine habitat and/or degraded vegetation and wildlife.

Other land degradation issues in the Shire include those parcels of land that have been contaminated by historical activities, such as oil and fuel storage and distribution, cattle tick dip sites and the spraying of chemicals such as



herbicides and pesticides on agricultural lands. These areas are known as **contaminated sites**. There are a number of known potentially contaminated sites and unhealthy building land in the Kempsey Shire LGA including, but not limited to; landfills; fuel depots; stock dips; sewer treatment plants; quarries and mine sites.

Growing communities also increase the output of **wastes**. Per capita Australia is the second highest producer of waste in the world (second only to the USA) with most landfill sites filling at an unprecedented rate. As a result, more and more space is required to dispose of our waste safely. Waste disposal in the Shire has been centralised to one facility, with three former landfill sites being either permanently or temporarily capped and are currently being used as waste transfer stations. The centralisation of waste disposal activities rather than having a number of uncontrolled landfills scattered throughout the Shire provides for a more economical and efficient disposal



of waste for the community that is designed to minimise environmental impacts. Waste going to landfill increased considerably between 2002/2003 and 2003/2004 with a slight increase during 2004/2005 and 2005/06. The increased waste to landfill is most likely indicative of population growth and development that has occurred over the same time period.

In October 2006 Council introduced a kerbside recycling service to all households in the Kempsey Shire that had an existing garbage collection service. Also eleven drop-off centres are provided in villages throughout the Shire including provision for recyclable collection at the transfer station sites and the Kempsey Waste Receiving and Disposal Facility (KWR&DF). These centres provide collection receptacles for glass containers, aluminium cans and paper and cardboard. Green waste, steel, timber and rubber

tyres and car batteries are separated where possible at the waste transfer stations for recycling. Resalable items are also separated from the waste stream where possible and on-sold to the public.

LAND: Goals, Objectives & Actions

GOAL 1: Ensure that development integrates the principles of ESD and is compatible with identified land use constraints.

Objective 1.1: Ensure key Council land use planning policies, instruments and controls integrate the principles of ESD by the end of the 2009/10 financial year ([Link to NRCMA CAP Management Targets LUP3; LUP4](#)).

Proposed Action(s)	Time Frame	Responsibility	Priority	Env. Levy Funding
1.1.1 Complete preparation of the following key planning documents with integration of ESD principles:				
a) Kempsey Shire major LEP.	1 year	Council, DoP Community	High	No
b) Review of Residential Land Release Strategy.	1 year	Council, DoP Community	High	No
c) Review of South West Rocks Structure Plan.	1 year	Council, DoP Community	High	No
d) South Kempsey Industrial Land Rezoning.	2 years	Council, DoP Community	High	No
e) Kempsey Integrated Settlement Strategy.	4 years	Council, DoP Community	High	No
f) Pacific Highway by-pass Strategy.	4 years	Community, RTA, DoP	Medium	No

Objective 1.2: Ensure the principles of ESD are incorporated in the assessment of all development applications (DA's) by the end of the 2008/09 financial year.

1.2.1 Review Sustainability Reporting Procedure, including the use of the triple bottom line (TBL) tool and identify areas for improvement in order for the procedure and tool to be used more accurately and confidently across Council. Refer to Appendix En-1 for a copy of the current Sustainability Reporting Procedure.	1 year	Council	High	No
1.2.2 Determine the threshold (scale) of development to which the Sustainability Tool would apply.	1 year	Council	High	No
1.2.3 Provide training to Council Staff on the use of the Sustainability Reporting Procedure and TBL Tool.	1-2 years	Council	High	No
1.2.4 Implement the use of the Sustainability Reporting Procedure and TBL Tool when assessing DA's.	1-2 years	Council	High	No
1.2.5 Maintain community involvement in the development assessment process in accordance with Council's Community Consultation Policy.	Ongoing	Council and Community	High	No

Objective 1.3: Ensure development complies with Council's planning policies, instruments and controls, commencing in 2007/08 financial year and ongoing thereafter.

1.3.1 Undertake an annual audit of development applications to ensure compliance with current conditions of DAs, with provisions in place to modify the audit process to ensure compliance with DA's that incorporate ESD principles in the future.	Commencing in 1 year and ongoing thereafter	Council	High	No
1.3.2 Respond to reported breaches as they occur and prosecute where appropriate.	Commencing in 1 year and ongoing thereafter	Council	High	No

Note: Time frames subject to resources and budgetary constraints.

LAND: Goals, Objectives, Indicators & Actions

GOAL 2: Prevent, control and manage land degradation in the Shire.

Objective 2.1: By the end 2008/2009 financial year, establish a database of significant areas of acid sulfate soils (ASS), severe erosion and land contamination in consultation with the community and relevant agencies and organisations.

[\(Link to NRCMA CAP Management Target L2\).](#)

Proposed Action(s)	Time Frame	Responsibility	Priority	Env. Levy Funding
2.1.1 Undertake a comprehensive land degradation assessment in the Kempsey Shire.	2-3 years	Council, DNR, DPI, NRCMA, Community	High	Possibly
<i>Objective 2.2: In partnership with NRCMA, DPI and DNR introduce sustainable management training programs to landholders identified to have degraded land by the end of 2009/2010 financial year.</i>				
(Link to NRCMA CAP Management Targets L1; L2; L3; CCB1; CCB2).				
2.2.1 Hold seminars and/or workshops for landholders and general public to raise awareness about how to prevent and manage land degradation in the Shire, with specific emphasis on: <ul style="list-style-type: none"> impacts of over drainage on the floodplain; land clearing, over grazing and erosion; and contamination of land, including the use and storage of chemicals and pesticides. 	3-4 years	Council, DNR, DPI, NRCMA, RLPB, Macleay Landcare Network, Landholders	Med-High	Possibly
2.2.2 Develop a sustainable land management training program to encourage responsible land management on privately owned lands.	3-4 years	Council, DNR, DPI, NRCMA, Macleay Landcare Network, Landholders	Med-High	No
2.2.3 Assist landholders where possible to adopt best management practices.	3-4 years	Council, DNR, DPI, NRCMA, Macleay Landcare Network, Landholders	Med-High	No
2.2.4 Actively promote community involvement in environmental restoration projects.	3-4 years	Council, DNR, DPI, NRCMA, Macleay Landcare Network, Community	Med-High	No
2.2.5 Seek corporate sponsorship and funding grants for community based rehabilitation projects.	3-4 years	Council, DNR, DPI, NRCMA, Macleay Landcare Network, Community	Med-High	No

Note: Time frames subject to resources and budgetary constraints.

LAND: Goals, Objectives, Indicators & Actions

Objective 2.3: Continue to undertake at least 3-5 drain modifications and remedial actions located in high risk ASS each year for the next 10 years.
[\(Link to NRCMA CAP Management Target L2\).](#)

Proposed Action(s)	Time Frame	Responsibility	Priority	Env. Levy Funding
2.3.1 Liaise with DNR and landholders to produce a detailed (updated) map indicating the areas of land with high and low risk ASS in the Shire cross referenced with the location of drainage networks.	1 year	Council, DNR, Landholders	High	No
2.3.2 Continue on-ground works for remediation of high risk ASS, including drain modifications and management.	Ongoing	Council, NRCMA, DNR, Landholders	High	Yes
2.3.3 Continue on-ground works for remediation of ASS scald areas including restricting access of stock and revegetation.	Ongoing	Council, NRCMA, DNR, Landholders	High	Yes
Objective 2.4: Best practice sediment and erosion control be applied to building development sites and Council construction works and maintenance activities by the end of 2007/08 financial year. (Link to NRCMA CAP Management Target L3).				
2.4.1 Review and update Council's policy and procedures for erosion and sediment control for construction works and maintenance activities.	1 year	Council, DEC	High	No
2.4.2 Provide training for Council work crews on best practice sediment and erosion control measures.	1 year	Council	High	No
2.4.3 Develop comprehensive policy for erosion and sediment control for all development sites.	1-2 years	Council, Building Industry	High	Possibly
2.4.4 Undertake initial training days for local builders and building professionals and make them aware of the implementation and enforcement dates of above policy.	1-2 years	Council, Interested Builders	High	Possibly
2.4.5 Implement and enforce both policies.	2-3 years	Council	High	No
2.4.6 Develop a reporting mechanism to determine the effectiveness of the both policies.	Ongoing	Council	High	No

Note: Time frames subject to resources and budgetary constraints.

LAND: Goals, Objectives, Indicators & Actions

Objective 2.5: Produce a 20% increase in the percentage of contaminated sites under active management by the end of the 2013/14 financial year.
[\(Link to NRCMA CAP Management Target L3\).](#)

Proposed Action(s)	Time Frame	Responsibility	Priority	Env. Levy Funding
2.5.1 Complete and adopt a contaminated lands policy guided by the 'Managing Land Contamination Planning Guidelines'.	2-3 years	Council	High	No
2.5.2 Conduct annual audits of known contaminated sites on both private and public land and recommend the preparation of a formal management plan for those sites that do not currently have one.	5-7years	DEC (EPA), Council, Landholders	Low	No
2.5.3 Conduct Council operations in a manner which minimises disturbance of contaminated sites.	Immediate and ongoing	Council	High	No
Objective 2.6: By the end of the 2007/08 financial year undertake a review of Council's policy and procedures for the appropriate use of pesticides to minimise risk to human health and the natural environment.				
2.6.1 Review Council's current procedures for pesticide spraying, including education of staff, identification of other techniques, management and disposal of waste chemical products.	2-3 years	Council. DEC (EPA)	High	No
2.6.2 Implement the use of weed control methods that will minimise the use of chemicals, especially in areas adjacent stormwater drains and/or local waterways.	4-5 years	Council, NRCMA, DNR, DPI, Landholders	Medium	No

Note: Time frames subject to resources and budgetary constraints.

LAND: Goals, Objectives & Actions

GOAL 3: Minimise the generation of waste in the shire and implement further recycling activities.

Objective 3.1: By the end of 2009/2010 financial year develop an updated Waste Management Strategy and implement actions beginning 2012/13.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
3.1.1 Obtain accurate baseline data on amount of waste going to landfill and amount recycled and develop realistic goals to reduce the former and increase the later.	1 year	Council	High	No
3.1.2 Development of Waste Management Strategy designed to meet goals developed in 3.1.1.	1-2 years	Council/ Regional Waste Board	High	No
3.1.3 Implement actions outlined in the Waste Management Strategy.	5-7 years	Council	Medium	No
3.1.4 Coincide the implementation of the Waste Management Strategy with a Shire wide education campaign detailing the environmental, social and economic benefits of reducing wastes and recycling.	3-5 years	Council	Medium	No
3.1.5 Monitor kerbside recycling program and report on progress.	1 year and ongoing	Council	High	No

Note: Time frames subject to resources and budgetary constraints.

Key Goals - WATER

1. Create a Total Catchment Management (TCM) aware, involved and practicing community.
2. Promote and encourage the responsible use and consumption of water.
3. Ensure the water quality within the waterways and groundwater systems of our Shire sustains natural ecosystems.

Introduction and Issues

Water is essential to human life and to the health of the environment. It is a valuable natural resource, encompassing marine, estuarine, freshwater (river and lakes) and groundwater environments, across coastal and inland areas (NSW EPA 2005). Water resources are crucial for sustaining communities, agriculture, industry and the environment.

The majority of the Kempsey Shire is contained within the Macleay River **catchment**, with the exception of south-eastern corner of the Shire, which drains to the Hasting River Catchment.

Surface **water extraction and use** for agricultural, industrial and domestic purposes occurs within the Macleay Catchment. This can place stress on creek and rivers and aquatic ecosystems, particularly during periods of low rainfall where flows are dramatically reduced. Appropriate management of water quantity and quality is needed to ensure the future sustainability of the Shire's water ways, for both commercial

and recreational purposes, as well as maintaining the integrity of aquatic ecosystems. A whole of catchment approach is therefore required to achieve this outcome.

Water for the Kempsey District Water Scheme is extracted from the bores located in the alluvial flats adjacent to Macleay River, and from near the river at Bellbrook. This supplies Kempsey and surrounds, Bellbrook, Willawarrin, Frederickton, Smithtown, Gladstone, Clybucca, Kinchela, Belmore River and contingent rural areas. Water is also extracted from borefields located in coastal dunal areas to supply the coastal townships of South West Rocks, Crescent Head, Stuarts Point and Hat Head. One of the key goals of this Strategy is to promote and encourage the responsible use and consumption of water in the Shire.

Water quality is commonly defined by its physical, chemical, biological and aesthetic (appearance and smell) characteristics. The quality of water in waterways and groundwater are generally dependant on the activities undertaken in the catchment. Water resources are of major environmental,



social and economic value to the Kempsey Shire and if water quality becomes degraded this resource will lose its value.

The importance of using biological criteria, or indicators, to assess the health of aquatic ecosystems, and in general the need to adopt an ecosystem health perspective in monitoring and managing our rivers, is increasingly being recognised. Aquatic ecosystem health is a much broader concept than simple water quality: it aims at a balanced, adaptive community of organisms having a species composition, diversity and functional organisation comparable to that of natural or pristine habitats of the region.

The Macleay River **estuary** waterway occupies approximately 18.2 km² in total area. In 1985 there was 5.201 km² of mangrove habitat in the Macleay Estuary, which represented approximately 5% of estuarine mangrove habitat in NSW. Other estuarine habitats included, 1.097 km² of seagrass (*Zosteraceae* family) and 3.652 km² of saltmarsh. The estuarine system of Korogoro Creek at Hat Head also has mangroves, but the extent has not been mapped due its small size.

The present extent of these communities is not known, however as the remaining estuary management plans, for the Macleay River and Korogoro Creek are prepared, updated data will be available outlining the extent of these communities.

The Shire has over 15,000ha of **wetlands** on the floodplain, mainly in the Clybucca, South West Rocks, Belmore-Kinchela and Crescent Head areas. SEPP 14 wetlands account for 12,951ha of this. Some of these wetlands such as Salt Water lagoon in South West Rocks are under increasing pressure from residential development in the area.

The Clybucca Estuary (including the Yarrahapinni Broadwater), Belmore swamps and Kinchela swamps are listed in the Directory of Important Wetlands in Australia (ANCA 1996). Significant wetlands are also located in Hat Head National Park in dune hind-swamps. Goolawah Lagoon is also listed as being required to have "Significant Protection" under the Coastal Lakes Strategy (CLS): An Assessment and Management Framework (2002).

The importance of the **riparian zone** and appropriate management of this riverine corridor should also be acknowledged as a key natural resource management issue. The riparian zone occurs at the interface between terrestrial and aquatic ecosystems and is therefore responsible for regulating the transfer of energy and material (including potential pollutants) between these systems, as well as providing important habitat for many aquatic and terrestrial species. Appropriate management and rehabilitation of

riparian zones within the Macleay Catchment is therefore vital to ensure both the protection of important habitats and the natural regulation of water quantity and quality entering the Shire's water ways.

The Kempsey Shire also has approximately 80km of **coastline** of which most is beaches extending from south of Crescent Head and north to Grassy Head. Naturally occurring beach ecosystems are dynamic and consist of tidal zones, fore dune and hind dune areas. Dunal areas are critical for the protection of beaches, as they provide natural 'buffer zones' that reduce the impact of fluctuations of the shoreline and erosion by the sea. Native dunal vegetation can provide a significant refuge and source of food for local and migratory fauna species. Many beach habitats across the Macleay Valley coastline have been impacted on by the activities of humans. Such activities include recreational use, establishment of environmentally inappropriate exotic vegetation, roads, car parks, beach access tracks, and mining.

It is also important to recognise that episodic inundation of the **floodplain** and **back swamp environments** is an integral component of the natural functioning of these systems, which provide important habitat and breeding grounds for many native animals, in particular waterfowl and fish species. Active management of these environments is required to strike a balance between agricultural production and the natural cycles of the floodplain, to conserve important habitat and reduce the impacts of over drainage and acid sulphate soils, as discussed in the previous chapter.

Groundwater, often referred to as the forgotten resource, also plays a critical role in the water cycles process. Groundwater occurs everywhere below the ground surface. It varies greatly, however, in quality, quantity and depth depending on host rock type, the nature of the overlying soils and the rainfall of the region (Department of Land & Water Conservation 1997). Indeed groundwater in the Kempsey Shire is an important resource, as it makes a substantial contribution as a source of water for; sustaining water dependent ecosystems (such as wetlands); recharging surface water flows in creeks and rivers; management of acid sulfate soils; and providing potable water supply for current and future residents of the Kempsey Shire. However, increasing pressures from human activities have the potential to degrade this valuable resource. It is therefore essential that appropriate groundwater management is included as part of the land use planning process and as part of addressing the management of the whole water cycle.

*Kempsey Shire has over
15,000ha of wetlands on
the floodplain.*

WATER: Goals, Objectives & Actions

GOAL 1: Create a Total Catchment Management (TCM) aware, involved and practicing community.

Objective 1.1: Identify and document community perceptions, attitudes and behaviour to TCM principles by the end of 2007/08 financial year.

Proposed Actions	Time Frame	Respon- sibility	Priority	Env. Levy Funding
1.1.1 Undertake a community survey to ascertain the views and perceptions of the community in relation to water use and pollution issues.	1-2 years	Council, Community	High	No

Objective 1.2: By the end of 2008/09 financial year, establish a community education program to raise broad community awareness of TCM and obtain commitment and action. (Link to NRCMA CAP Management Target W3).

1.2.1 Develop community awareness programs that educates the community: <ul style="list-style-type: none"> • about catchments and their significance in a local, regional and national context; • increases the awareness of the significance of wetlands on both public and private lands; • educates the community on nutrient enrichment problems; • promotes an understanding of the differences between the sewage and stormwater drainage systems and therefore gain a better understanding of their likely impacts; • to wash cars on lawns instead of the street or driveway; and • encourage dog owners to collect all dog droppings in public places. 	2-3 years	Council, NRCMA, Macleay Landcare Network, Wetland Care Australia, Community	High	No
1.2.2 Encourage and support water quality monitoring programs in local schools, and investigate the feasibility of publicising the monitoring results monthly and annually. Include results in Streamwatch database and Council State of the Environment Report.	2-3 Years	Council, Local schools	Medium	No
1.2.3 Continue to erect interpretative signs along the key areas of the Macleay River and other areas identified to educate people about the different ecosystems and inform them of their value to our environment. Investigate board walk opportunities.	Ongoing	Council, Community Groups	Medium	No
1.2.4 Where possible support and encourage riparian restoration projects throughout the Shire.	Ongoing	DPI, DNR, NRCMA, Macleay Landcare Network, Community	Medium	No
1.2.5 Undertake follow up survey to reassess the views and perceptions of the community in relation to water use and pollution issues.	3 years	Council, Community	High	No

Note: Time frames subject to resources and budgetary constraints.

WATER: Goals, Objectives & Actions

GOAL 2: Promote and encourage the responsible use and consumption of water.

Objective 2.1: 20% reduction in demand per assessment between 2000/01 (the last drought unaffected year) and 2015/16.

[\(Link to NRCMA CAP Management Target W4\).](#)

Proposed Actions	Time Frame	Respon- sibility	Priority	Env. Levy Funding
2.1.1 Undertake detailed assessment of water resources (including groundwater) within the Shire to determine capacity to service predicted future growth.	1 year	Council, DNR Community	High	No
2.1.2 Implement the recommendations outlined in Demand Analysis Report of the Integrated Water Cycle Management Strategy (IWCMS) to create a more detailed classification of customers in the customer database to assist in developing more accurate estimates of water use and wastewater production. Refer to Appendix En-2 for recommendations.	1-2 years	Council	High	No
2.1.3 Undertake investigation studies into the optimal configuration of Borefield.	1 year	Council	High	No
2.1.4 Develop and implement demand management plan consistent with the demand program (integrated 1) adopted in the IWCMS. Specific actions that need to be included in this plan are:	1 year	Council	High	No
a) Pricing Measure Model.	1 year	Council	High	No
b) Implement education programs recommended in IWCMS.	2 years	Council	High	No
c) Develop and implement the showerhead retrofit program recommended in the IWCMS.	2 years	Council	High	No
d) Develop and implement leakage reduction program recommended in the IWCMS in conjunction with the asset renewals plan (see section 6.3).	1 year	Council	High	No
e) Develop and implement a business audit and retrofit program - Permanent Savings.	2 years	Council	High	No
2.1.5 Review demand management plan outcomes.	Ongoing- annually after imple- mentation	Council	High	No
2.1.6 Develop Sustainable Water & Infrastructure Policy.	1-2 years	Council	Medium	No
2.1.7 Investigate opportunities for water saving initiatives such as offering AAA rated shower heads to all households in the Shire.	1-2 years	Council, Private enterprise,	High	No

Note: Time frames subject to resources and budgetary constraints.

WATER: Goals, Objectives & Actions

GOAL 3: Ensure the water quality within the waterways and groundwater systems of our Shire sustains natural ecosystems.

*Objective 3.1: Prepare Estuary Management Plans (EMP) for all major estuarine systems in the Shire by the end of the 2009/10 financial year.
(Link to NRCMA CAP Management Target C2).*

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
3.1.1 Prepare Estuary Management Plans for:				
• Korogoro Creek, Hat Head.	2 years	Council, Community	High	Possibly
• Macleay River (incorporating Back Creek, SWR) .	2-3 years	Council, Community	High	Possibly
3.1.2 Prioritise recommendations and seek matching funding prior to implementing recommendations outlined in those EMPs already prepared:				
• Killick Creek Estuary Management Plan.	Commencing in 1 year	Council, NRCMA, Community	High	Possibly
• Saltwater Creek and Lagoon Estuary Management Plan.	Commencing in 1 year	Council, NRCMA, Community	High	Possibly
Objective 3.2: Identify and repair other (non-estuarine) creek / river / wetland systems under pressure from human land use activities over the next 15 years.* (Link to NRCMA CAP Management Target W1).				
3.2.1 Prepare rehabilitation plan for Gills Bridge Creek.	1 Year	Council, NRCMA	High	Yes
3.2.2 Implement Strategies outlined in Gills Bridge Creek Rehabilitation Plan.	Commencing following development of Rehab Plan	Council, NRCMA, Landholders	High	Yes
3.2.3 Identify other creek, river or wetland systems under pressure from human land use / activities.	2-3 years	Council, NRCMA, Landholders	High	No
3.2.4 Prioritise those systems under most stress and flag for urgent attention.	2-3 years	Council, NRCMA, Landholders	High	No
3.2.5 Prepare and implement appropriate rehabilitation plans for those systems in accordance to priority listing.	3-4 years	Council, NRCMA, Landholders	Med-High	Yes

Note: Time frames subject to resources and budgetary constraints.

*A further objective listed under the 'Biodiversity' section of this chapter suggests investigating options for a study to list a significant wetland as a Ramsar site.

WATER: Goals, Objectives & Actions

Objective 3.3: Over the next 5 years develop and implement strategies for appropriate management of stormwater in all urban areas of the Shire.
[\(Link to NRCMA CAP Management Target W2\).](#)

Proposed Actions	Time Frame	Respon- sibility	Priority	Env. Levy Funding
3.3.1 Undertake a review and update of the Kempsey Shire Urban Stormwater Management Plan to ensure actions are realistic and achievable with current budget.	2-3 years	Council	High	No
3.3.2 Establish a Voluntary Environmental Audit program to assists industrial and commercial businesses to undertake voluntary environmental audits.	4-5 years	Council, Land Owners	Med-High	No
3.3.3 Promote the value of constructed wetlands in stormwater management to intercept aquatic pollutants and investigate options for re-using harvested stormwater within new housing developments, sporting fields and fire fighting.	4-5 years	Council, Developers	High	No
3.3.4 Continue to work with developers to implement drainage schemes that consider the wetland environment.	Immediate and ongoing	Council, Developers	High	No

Note: Time frames subject to resources and budgetary constraints.

Key Goals - ATMOSPHERE

1. Improve the air quality of the Kempsey Shire.
2. Reduce the amount of greenhouse gases emitted from the Shire.
3. Ensure Compliance with national and international laws and conventions prohibiting the use of ozone depleting substances.

Introduction and Issues

The atmosphere consists of a relatively narrow shell of air encircling the earth that supports animal and plant life. Human activity affects the atmosphere in a variety of ways. Although some of the impacts occur on a global scale, such as ozone depletion and global warming, the source of these problems often occur on a local scale. The quality of the air in major urban and regional centres is also of concern to the community and may be associated with a range of adverse health effects (NSW EPA 2003).

Substances not naturally found in the air or at greater concentrations or in different locations from usual are referred to as '**pollutants**' (NSW EPA 2003). Air pollution is caused by many of the activities that are common to our way of life. The **quality** of the air we breathe can have significant health impacts particularly with regard to respiratory diseases, asthma and cancer. Air pollutants can also produce odour issues. Common causes of air pollution can include bushfire, controlled burning, industry, vehicle emissions, solid fuel stoves and heaters.

Air pollution can give rise to nuisance issues in urban areas, caused by odours or dust settling on washing etc. Such issues directly affect the quality of the environment in which people reside. These generally occur where people live in close proximity to potential sources of air pollution (eg. Sewage treatment plants, landfill, industry, unsealed roads etc).

The majority of the Kempsey Shire falls within the warm temperate climatic zone, however, higher elevations (up to

1560m) to the west experience a cooler temperate climate. The **climate** across Kempsey Shire is strongly influenced by the range of elevations from sea level to the high country, distance from the coast, latitude and indeed periodical changes in sea surface temperatures and associated atmospheric circulations over the Pacific Ocean, such as the El Nino event. Approximately 60% of the average annual rainfall occurs between the months of December to April with highest concentrations usually between January and March. Temperature is strongly influenced by



elevation with higher elevations experiencing considerable lower temperatures during winter months.

Global warming and ultimately **climate change** are issues of much discussion and debate throughout the world. While much progress in understanding the climate change issue has been made and some impacts of climate change are now inevitable, uncertainties continue to exist about aspects of the climate

change science, and regarding societal developments that will affect the extent of future climate change and societal vulnerability. However, as the precautionary principle suggests lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation and so any reduction in greenhouse emissions now will lessen the likelihood of large climate changes in the longer term (multi-decades to centuries).

The **greenhouse effect** is the term given to the natural process whereby energy originally from the sun (short wave radiation) is reflected from the Earth's surface (long wave radiation) and trapped within the earth's atmosphere by greenhouse gasses such as carbon dioxide, methane and water vapour. The trapping of this reflected energy within the Earth's atmosphere results in the temperature conditions presently experienced at the Earth's surface. However, this has not always been the case with the concentrations of key greenhouse gases, naturally fluctuating throughout the history of the earth resulting in far different climatic conditions than those experienced today, ranging from ices ages, to dramatically warmer periods when there were no ice-caps at all. However it is the increase in the concentration of the above mentioned gases, particularly carbon dioxide and methane, over the past 100-150 years (from human activities), which has resulted in an **enhanced greenhouse effect**. It is this enhanced or human induced greenhouse effect that many scientists believe is contributing to an average increase in global temperatures, leading to likely climatic changes in the future.

The Third Assessment Report conducted by the United Nations (UN) Intergovernmental Panel on Climate Change (IPCC), released in 2001, concluded that global warming had taken place during the previous century, and there was, new and stronger evidence that most of the warming over the last 50 years was attributable to human activities. The Report suggested it was likely that the 1990s was the warmest decade in the last 1000 years, at least in the Northern Hemisphere. Using the Special Report on Emissions Scenarios (SRES), global average warming projections range from 1.4 to 5.8 °C by 2100 relative to 1990 and equate to projections of global average sea level rise from 9 to 88 cm

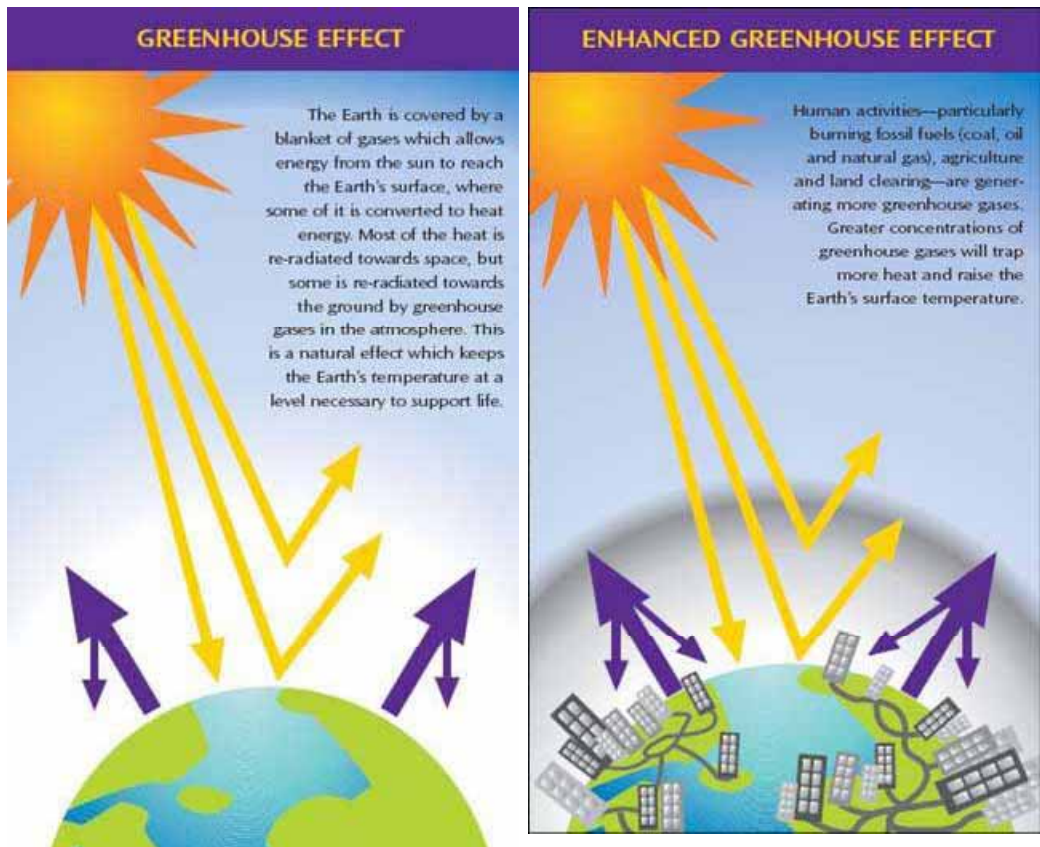
by 2100. Australian average temperatures have risen by 0.7 °C over the last century, and the warming trend appears to have emerged from the background of natural climate variability in the second half of the 20th century (Australian Greenhouse Office 2003).

“The Summary Report resulted in a unanimous finding within the IPCC that human activity is ‘very likely’ to blame for global warming”

The IPCC is set to release its Fourth Assessment Report on a rolling basis throughout 2007, which will contain a further 6 years of research and data collection. A draft of the Working Group 1 Summary for Policymakers, the first of four parts of the IPCC Fourth Assessment Report, was released in February this year. The Summary Report resulted in a unanimous finding within the IPCC that human activity is ‘very likely’ to blame for global warming, ‘very likely’

being defined as over 90 percent certainty. The draft Report also indicated that average atmospheric temperatures could increase by as much as 4°C and sea levels rise by as much as half a metre by the end of the 21st century, if no efforts are made to reduce greenhouse gas emissions.

The Kempsey Shire is a relatively minor producer of greenhouse gases in comparison to more heavily populated and industrialised areas, particularly as there are no major fuel-based power generators in the region. However, significant



Source: Australian Greenhouse Office (2007)

historical land clearing has reduced the regions current potential as a sink (absorber) for carbon dioxide. Major sources of greenhouse emissions in the area are likely to come from bushfires, controlled burning, agriculture, waste landfills and transport (particularly the Pacific Highway). Council does not currently have any specific measures to reduce greenhouse gas emissions, but this Strategy recommends a number of proposed actions for Council and the Shire as a whole to implement to reduce greenhouse gas emissions, including improving energy efficiency of houses and attracting a renewable energy industry to the Shire.

A thin shield of **ozone** gas, present in the stratosphere, some 20–50 kilometres above the planet, is responsible for protecting all life on earth from damaging ultraviolet radiation emitted by the sun. Ozone is an extremely rare component of the earth's atmosphere, making up only three out of every 10 million molecules of air.

When some substances with a high degree of stability are released at ground level, they can persist long enough to travel up into the stratosphere. Examples include halocarbons and carbon compounds containing chlorine or bromine. These compounds are broken down in the stratosphere under the influence of ultraviolet (UV) radiation. Through a series of reactions, the chlorine and bromine atoms produced act as catalysts for reactions which destroy ozone molecules.

This accelerated destruction of ozone in the stratosphere upsets the natural balance of ozone production and destruction. For example, each chlorine atom can destroy an estimated 100,000 ozone molecules before it is removed from the stratosphere. Any reduction in ozone concentrations in the stratosphere means less UV radiation is absorbed and more reaches the earth's surface. Higher levels of exposure to UV radiation, particularly UV-B radiation, can have potentially harmful effects on human and animal health, plants, microorganisms and air quality. In humans, exposure to UV-B is associated with eye damage, sunburn, skin cancers and cataracts (NSW EPA 2003).

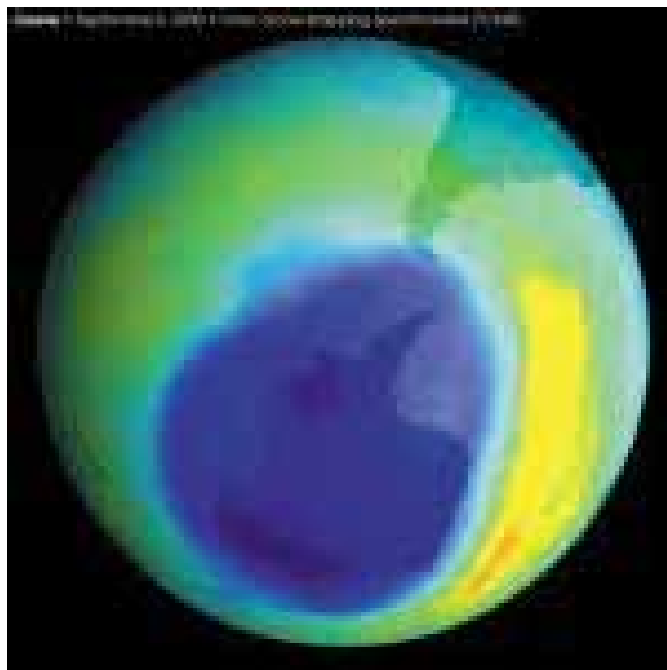
Australia experiences extreme levels of solar UV radiation because of its location in the middle and low latitudes of the Southern Hemisphere and its relatively clean and cloudless skies. Stratospheric ozone depletion over mid-latitudes means that UV-B levels in major population areas of southern

Australia are likely to have risen by 10–15% over the past 20 years (NSW EPA 2003).

The historical use of the ozone depleting compounds such as chlorofluorocarbon (CFCs) compounds within the Kempsey Shire is expected to be minimal, with the main source originating from old household items such as aerosol cans, air conditioning units and refrigerators.

*“A thin shield
of ozone gas..is
responsible for protecting
all life on earth...”*

think globally, act locally....



Hole in Ozone layer over Antarctica

ATMOSPHERE: Goals, Objectives & Actions

GOAL 1: Improve the Air Quality of the Kempsey Shire.

Objective 1.1: Identify the percentage of air pollution incidents each year and over the next 5 years implement measures to reduce this percentage.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
1.1.1 Liaise with the DEC to develop an accurate air pollution complaint register.	1 year	Council, DEC, Community	High	No
1.1.2 Implement the air pollution complaints register to accurately monitor air pollution complaints.	1-2 years	Council, DEC, Community	High	No
1.1.3 Develop a policy on solid fuel heaters to ensure efficiency when installing new heaters to limit air pollution with assistance from the DEC.	2-3 years	Council, DEC	High	No
1.1.4 Conduct education program on air pollution, to raise awareness of key air pollutants, such as carbon monoxide, carbon dioxide sulfur dioxide, lead and ozone depleting substances.	3-4 years	Council, Community	Medium	No
1.1.5 Implement strategies from bushfire management plan relating to hazard reduction burning to reduce the severity of bushfires and associated air pollution.	3-4 years	Council, RFS	Medium	No
1.1.6 Work with the Rural Fire Service (RFS) to manage the number of controlled burning activities and develop a method to suppress smoke generated from these activities.	4-5 years	Council, RFS	Medium	No
1.1.7 Respond to air pollution complaints as they arise.	Ongoing	Council, Community	High	No
<i>Objective 1.2: By the end of the 2008/09 financial year, develop an Odour Action Plan to reduce the prevalence of unpleasant odours in the Shire.</i>				
1.2.1 Develop an effective odour complaint register and prepare action plans in problem areas.	2-3 years	Council, DEC, Community	High	No
1.2.2 Implement actions developed in the Odour Action Plan.	3-4 years	Council, DEC, Community	Medium	No

Note: Time frames subject to resources and budgetary constraints.

ATMOSPHERE: Goals, Objectives & Actions

GOAL 2: Reduce the amount of greenhouse gases emitted from the Shire.

Objective 2.1: Council to sign up to the Cities for Climate Protection Program by the end of the 2007/08 financial year and prepare Shire wide plan for reducing greenhouse gases by the end of 2008/2009 financial year.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
2.1.1 Investigate what is required for signing up to the Cities for Climate Protection (CCP) Program.	<1 year	Council, AGO (CCP)	High	No
2.1.2 Sign up to the Cities for Climate Protection Program.	1 year	Council	High	No
2.1.3 Prepare Shire wide plan for reducing greenhouse gas emissions. Particular attention should be given to: <ul style="list-style-type: none"> • Improving energy efficiency both by design and retrofit programs. • Establishment of a renewable energy industry in the Shire. • Encouragement and incentives given where possible for the installation of solar hot water systems. • Community education 	1-2 years	Council, AGO (CCP) Community	High	No
2.1.4 Implement actions developed in the above plan.	Commencing in 2-3 years and as outlined in Plan thereafter	Council, AGO (CCP) Community	Med-High	No

Note: Time frames subject to resources and budgetary constraints.

A further objective addressing the issue of the need for enhanced public transport options is listed under the 'Social Infrastructure' section of the Social Sustainability Chapter.

ATMOSPHERE: Goals, Objectives & Actions

GOAL 3: Ensure Compliance with national and international laws and conventions prohibiting the use of ozone depleting substances.

Objective 3.1: Actively enforce legislation and increase awareness of ozone depleting substances by undertaking at least 1 community/industry education day by the end of the 2008/09 financial year.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
3.1.1 Respond to the reported breaches and liaise with the Department of Environment and Heritage (DEH) to enforce the amended Operation of the Ozone Protection Act 1989 and the Ozone Protection and Synthetic Greenhouse Gas Legislation Amendment Bill 2003.	Commencing in 1 year and on going thereafter	Council, DEC	High	No
3.1.2 Undertake a community / industry workshop to increase awareness of new regulations concerning ozone depleting substances and promote any alternatives, including education on replacement of old car air conditioning units.	2-3 years	Council, DEC	Med-High	No

Note: Time frames subject to resources and budgetary constraints.

Key Goals - BIODIVERSITY

1. Conserve and enhance the integrity and diversity of the indigenous flora and fauna, and their ecosystems.
2. Manage, control and reduce the presence of and adverse impacts of introduced weed species and feral and domesticated animals.

Introduction and Issues

Biodiversity is the variety of all life forms – the different plants, animals and microorganisms, the genes they contain, and the ecosystems of which they form a part. The level of diversity is not fixed, but rather dynamic, increased by genetic changes and evolutionary processes, and decreased by extinction and habitat degradation (DEH 2004).

The Comprehensive, Adequate and Representative (CAR) Assessment, completed in 1999-2000 identified the following major vegetation communities existing in the Shire:

- sub-tropical, warm temperate and cool temperate rainforest
- wet and dry sclerophyll forest
- swamp forest
- woodland eg Melaleuca, Eucalypt and Casuarina spp
- scrubland eg Banksia and Leptospermum spp
- grassland (native and modified) and pasture
- wetland, aquatic and marine eg saltmarshes, rushlands, mangroves, seagrass, etc.
- dunal communities eg littoral rainforest
- wet and dry heathland
- riparian vegetation

The CAR assessment described 30 of the 77 ecosystems identified in the Shire as being of high conservation value. This incorporates 5038ha (or 2.25%) of Vulnerable communities and 32678ha (or 14.31%) described as Rare. A detailed list of these ecosystems is presented in the 2004 Comprehensive SoE Report.

Key vegetation areas in and surrounding the region are comprised of State Forest, conservation areas, Council land, and private property which are connected and/or a part of a greater network of regional and subregional wildlife corridors.

The most significant regional corridors occur:

- along the coast which consist of a relatively continuous stretch of key vegetation;
- along the northern portion of the Shire, though is patchy in its distribution and connectivity;

- along the southern portion of the Shire which connects vegetation at the western portion of the Shire and beyond, to the vegetation along the coast; and
- along the western portion of the Shire which connects vegetation to the north, south and west of the Shire with areas of variable levels of key vegetation and other similarly significant regional corridors. (Scotts 2003).

There are no significant corridors within the heartland of the Shire due to extensive modification of this land post-European settlement. This makes the areas recognised as having some regional and/or sub regional corridor value very important with regards to maintaining biodiversity within the and greater region.

More recently a Vegetation Mapping Project, incorporating native vegetation and candidate endangered ecological communities (EEC) was undertaken for the eastern portion of the Kempsey Shire, predominately east of the Pacific Highway.

This project was a rapid survey based primarily on remote sensing and as such was intended to give an overview of the vegetation

communities throughout the study area. Approximately 552km² of the study area was mapped as vegetated with various native forest ecosystems, representing 56% of the total study area. A further 192km² and 223km² was mapped as “other/vacant/unknown” and “cleared or partly cleared” respectively, accounting for the remainder of the study area.

Ten candidate endangered ecological communities (EECs) were identified in this study, which included:

- Coastal Saltmarsh
- Littoral Rainforest
- Swamp Oak Floodplain Forest
- Lowland Rainforest on Floodplain
- Swamp Sclerophyll Forest on Coastal Floodplains
- Freshwater Wetlands on Coastal Floodplains
- River-flat Eucalypt Forest on Coastal Floodplains
- Hunter Lowland Redgum Forest
- Subtropical Coastal Floodplain Forest

Biodiversity is the variety of all life forms

- Themeda Grassland on Seacliffs and Coastal Headlands.

Further broad scale vegetation mapping, incorporating the western portion of the Shire is also underway and expected to be completed mid 2007.

Wetlands and **littoral rainforests** are communities of particular importance found in the Shire, meeting the criteria of **SEPP 14** and **SEPP 26**. SEPP 14 wetlands occupy 12,951ha (3.84%) of the shire, with Littoral Rainforests occupying 63.57ha (0.02%) of the land use within the Shire.

It is also important to recognise aquatic biodiversity. The Kempsey Shire contains a variety of aquatic habitats, from freshwater mountain streams, creeks and the Upper Macleay River, through to the estuary environments of the Lower Macleay River, containing, mangrove, seagrass and saltmarsh habitat. Such a diverse range of aquatic habitat supports an array of aquatic species of fish and invertebrates, as well as many birds, mammals and reptiles.

Population growth in the region, particularly on the coast, continues to result in greater demand for development in the region. This causes subsequent pressure on biodiversity due to land clearing for residential and rural residential developments. Land clearing and modification for rural activities, including agriculture (primarily cattle grazing) also apply direct pressure on biodiversity. The loss of suitable habitat for many flora and fauna species in the Shire has seen an increase the number of **threatened flora and fauna** species and endangered ecological communities.

A search on the NPWS Atlas (2005) indicated 1,121 plant species have been detected in the Shire, from 155 different families. As of 2005, there were 14 threatened flora species (7 Vulnerable and 7 Endangered) representing approximately 1.3% of the species listed in the Shire. The NPWS Atlas (2005) also indicated that 465 fauna species from 174 different families (including marine species) have been recorded in the shire to date. There were 86 (72 Vulnerable and 14 Endangered species) threatened fauna species (including marine) recorded in the shire, excluding fish and invertebrates. Threatened fauna make up 18.5% of all fauna species recorded in the Shire. The NPWS (2005) also identified 9 endangered ecological communities and 1 endangered population present within the Kempsey Shire.

Further pressures placed on biodiversity in the Shire include the prevalence of **exotic weed species** and **feral animals**. Exotic plants threaten nearly all biological communities in Australia. Although weeds appear to degrade many natural ecosystems, quantitative measures of their impact on those systems are relatively rare. Introduced plants that result in weed infestations including noxious weeds and garden escapees are a major threat to biodiversity in the Kempsey Shire. Exotic species of particular concern especially in

riparian zones include Camphor Laurel, Willow, Large-Leaved Privet, Small-Leaved Privet, Wandering Jew, Blackberry, and particularly Lantana that was prevalent at all sites surveyed within the Shire. Exotic species applying the most significant pressure in biodiversity in high conservation areas of National Parks estate, primarily in the coastal region, are Bitou Bush and Lantana and more recently Smartweed.

Feral animals apply a significant amount of pressure on native fauna and flora and therefore the overall biodiversity in the region. Some have been listed under the TSC and EPBC Acts as Key Threatening Processes (KTPs). KTPs occurring (or likely to be occurring) in the region in relation to introduced animals include:

- Competition and land degradation by feral goats;
- Competition and land degradation by feral rabbits;
- Predation by feral cats;
- Predation by the European Red Fox;
- Predation, Habitat Degradation, Competition and Disease Transmission by Feral Pigs;
- Competition from feral honey bees; and
- Predation by *Gambusia holbrooki* (Plague Minnow or Mosquito Fish).

Feral animals of particular significance known to exist in the Shire, include; hares, rabbits, foxes, black rat, brown rat, common mouse, feral cats, starlings, indian mynahs, house sparrows, mosquito fish, goldfish/carp, trout, European honey bees and feral dogs and cross-bred dingoes.

Bushfires also impact on the biodiversity of the Shire. Fire is a natural process to which native animals and plants have adapted to. Groups of animals and plants that constitute an ecosystem respond similarly to fire according to the characteristics of their life-history. Many small mammals and most birds breed in Spring and Summer (commonly the fire period). As burned areas regenerate, different species find suitable habitat at the various levels of regeneration. Changing fire regimes have been associated with the decline of many biological communities. The correct management of fire is thus essential to avoid disruption of ecosystems and extinction of species.



BIODIVERSITY: Goals, Objectives & Actions

GOAL 1: Conserve and enhance the integrity and diversity of the indigenous flora and fauna, and their ecosystems.

Objective 1.1: Prepare Koala Plan of Management by the end of the 2008/09 financial year.
[\(Link to NRCMA CAP Management Target B4\).](#)

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
1.1.1 Undertake comprehensive vegetation mapping, linking to Geographic Information System (GIS) to identify and map all Koala habitat on public and private land within the Shire.	1-2 years	Council	High	No
1.1.2 Liaise with DEC (NPWS Branch) and local koala conservation groups to compile a record of existing koala populations in the Shire.	1-2 years	Council, DEC, Community, KPS	High	No
1.1.3 Prepare Koala Plan of Management for the Kempsey Shire.	2-3 years	Council, DEC, Community, KPS	High	No

Objective 1.2: Prepare Biodiversity Conservation Strategy by the end of the 2009/10 financial year.
[\(Link to NRCMA CAP Management Targets B5; B6\).](#)

1.2.1 Undertake comprehensive vegetation mapping, linking to GIS to identify and map all remnant indigenous vegetation on public and private land (including roadside vegetation) in the Kempsey Shire.	1-2 years	Council	High	No
1.2.2 Compile record of existing flora and fauna studies undertaken in the Shire.	1-2 years	Council, Community, NRCMA Landholders	High	No
1.2.3 Prepare Biodiversity Conservation Strategy for Kempsey Shire.	3-4 years	Council, NRCMA, DEC, Community	High	No
1.2.4 Implement actions identified in the development of the Biodiversity Conservation Strategy.	5-7 years	Council, DEC, NRCMA Community	Medium	No

Objective 1.3: Commencing in the 2007/08 financial year and on an ongoing basis thereafter, reduce the incidents of illegal land clearing by actively enforcing legislation under the amended Native Vegetation Act (2003).
[\(Link to NRCMA CAP Management Target B1\).](#)

1.3.1 Respond reported breaches and liaise with the Department of Natural Resource (DNR) to enforce the Native Vegetation Act (2003).	Commencing in 1 year and on going thereafter	Council, DNR	High	No
1.3.2 Undertake a community workshop to increase awareness of new legislation covered in the Native Vegetation Act (2003).	2-3 years	Council, DNR	Med-High	No

Note: Time frames subject to resources and budgetary constraints.

BIODIVERSITY: Goals, Objectives & Actions

Objective 1.4: Investigate options for a study to list a significant wetland as a Ramsar site within the next 7 years.

[\(Link to NRCMA CAP Management Targets B1; B6\).](#)

1.4.1 Liaise with Universities to engage a PhD student to undertake a wetland study within the Shire.	2-3 years	Council, NRCMA,	High	No
1.4.2 Undertake detailed study on a significant wetland with the aim of having it listed as a Ramsar wetland.	5-7 years	Council, NRCMA, Universities Wetland Care Australia	Medium	Possibly

Objective 1.5: By the end of the 2007/08 financial year review Bushfire Management Plan to include measures to reduce impacts on biodiversity.

[\(Link to NRCMA CAP Management Targets B2; B3\).](#)

1.5.1 Liaise with rural fire service to ensure that revised Bushfire Management Plan:				
a) adequately plans for the protection of wildlife habitats and corridors, particularly endangered ecological communities and threatened species habitat, in the design and implementation of hazard control activities.	1-2 years	Council, Rural Fire Service	High	No
b) clearly sets out the procedures to follow when gaining permission for hazard control activities, such as fire-trailing or back-burning in active fire situations.	1-2 years	Council, Rural Fire Service	High	No
c) clearly states the risk of prosecution if procedures are not followed.	1-2 years	Council, Rural Fire Service	High	No
d) educates residents as to how to best protect their property most appropriately from fire when adjacent to bush land reserves without degradation of bush land.	1-2 years	Council, Rural Fire Service	High	No
1.5.2 Implement actions identified in revised Bushfire Management Plan.	Commencing in 2 years and as outlined in Plan thereafter	Council, Rural Fire Service	High	No

Note: Time frames subject to resources and budgetary constraints.

BIODIVERSITY: Goals, Objectives & Actions

GOAL 2: Manage, control and reduce the presence of and adverse impacts of introduced weed species and feral and domesticated animals.

Objective 2.1: Prepare a comprehensive Weed Management Strategy by the end of the 2008/09 financial year.

[\(Link to NRCMA CAP Management Target B3\).](#)

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
2.1.1 Undertake a comprehensive survey to determine the area and extent of noxious weeds in the Shire.	1-2 years	Council, RLPB, DEC (NPWS)	High	No
2.1.2 Prepare Weed Management Strategy.	2-3 years	Council, RLPB, DEC (NPWS)	High	No
2.1.3 Implement actions outlined in Weed Management Strategy.	Commencing in 3 years and as outlined in the Plan thereafter	Council, RLPB, DEC (NPWS)	High	No
<i>Objective 2.2: Prepare Feral Animal Management Strategy by the end of the 2008/09 financial year.</i>				
(Link to NRCMA CAP Management Target B3).				
2.2.1 Undertake a comprehensive survey to determine the area and extent of feral animals in the Shire.	1-2 years	NRCMA, RLPB, DEC (NPWS)	Low	No
2.2.2 Prepare Feral Animal Management Strategy.	2-3 years	NRCMA, RLPB, DEC (NPWS)	Low	No
2.2.3 Implement actions outlined in Feral Animal Management Strategy.	Commencing in 3 years and as outlined in the Plan thereafter	NRCMA, RLPB, DEC (NPWS)	Low	No
<i>Objective 2.3: Conduct a review of the Companion Animal Management Plan by the end of the 2008/09 financial year and implement actions over the following 2-3 years.</i>				
2.3.1 Prepare Companion Animal Management Strategy.	1-2 years	Council, RLPB, DEC (NPWS)	High	No
2.3.2 Implement actions outlined in Companion Animal Management Strategy.	2-3 years	Council, RLPB, DEC (NPWS)	High	No

Note: Time frames subject to resources and budgetary constraints.



think globally, act locally...

think globally, act locally ...



CHAPTER 4

Social Sustainability



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. It should promote social interaction and cultural enrichment, while satisfying the basic needs of the human community.

The key to social sustainability is the integration of social management issues with the management of the other two pillars of ESD – the environment and economy. A society can be impacted upon by decisions made in relation to the management of that area’s economy and environment, while conversely the people of that society can have an impact on the functioning of that area’s economic and environmental systems. For example, a society that is healthy, happy and lives together in harmony is more likely to add to the diversity and strength of the area’s economy, rather than place pressure on it through increased reliance on welfare, rising unemployment, crime and antisocial behaviour. Similarly, healthy, happy, educated and interactive societies are more likely to work together to protect and enhance their environment rather than degrading it over time through neglect or lack of knowledge.

A number of social themes have been identified that need addressing in this chapter of the Strategy. These themes are generally categorised under the following headings:

- Health, Safety and Well-being;
- Culture and Heritage;
- Open Space, Recreation and Sport; and
- Social Infrastructure

This chapter of the document explores in detail each of the social sustainability themes identified above and outlines a number of goals, objectives, and proposed actions to achieve social sustainability in the Shire.

Key Goals - HEALTH SAFETY & WELL-BEING

1. Promote and develop strategies that provide health services to all demographics of the shire.
2. Foster community and civic pride and return to the community a sense of safety, lessen vandalism and theft, and create an environment valuable to our health and well-being.
3. Have appropriate emergency plans in place to minimise and manage the risks posed to human life and property in the event of major natural disasters and climate change.

Introduction and Issues

The term **health** should be viewed broadly. A long standing definition is provided by the World Health Organization (WHO), describing health as “*a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity*”. A recent dictionary definition is “the general condition of the body or mind with reference to soundness and vigour” (Australian Institute of Health and Welfare 2004).

Relative to world standards, Australians are generally healthy, and Australia’s health and wellbeing is likely to improve. Individuals are gaining a better understanding of their own health and how to maintain it; the science and practice of prevention and treatment is continually advancing; and most Australians have very good access to health services (Australian Institute of Health and Welfare 2004).

Generally this trend remains similar for the Kempsey Shire, with the main difference relating to access to high quality health services. Presently, the Kempsey Shire, situated almost midway between two larger regional centres of Coffs Harbour and Port Macquarie, struggles to retain doctors and specialist health services to meet the needs of the current population. However, current population projections for the Shire predict continued growth over the next 20 years at least, as the area attracts retirees and others wishing to relocate from Sydney and other larger urban centres. Planning for this future population growth will need to include upgrades of existing health services as well as the establishment of new health care facilities to service more remote towns and villages, as well as the needs of an ageing population.

Access to health care facilities for the Indigenous population is also a key focus area for health services in the Shire. Nationally, Aboriginal and Torres Strait Islander people suffer a much greater burden of ill health than other Australians. Indigenous people are more likely to experience disability and reduced quality of life due to ill health, and die at younger

ages. Mainstream services are not always accessible to, or the most appropriate provider, for Aboriginal and Torres Strait Islander people due to a mix of geographic, social and cultural reasons (Australian Institute of Health and Welfare 2004). The proportion of people of indigenous origin (Aboriginal and Torres Strait Islanders) in the Kempsey Shire was recorded as 8.5% in the 2001 Census. This represents a considerably higher proportion compared to 4% for the Mid North Coast and 2% for NSW. Therefore it is important that Kempsey Shire continues to offer health care facilities that specifically service the Indigenous community of the Shire.

Safety and particularly **community safety** are also issues of much importance in the Shire. Broadly speaking safety refers to the state of being certain that adverse effects will not be caused by some agent under defined conditions. More specifically community safety is perhaps best seen as an aspect of ‘quality of life’ in which people, individually and collectively, are protected as far as possible from hazards or threats that result from the criminal or anti-social behaviour of others, and are equipped or helped to cope with those they do experience.

Levels of perceived community safety in the Kempsey Shire are closely linked to the levels of **crime** and **anti-social** behaviour. In late 2003 Kempsey Shire Council began to compile a Community Safety and Crime Profile for the Shire to detail actual recorded crime data and use comparative analysis to locate Kempsey Shire in a broader framework. The results of this profile indicate that much of the crime in Kempsey Shire is petty and opportunistic. The community indicated a particular dislike for anti social behaviour typified by groups of youth ‘hanging out’ in the mall and causing a nuisance. Kempsey residents categorised these petty crimes as disrespectful, believing they demonstrate a lack of respect for others and for authority. However more serious offences,

such as assault and stealing, are also problems in the Shire. A further important, and perhaps some-what disturbing outcome of the community survey, was that many residents did not feel safe in their own homes. Community consultation highlighted a town that is frustrated by its image and position as a town with a high crime rate, and yet residents felt powerless to do anything about this.

A *Community Safety and Crime prevention Plan 2005-2008* has been prepared by Kempsey Shire Council with a number of strategies and programs listed to address the priority problems discussed briefly above. Many of the recommended actions detailed under Goals 1 and 2 of the following section of this Strategy, are directly linked to the above Plan and Council's *Social Plan 2004-2009*. These actions are designed to help reduce crime rates and provide a more coordinated approach to crime prevention and enhanced community safety and well being in the Shire.

Community safety is also concerned with **risk management**, particularly to human health and property in the event of **natural disasters** such as, flooding, storms and bushfires in the short term but also impacts associated with **climate change**, such as sea level rise, increased intensity of storms and more

and concluded that current arrangements could be improved to ensure that Australia has a world-class national framework for natural disaster management – thus achieving safer, more sustainable communities, and reduced risk, damage and losses.



Central to the new approach was a systematic and widespread national process of disaster risk assessments and, most importantly, a fundamental shift in focus towards cost effective, evidence based disaster mitigation. This represents an historic move beyond disaster response and reaction, towards anticipation and mitigation.

In 2005 Kempsey Shire Council successfully secured funding under the Federal Government's Natural Disaster Mitigation Programme (NDMP) to undertake the Macleay Valley Emergency Risk Management Study. This study will aim to bring together all aspects natural disaster risk mitigation and management and should tie in with the review and update of the Kempsey Shire Local Disaster Plan. A number of the recommended actions detailed under Goal 3 in the following section are closely linked to the development of



the Macleay Valley Emergency Risk Management Study and the update and review of the Kempsey Shire Local Disaster Plan as well as other emergency plans.

frequent and more intense dry periods, over the longer term. In mid 2001 the Council of Australian Governments (COAG) commissioned a review of Australia's approach in dealing with natural disasters – mitigation to guard against disasters, response during a disaster event, and post disaster relief and recovery. The review identified the strengths and weaknesses of our current arrangements for managing natural disasters

HEALTH, SAFETY & WELL-BEING: Goals, Objectives & Actions

GOAL 1: Promote and develop strategies that provide health services to all demographics of the shire.

Objective 1.1: Over the next 5 years, progressively retain doctors and attract and retain specialists, while encouraging existing GPs and specialists to service more remote sections of the Community.

Proposed Action(s)	Time Frame	Responsibility	Priority	Env. Levy Funding
1.1.1 Implement priority 1 health strategies, specific to retaining doctors and specialists, identified in the <i>Social Plan 2004-2009</i> . Refer to Appendix S-1.1 for health strategies from the Social Plan for attracting doctors and specialists.	1-4 years	Council, NSW Health	High	No
1.1.2 Consult with NSW Health regarding possibilities to establish remote area health services and facilities.	2-3 years	Council, NSW Health	High	No
1.1.3 Work with the Division of General Practice to encourage bulk billing in the Shire.	3-4 years	Council, Division of General Practice	Medium	No
1.2.4 Consult with NSW Health regarding possibilities of establishing a multi purpose specialist centre that would attract visiting specialists on a 1 or 2 day a week basis.	3-5 years	Council, NSW Health	Medium	No
Objective 1.2: Continue to ensure that Kempsey District Hospital remains at least a level 3 facility and over the next 5 years explore opportunities for upgrading the hospital as the population base increases.				
1.2.1 Consult with NSW Health to continue to attract Doctors, nurses and specialists to work at the hospital.	2-3 years	Council, NSW Health	High	No
1.2.2 Lobby state and federal government for funding to assist operation of hospital as a level 3 facility and to upgrade as population base increases.	3-5 years	Council, State and Federal Gov't	Medium	No
1.2.3 Support the acceptance and implementation of the recommendations made in the <i>Draft Kempsey Health Campus Clinical Services Plan June 2006</i> , produced by North Coast Area Health Service (NCAHS). Refer to Appendix S-2 for draft recommendations.	Ongoing once document has been finalised	NCAHS	High	No

Note: Time frames subject to resources and budgetary constraints.

HEALTH, SAFETY & WELL-BEING: Goals, Objectives & Actions

Objective 1.3: Progressively increase the number of facilities offering aged care in the Shire over the next 10 years.

Proposed Action(s)	Time Frame	Responsibility	Priority	Env. Levy Funding
1.3.1 Implement priority 2 health strategies relating to aged care, for older people, identified in the <i>Social Plan 2004-2009</i> . Refer to Appendix S-1.2 for relevant health strategies from Social Plan for older people.	2-4 years	Council, NSW Health	Medium	No
1.3.2 Plan for the establishment of additional aged care facilities in the Shire, with emphasis on providing these facilities in areas of most need, ie link to population demographic data.	4-5 years	Council	Medium	No

Objective 1.4: Continue to ensure that health care facilities specific to the Aboriginal population of the Shire are offered and over the next 10 years investigate possibilities for expansion into more remote areas.

1.4.1 Implement priority 2 health strategies relating to Aboriginal Health Care identified in the <i>Social Plan 2004-2009</i> . Refer to Appendix S-1.3 for relevant Aboriginal health care strategies from Social Plan.	2-4 years	Council, NSW Health, Durri Medical Centre	Medium	No
1.4.2 Lobby support for extra funding to expand the services offered by the Durri Aboriginal Corporation Medical Service and Booroongen Djugun College to more remote towns and villages in the Shire.	5-10 years	Council, Durri Aboriginal Corporation Medical Service, Booroongen Djugun College. NSW Health	Medium to low	No

Note: Time frames subject to resources and budgetary constraints.

HEALTH, SAFETY & WELL-BEING: Goals, Objectives & Actions

GOAL 2: Foster community and civic pride and return to the community a sense of safety, lessen vandalism and theft, and create an environment valuable to our health and well-being.

Objective 2.1: By the end of the 2013/14 financial year, increase the number of community programs designed to foster community and civic pride.

Proposed Action(s)	Time Frame	Responsibility	Priority	Env. Levy Funding
2.1.1 Implement the actions associated with Strategies 3A-C and 4A-C outlined in the <i>Kempsey Shire Community Safety and Crime Prevention Plan 2005-2008</i> . Refer to Appendix S-3 for relevant actions from the <i>Community Safety and Crime Prevention Plan</i>	2-3 years	Council and Community groups as identified in Plan	High	No
2.1.2 Consult with the Department of Housing to develop and implement a plan for better tenant management in the housing estates of the Shire.	2-3 years	Council, Department of Housing	High	No
2.1.3 Organise an annual 'Street Pride' competition along the lines of the 'Streets Ahead' program previously sponsored by Keep Australia Beautiful Council.	5-7years	Council, Community Groups	Medium	No
Objective 2.2: Reduce theft and vandalism rates in the Shire by 20% by the end of the 2009/10 financial year.				
2.2.1 Implement priority 1 crime prevention strategies for all relevant target groups, identified in the <i>Social Plan 2004-2009</i> . Refer to Appendix S-1.4 for relevant crime prevention strategies from Social Plan.	1-2 years	Council, Police, and other Community groups as identified in Plan	High	No
2.2.2 Implement priority 2 crime prevention strategies for all relevant target groups, identified in the <i>Social Plan 2004-2009</i> . Refer to Appendix S-1.4 for relevant crime prevention strategies from Social Plan.	2-4 years	Council, Police, and other Community groups as identified in Plan	Medium	No
2.2.3 Implement actions associated with Strategies 1A-C and 2A-D set out in the <i>'Kempsey Shire Community Safety and Crime Prevention Plan 2005-2008</i> . Refer to Appendix S-3 for relevant strategies from the Community Safety and Crime Prevention Plan.	2-3 years	Council, Police, and other Community groups as identified in Plan	High	No
2.2.4 Reduce and/or limit the amount of free time experienced by youth by increasing employment opportunities for youth in the Shire. This action is further addressed in the "Economic Sustainability" Chapter of the Strategy.	1-5 years	Council, MDAP, Local businesses	High	No

Note: Time frames subject to resources and budgetary constraints.

HEALTH, SAFETY & WELL-BEING: Goals, Objectives & Actions

GOAL 3: Have appropriate emergency plans in place to minimise and manage the risk posed to human life and property in the event of major natural disasters and climate change.

Objective 3.1: Develop the Macleay Valley Emergency Risk Study Report by the end of the 2006/07 financial year.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
3.1.1 In consultation with the Local Emergency Management Committee and the community develop the Macleay Valley Emergency Risk Study Report.	1 year	Council, Local Emergency Services, Community	High	No
3.1.2 Implement the recommendations of Macleay Valley Emergency Risk Study Report.	Commencing in 1 year and as outlined in the Study thereafter	Council, Local Emergency Services, Community	High	No
Objective 3.2: Undertake review of and prepare other disaster management plans by the end of the 2008/09 financial year.				
3.2.1 Review and update Kempsey Shire Local Disaster Plan.	1-2 years	Council, Emergency Services	High	No
3.2.2 Review and update Bushfire Management Strategy (as outlined in 'Biodiversity' Section in the Environmental Sustainability Chapter).	1-2 years	Council, Rural Fire Service	High	No
3.2.3 Prepare Climate Change Risk Management and Adaptation Strategy for the Shire. Provision for community education and awareness programs should be included to address community perceptions and concerns on the issue.	3 years	Council, SES, AGO	High	No
3.2.4 Finalise Kempsey Flood Study.	1 year	Council, SES, RTA	High	No
3.2.5 Undertake comprehensive Flood Plain Management Study, which addresses: <ul style="list-style-type: none"> health and safety; agricultural production, including promoting wet pasture management; conservation of sensitive wetland environments; and impacts of predicted sea level rise associated with climate change and global warming. 	1-2 years	Council, SES, RTA, Landholders	Medium	Possibly
3.2.6 Prepare Flood Plain Management Plan.	3 years	Council, SES	Medium	No

Note: Time frames subject to resources and budgetary constraints.

Key Goals - CULTURE & HERITAGE

1. Foster a vibrant, secure and inclusive culture in which equality, individual creativity, understanding, respect and diversity flourish.
2. Aspire to be the model community for coastal indigenous communities to both participate fully in mainstream society and hand down traditional cultural attributes.
3. Identify, protect and enhance all significant heritage sites, while promoting local heritage events and festivals to celebrate the diverse history of the Shire.

Introduction and Issues

Culture in its broadest term is about how people socialise, interact with their environment and each other, whether through activities and responsibilities associated with work, sports, leisure, common interests and other activities contributing to the well being of their society and family and to their quality of life. Culture is both tangible and intangible, it is the spirit of individuals and communities and it is the tangibles that people create that express the intangibles (Arts Mid North Coast & KSC 2002).

Like the rest of Australia, the residents of the Kempsey Shire are descendants of a wide variety of nationalities and ethnic groups from Australia and around the world, bringing with them a diverse mix of cultural attributes. Furthermore, every year people from overseas are moving to Australia and the Kempsey Shire. The countries of origin for people born outside Australia for the Kempsey Shire in the 2001 Census include the United Kingdom (3.1%), New Zealand (0.7%) and Germany (0.4%). Also the proportion of people of Indigenous Origin (Aboriginal and Torres Strait Islanders) recorded to live in the Kempsey Shire in the 2001 Census was 8.5%.

A number of cultural events have been held

over the years showcasing the Shire's multicultural talents. In August 2004 a multicultural festival was held at Kempsey riverside Park to showcase various local artists and performers. In September 2005 and again in September 2006, Kempsey was host to CrocFest, an annual celebration of youth culture held in rural and remote areas around Australia to promote health, education, careers, sports and the arts for school students. In 2005 CrocFest injected over \$220,000 into the local economy and according to Kempsey Police the levels of violence and anti social behaviour dropped over the course of the three day event.

As stated in Council's Cultural Plan 2003-2008, culture and the arts play an essential role in government. Active participation by local government in cultural planning is consistent with



other planning and development functions of councils such as heritage planning, urban design, environmental planning; social, tourism, leisure and recreation planning; and open space and facility development (Arts Mid North Coast Inc & KSC 2002).

Heritage is also important because it provides cultural identity to communities and nations. It provides opportunities for future generations to gain knowledge and an understanding of their past. By linking our past and present we gain an appreciation of the way we were, where we've been and where we should be going. Australian history and the history of the Kempsey Shire can be separated into two distinct eras of pre European settlement and post European settlement.

The Kempsey Shire and Macleay area is part of the territory of the Dunghutti (Thunghutti), which extends from Point Plomer to Macksville, inland to Kemps Pinnacle. Prior to European settlement, this area supported a large and densely concentrated Aboriginal population. Physical evidence of this original population is recorded throughout the Shire at a number of sites with ancient Aboriginal artefacts. The 2005 Supplementary State of the Environment (SoE) Report indicated the total number of sites of Aboriginal heritage significance within the Shire was 677.

The Kempsey Shire also has a rich and diverse range of post European settlement historical sites and areas of natural

heritage significance. Items of post European heritage refer to those buildings, works, relics or places of historical, scientific, cultural, social, architectural, or aesthetic significance that have occurred in the Shire post European settlement. Areas of natural significance include natural landscapes such as rainforests and wetlands that have remained intact after European settlement. The 2005 Supplementary SoE Report indicated there were 34 sites of post European settlement heritage significance and 16 sites of natural heritage significance occurring in the Shire. Such examples include, the Smoky Cape Light House, listed on the Commonwealth Heritage List and Trial Bay Gaol on the Register of National Estate. Also the Central Eastern Rainforest Reserves (Hastings-Macleay and New England Groups) are places of natural heritage significance, listed on the World Heritage Register. These sites require appropriate management to maintain historical 'snapshots' of the Shire.

The recommended actions relating to cultural planning and development outlined under Goals 1 and 2 of the following section are closely linked to Council's Cultural Plan 2003-2008 and Social Plan 2004-2009. The recommended actions, listed under Goal 3, relating to heritage, have been developed to assist in the conservation and management of significant heritage sites and to complement the implementation of strategies outlined in the Community Based Heritage Study, once finalised.



CULTURE & HERITAGE: Goals, Objectives & Actions

GOAL 1: Foster a vibrant, secure and inclusive culture in which equality, individual creativity, understanding, respect and diversity flourish.

Objective 1.1: Over the next 8 years implement strategies that will develop and maintain a vibrant, thriving culture which is creative, informed, skilled and productive.

Proposed Actions	Time Frame	Respon- sibility	Priority	Env. Levy Funding
1.1.1 Prioritise and implement the remaining strategies from the <i>Cultural Plan 2003-2008</i> . Refer to Appendix S-4 for relevant remaining actions from the Cultural Plan.	1-2 years	Council	High	No
1.1.2 Undertake review of the <i>Culture Plan 2003-2008</i> and report on the implementation and effectiveness of those strategies.	1-2 years	Council	High	No
1.1.3 Incorporate key strategies from the Cultural Plan into the <i>Draft Community Recreation and Cultural Facilities Plan</i> .	2-3 years	Council	High	No
1.1.4 Implement relevant strategies from <i>Community Recreation and Cultural Facilities Plan</i> when completed.	2-3 years	Council	High	No
1.1.5 Prepare and implement recommendations of updated Cultural Plan for 2009-2014 which reassesses the key areas for action.	3-8 years	Council	Medium	No
Objective 1.2: Hold at least 1 annual cultural festival for the next 10 years displaying the Shire's multicultural talents.				
1.2.1 Continue to hold annual multicultural days that display the diversity of cultures/industries in the shire, included but not limited to: <ul style="list-style-type: none"> • Riverside; and • CrocFest. 	Annually	AMNC, Community Agencies, Festival/ Events Committee; Local Media.	High	Possibly
1.2.2 Encourage community groups, e.g. schools, families and council staff to attend existing cultural events such NAIDOC (National Aboriginal and Torres Strait Islander Day of Celebration) week celebrations.	Ongoing	AMNC, Community Agencies, Festival/ Events Committee; Local Media.	Medium	No

Note: Time frames subject to resources and budgetary constraints.

CULTURE & HERITAGE: Goals, Objectives & Actions

GOAL 2: Aspire to be the model coastal indigenous community to both participate fully in mainstream society and hand down traditional cultural attributes.

Objective 2.1: By the end of the 2007/08 financial year consult with the local Aboriginal Elders Committee to develop an Action Plan and over the next 10 years implement strategies providing advice and education to assist the Aboriginal community work together to reach the above goal.

Proposed Action(s)	Time Frame	Responsibility	Priority	Env. Levy Funding
2.1.1 Liaise with Aboriginal Elders Committee to strengthen relationship and communication lines with Council.	1-2 years	Council, Aboriginal Community, Aboriginal Eders Committee	High	No
2.1.2 Develop a framework or 'Action Plan' to encourage the local Aboriginal community to be the model coastal indigenous community to both participate fully in mainstream society and hand down traditional cultural attributes.	2-3 years	Council, Aboriginal Community, Aboriginal Elders Committee	High	No
2.1.3 Implement the recommendations of the above Action Plan.	10 years	Council, Aboriginal Community, Aboriginal Elders Committee	Medium	No

Objective 2.2: Increase the knowledge of local Aboriginal culture in the Shire over the next 5 years.

2.2.1 Undertake a community survey to determine the level of awareness in the community in regards to Aboriginal culture to establish baseline data.	1-2 years	Council	High	No
2.2.2 Continue to introduce cultural awareness training for council staff and new business owners, similar to that of NCAHS cultural awareness training.	2-3 years	Council	High	No
2.2.3 Implement strategies from the <i>Social Plan 2004-2009</i> , including facilitating the development and implementation of an Aboriginal Employment Strategy.	2-4 years	Council	High	No
2.2.4 Support the development of an Aboriginal Cultural Centre, based in the Shire to promote traditional Aboriginal culture and the sale of traditional Aboriginal arts and crafts.	3- 4 years	Council, Wutuma Committee	Medium	No
2.2.5 Work with local Aboriginal groups and Department of Environment and Conservation (DEC) - National Parks and Wildlife Service (NPWS) Section, to organise cultural walks and bus tours for residents and visitors, while promoting community group tours.	3-4 years	Council, DEC (NPWS), Booroongen Djugun College	Medium	Possibly
2.2.6 Undertake follow up survey to reassess the level of awareness in the community in regards to Aboriginal culture.	1-2 years	Council	High	No

Note: Time frames subject to resources and budgetary constraints.

CULTURE & HERITAGE: Goals, Objectives & Actions

Objective 2.3: Develop an Aboriginal Child, Youth & Family Strategy for the Shire by the end of the 2007/08 financial year.

Proposed Action(s)	Time Frame	Responsibility	Priority	Env. Levy Funding
2.3.1 Implement strategies outlined in the <i>Social Plan 2004-2009</i> , including consulting with Aboriginal Liaison Committee, NSW Health, DoCs, Burrun Dalai and other relevant agencies to develop Strategy specific to the Kempsey Shire. Refer to Appendix S-1.5 for family services strategies identified for Aboriginal and Torres Straight Islander People from the Social Plan.	2-3 years	Council	High	No
2.3.2 Develop, enhance and review partnerships with key agencies to ensure access and equity of services to Aboriginal community.	2-3 years	Council	Medium	No

Note: Time frames subject to resources and budgetary constraints.

CULTURE & HERITAGE Goals, Objectives & Actions

GOAL 3: Identify, protect and enhance all significant heritage sites, while promoting local heritage events and festivals to celebrate the diverse history of the Shire.

Objective 3.1: By the end of the 2007/08 financial year establish a database for significant natural, post European and Aboriginal heritage sites and structures in the Shire.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
3.1.1 Produce a database of all natural and post European heritage significant sites present in the Shire (similar to the AHIMS discussed below).	1-2 years	Council, NPWS	High	No
3.1.2 Finalise <i>Community-Based Heritage Study</i> .	1 year	Council, Heritage Committee, Community	High	No
3.1.3 Continue to identify Aboriginal sites within the Shire (not for public display, to protect sensitive sites) in consultation with the local Aboriginal people.	Ongoing	Council, NPWS	High	No

Objective 3.2: Over the next 10 years implement strategies that will actively manage significant heritage sites and structures within the Shire.

3.2.1 Employ heritage officer.	1 year	Council	High	No
3.2.2 Implement recommendations of <i>Community-Based Heritage Study</i> .	1-2 years	Council	High	No
3.2.3 Protect sensitive sites and places from damage or modification with the assistance of Department of Environment and Conservation (DEC) - National Parks and Wildlife Service (NPWS) Section and the Heritage Council.	3-4 years	Council, NPWS, Heritage Council	Medium	No
3.2.4 Promote the use of the Department of Environment and Conservation (DEC) - National Parks and Wildlife Service (NPWS) Section's Aboriginal Heritage Information Management System (AHIMS) to ensure planners can undertake consultation if a development application was proposed for such an area.	Immediate and ongoing	Council, NPWS	High	No

Objective 3.3: Host annual heritage festival to celebrate and educate the community about the diverse history of the Shire.

3.3.1 Consult with local community and Heritage Committee's about the possibilities of hosting a heritage festival.	Annually	Council, Community	High	No
3.3.2 Liaise with neighbouring Council's about co-hosting regional festivals.	Annually	Council	High	No

Note: Time frames subject to resources and budgetary constraints.

Key Goals - OPEN SPACE, RECREATION & SPORT

1. Provide and maintain a diverse range of open spaces and reserves in the Shire.
2. Provide and promote a variety of recreational facilities and activities to the residents of the Shire.
3. Promote the benefits of sport to the residents of the Shire and continue to attract major sporting events on an annual basis.

Introduction and Issues

The scenic beauty of the Shire is portrayed through the variety of **open spaces**, reserves, national parks and state recreational areas. As well as providing habitat for flora and fauna, these areas are enjoyed by tourist and locals alike as places to relax and escape the urban environment. Although numerous, many of these areas are placed under pressure, particularly during peak holiday seasons, when large numbers of tourists, combined with a growing local population, visit many of the Shire's coastal reserves used for camping and other recreational activities. Providing for, preserving and properly maintaining these open spaces, reserves and natural areas throughout the Shire is therefore required to ensure these areas continue to be enjoyed by current and future generations.

The numerous open spaces, reserves and parks, combined with the mild climate of the Kempsey Shire lends itself to a variety of **recreational** and **sporting activities**. Recreational activities can be defined as activities that provide for physical or psychological relaxation or revitalization through the voluntary pursuit of leisure time for non-competitive and non compensatory reasons (NSW Sport and Recreation 2006). Popular recreational activities on the coast including fishing, boating, surfing, diving, swimming, camping and bushwalking, while inland they include activities such as horse riding, river kayaking, caving as well as camping and bushwalking.

Sport can also be viewed as a recreational activity, although differs slightly, in that sport often occurs in an organised,

structured and competitive environment where a winner is usually declared (NSW Sport and Recreation 2006). Popular sports in the Shire include swimming, athletics, soccer, cricket, golf, netball, rugby league and rugby union, touch football, softball, baseball and hockey. Also major sporting events such as the Trial Bay Triathlon, Macleay Marathon, Kundabung Rodeo, Rugby 7's and numerous surfing competitions, draw interstate, national and international competitors to the Shire.

The variety of open spaces, recreational activities, sport and sporting events form part of the Shire's identity and are essential for healthy, interactive, socially sustainable communities. A number of goals, objectives and recommended actions are provided in the following section to aid in the long term management of these places, activities and events for current and future generations of Kempsey Shire residents.



OPEN SPACE, RECREATION & SPORT: Goals, Objectives & Actions

GOAL 1: Provide and maintain a diverse range of open spaces and reserves in the Shire.

Objective 1.1: By the end of the 2008/09 prepare and commence implementation of a Strategy for the provision of adequate public open spaces in the Shire.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
1.1.1 Prepare, exhibit and adopt Strategy for the provision of an adequate number and area of public open spaces in the Shire.	1-2 years	Council, Community	High	No
1.1.2 Prioritise and implement actions outlined in the public open spaces Strategy.	2-3 years	Council, Community	High	No
1.1.3 Prepare management plans for all existing public open spaces and reserves in the Shire.	3-4 years	Council, Community	Medium	No

Note: Time frames subject to resources and budgetary constraints.

OPEN SPACE, RECREATION & SPORT: Goals, Objectives & Actions

GOAL 2: Provide and promote a variety of recreational facilities and activities to the residents of the Shire.

Objective 2.1: Ensure adequate recreational facilities are provided over the next 10 years to cater for the needs of an expanding population.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
2.1.1 Implement priority 1 recreational and social opportunity strategies for all relevant target groups, identified in the <i>Social Plan 2004-2009</i> . Refer to Appendix S-1.6 for recreational and social opportunity strategies from the Social Plan.	1-2 years	Council, and other Community groups as identified in Plan	High	No
2.1.2 Implement priority 2 recreational and social opportunity strategies for all relevant target groups, identified in the <i>Social Plan 2004-2009</i> . Refer to Appendix S-1.6 for recreational and social opportunity strategies from the Social Plan.	2-4 years	Council, and other Community groups as identified in Plan	Medium	No
2.1.3 Undertake review and update the <i>Recreational Services Strategic Plan 2000</i> .	1 year	Council, Community	High	No
2.1.4 Incorporate results from review into the <i>Draft Community Recreation and Cultural Facilities Plan</i> .	1 year	Council	High	No
2.1.5 Implement recommendations from <i>Community Recreation and Cultural Facilities Plan</i> , once completed.	1-4 years	Council	High	No
2.1.6 Investigate opportunities for the establishment of permanent onsite care takers responsible for maintenance of the major recreational facilities in the Shire.	3-4 years	Council	Medium	No

Objective 2.2: Over the next 10 years increase the development of rural-based recreational facilities and activities in the Shire.

2.2.1 Establish a database of all recreational facilities in the Shire and categorise in terms of primarily coastal or rural focused activities/facilities.	1 year	Council, Macleay Valley Tourism	High	No
2.2.2 Continue to work with Macleay Valley Coast Tourism and develop working partnerships with private enterprise to establish a greater number of rural recreational activities to relieve pressures from coastal/beach related activities.	2-3 years	Council, Private Enterprise, Macleay Valley Tourism, DPI (Forests NSW)	Medium	No
2.2.3 Work with local media and advertise regionally and nationally to promote recreational activities in the rural sector for tourists as an alternative to beach related holiday activities in the Shire.	3-4 years	Council, Private Enterprise, Macleay Valley Tourism	Medium	No

Note: Time frames subject to resources and budgetary constraints.

OPEN SPACE, RECREATION & SPORT: Goals, Objectives & Actions

GOAL 3: Promote the benefits of sport to the residents of the Shire and continue to attract major sporting events on an annual basis.

Objective 3.1: Over the next 5 years progressively increase the number of people actively involved in a sport for at least 6 months of a year.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
3.1.1 Undertake initial survey to establish number of people actively involved in sport in the Shire.	1-5 years	Council, Community Sports Groups	High	No
3.1.2 Consider employment of an Educational Officer to work with the Department of Education and Training and local Schools to encourage children to become involved in sport at a young age.	4-5 years	DET	Low	No
3.1.3 Develop working partnerships with local sporting clubs, committee's and the media to develop Shire wide educational campaign promoting the benefits of sport to the whole community.	2-3 years	Council, Community Sports Groups, Local Media	Medium	No
3.1.4 Undertake follow-up survey to reassess the number of people actively involved in sport in the Shire.	1-5 years	Council, Community Sports Groups	High	No

Objective 3.2: Continue to attract at least 3 major sporting events to the Shire each calendar year over the next 10 years.

3.2.1 Establish an advisory Committee to provide advice to Council on the promotion of sport and sporting events in the Shire.	1 year	Council	High	No
3.2.2 Secure events revolving around what Kempsey Shire has to offer both coastal, town and up river recreational based events to complement what we have eg. Trial Bay Triathlon, Macleay Marathon, Kundabung Rodeo, Rugby 7's, Surfing titles etc.	ongoing	Council	High	No

Objective 3.3: By the end 2008/2009 financial year, investigate opportunities for the establishment of regional multipurpose fitness and sports training centre.

3.3.1 Review statistical information to determine which sports and specialist training are in high demand in the Shire.	1-2 years	Council	High	No
3.3.2 Investigate the opportunities for upgrading existing facilities, (ie Swimming Pool Complex) to a multi-purpose sports training centre, with gym, indoor stadiums etc.	3-4 years	Council	Medium	No
3.3.3 Investigate the opportunities for attracting specialist coaches to value add to the regional training facility.	3-4 years	Council	Medium	No

Note: Time frames subject to resources and budgetary constraints.

Key Goals - SOCIAL INFRASTRUCTURE

1. Plan, develop and maintain safe and cost effective transportation infrastructure, including enhanced public transport options, that meets the needs of the community.
2. Provide clean, fresh potable water and treatment of wastewater to acceptable standards to the current and future residents of the Shire.
3. Provide high quality educational facilities to all members of the community.
4. Maintain a network of community halls and libraries throughout the Shire.

Introduction and Issues

Social infrastructure can broadly be defined as those community agencies/services/facilities and other social support measures in a community that are deemed to be necessary for the adequate functioning of that community. As noted in the above definition social infrastructure includes agencies and facilities, as well as services that aid in the adequate functioning of community. However as the relevant agencies and facilities have been discussed in the previous 3 sections of this Chapter, this section will concentrate on addressing those essential social infrastructure **services** such as roads, reticulated water and sewerage, educational facilities and buildings of shared interest, such as community halls and libraries.

The Shire's settlement pattern has largely been determined by historical land uses and industries, such as, fishing, agriculture and logging in isolated coastal and river towns and villages. More recently the expanding construction and development industries have seen consolidation and expansion of some of the larger urban areas, particularly along the coast. This has resulted in a settlement pattern that ranges from isolated homesteads and historical rural and riverside villages, to growing coastal towns and the expanding regional centre of Kempsey. The nature of this settlement pattern has resulted in relatively independent local communities, located considerable distances from one another. Although these independent and somewhat isolated communities have contributed to the Shire's diverse culture and heritage, it has placed a considerable strain on providing

and maintaining essential social infrastructure services, such as roads, reticulated water and sewerage, educational facilities and buildings of shared interest.

Transport plays an important role in linking communities and sustaining business. The main form of transport within the Kempsey Shire is by road, with the Pacific Highway passing through the main urban centre of Kempsey along with other smaller villages such as Fredericton. The main Sydney to Brisbane Rail line also passes through the Shire, while commercially operated public transport buses operate between Kempsey and some outlying villages mainly to facilitate the transportation of school children.

The NSW Roads and Traffic Authority (RTA) are also currently in the preliminary stages of designing the proposed **Kempsey-Eungai Pacific Highway bypass**. When completed the bypass will remove significant volumes of traffic from the



above-mentioned urban areas.

The considerable distances between many of the more remote villages of the Shire, means there is an extensive **road network**, compared to the relatively small population of the Shire. Maintaining this vast network of road infrastructure in the Shire is becoming increasingly difficult with the lack of resources, increasing community expectations, and the increasing age of the infrastructure. Although Council is attempting to cope with limited financial resources it is becoming evident that the Transportation Infrastructure is not meeting community expectations and that the level of service provided is not being readily accepted.

The main strategic documents currently addressing transportation infrastructure in the Shire is Council's *Transportation Infrastructure Strategic Plan 2005-2010*. The actions detailed under *Goal 1* of the following section are linked closely to this document, which provides a number of strategic considerations / recommendations for the improvement of infrastructure provision in the Shire with consideration to budgetary constraints.

Water supply and wastewater management are one of the key social infrastructure services in any Local Government Area. A clean, continuous supply of fresh water for drinking, domestic and industrial purposes is essential to the ongoing health and prosperity of its consumers. However it is also a reality that wastewater or sewage is generated by the same community that consumes the clean water. In urban areas, sewage is collected and transferred to a sewage treatment plant to ensure the health of the community.

In rural areas, single households typically provide their own treatment through septic tanks. For both cases, the effluent that results from treatment must be managed in a way to protect public health and the environment.

The centralised urban water supply and wastewater systems throughout the Kempsey Shire are the responsibility of Macleay Water. Macleay Water is a separate business unit of Kempsey Shire Council. In 2005 Macleay Water developed the Macleay Water *Integrated Water Cycle Management Strategy (IWCMS)*. The IWCMS is a 30 year Strategy which brings together the planning and management of all three urban water services – water supply, sewerage (including effluent management) and stormwater - to optimise the use of water within the Macleay Water service area. The recommended actions described under *Goal 2* in the following section are closely linked to the IWCMS and its implementation.

Education is also an essential service and plays a major role in the development of human beings and indeed human civilization as a whole. In fact there is perhaps no singular

more important tool for addressing issues of sustainability than through education. Sustainability is now an official part of the curriculum in NSW schools and will greatly enhance the ability of future generations to appreciate and understand how to become a more sustainable society. However, it is essential that education is also provided to those people that have finished school and are making decisions that affect our future today.

The Shire is currently serviced by a number of facilities offering pre, primary and secondary education for children and young adults. Tertiary education is mainly limited to the TAFE College, although a number of other organisations have recently been established to offer adult education and training. There are no Universities or University Campuses within the Shire, restricting the diversity of higher education offered, which is one of the reasons for a shortage of people in the 18-34 year old age bracket in the Shire. A number of actions to provide community education days on various topics has been provided throughout this Strategy, however the actions detailed under *Goal 3* of following section are primarily concerned with establishing educational facilities, with particular focus on tertiary and adult education. Furthermore, it should be noted that education in the form of job training is discussed in more detail under the *Employment and Training* section of the Economic Sustainability Chapter, to follow.

Buildings of shared interest, such as community halls and libraries are also an important part of the social infrastructure. Community halls provide a shared venue for many local

“...community halls and libraries are an important part of the social infrastructure”

functions and activities and often provide a place of refuge for local residents and headquarters for rescue teams in times of crisis, such as flooding and bushfire. Community halls are particularly important to the smaller isolated

town and villages in the Shire as they bring the local community together creating healthy interaction among residents. The network of community libraries across the Shire also provide a common meeting place as well as literature and resource material for education and leisure, which is essential for socially sustainable communities. The actions detailed under *Goal 4* of the following section are mainly concerned with the need for more appropriate management and upgrade where feasible of the Shire's community halls and libraries.

The provision of the social infrastructure services discussed above is essential for safe, happy, interactive, socially sustainable communities. A number of goals, objectives and recommended actions are provided in the following section to aid in the long term management of these essential services for current and future generations of Kempsey Shire residents.

SOCIAL INFRASTRUCTURE: Goals, Objectives & Actions

GOAL 1: Plan, develop and maintain safe and cost effective transportation infrastructure, including enhanced public transport options that meet the needs of the community.

Objective 1.1: Over the next 5 years review, update and implement strategies to maintain and enhance road infrastructure and road safety in the Shire.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
1.1.1 Implement the two resolutions from Roads Workshop in February 2005. Refer to Appendix S-5 for resolution from Roads Work Shop.	1 year	Council	High	No
1.1.2 Implement strategic considerations / recommended improvements identified in Council's <i>Transportation Infrastructure Strategic Plan 2005-2010</i> . Refer to Appendix S-5 for strategic considerations / recommended improvements from the Transportation Infrastructure Strategic Plan.	4-5 years	Council	Medium to High	No
1.1.3 Incorporate the review and update the Pedestrian, Access and Mobility Plan (PAMP) with the review and update of the Road Safety Strategic Plan with emphasis in providing facilities for: <ul style="list-style-type: none"> Off road bus stops in rural areas; Road reserves to accommodate bus stops in urban areas; and Cycleways and footpaths. 	1-2 years	Council	High	No

Objective 1.2: By the end of the 2013/14 financial year develop a Public Transport Plan for the Shire and progressively implement actions.

1.2.1 Develop a Public Transport Plan designed to: <ul style="list-style-type: none"> a) Provide for integrated bus and taxi services. b) Provide more user friendly and readily available bus services, through a review of current designated routes and timetables. c) Direct public transport, cycling and walking into the heart of each area, and as close as possible to meeting areas and public spaces. 	5-7 years	Council, Community, Local Bus Companies	Medium	No
1.2.2 Educate and promote initiatives to for public transport, car-pooling and use of pedestrian and cycleways, to reduce unnecessary car use.	5-7years	Council, Community	Medium	No
1.2.3 Expand the network of existing cycleway routes throughout the Shire.	5-7 years	Council, Community	Medium	No

Note: Time frames subject to resources and budgetary constraints.

SOCIAL INFRASTRUCTURE: Goals, Objectives & Actions

GOAL 2: Provide clean, fresh potable water and treatment of wastewater to acceptable standards to the current and future residents of the Shire.

Objective 2.1: Within 3 years ensure a minimum of 98% of all analyses on drinking water comply with National Health and Medical Research Council Guidelines.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
2.1.1 Continue to regularly test water at drinking water supply points for physio/chemical parameters and biological indicators.	Immediate and Ongoing	Council (Macleay Water)	High	No
2.1.2 Investigate further treatment options to enhance drinking water quality, including: <ul style="list-style-type: none"> • A new membrane filtration water treatment plant (WTP) for South West Rocks; • A new reservoir to replace Hypalon Dam at Crescent Head; • A new 3 WTP for Crescent Head including aeration, filtration, pH correction, and chloramination processes; and • A new WTP for Kempsey District including coagulation, powdered activated carbon dosing, sedimentation, filtration, and chlorine disinfection processes. 	2-3 years	Council (Macleay Water)	High	No
Objective 2.2: By 2014, Macleay Water and the community it serves aim to reuse 50% of the dry weather effluent flows they generate.				
2.2.1 Implement strategies outlined in the Macleay Water Effluent Management Strategy (one arm of the IWCMS). Refer to Appendix S-6 for relevant strategies from the Macleay Water Effluent Management Strategy.	Ongoing over the next 7 years	Council (Macleay Water)	High	No
2.2.2 Implement and continue the use of a triple bottom line (TBL) approach to the assessment of effluent management options as detailed in the IWCMS. Refer to Appendix S-6 for TBL approach outlined in the Macleay Water Effluent Management Strategy.	Ongoing	Council (Macleay Water)	High	No

Note: Time frames subject to resources and budgetary constraints.

SOCIAL INFRASTRUCTURE: Goals, Objectives & Actions

Goal 3: Ensure high quality educational facilities are available to all members of the community.

Objective 3.1: Over the next 5 years progressively increase the opportunities for adult education and training courses offered in the Shire.

Proposed Actions	Time Frame	Respon- sibility	Priority	Env. Levy Funding
3.1.1 Work with the Department of Education and Training and local enterprise to establish further organisations equipped to provide high quality adult education and training.	4-5 years	Council	Medium	No
3.1.2 Support and encourage the operation of, and investigate opportunities for the expansion of courses offered at Booroongen Djugun College.	4-5 years	Council, Booroongen Djugun College	Medium	No
3.1.3 Liaise with NSW TAFE to promote a greater diversification in courses offered.	4-5 years	Council, TAFE NSW	Medium	No
3.1.4 Council and community groups to continue to encourage and offer scholarship money to students doing Universities degrees who want to return to the Council and the Shire for employment opportunities.	Ongoing	Council, various Universities, Community Groups	Medium	No

Note: Time frames subject to resources and budgetary constraints.

Education in the form of job training is discussed in more detail in the *Employment, Income and Training* Section of the Economic Sustainability Chapter to follow.

SOCIAL INFRASTRUCTURE: Goals, Objectives & Actions

GOAL 4: Maintain a network of community halls and libraries throughout the Shire.

Objective 4.1: Consolidate the number of community halls throughout the Shire and secure funding to upgrade and enhance halls in key locations over the next 5 years.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
4.1.1 Undertake a needs analysis of these halls and determine which halls are under most/least demand.	1 year	Council, 355 Committee's	High	No
4.1.2 Using the results of the above, prepare a plan for the Strategic provision of community halls in the Shire.	1-2 years	Council, 355 Committee's	High	No
4.1.3 Develop a Plan of Management for those community halls identified to be important in the strategic provision of halls in the Shire.	2-3 years	Council, 355 Committee's	High	No
4.1.4 Consider divesting those halls not found to be used often and establish a priority list of the remaining halls in terms of the need for urgent repair and maintenance.	4-5 years	Council, 355 Committee's	High	No

Objective 4.2: Over the next 10 years upgrade and enhance the existing library services within the Shire.

4.2.1 Implement short (2-5) and long (5-10) term plans outlined in the Kempsey Library Strategic Plan 2006. Refer to Appendix S-7 for a list of the short and long term plans.	2-10 years	Council's Libraries	High	No
4.2.2 Prepare a plan for the Strategic provision of libraries in the Shire.	1-2 years	Council	High	No
4.2.3 Continue to be a part of the Mid North Coast Cooperative Library Service.	Ongoing	Council, Mid North Coast	High	No

Note: Time frames subject to resources and budgetary constraints.



think globally, act locally...

think globally, act locally ...



CHAPTER 5

Economic Sustainability



Put simply economic sustainability means operating a business or company in a manner that allows that business or company to stay in business over time. However, In the past this simplified definition has resulted in economic development occurring without regard for environmental and sometimes social impacts.

This approach may have worked well in the short term but often resulted in a collapse of the economy over the longer term, when resources ran out or when social functioning was disrupted or impaired.

In recent times, increasing emphasis is being placed on providing for economic development, which fully considers the impacts it will or may have on the other two pillars of ESD – the environment and society. There are many ways in which the right kind of economic activity can protect or enhance the environment and society, whilst sustaining operations and profit margins. For example, an economy based on sustainable resource use and minimal waste production, not only reduces or negates detrimental environmental impacts, but is likely to encourage innovation and competition, resulting in a diversified economy which is more robust and sustainable over the longer term. Similarly a diversified and sustainable economy is likely to provide more job opportunities, better healthcare, educational, entertainment and cultural enrichment facilities, resulting in healthier, happier, educated and interactive societies.

A number of economic themes addressing this aspect of economic sustainability have been identified and are discussed in this chapter of the Strategy. These themes are generally categorised under the following headings:

- Business & Industry;
- Employment, Income & Training; and
- Development.

This chapter of the document explores in detail each of the economic sustainability themes identified above and outlines a number of goals, objectives, and proposed actions to achieve economic sustainability in the Shire.

Key Goals - BUSINESS AND INDUSTRY

1. Promote Kempsey as the principal town in the Shire, an icon and centre of excellence for high quality goods, services and facilities upholding ESD principles and offering educational and employment opportunities, in particular, that add to the distinctive character of the region.
2. Create a healthy and vibrant business environment that is competitive and encourages innovation and sustainability.
3. Establish a world-class eco-tourism industry that promotes and sustains the natural beauty of the Shire's coastal regions, National Parks and State Recreation Areas.
4. Encourage the development of renewable energy based industry in the Shire.
5. Encourage knowledge based, skilful and innovative enterprise that has national and / or international significance.

Introduction and Issues

A **business** is usually referred to as an enterprise, commercial entity, or firm in either the private or public sector, concerned with providing products or services to satisfy customer requirements. An **industry** is generally any grouping of businesses that share a common method of generating profits, such as the "manufacturing industry" or "retail industry", for example. Collectively business and industry make up an important part of the economy, providing for economic growth, employment and investment opportunities.

Traditionally, **primary industries**, such as agriculture, forestry, mining and to some extent fisheries were the major industries driving the local economy, providing jobs, income and investment in the Shire. However, in more recent years there has been a shift towards the manufacturing, retail and construction industries, which in 2001, accounted for \$A 199M, 119M and 98M, output respectively, according to the 2001 census. Primary industries, such as quarries, agriculture (namely beef cattle, dairy and food crops) and forestry, do, however, remain an important part of the local

economy.

The Kempsey Shire **annualised growth rate** was 1.5% during the period 1991 to 2001 (ABS 2001). In 2002 through initiatives of Kempsey Shire Council and with the support of State and Federal government agencies, the Macleay Development and Promotion (MDAP) Committee was formed. This Committee comprises of the Mayor, two Councillors, the General Manager of Kempsey Shire Council, and business leaders from the Kempsey Shire area. The role of the committee is to identify



strategies that promote economic development for existing and new business ventures.

The promotion of economic development within the Shire should continue, but not in isolation, and needs to address the broader issues of sustainability, having regard for the social and environmental systems within the Shire. There is a need to promote Kempsey as the **principal town** of the Shire, providing high quality services and facilities to encourage and consolidate development in this town and alleviate development pressures within coastal towns and villages, which are surrounded by sensitive environments.



Innovation and **competition** have long been recognised as key drivers in the success or failure of businesses. Innovation is the process of converting knowledge and ideas into better ways of doing business or into new or improved products and services that are valued by the consumer. Competition, in the business world at least, refers to a relationship in which two parties compete to gain customers in order to increase their profit and size. By definition therefore, these two terms have two very different meanings, but often go hand-in-hand in business operations. A business that demonstrates a commitment to innovative solutions often becomes more competitive within its target market, or through its innovation is able to diversify its goods or services and move into another market and ultimately increase its operations and profit margins.

Linked to innovation and competition is a term used throughout this document - **sustainability**. As defined in the Introduction Chapter sustainability is about 'using, conserving and enhancing the community's resources so.....the total quality of life, now and in the future, can be increased'. Sustainability therefore has direct links to the success of businesses in that utilisation of resources must be carried out in a sustainable manner to ensure the continued operation of

that business over the longer term. Businesses throughout the Shire should be encouraged to be innovative and find practical solutions to becoming more sustainable. The development of more sustainable practices and a sustainability reporting procedure within businesses will result in positive outcomes for the environment and broader community, while producing a more efficient and competitive enterprise.

The adoption of more sustainable practices and the more diversified, efficient and competitive a business becomes, the more likely the chances of that business being competitive on a national and international scale. Having locally owned businesses with national or international significance operating

the Shire provides an added boost to the local economy and therefore these existing businesses and others striving towards this level of significance should be promoted and assisted where possible.

Expansion and/or establishment of business operations in **under-utilised niche markets** is also a key area to focus on in the Shire. The Shire's many natural attributes and the under-developed nature of the Shire, in comparison to neighbouring Local Government Areas, makes the area a potential 'hot spot' for tourism. Tourism operations in Shire are largely confined to relatively small scale holiday parks and rental properties, with a few places offering resort style accommodation, mainly along the coast.

Eco-tourism, a form of tourism targeted at supplying tourists with environmentally friendly accommodation and activities within natural settings, is a somewhat under-utilised market within the Shire, especially given the diverse natural attributes the Shire has to offer.

The development of renewable energy based industry is also an area the Shire should investigate for potential economic activities. Not only would the development of a renewable energy supply industry fill an under-utilised niche market, it has the potential to promote the Shire as a 'clean and green' based economy, which will have positive flow on effects for investment and the tourism industry in the Shire.

The sustainable operation of business and industry within the Shire is essential for future economic development and diversification into new, under-utilised niche-markets. A number of the goals, objectives and recommended actions are provided in the following section to aid in the long term management of business and industry activities in the Shire. Many of the recommended actions have links to the *Kempsey Shire Council Economic Development Plan 2004-2007* and *Macleay Valley Coast Tourism Strategic Plan January 2005-December 2009*.

BUSINESS & INDUSTRY: Goals, Objectives & Actions

GOAL 1: Promote Kempsey as the principal town in the Shire, an icon and centre of excellence for high quality goods, services and facilities upholding ESD principles and offering educational and employment opportunities, in particular, that add to the distinctive character of the region.

Objective 1.1: Finalise review and update the Kempsey Town Centre Master Plan by the end of the 2007/08 financial year.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
1.1.1 Finalise review and update the existing <i>Kempsey Town Centre Master Plan</i> , with the inclusion of ESD principles.	1 year	Council, Business Community	High	No
1.1.2 Implement recommendations made in the updated <i>Kempsey Town Centre Master Plan</i> .	Beginning in 1-2 years and as outlines in Plan thereafter	Council,	High	No
1.1.3 Identify sources of funding for revitalisation works, events and marketing.	Ongoing	Council, Business Community	High	No
<i>Objective 1.2: Within the next 5 years establish an iconic centre that serves as a meeting place for resident and tourist population promoting the distinctive character of the region.</i>				
1.2.1 Continue to support and lobby for funding for the establishment and development of the proposed Slim Dusty Foundation Centre Project and Wutuma Indigenous Cultural Facility.	Ongoing	Council, Slim Dusty Foundation Pty Ltd, Wutuma Committee, Community Groups	High	No
1.2.2 Encourage the development of the centre(s) to utilise local skills and resources and the employ local residents when operational.	Ongoing	Council	High	No
1.2.3 Actively promote the centre(s) at a local, regional and national scale as a major tourist attraction.	5-10 years	Council	Medium	No

Note: Time frames subject to resources and budgetary constraints.

BUSINESS & INDUSTRY: Goals, Objectives & Actions

GOAL 2: Create a healthy and vibrant business environment that is competitive and encourages innovation and sustainability.

Objective 2.1: Over the next 5 years support the expansion and diversification of existing business and industry groups within the Shire.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
2.1.1 Implement tasks outlined in <i>Strategy Initiative 1: Promote the light manufacturing sector to achieve growth from the Kempsey Shire Council Economic Development Plan 2004-2007</i> . Refer to Appendix Ec-1 for relevant Strategy.	1-2 years	MDAP Office / DSRD / MNCRDB / TAFE	High	No
2.1.2 Undertake a rural renewal enterprise project to encourage the establishment of sustainable rural enterprise in the Shire.	3-4 years	MDAP, DSRD, DPI, NRCMA Landholders	Medium	No
2.1.3 Conduct regular forums for collective decision making between Council and the Local Chamber of Commerce on major business growth and development issues.	Ongoing	Council, Chamber of Commerce	High	No
2.1.4 Council to develop a stronger relationship with 10 largest businesses in the Shire and understand their desires and aspirations for the future, ie, are they aspiring to expand and diversify or remain relatively stable?	Ongoing	Council, MDAP, local businesses	High	No
2.1.5 Provide information to assist with diversification of traditional industries to incorporate the concept of 'value adding'	2-3 years	Council, Chamber of Commerce	High	No
2.1.6 While considering, environmental and social constraints, ensure land use planning is relevant to predicted future industry growth rates to enable existing businesses to expand and diversify when the opportunity arises.	4-5 years	Council	High	No

Objective 2.2: Over the next 10 years progressively attract new and creative businesses that add to the diversity of the Shire's economy.

2.2.1 Implement tasks outlined in <i>Strategy Initiative 6: Enhance the Business Environment within Kempsey, of the Kempsey Shire Council Economic Development Plan 2004-2007</i> . Refer to Appendix Ec-1 for relevant Strategy.	2-3 years	Council, MDAP	High	No
2.2.2 Review the implementation of tasks outlined in <i>Strategy Initiative 6: Enhance the Business Environment within Kempsey of the Kempsey Shire Council Economic Development Plan 2004-2007</i> and report on effectiveness of the recommended activities.	3-4 years	Council, MDAP	High	No
2.2.3 Focus on attracting those businesses and industries that can fill an under utilised or unused niche market in the Shire, particularly eco-tourism, cultural/heritage tourism, agri-business and industrial development.	1-10 years	Council, MDAP	High to Medium	No
2.2.4 Work closely with Department of State and Regional Development (DSRD) to explore opportunities for the relocation or establishment of new businesses and industry in the Shire.	1-10 years	Council, MDAP, DSRD	High to Medium	No

Note: Time frames subject to resources and budgetary constraints.

BUSINESS & INDUSTRY: Goals, Objectives & Actions

Objective 2.3: By the end of the 2009/10 financial year increase the percentage of local businesses that undertake sustainability reporting.

2.3.1 Undertake initial survey to determine the percentage of businesses and industries in the Shire that undertake sustainability reporting.	1 year	Council	High	No
2.3.2 Provide educational days that promote the advantages of implementing sustainable practices and reporting mechanisms. Emphasize not only environmental and social outcomes but financial as well.	1-2 years	Council, Private Enterprise	High	Possibly
2.3.3 Provide assistance and advice on preparing and implementing a sustainability reporting procedure to those interested businesses and industries.	1-3 years	Council, Private Enterprise	High to Medium	No
2.3.4 Undertake follow up survey to determine the percentage of businesses and industries in the Shire that undertake sustainability reporting.	3-4 years	Council	Medium	No

Note: Time frames subject to resources and budgetary constraints.

BUSINESS & INDUSTRY: Goals, Objectives & Actions

GOAL 3: Establish a world-class eco-tourism industry that promotes and sustains the natural beauty of the Shire's coastal regions, National Parks and State Recreational Areas.

Objective 3.1: By the end of the 2008/09 financial year produce an Eco-Tourism Management Plan that sustains and promotes the natural environment that is unique to the Kempsey Shire.

Proposed Actions	Time Frame	Respon-sibility	Priority	Env. Levy Funding
3.1.1 Undertake research and survey existing eco-tourist resorts to identify key management areas for the development of an eco-tourism industry.	1-2 years	Council, Eco-Tourism Association of Australia	High	No
3.1.2 Incorporate actions associated with <i>Strategy 2</i> of the <i>Macleay Valley Coast Tourism Strategic Plan January 2005 - December 2009</i> into the development of an Eco-Tourism Management Plan. Refer to Appendix Ec-2 for relevant actions from the <i>Macleay Valley Coast Tourism Strategic Plan</i> .	1-4 years	Council, DEC, DNR,	High	No
3.2.3 Prepare Eco-Tourism Management Plan.	2-3 years	Council, MVC, Community	High	No
3.1.4 Prioritise and implement actions from Eco-Tourism Management Plan.	3-5 years	Council, Community	Medium	No
3.1.5 Incorporate key actions in Eco-Tourism Management Plan into the review of the <i>Macleay Valley Coast Tourism Strategic Plan January 2005 - December 2009</i> .	5-6 years	Council	Medium to Low	No
3.1.6 In partnership with DEC, investigation options for producing an eco-tourism guide that outlines eco-friendly practices that minimise the impact visitors have on the Shire's natural environments.	2-3 years	Council, DEC	Medium	No
Objective 3.2: In the next 5 years attract a world class eco-tourism establishment that practices ESD principles, while promoting and providing sustainability education to its clients.				
3.2.1 Liaise with Eco-Tourism Association of Australia and Tourism Australia about the opportunities of attracting a world class eco-tourism resort.	2-3 years	Council, Eco-Tourism Association of Australia, Tourism Australia	No	No
3.2.2 Continue to promote the Shire as an un-spoilt coastal and rural environment - "Nature's Wonderland" to attract potential tourism operators.	Ongoing	Council	High	No
3.2.3 Identify potential parcel's of land that would be suitable for such a development.	1-2 years	Council, Community	High	No

Note: Time frames subject to resources and budgetary constraints.

BUSINESS & INDUSTRY: Goals, Objectives & Actions

GOAL 4: Encourage the development of renewable energy based industry in the Shire.

Objective 4.1: In the next 10 years attract the development of an energy generation industry based on alternative (renewable) energy sources.

Proposed Actions	Time Frame	Respon- sibility	Priority	Env. Levy Funding
4.1.1 Liaise with the Department of Energy, Utilities and Sustainability (DEUS) and major alternative energy suppliers about the opportunities for establishing a renewable energy demonstration facility within the Shire.	3-4 years	Council, DEUS, Greenpower Suppliers	High to Medium	No
4.1.2 Implement the tasks set out under <i>Strategy Initiative 3: Assess the feasibility of an alternative fuel source industry</i> from the <i>KSC Economic Development Plan 2004-2007</i> . Refer to Appendix Ec-1 for relevant Strategy.	2-4 years	Council	High	No
4.1.3 Review implementation of the tasks set out under <i>Strategy Initiative 3: Assess the feasibility of an alternative fuel source industry</i> and update the <i>KSC Economic Development Plan 2004-2007</i> to include the recommendations from the review.	2-4 years	Council	High	No
4.1.4 Investigate opportunities for upgrading existing landfill facility or establishing new large scale facility, in conjunction with neighbouring councils, to include the capturing of methane for power generation.	5-10 years	Mid North Coast Group of Council	Medium	Possibly
4.1.5 Explore opportunities for using wood waste as a complementary fuel source for the co-generation of electricity.	4-5 years	Council, Timber Industry	Medium	No

Note: Time frames subject to resources and budgetary constraints.

BUSINESS & INDUSTRY: Goals, Objectives & Actions

GOAL 5: Encourage knowledge based, skilful and innovative enterprise that has national and / or international significance.

Objective 5.1: Over the next 5 years increase the percentage of local businesses that offer apprenticeships, particularly to youth.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
5.1.1 Undertake initial survey to determine the percentage of local businesses offering apprenticeships and their perception towards their effectiveness.	1 year	Council	High	No
5.1.2 Work closely with the local business community, employment organisations, local schools and youth to identify reasons why existing apprenticeship places are not being filled. Should then actively promote the advantages of apprenticeship and trainee programs.	1-5 years	Council, MDAP, ETC, Work Directions, Local Schools	High	No
5.1.3 Undertake follow-up survey to determine the percentage of local businesses offering apprenticeships and a measure of their success	5 years	Council	Medium	No
Objective 5.2: By the end of 2011/12 financial year, increase the number of locally owned and developed businesses operating on a national and / or international scale				
5.2.1 Actively promote the success of the Shire's businesses that have established themselves on a national and / or international scale, eg Akubra, Australia Solar Timbers, HF-Hand.	1-2 years	Council, Private Enterprise	Medium	No
5.2.2 Encourage and assist where possible the expansion of local businesses to enable them to break into national and international trade networks.	3-4 years	Council	Medium	No

Note: Time frames subject to resources and budgetary constraints.

Key Goals - EMPLOYMENT, INCOME & TRAINING

1. Foster an economy with high levels of employment and increased capacity to pay higher wages.
2. Foster an economy that provides a variety of employment & training opportunities.

Introduction and Issues

Employment is the state of being employed or having a job. It is a contract between two parties, one being the employer and the other being the employee. In a commercial setting, the employer has developed a productive activity, generally with the intention of creating profits, and the employee contributes labour to the enterprise, usually in return for payment of wages or an **income**.

Employment and income are an important part of the broader economy and are often used to measure how well the economy of a particular area is going, with high employment and income levels, generally indicating a strong economy, and the opposite generally pointing towards a weakening economy. Employment provides a labour force for undertaking a particular job within a business or enterprise (employer) and in return that business or enterprise supplies the labour provider (employee) with

an income. The employee then circulates this income back into the economy through the purchasing of other goods or services required for living, such as housing, clothing, health services and entertainment, to name a few of the basics.

Furthermore, employment and income levels do not only impact upon the broader economy, they also impact on social cohesion and the environment of an area. Low employment and income levels are often characteristics of poor communities, who are forced to undertake practices that often degrade the local environment, whether it be by overfishing, over grazing, or cheaply disposing of wastes directly into the environment, in order to simply earn enough to 'scrape by' from day to day. Crime and antisocial behaviour can also result from low employment and income levels, where people are forced to steal food or other valuable items in exchange



for food, clothing and shelter etc, or whereby people commit crimes or participate in antisocial behaviour, out of frustration and boredom. Therefore, creating conditions that assist in providing a society with both high levels of employment and reasonable income levels is an important part of achieving ESD. A society with high levels of employment and a reasonable income level generally provides for a reasonably comfortable standard of living. With a comfortable standard of living, the more likely the society will have the knowledge, energy, resources and desire to care for their environment and the less likely the opportunities for crime and antisocial behaviour to develop, out of desperation, frustration or boredom.

Data from the 2001 census indicated that the **median weekly individual income** for people 15 years and older was \$200 - \$299, while **median weekly household income** was recorded as \$400 - \$499. Both these figures are considerably less than the corresponding figures for NSW, which showed median weekly individual income for people 15 years and older was in the \$300 - \$399 bracket, while median weekly household income was in the \$800 - \$999 bracket. Further analysis of this data showed that as of 2001, 46% of households in the Shire earned less than \$500 per week, compared to 28% for the Mid North Coast and 29% for NSW. This data shows a Shire characterised by low income levels, particularly household incomes and as such has important ramifications for the ability of the Shire to manage its social and environmental systems as outlined above. In the short term there is a limited capacity for higher wages to be paid, however, as the population base of the Shire gradually expands as predicted, appropriate strategies should be put in place to expand and diversify the existing business and industry to attract higher skilled and professional services with the capacity to pay higher wages. Once the demand has been created for these services, appropriate job training should also be provided to enhance the skill level of local people, discussed in more detail below.

In the week prior to the Census in 2001, 8,396 people in Kempsey were employed. Of these 4,677 were working full time and 3,433 were working part time. The workforce is skilled in community services, construction, agriculture, horticulture and manufacturing. The area has a mix of trade skills and professional skills. The largest employer in the Kempsey Shire is wholesale and retail trade, and education, health and community services, employing 43.1 % of the total work force. Over the past 10 years there has been a steady decline in the proportion of workers employed in agriculture, mining, manufacturing, electricity, gas and water supply.

Construction, trade, transportation, education, health & other services have been growth industries in the Kempsey Shire from 1991 to 2001.

Unemployment rates in the Shire have varied over the past 6 years, from 14.2% in March 1999, reaching a low of 9.1% in March 2004, while again increasing to 10.4% in March 2006. Unemployment according to the 2001 Census in the Kempsey Shire was significantly higher for men (64.5%) than for women (35.5%). The 2001 census also revealed indigenous and youth (15-24 year olds) unemployment to be 33.5% and 40% respectively, which was significantly higher than the remainder of the population (16.5%) at the same time. The identification of these groups with elevated unemployment is an important step to take to ensure specific strategies are developed targeted at creating employment opportunities for these groups.

Strategies to enhance employment opportunities for specific target groups may include the provision of **skills training**. Skills training involves the teaching of specific and useful skills that equip the trainee with the knowledge and practicality of undertaking a specific task. It forms the core of apprenticeships and provides the backbone of content at technical colleges. The provision of skills training courses is a key area to focus

Strategies to enhance employment opportunities for specific target groups may include the provision of
skills training.

on as it would partly address the skills shortage currently being experienced in the Shire and enhance the opportunities for individuals within specific target groups, particularly the youth and the indigenous population, in

gaining employment.

The following section outlines a number of goals, objectives and recommended actions designed to create a more diversified economy with greater employment, income and training opportunities.

EMPLOYMENT, INCOME & TRAINING: Goals, Objectives & Actions

GOAL 1: Foster an economy with high levels of employment and increased capacity to pay higher wages.

Objective 1.1: By the end of the 2008/09 financial year develop a Local Employment Strategy for the Shire.

Proposed Actions	Time Frame	Respon- sibility	Priority	Env. Levy Funding
1.1.1 Undertake research and liaise with other Councils and state and federal agencies to identify key areas to include in the development of the Strategy.	1 year	Council	High	No
1.1.2 Prepare local employment Strategy.	2-3 years	Council, DSRD, Community	High	No
1.1.3 Prioritise and implement the recommendations of local employment Strategy.	3-5 years	Council, DSRD, Community	Medium	No

Objective 1.2: Decrease the difference between the Shire's current unemployment rate (10.4%) and the national average unemployment rate (4.9%) from +5.5% to below +3% by the end of the 2009/10 financial year.

1.2.1 Identify through statistical analysis, target groups where unemployment rates are high, such as youth and examine mechanisms to address the long-term provision of employment and business opportunities for these groups.	1 year	Council, MDAP, DSRD	High	No
1.2.2 Facilitate provision of mentoring and leadership training for these groups to assist them in finding employment.	2-3 years	Council, MDAP, Local Businesses	Medium	No
1.2.3 Encourage local businesses to undertake apprenticeship programs to aid in the employment of youth.	2-3 years	Council, MDAP, Local Businesses	Medium	No
1.2.4 Encourage businesses to utilise the 'back to work' options available through 'Work Directions' providing unemployed people with experience in a real workplace situation, vital for subsequent employment.	2-3 years	Council, Work Directions	Medium	No
1.2.5 Undertake 'work for the dole' projects that support ESD principles as a first priority.		Council, Work Directions	Medium	No

Objective 1.3: Halve the difference between the percentage of the Shire classified as having low household income levels (46%) and that of NSW (29%) by 2015.

1.3.1 Promote and encourage the expansion of skilled and professional industries within the Shire.	5-7 years	Council, MDAP, DSRD, ETC, Work Directions, Council,	Low	No
1.3.2 Promote and advertise the Kempsey Shire's lifestyle and natural attributes to entice professional and skilled people to relocate to the Shire.	3-4 years	MDAP, ETC, Work Directions, MVT	Medium	No
1.3.3 Provide appropriate training needed for skills and professional development as identified in Objective 2.2 on page 13.	5-10 years	Council, TAFE, local training providers	Medium	No

Note: Time frames subject to resources and budgetary constraints.

EMPLOYMENT, INCOME & TRAINING: Goals, Objectives & Actions

GOAL 2: Foster an economy that provides a variety of employment and training opportunities.

Objective 2.1: Over the next 10 years progressively add to the diversity of the Shire's economy by attracting new business and industry to fill under-utilised niche markets, particularly eco tourism and industrial development.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
2.1.1 Continue to promote eco-tourism initiatives, marketing the Shire as 'Nature's Wonderland'.	Ongoing	Council, MDAP, Community	High	No
2.1.2 Implement the tasks set out in <i>Strategy Initiative 5: Industrial Land Availability</i> in the <i>KSC Economic Development Plan 2004-2007</i> . Refer to Appendix Ec-1 for relevant Strategy.	1-2 years	Council, MDAP	High	No
2.1.3 Work with the Department of Education (DE&T) and Training and local enterprise to establish further organisations equipped to provide high quality education and training to develop local skills for specialist jobs in under-utilised niche markets.	3-4 years	Council, DE&T	Medium	No
<i>Objective 2.2: By the end of the 2008/09 financial year increase the number of training opportunities available to enhance skills development in the Shire.</i>				
2.2.1 Undertake research to identify training courses that are currently available both within businesses and from specialist training providers.	1-2 years	Council, MDAP	High	No
2.2.2 Undertake research to determine skill shortages in the Shire. Link with action 2.2.3.	1-2 years	Council, Department of State and Regional Development	High	No
2.2.3 Liaise with Careers advisor at local high schools to identify training needs for young people leaving school.	1-2 years	Council, Local High Schools	High	No
2.2.4 Develop and implement action Plan for the Shire to provide training courses to address the skills shortages and training needs for the Shire.	2-4 years	Council, Department of State and Regional Development	High	No
2.2.5 Support collaboration and partnerships between education and training providers and industry.	2-5 years	Council, TAFE, local training providers.	High	No
2.2.6 Undertake follow-up research to re-ass the number of training courses available both within businesses and from specialist training providers.	10 years	Council, MDAP	Medium to Low	No

Note: Time frames subject to resources and budgetary constraints.

Key Goals - DEVELOPMENT

1. Ensure development takes place at a sustainable rate and is relevant to the Shire's capacity to service that development.
2. Encourage and promote development that uses best practice energy and water saving designs.
3. 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.

Introduction and Issues

Development can be defined in numerous different ways depending on the context it is used in. For the purposes of this chapter development refers to the modification of land to make it more suitable for housing and/or commercial and industrial activities.

Development in the Shire is mostly confined to residential development, with limited industrial land availability. Some commercial development has taken place over the past 5 years. Historic data on development applications in the Kempsey Shire indicate there was a significant increase in development, over a five year period up until the period ending 30 June 2004. A slight decrease in the number of development applications being approved and associated reduction in the value was experienced in the following 12 months. However, the overall 5 year trend for the Shire indicates an increase in development, with number and value of development applications for the 2004/2005 financial year still considerably higher than that just 5 years earlier. Much of this increase in development has occurred in the coastal township of South West Rocks.

Although land development provides for economic growth in that it provides for local employment and investment opportunities, development, particularly if uncontrolled, places pressures on the environmental and social systems that support it, and without these systems there would be no need, nor anything to support development. Therefore it is essential that development takes place at a sustainable rate and is relevant to the Shire's capacity to service that development.

The realisation of the above point over the past 10 to 20 years has seen an increasing need for development designed to reduce environmental impacts and increase social harmony. All developments now require a degree of environmental assessment when considering the impact that development may have on the natural environment. Also, building design that incorporates best practice energy efficient design and water saving devices based on **BASIX (Building**

Sustainability Index) principles, are strongly encouraged and often a requirement under legislation and planning instruments. Planning for social aspects of development such as centralised, local and interactive communities and **crime prevention through environmental design (CPTED)** are also considered in all major developments. Development, incorporating energy efficient design and thorough social planning, based on proven scientific and planning facts should be promoted and encouraged in the Shire.



A further aspect to consider when discussing development is the impact caused to the **visual amenity** of the existing landscape, both built and natural. Visual amenity is a measure of the visual quality of a site or area experienced by residents, workers or visitors. It is the collective impact of the visual components which make a site or an area pleasant to be in. There are many areas of scenic beauty throughout the Shire, ranging from high tablelands and escarpment gorge country in the west through to the wetlands, coastal estuaries, dune fields, beaches and headlands in the east. There are also a number of historic sites and heritage listed buildings located within the Shire which give character and a sense of place to the residents of the Shire. This diversity in visual amenity makes the Shire a popular destination for tourists and for those who are increasingly choosing to settle in the Shire. Thus it is important that all new development complements the existing natural and built environments of the Shire to preserve and enhance the visual amenity of the Shire for current and future generations.

DEVELOPMENT: Goals, Objectives & Actions

GOAL 1: Ensure development takes place at a sustainable rate and is relevant to the Shire's capacity to service that development.

Objective 1.1: By the end of the 2009/10 financial year prepare an integrated settlement Strategy for the Shire.

Proposed Actions	Time Frame	Respon- sibility	Priority	Env. Levy Funding
1.1.1 Finalise Population Projection Study	1 year	Council	High	No
1.1.2 Finalise , compile and integrate the key land use findings of: a) Residential Land Release Strategy; b) Rural-Residential Land Release Strategy; c) Open Space Strategy; d) Industrial Land Release Strategy; and e) Biodiversity Conservation Strategy.	2-3 years	Council, Community	High	No
1.1.3 Undertake servicing study to identify water and sewer servicing needs.	3 years	Council, Community	Medium	No
1.1.4 Prepare and exhibit Kempsey Integrated Settlement Strategy (KISS).	3-4 years	Council, Community	High	No
Objective 1.2: Continue to ensure that development meets the cost of the provision of water supply and sewerage infrastructure, so that development does not impose a financial burden on Council and the community.				
1.2.1 Adopt developer charge and review as set out in the <i>Macleay Water Development Servicing Plans for Water Supply Services 2006</i> . Refer to Appendix Ec-3 for relevant Development Services Charge and recommended review procedure.	1-5 years	Council (Macleay Water)	High	No
1.2.2 Adopt developer charge and review as set out in the <i>Macleay Water Development Servicing Plans for Sewerage Services 2006</i> . Refer to Appendix Ec-3 for relevant Development Services Charge and recommended review procedure.	1-5 years	Council (Macleay Water)	High	No
1.2.3 Review and update both Water Development Servicing Plans for Water Supply and Sewerage Services 2006 and adjust developer charges and recommendations as identified in the review.	5 years	Council (Macleay Water)	Medium	No

Note: Time frames subject to resources and budgetary constraints.

DEVELOPMENT: Goals, Objectives & Actions

Objective 1.3: By the end of the 2008/09 financial year ensure that development meets the cost of a full range of services and facilities through a comprehensive set of Section 94 Plan and Planning Agreements.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
1.3.1 Seek and appoint a Section 94 Officer.	1 year	Council	High	No
1.3.2 Review and update Section 94 Plans rates of contributions.	1 year	Council	High	No
1.3.3 Prepare program for reviewing and updating Section 94 Plans and Planning Agreements to identify full range of services and facilities that can be funded by these Plans and Agreements, which may include but not limited to: <ul style="list-style-type: none"> • Roads; • Bridges; • Cycleways/walking paths/boardwalks; • Environmental enhancement or restoration projects; • Open space; • Community halls; and • Cultural facilities. 	1-2 years	Council	High	No
1.3.3 Implement and monitor the updated Section 94 Plans and Planning Agreements.	2-3 years	Council	High	No

Note: Time frames subject to resources and budgetary constraints.

DEVELOPMENT: Goals, Objectives & Actions

GOAL 2: Encourage and promote development that uses best practice energy and water saving designs.

Objective 2.1: Council to lead by example by undertaking an energy and water saving action plan by the end of the 2008/09 financial year.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
2.1.1 Undertake review of the requirements for preparing an energy and water saving action plan and seek relevant funding.	1 year	Council	High	No
2.1.2 Prepare energy and water saving action plan for Council.	2-3 years	Council	High	No
2.1.3 Investigate supplementing part of Council's energy supply with 'Greenpower'	3-4 years	Council	Medium	No
<i>Objective 2.2: By the end of the 2008/09 financial year develop and implement a DCP for energy efficient development for areas where BASIX does not apply, eg commercial and industrial facilities.</i>				
2.2.1 Undertake research on best practice energy efficiency design and liaise with other council's which have designed and implemented a similar plan or policy.	1 year	Council	High	No
2.2.2 Integrate relevant energy saving BASIX design principles into the development of DCP for non-residential uses.	1 year	Council	High	No
2.2.3 Prepare and implement energy efficient development DCP.	2-3 years	Council	High	No
<i>Objective 2.3: By the end of the 2008/09 financial year develop and implement a DCP for water sensitive urban design.</i>				
2.3.1 Undertake research on best practice urban water management and liaise with other council's which have designed and implemented a similar plan or policy.	1 year	Council	High	No
2.3.2 Integrate relevant water saving BASIX design principles into the development of DCP.	1 year	Council	High	No
2.3.3 Prepare and implement water sensitive urban design DCP.	2-3 years	Council	High	No

Note: Time frames subject to resources and budgetary constraints.

DEVELOPMENT: Goals, Objectives & Actions

GOAL 3: Ensure the visual amenity of the Shire is preserved or enhanced by encouraging visual coherence, diversity and attractiveness of development, which complements the natural beauty of the Shire.

Objective 3.1: Over the next 5 years progressively develop and implement strategies for improving the visual coherence and attractiveness of the urban areas of the Shire.

Proposed Actions	Time Frame	Responsibility	Priority	Env. Levy Funding
3.1.1 Identify ways of improving urban amenity through town beautification projects, eg street lighting, physical access, presentation and legibility of signs.	2-3 years	Council	High	No
3.1.2 Request removal or enhancement of inappropriate, unused or dilapidated signage.	4-5 years	Council	Medium	No
3.1.3 Encourage "good" graffiti by locating appropriate sites and undertaking a local program with assistance from the PCYC and other community groups.	4-5 years	Council, PCYC, Community Groups	Medium	No
3.1.4 Implement Urban Design Guidelines for the Town Centres of the Shire to guide the form of development to ensure it is visually and aesthetically in keeping with the area.	Ongoing	Council	Medium	No
<i>Objective 3.2: By the end of the 2013/14 financial year develop and implement a DCP designed to encourage scenic amenity of development within the Shire.</i>				
3.2.1 Undertake research on scenic amenity and what requirements would need to be listed in a DCP. Liaise with other council's which may have designed an implemented a similar plan or policy.	2-3 years	Council	Medium	No
3.2.2 Prepare and implement scenic amenity DCP for the Shire.	5-7 years	Council	Medium	No

Note: Time frames subject to resources and budgetary constraints.



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CHAPTER 6

Strategy Implementation

Key Goals - STRATEGY IMPLEMENTATION

Ensure the Kempsey Shire ESD Strategy is an active document, which is continually monitored, reviewed and updated to keep the Shire on its path to sustainability.

The Kempsey Shire ESD Strategy represents the first major step towards achieving sustainability in the Shire. The Strategy sets a number of goals with associated objectives and actions specifically designed to meet those goals for achieving a sustainable future. However, it is important that they do not remain just a series of goals, objectives and actions forming part of a Strategy that 'sits on a shelf', but rather form part of a 'living Strategy', in which the actions are:

- Prioritised;
- Implemented;
- Monitored;
- Reported; and
- Reviewed.

PRIORITISING ACTIONS

The actions recommended throughout this Strategy have a proposed timeframe and priority ranking (high, medium or low, or a combination) attached to them. These actions, timeframes and priority rankings were initially developed by Council in consultation with the ESD Committee to address the issues of sustainability these groups considered most pertinent to the Kempsey Shire.

Further prioritisation of proposed actions was undertaken during consultation process with the broader community, to reflect the community's aspirations and priority ESD issues.

Ideally, the short term projects will be incorporated into the review of Council's Corporate Strategic Plan and the preparation of the annual Management Plans for 2007/08 and 2008/09. The remaining mid and long term projects will be incorporated into the five year rolling budget to be flagged for funding and incorporation into future Management Plans.

IMPLEMENTING ACTIONS

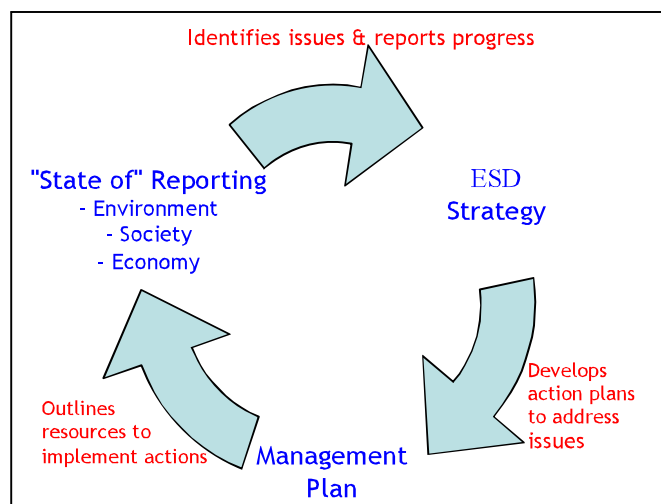
As outlined above, some actions will be able to be implemented in the shorter term while others require planning over a longer period.

The implementation of more complex projects will be subject to resource constraints, including staffing and budgetary matters, however, they will be used to provide direction for new resource requests, government funding opportunities and

program projections including the application of Environment Levy funding.

Once the Strategy is adopted, it is proposed that actions be incorporated into the annual Management Plan with appropriate funding being appointed to each action. This process of integrating the ESD Strategy, with Council annual Management Plan and 'State of' Reporting was outlined in the Introduction Chapter. To reiterate, the ESD Strategy has been designed to form part of a feedback loop in conjunction with 'State of' (Environment, Society & Economy) Reporting and Council's annual Management Plans, where the 'State Of' Reporting identifies priority issues, the ESD Strategy provides the action plan to address the issues and Council's annual management plan outlines the resources, including staff and budgetary matters required to implement the actions. Progress on the implementation of actions will then be reported through annual 'State of' Reporting, completing the loop.

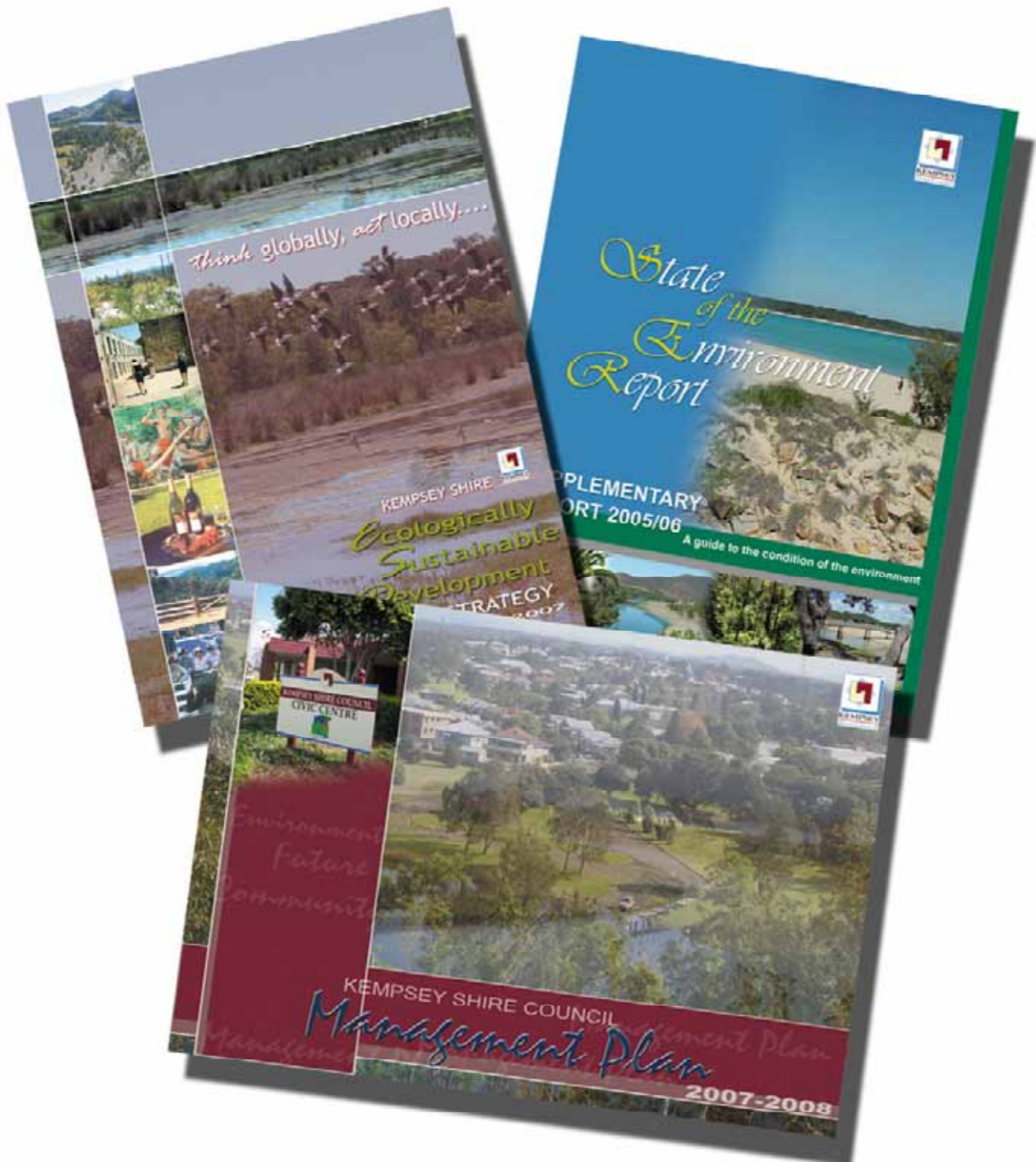
At this stage it is recommended that the actions associated with the Environmental Sustainability Chapter be reported through the annual SoE Report, while State of 'Society' and 'Economy' Reporting be developed as a means of reporting progress on the other two pillars of ESD – society and economy. This process is outlined in the following diagram.



MONITORING & REPORTING ACTIONS

Monitoring the implementation of the recommended actions is an essential part of the Strategy, as it provides a measure of the achievements or setbacks encountered during the implementation process and ultimately the progress towards sustainability. Six monthly progress reports are to be submitted to Council outlining achievements, setbacks, institutional obstacles identified, feedback received and to provide a summary review of the Strategy's performance and recommendations concerning the general direction and implementation of

the Strategy. Progress on the actions from Environmental Sustainability Chapter will be reported annually in Council's State of the Environment (SoE) Report, beginning with the next Comprehensive SoE Report to be produced at the end of the 2007/08 reporting period. A series of indicators for each objective outlined in the Strategy will be established to aid in reporting. It is also proposed to set up 'State of Society' and 'State of Economy' Reporting as well to report on the actions of the other two pillars of ESD – Social and Economic Sustainability.



STRATEGY REVIEW

As it is important that this Strategy is a 'living document', it is proposed to conduct a full review of the Strategy every three years to update and review actions, ensuring that progress is in line towards achieving the set goals and objectives. The first full review is scheduled for 2010.

The following section outlines a number of objectives and actions developed to meet the goal for successful implementation of the Strategy.

STRATEGY IMPLEMENTATION: Goal, Objectives & Actions				
GOAL: Ensure the Kempsey Shire ESD Strategy is an active document, which is continually monitored, reviewed and updated to keep the Shire on its path to sustainability.				
Objective 1.1: Prior to the adoption of the Final Strategy, prioritise actions for inclusion into future management plans.				
Proposed Action(s)	Time Frame	Respon- sibility	Priority	Env. Levy Funding
1.1.1 Prioritise projects through community consultation process.	<1 year	Council, Community	High	No
1.1.2 Incorporate short term priority projects into the review of Corporate Strategic Plan and the preparation of the 2007/08 and 2008/09 Management Plans. Incorporate the remaining mid and long term projects into the 5 year rolling budget to flag for future funding.	<1 year	Council	High	No
1.1.3 Actions to be assigned appropriate budget and delegated to each Council Department for implementation.	Ongoing	Council	Medium	No
Objective 1.2: Develop a series of indicators for each objective in the Strategy and report on the progress of these objectives, initially through the State of Environment Report, and subsequently in State of the Society and State of Economy Reports when they are developed.				
1.2.1 Develop a series of indicators specific to each of the objectives outlined in the Strategy.	1 year	Council, ESD Committee	High	No
1.2.2 Using the indicators developed above, report on the progress in achieving each of the objectives, initially through the State of Environment Report.	Annually	Council	Medium	No
1.2.3 Develop a State of Society and State of Economy Reporting system similar to that of the State of Environment Report.	1-2 years	Council	Medium	No
1.2.4 Once the above reporting systems have been set up, report on the objectives from the Social Sustainability Chapter in the State of Society Report and the objectives from the Economic Sustainability Chapter in the State of Economy Report.	Annually once reports have been developed	Council	Medium	No

Note: Time frames subject to resources and budgetary constraints.

STRATEGY IMPLEMENTATION: Goal, Objectives & Actions

Objective 1.3: Report to Council on the progress of the Strategy every 6 months and conduct a full review of the Strategy every 3 years, beginning in 2010.

Proposed Action(s)	Time Frame	Responsibility	Priority	Env. Levy Funding
<p>1.3.1 Prepare six monthly progress report to Council outlining:</p> <ul style="list-style-type: none"> • achievements/setbacks; • institutional obstacles identified • feedback received; • and a summary review of the Strategy's performance and recommendations concerning the general direction and implementation of the Strategy. 	6 monthly once Strategy has been adopted	Council	High	No
<p>1.3.2 Undertake a full review of the Strategy every 3 years, to update and review actions, ensuring that our progress is in line towards achieving our set goals and objectives. First review to take place in 2010.</p>	Every 3 years	Council	Medium	No

Note: Time frames subject to resources and budgetary constraints.

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*Notes: * Indicates the document can be found on Council's Website at <http://www.kempsey.nsw.gov.au>. Then follow the links*



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