



# Annual Report **2016-2017**



**PART A**  
A Year in Review

*Located in Horseshoe Bay, South West Rocks, this seat was made from two red cedar tree trunks donated by Council. The work of practical public art was designed and constructed by artist and sculptor Stephen Killick (seen here assisting Council install the seat on the eastern headland) and was inspired by the maritime history of the area.*

*The project was funded by the South West Rocks Arts Council, Mayoral Community Fund, South West Rocks Country Club and the South West Rocks Lions and Rotary Clubs.*

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# A Year in Review

The Kempsey Shire Council 2016-2017 Annual Report provides a comprehensive account of Council's performance from 1 July 2016 to 30 June 2017. This document is one of the key components of the Integrated Planning and Reporting Framework, legislated by the NSW Government. It is an integral part of Council being open and accountable in reporting to our community.

## Indigenous Acknowledgement

In the spirit of reconciliation, Council acknowledges and pays respect to the Dunghutti people, traditional owners and custodians of the Macleay Valley. We acknowledge the culture of elders past, present and future and their unique contributions to the life of this valley.

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## Reading this Report

The 2016-2017 Annual Report is presented in three volumes:

### PART A

A Year in Review, providing a community overview of the highlights, achievements and challenges of the financial year.

### PART B

Statutory Information, legislated detail about Council's operations and expenses.

### PART C

Financial Statements.

The full document suite is available to view at Council's offices and libraries or from Council's website.

[www.kempsey.nsw.gov.au](http://www.kempsey.nsw.gov.au)



# Message from the Mayor

During the 2016-2017 year, the Kempsey Shire has continued to strengthen as a healthy, wealthy, safe and connected community.

Our region is successfully redefining itself following the Pacific Highway Bypass, with a range of projects, developments and programs continuing to stimulate the local economy. Council commissioned an independent study based on interviews with 124 businesses located along the former highway corridor. Since the opening of the bypass in 2013, the study found a 22 per cent growth in employment, with 249 new jobs created, bringing the total number of jobs to 1,386 and a gross annual revenue increase of \$50 million (45 per cent) to \$160 million.

Work is now underway to finalise the transformation of Lachlan Street to an inviting local thoroughfare, and sculptures have been commissioned to revitalise the two gateways into our region at Frederickton and South Kempsey, to further create a distinct identity and enhance pride of place within our Shire.

Council has continued to focus on strengthening community connections, building trust and improved planning for what we can deliver together.

Much of the work of local government depends on strong and productive partnerships with our community, including volunteering, sharing information and working together on projects, events and valuable community assets. We've had great success this past year in collaborating

with a range of local organisations to deliver positive initiatives and assets. Several recent projects outlined on the opposite page highlight the way Council plans to continue working and engaging with the community.

Over the last 12 months we have worked closely with the community to implement a major change to our waste collection service in July 2017. Council's investment in communicating, educating and managing the logistics of this change has already resulted in a reduction of waste to landfill through our three bin service.

In September 2016, I was honoured to have been elected Mayor for another term to lead our Council and continue to deliver positive outcomes for the community.

Councillors have identified the need to work more closely with the community on our vision for reshaping the Macleay. We are also committed to reviewing and improving the organisational culture and working towards a more efficient, customer-focused Council.

In February 2017, Council tendered for a company to conduct an independent organisational review to redesign and develop improved communication, employment and structure opportunities for the organisation to become a leading local government area and service provider. This has initiated a significant period of change for Council that will continue into the 2017-2018 financial year and I am



**Building and growing a thriving community takes hard work, commitment and energy. It also takes a pride in and love for that place we call home.**

confident this process will have a positive impact well into the future.

On behalf of my Councillor colleagues and the Macleay Valley community, I have great pleasure in presenting this year's Annual Report. Building and growing a thriving community takes hard work, commitment and energy. It also takes a pride in and love for that place we call home. Thank you for sharing that pride now and for the future.

Liz Campbell, Mayor



# Council and Community *Working Together*



## Crescent Head Area Master Plan

The development of a Master Plan for Crescent Head was prioritised as a key project for 2016-2017. A collaborative approach between Council and the community was undertaken during the drafting of the plan. Residents, visitors, investors and businesses were given the opportunity to have meaningful input into social, economic, development and environmental planning.

Consultation involved community workshops attended by 80 people and an online engagement portal that was visited 1100 times with 111 document downloads. As a result of this cooperative process, the Crescent Head Area Master Plan (CHAMP) was adopted by Council in October 2017. It responds to the community's priorities including conserving the natural beauty of the environment and the village and retaining the beach as a defining characteristic of Crescent Head.



## Macleay River Festival

The Macleay River Festival in September 2016 saw around 4,000 community members and visitors gather at Riverside Park to celebrate the place we live in and the unique role the river plays in the area's identity and history. The festival was coordinated by Council in conjunction with a committee of community groups and brought together art installations, more than 85 stall holders and food vendors, as well as entertainment on three stages to create a diverse and safe family event. Youth engagement was a primary objective of the festival with hundreds of students from 16 local schools participating in art, music and environmental awareness workshops in the lead-up to the event.



## Horseshoe Bay Playground

A community-driven partnership between Council and the South West Rocks Sport and Recreation Association resulted in the Stage 1 Upgrade of the Horseshoe Bay playground being completed in November 2016.

Extensive community engagement regarding concept designs, using a survey which reached more than 5,000 people through Council's social media and local print media, led to further engagement about prioritising specific equipment within available budget. The playground build was made possible by the contribution of more than 300 volunteers.



# Our Community, Vision and Values

## OUR COMMUNITY'S VISION 2036 Community Strategic Plan

We live in a community that provides opportunity to all, to prosper in an environment that supports wellbeing, connectedness and access to the resources the community wants and needs.

## OUR VALUES



## COUNCIL'S MISSION

Council's role is to take a leading position in partnering with other levels of government, business and community groups, and individuals to make the community's vision a reality. To achieve this we rely on our commitment to being a professional, friendly and ethical council that consults with and listens to the community.

This commitment requires Council to operate with strong leadership; keep the community informed and engaged; demonstrate respect for all and work together in partnership.



# Community Profile



Kempsey Shire, located approximately 400 kilometres between Sydney and Brisbane on the NSW Mid North Coast, covers an area of 337,874 hectares between the Pacific Ocean in the east; Five Day Creek in the west; and from Grassy Head in the north, to Kundabung in the south.



The estimated Kempsey Shire population in 2016 was 29,454, and is forecast to grow to 33,457 by 2036.



The number of dwellings in Kempsey Shire is 13,643. This is forecast to grow to 14,965 in 2026, with the average household size falling from 2.43 to 2.30 by 2026.



Empty nesters and retirees (aged 60 to 69) make up the largest single age bracket in the Shire, 16.4%, followed by empty nesters and homebuilders (aged 35 to 49) 15.9%.



Kempsey Shire's Gross Regional Product is estimated at \$1.3 billion, which represents 0.2% of the state's GSP (Gross State Product).



The Shire has 11,071 employed residents, 2,150 businesses and a Gross Domestic Product of \$1.26 billion.



There were 11,713 jobs located in the Kempsey Shire in 2016, an increase of 3.5% on 2015.



The value of building approvals in 2015-2016 was \$33 million to April 2017, with \$28,000 being residential.

# Councillors

## Councillors



**Mayor**  
Liz Campbell

Elections for Kempsey Shire Council were held on Saturday 10 September 2016 for a popularly elected Mayor and eight Councillors.

Six incumbent Councillors were returned to serve on Council, along with Liz Campbell retaining the Mayoral position. Councillors Mark Baxter and Leo Hauville were elected into the two positions made vacant by the retirements of previous Councillors Betty Green and Lou Kesby.



**Councillor**  
Mark Baxter



**Councillor**  
Leo Hauville



**Councillor**  
Sue McGinn  
OAM



**Councillor**  
Bruce Morris



**Councillor**  
Anthony  
Patterson



**Councillor**  
Dean Saul



**Councillor**  
Anna Shields



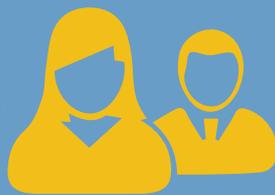
**Councillor**  
Ashley Williams

# Our Organisation and Workforce

(as at 30 June 2016)



## 2016-2017 Workforce Snapshot



- Council had a head count of 276 employees with 270 full time equivalent jobs.
- Staff participated in 7,561 hours of training courses and conferences across the year, including tertiary sponsored studies. The focus was on strengthening skills and awareness of staff on their responsibilities and role in customer service. We continue to focus on updating skills and knowledge around managing a safe workplace.
- The average length of service of our employees as at 30 June 2016 was 10.6 years, with service by gender of females 9.17 years and males 11.34 years.

- The workforce is 27.2% female and 72.8% male.
- 59.4% of Council's workforce is over 45 years of age and of this 31.8% are over 55 years of age.
- Council's proactive injury management strategies have resulted in a reduction of the Workers Compensation premium over the Delivery Plan period 2012-2016 compared to the last period by 15.6%.



# PART A: 2016-2017 Financial Overview

Council's audited financial position, demonstrated by the income statement for 2016-2017, shows a net operational surplus of \$384,000. This is a reduction on the surplus of \$2.2 million from the previous year and can be attributed to an increase of depreciation expenses for the water and sewer network following the revaluation of the assets, and net losses from the disposal of assets.

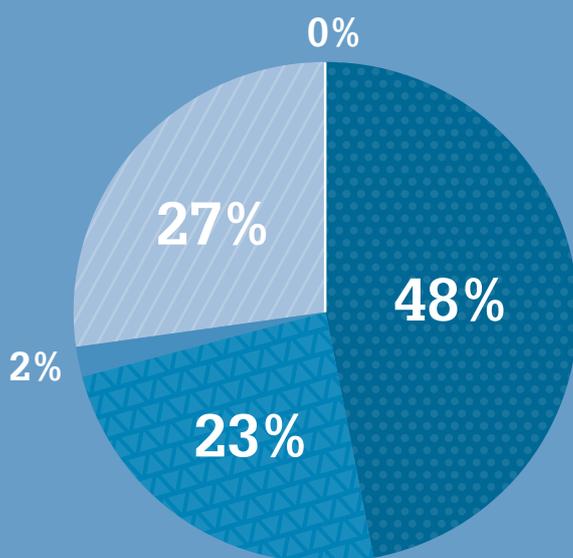
Depreciation represents the consumption or use of Council's assets and the need to allocate funds to make sure that assets are maintained and renewed at matching levels, allowing Council to continue to provide the level of service expected by the community.

Council's 2016-2017 income was \$73.268 million with 48% generated from rates and annual charges.

Council has continued to focus on achieving long term financial sustainability and in 2016-2017 the following strategies were implemented towards achieving that goal:

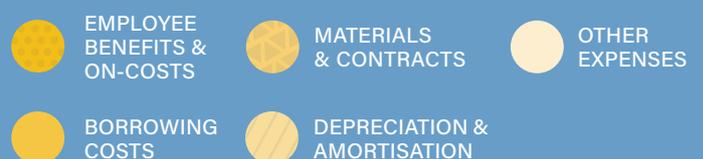
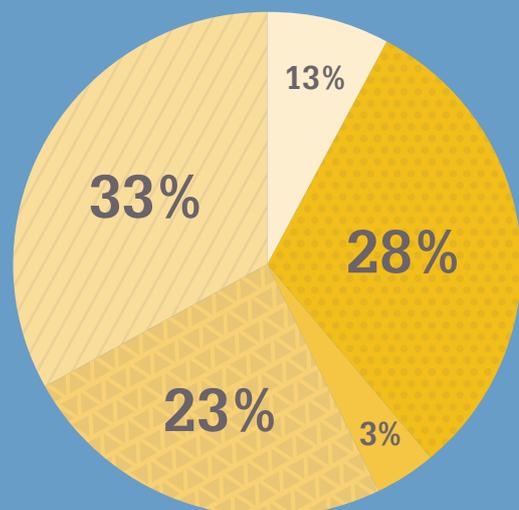
- Increase revenue and reliance on user charges to create sustainable generation of funds. Ordinary rates increased in accordance with Council's Special Rate Variation Determination of 10.0%
- Discretionary budgets were not increased
- Continuation of the implementation of the targeted road network renewal program
- Rigorous review of operational budget to identify savings to support ongoing efficiency improvements

## Sources of Income



## Operating Expenses

Council's expenditure for the year was \$72.884 million made up in part of \$20,518 million employee costs and depreciation expenses of \$24.001 million.



# Statement of Financial Position

Representing Council's net financial worth at the end of the financial year.

FINANCIAL POSITION SNAPSHOT	2017	2016	2015	2014	2013
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS (A)</b> <i>What Council owns</i>	<b>\$1,064,919</b>	\$1,098,365	\$1,068,531	\$1,200,083	\$1,182,774
<b>LIABILITIES (L)</b> <i>What Council owes</i>	<b>\$58,965</b>	\$61,131	\$64,593	\$65,484	\$60,114
<b>EQUITY (A-L)</b> <i>What Council is worth in \$ terms</i>	<b>\$1,005,954</b>	\$1,037,234	\$1,003,938	\$1,134,599	\$1,122,660

## Council's Liabilities

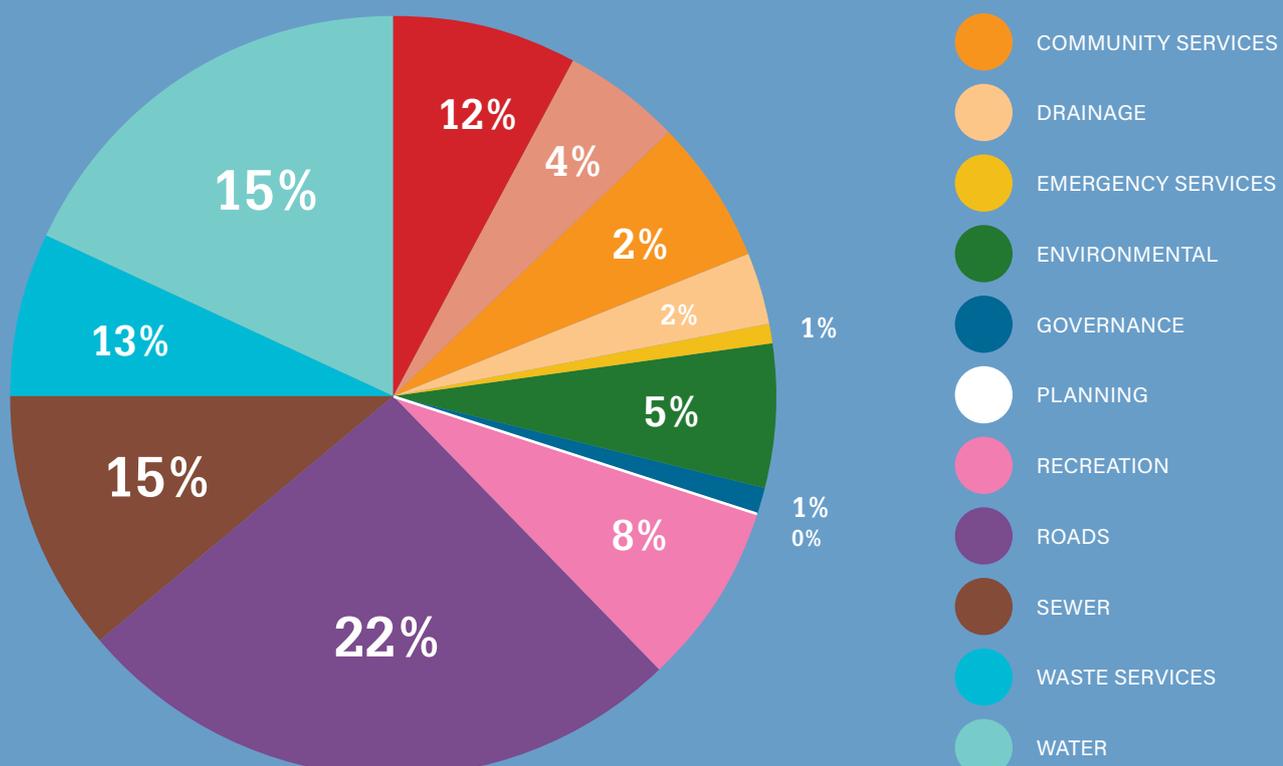
Borrowings account for **\$45.935 million**, representing **77.90%** of Council's liabilities. Council's loan liability decreased by **\$241,000 million** in the financial year.

# Kempsey Shire Council in numbers

Net Worth	<b>\$1.006B</b>
Written Down Value of Council's Assets	<b>\$1.015B</b>
Total Income	<b>\$73.268M</b>
Largest Revenue Source (Annual Charges)	<b>\$17.573M</b>
Revenue from Government Grants	<b>\$14.745M</b>
Total Expenses	<b>\$72.884M</b>
Annual Depreciation Costs	<b>\$24.001M</b>
Full Time Equivalent Employees	<b>272</b>
Current Balance of Borrowings	<b>\$45.935M</b>
Cash and Investments Held	<b>\$41.931M</b>

## What was the money spent on?

The graph below shows a breakdown of Council's operating expenditure by activity.



# Delivery Program Key Performance Indicators

-  Unsatisfactory = Equal to or lower than unsatisfactory threshold
-  Needs Improvement = Better than unsatisfactory but does not meet expectations
-  Meets Expectations = Meets expectations but does not exceed expectations
-  Exceeds Expectations = Exceeds expectations threshold, but less than outstanding
-  Outstanding = Equal or greater than outstanding threshold

RESIDENTS	TARGET	RESULT	RATING
# residents	29,600	29,885	
% people reporting feeling safe in their homes and public spaces	56%	80%	
# rating of overall satisfaction	2.95	2.99	
% projects completed on time and on budget	85%	83%	
% requests above current service levels	10%	N/A	N/A
% residents above satisfied with Council's communications	3.00	2.79	
# community projects undertaken by groups in the community	10	20	
% customer enquiries solved before second contact made	60%	28%	
# mean satisfaction rating with customer service	3.34	2.83	
% of instances where service levels met	80%	88%	

BUSINESS	TARGET	RESULT	RATING
# people employed in Shire	12,600	12,462	
\$ farm output (\$mill)	\$143	\$139	
\$ Gross Regional Product (\$mill)	\$1,070	\$1,261	
\$ investment into the local government area (\$mill)	\$50	\$618	
% satisfaction of businesses with Council infrastructure	55%	59%	
# break and enter, malicious damage crimes	885	849	
% key development stakeholders expressing satisfaction	50%	N/A	N/A
% positive rating of brand awareness and recognition by businesses	50%	64%	



EMPLOYEES	TARGET	RESULT	RATING
\$ saved through innovation (\$,000)	\$200	\$130	✗
% of staff undertaking discretionary training	52%	93%	✓
% staff expressing satisfaction with employment	90%	96%	✓
% unplanned leave hours per employee per annum on average	3.9%	4.5%	✗
# of lost time injuries per million hours worked	11.00	19.51	✗

VISITORS	TARGET	RESULT	RATING
\$ total visitor spend (\$mill)	\$140	\$130	✗
% satisfaction of visitors with quality of facilities	51%	73%	✓

GOVERNMENT	TARGET	RESULT	RATING
% variable grants received from applications made	60%	86%	✓
\$ variable grant funding received	\$3.5	\$3.6	✓
% agencies and members expressing positive view of activities of Council organisation	80%	N/A	N/A

# Special Rate Variation Funded Works



## Roads and Bridges Work

Council has approval from the Independent Pricing and Regulatory Tribunal (IPART) to fund an expanded and ongoing program of maintenance and rehabilitation on roads and bridges through a special rate variation. This program aims to replace or repair roads and bridges assets so that the standard and lifespan is improved across the transport network.

For 2016-2017 this rate variation resulted in an additional \$3.2 million being invested into additional infrastructure work.

### Road works were carried out on:

- River Street, West Kempsey - 2.4km
- North Street, West Kempsey - 0.5km
- Cochrane Street, West Kempsey - 0.9km
- Gamack Lane, West Kempsey - 0.1km
- Middleton Street, South Kempsey - 0.3km
- Entrance Street, South West Rocks - 0.2km
- East Street, Crescent Head - 0.15km

### Actions from the Pedestrian Access Mobility Plan (PAMP) included:

- Gregory Street Pedestrian Refuge and kerb blisters
- Kerb and gutter replacement completed at Park Avenue and Elrington Avenue, West Kempsey

### Bridge repairs and replacement works included:

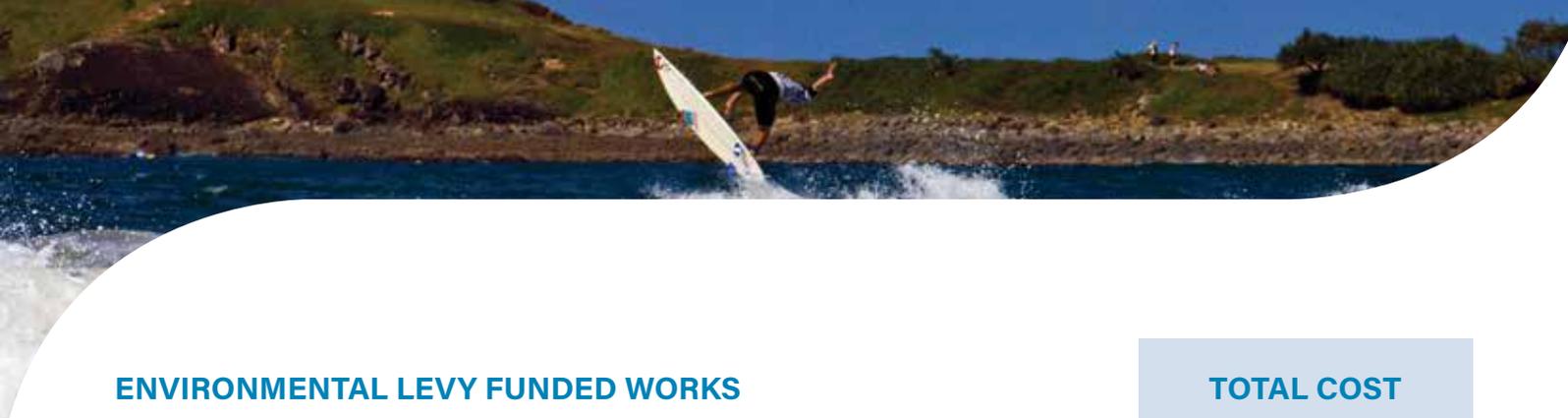
- Yellow Gully Bridge, Nulla Nulla Creek Road
- Nagles Falls Bridge, Nagles Falls Road
- McIntyre's Bridge, Nulla Nulla Creek Road
- Andersons Bride, Austral Eden Inner Road (Andersons Bridge)
- Oil Terminal Footbridge, South West Rocks

## Environmental Projects



Over the last 15 years the Kempsey Shire has focused on significant environmental restoration projects to manage, protect and preserve our waterways and natural environment. This work has been funded by applying a special Environmental Levy to Council's rates, which averages at \$53 per household a year.

The table opposite indicates the program of work that was funded in 2016-2017 through the Environmental Levy.



ENVIRONMENTAL LEVY FUNDED WORKS	TOTAL COST
Killick Environmental Management Plan Implementation	\$11,927.30
Estuary Management Plan - Macleay River Program 3	\$3,126.44
Coastal Management Plan - Stage 2	\$30,294.00
Macleay River Catchment Ecosystem Health Monitoring Program - Ecohealth	\$9,745.16
Implementation of Strategy U Saltwater Creek & Lagoon EMP	\$5,700.00
Frederickton Master Plan Implementation	\$89,435.00
Council initiated LEP Amendments	\$1,255.34
Implementation of Management Action 12 - Kempsey Coastal Zone Management Plan (CZMP) - Grassy Head	\$6,644.83
Implementation of Management Action 8 - Kempsey CZMP - Hat Head	\$3,559.17
Implementation of Management Strategies 8 & 11 - Macleay Estuary CZMP	\$5,719.00
Flood Mitigation Capital Works Program (Environmental Levy Funded)	\$32,159.54
Crescent Head Master Plan	\$10,010.22
Boyers Lane Wetlands Plan	\$5,320.00
Gills Creek Rehabilitation 08/09	\$2,485.00
Heritage Advisor - Professional Consultancy	\$9,900.00
Population ID	\$21,580.00
149 Certificate Review	\$1,850.00
Structures	\$45,000.00
Drains	\$38,148.00
Noxious Weeds Management Program	\$150,000.00
Loan Repayments	\$17,624.00
<b>TOTAL EXPENDITURE</b>	<b>\$501,483</b>

# Community Goal

WE VALUE BEING *Healthy*

## What does Council aim to deliver?



Provide safe, reliable water supply to serviced areas



Implement fluoridation to Kempsey and Crescent Head water supplies



Regulate food risks to the public

Provide services to cater for an ageing population



Provide sporting fields, play facilities and public spaces

Operate public pools

Maintain footpaths

Support education for healthy eating programs



Minimise impacts of waste and safe disposal of waste products

Ensure development is undertaken to safe and reasonable standards

Ensure sustainability of infrastructure to meet expected future growth

Regulate public health risks

Ensure future burial needs are catered for

Removal of wastewater products from serviced areas



Ensure animals don't create a nuisance or safety risk

Manage and regulate impacts of development

Plan for a sustainable environment



Manage and remediate the estuary ecosystem

Minimise the impact of noxious weeds on the environment and the economy

Maintain the stormwater drainage system



# Contributing to a healthy community



- 3,780ml** potable water provided to the community
- \$2.67M** worth of dams, reservoirs, treatment plants, pipelines and water services
- 1.5km** water mains renewed
- 2** water pumps refurbished
- 28** food premise audits
- 172** play areas
- 70,000** visits to 4 outdoor pools
- 62km** footpaths
- 1300** responses to companion animal complaints
- 350** health and safety building inspections
- 100** responses to environmental issues
- 1,338** private properties inspected to identify weed infestations
- 98.4km** stormwater drainage pipes
- 12,242** premises receive garbage collection services
- 350** development applications processed
- 181** compliance audits
- 600** public health inspections
- 720** swimming pool inspections
- 399** onsite septic tank inspections
- 11** cemeteries
- 30ha** established environmental areas
- 2,389** Section 149 Planning Certificates issued

# 2016-2017 Highlights

# Health

A new three-bin waste service commenced on 1 July 2017, aimed at keeping costs down for the community by reducing landfill waste and increasing recycling and organics collection. To help residents prepare for the changes, Council's information program involved letters and waste services guides delivered to more than 12,000 households, free kitchen caddies and recycling bags, 53 waste information trailer visits to schools and shopping centres, an advertising and social media campaign, 1000 customer service conversations, and the delivery and recovery of more than 50,000 bins.



Council conducted inspections of more than 1300 properties to continue efforts to reduce the impact of noxious weed infestations on the local environment and economy. Control programs supported by grant applications targeted Tropical Soda Apple, Senegal Tea Plant and Cockspur Coral Tree, as well delivered a series of educational community workshops and field days. 48 kilometers of riverbank from Railway Bridge in Kempsey to Smithtown has been treated for Cockspur Coral Tree.

Footpaths and footbridges are an important form of access for our community. The new Killick Creek Footbridge at Crescent Head was opened in December 2016. While retaining the iconic design of the original 50-year-old bridge, the new bridge is much safer and enables foot traffic to pass in both directions easily. At 1.8m wide and including a 2.8m viewing platform, access for people in wheelchairs and the local Surf Club in the case of an emergency has been greatly improved. Another vital pedestrian link to receive an upgrade was the Oil Terminal Footbridge crossing sensitive wetlands of Saltwater Creek at South West Rocks.



The announcement in September 2016 of \$6.63 million from the NSW Government's Regional Water and Waste Water Program towards construction of the Stuarts Point Sewerage scheme over the coming four years was a huge milestone for the community. The system will cater for the existing 600 households, three holiday parks and anticipated growth in the area, fitting the latest technology in individual sewer pumps.



Management of the pound is undertaken as part of Council's responsibility for companion animals, and Council works with the community to promote responsible pet ownership in our region. The priority of the facility is to rehouse animals by working directly with six rehoming organisations. Over the last year 348 companion animals have been rehoused. The success story of Swilley the cat, who was reunited with his owners after going missing 18 months prior, created the perfect opportunity to increase education about the importance of microchipping pets.



Completion of a long-term environmental restoration project has seen land at Boyters Lane, South West Rocks re-established as a high quality estuarine and freshwater wetland, attracting migratory birds from across the world. The project includes a walkway, bird hide and carpark allowing community access.

Council partnered with Macleay Landcare and more than 30 preschools, childcare centres and schools throughout the Macleay Valley to plant citrus and native trees celebrating School Tree Day. This fun hands-on activity not only provided healthy food choices for students, but also created new habitat for birds and animals and healthier spaces for all of us to enjoy.



# Community Goal

WE VALUE BEING

*Wealthy*

## What does Council aim to deliver?



Promote literacy through the provision of library services



Encourage tourist visitation



Ensure suitable infrastructure exists for business owners



Support services to increase value in local business



Maximise opportunities from the bypass

Support increased levels of educational attainment



Build returns from agriculture

Provide transport network

Timber bridge replacement program



# Wealthy

## Contributing to a wealthy community



**65,000** literary, research or online resources available through the libraries

**4** library locations and a mobile service

**\$130M** injected annually via tourism spend

**5** holiday parks

**603km** sealed road

**578km** unsealed road

**171** bridges

**4** bridges replaced

**57%** of residents noticed an improvement in local roads

**10kms** sealed road renewed

**25.4kms** unsealed road renewed

**474m** kerb and guttering renewed

# 2016-2017 Highlights

Wealth



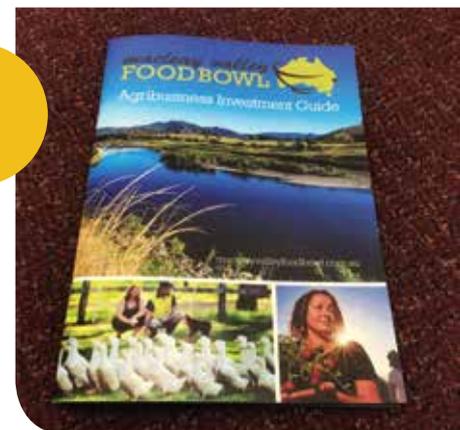
Some of Australia's highest profile chefs and hospitality influencers visited the Macleay in May 2017 as part of a Macleay Valley Food Bowl Industry Food Tour. The two-day tour was an opportunity to participate in a masterclass and workshops as well as gain and build relationships to expand distribution and restaurant channels for local produce.

Council is Reserve Trust Manager of five holiday parks located throughout the Macleay Valley Coast which play a critical role in improving outcomes for the tourism industry and local business. Council awarded a 10 year management tender to Australian Tourism Park Management, which will see the company spend \$1 million on a major capital works program over five years, and have responsibility for daily operations and maintenance of the parks to encourage tourist visitations to the area.



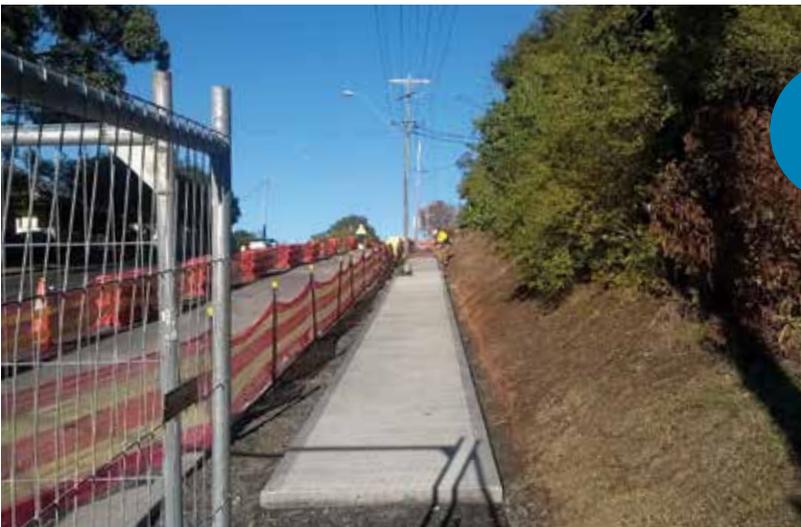
As part of Council's role in supporting local business and encouraging advancement, 62 Digital Marketing Training Scholarships were awarded to small business owners and operators. The Future Towns Program, funded by the NSW Government, provided digital readiness workshops, training and one-on-one mentoring for selected businesses in the Macleay Valley.

As part of the award-winning Macleay Valley Food Bowl strategy, Council produced the Agribusiness Investment Guide to further build regional returns from agriculture. It is the first comprehensive guide to high-value crops and livestock suitable for growth in the Macleay, with economic and climate information, and land capability mapping.



As an important hub for the community and promoting literacy in the region, the Kempsey Shire Council's library services provided a range of ongoing services including storytime sessions, teaching resources and the annual Library and Information Week. The library also provided a place for people to connect and learn, either by interacting with others or with the range of free programs and services the library offers.

At the southern entrance, Council is maximising opportunities for residential and commercial development, as well as creating a new village centre as part of the South Kempsey Master Plan. Measures to increase safety and accessibility include kerb and guttering and footpath works, while South Kempsey Park has been refurbished to open up the space, make it more attractive and improve playground and BBQ shelter facilities.



As part of the handover of the old Pacific Highway, major corridor road works were completed resulting in multimillion dollar investment of Roads and Maritime Services funding to rebuild Macleay Valley Way through Frederickton and Lord Street in East Kempsey. The \$1.2 million investment in Lord Street improvement works included the replacement of kerb and guttering, driveways, water mains, footpath and a renewed sewer connection to properties.

At the northern entrance to the Shire, Frederickton has been transformed from a busy highway thoroughfare to an attractive and safe village. Road widening works, kerb and guttering, landscaping and tree planting providing residents with better access, extra parking with shade, and increases in property prices. Valued at more than \$1.4 million, the works have been jointly funded by Kempsey Shire Council under the Kempsey Corridor Master Plan and the State Government in the handover of the old Pacific Highway.

More than half of residents (57%) have noticed an improvement in local roads in the last 12 months, as a result of Council's investment in road infrastructure resulting from additional rate funding. As part of Council's \$2 million roads rehabilitation program, installation of new kerb and guttering, pavement strengthening and resealing in the Kempsey area was completed. Plummers Lane in South West Rocks and a 1.6km section of Armidale Road underwent realignment, widening and sealing with funding from Council and the NSW Government.



# Community Goal

WE VALUE BEING *Safe*

## What does Council aim to deliver?



- Increase awareness of the need for disaster plans

- Build networks for community support after disasters

- Emergency preparation and response



- Provide flood mitigation infrastructure to reduce flood impacts

- Assist in crime prevention through environmental design (CPTED) and communication



- Programs to support youth education on positive behaviour benefits

- Support national domestic violence awareness campaigns



- Swift removal of graffiti in our urban areas

- Education programs on road safety



- Revitalise Kempsey CBD to instill community pride and ownership

- Revitalise Horseshoe Bay Reserve

- Activities to reduce alcohol related issues



- Provide street lighting to urban areas and the road network

- Road safety improvements

- Increase beach safety through lifeguard services



# Safe

## Contributing to a safe community



**5** beaches patrolled by lifeguards during peak holiday season and Spring/Autumn school holidays

**200** contacts received SMS flood alerts

**12%** increase (2016-2017 surveys) in residents who feel extremely safe at home during the day

**23** CCTV cameras now installed throughout Kempsey CBD

**177** flood control structures

**33** measuring stations recording flood and rainfall data

**109** graffiti removal jobs undertaken by volunteer Graffiti Blasters



# 2016-2017 Highlights

Safe



Council worked with the Australian Lifeguard Service to keep over 200,000 locals and tourists safe on our beaches over the patrol season, with 39 rescues and over 11,764 preventative actions. With tourism being one of the Macleay Valley's primary industries, it is important to provide safe, family-friendly, patrolled beaches.

Kempsey Shire Council staff took the pledge to drive safely for the Australian Road Safety Foundation's Fatality Free Friday with staff and media representatives signing a life-size inflatable car in May 2017.



Information sessions, document development and public exhibitions were critical in ensuring that the Kempsey CBD Floodplain Risk Management Study and Plan was finalised. The Plan, containing 16 recommended actions, represents a significant upgrade to previous plans and uses the latest modelling techniques to provide greater understanding of likely flood behaviour.

Council actively seeks to reduce the impacts of floods by providing updates on the status of roads, bridges and river levels to media, uploaded to Council's website and social media, as well as SMS updates to community members. Council was awarded a NSW Engineering Excellence Award in Safety for being the first in NSW to use images uploaded to the website to update residents of the progress and severity of flooding.





A key goal of Council is to help our community feel safe by working with other agencies to prevent crime. Council led the push to have CCTV cameras installed in key locations in the Kempsey CBD, and a NSW Community Safety Fund grant will help this extend to 43 new locations including Riverside Park, South West Rocks and Crescent Head by the end of 2017. Council also teamed up with Kempsey Stock & Land and Midcoast Rural Agencies to install three cameras and safety signage at the Kempsey Regional Saleyards.

The local community battled a range of emergency situations and natural disasters such as bushfires and a landslip. Council works with local emergency services on plans and programs to build a safe, resilient, well-prepared community, such as a campaign calling on residents to improve property numbering to assist emergency response teams.

Council ran a creative Summer Smarts campaign throughout the busy month of January to make our beaches and parks clean and safe for locals and visitors. The program was built on five key messages - Swim between the flags, Make sure you have a permit to drive on the beach, Always take note of parking and safety signs at beaches and reserves, Respect our public facilities and Take your rubbish to the bins provided.



# Community Goal

WE VALUE BEING *Connected*

## What does Council aim to deliver?



Provide and maintain public areas and recreational facilities for use by the community



Provide and maintain public toilet facilities



Provide suitable parking



Work with community groups



Support community events and activities

Provide access to transport and infrastructure services



# Contributing to a connected community



**23** public toilets cleaned and maintained

**74** car parks maintained

**4,000** people attended the Macleay River Festival in September 2016

**12** playgrounds inspected per month

**67%** flood control structures

**77%** measuring stations recording flood and rainfall data

**77ha** graffiti removal jobs undertaken by volunteer Graffiti Blasters



# 2016-2017 Highlights

# Connected

As an active member of the Kempsey Healing Together Committee along with Durri ACMS, Burrun Dalai, Benevolent Society, and Kinchela Boys Home, Council supported Reconciliation Week events, including a BBQ at Riverside Park, that brought the community together to build relationships based on respect and cultural understanding.



Council's 2017-2021 Disability Inclusion Action Plan was implemented to help remove barriers and enable people with disability to participate equally and fully in the community. The Action Plan will provide better access to Council information, services and facilities.



As a major priority for Council and the community, the amenities at Crescent Head Foreshore Reserve have been upgraded with a contribution of \$166,000 from the NSW State Government through the Public Reserve Management Fund Program. The new amenities allow safe and easy access to male and female toilet cubicles, a wheelchair accessible cubicle and two individual showers. The old amenities have been demolished and the landscaped open space retained to complement the refreshed pathway and playground.

The draft Macleay Valley Sports Strategy was adopted following desk top research and engagement through an online survey and workshops with over 25 sports groups. The Strategy contains an Action Plan which includes short and long-term plans for creating a shire-wide Sports Council, a new sports complex at South West Rocks and upgrades to Kempsey sports facilities. It encourages community involvement in supporting the growth of sports activities, events and competitions, while utilising our existing recreational assets.



Council partnered with local schools, businesses and community groups to bring Youth Week to life in March 2017 with the theme 'Get involved, be heard, make a difference!'. Activities, including an art exhibition and a colour fun run, celebrated our local youth and shined a light on serious issues facing young people.



As part of our goal to provide services catering to an ageing population, and in celebration of what seniors contribute to our community, Council supported the 2017 Seniors Festival, themed 'Let's do more together', with activities including computer skills, yoga classes and art workshops.

Council, the Crescent Head Lions Club and the Men's Shed teamed up to build two timber bench seats using wood recycled from the old Killick Creek Footbridge. The volunteer groups worked with Council staff to have the seats installed in the reserve near the new amenities block, as part of the upgrade to that community space.



Two cedar tree trunks donated by Council to the South West Rocks Arts Council have been used to create a bench seat for the eastern headland at Horseshoe Bay. The trees were removed from the intersection of Belgrave and Johns Streets as they were damaging the footpath. They were then milled and donated to the Arts Council.

A combination of the donated wood and funding from the Arts Council, Council's Mayoral Community Fund, South West Rocks Country Club and the Lions and Rotary Clubs of South West Rocks resulted in this beautiful and unique community asset.



# Community Goal

## WE VALUE GOOD *Governance*

### What does Council aim to deliver?



- Community engagement support for Council's decision making

- Customer Service Centre

- Corporate administration including policies, procedures and Council meetings



- Efficiency investment

- Corporate information services

- Financial services and reporting



- Fleet management

- Human Resources

- Corporate Governance

- Civic events

### Contributing to good governance

**5** citizenship ceremonies

**26** new citizens

**16** different countries from where new citizens have emigrated from

**44,153** Customer Service enquiries received (telephone and Service Centre)

**89.18%** of customer enquiries resolved at first contact

**21.5** average number of hours after Council meetings that minutes are available

**138** average number of hours before the Council meetings that the agenda is available



# 2016-2017 Highlights

## Governance

Council convened the annual Australia Day Awards presentation which saw a number of outstanding citizens and groups recognised for their community achievements at the official ceremony at Slim Dusty Centre on the eve of Australia Day. Congratulations to Citizen of the Year – Sonya Murphy; Young Citizen of the Year – Drew Walsh; Volunteer of the Year – Frank Oakes; Community Group of the Year – Riding for the Disabled Kempsey-Macleay.



To reduce the cost of sending rates notices by post, allowing Council to re-direct money towards programs that will benefit the community, Council ran an information campaign that successfully encouraged ratepayers to have their notices emailed, reducing environmental impacts and creating a fast and reliable alternative to paper copies.



Ordinary Council meetings are held at 9:00am every third Tuesday of the month in the Council Chambers located in the West Kempsey Civic Centre facility. The November 2016 Council meeting was held in Kundabung and the April 2017 meeting in Smithtown as part of Council's program of community interaction.



A health and wellbeing program launched for staff this year aims to encourage staff to lead healthy lifestyles and set personal health goals. The program "Wellbeing – It starts with you" has been featured in the national Local Government Focus newspaper and includes a range of initiatives such as access to the Fitness Passport and advice from health professionals.

Community engagement is a vital part of Council's decision-making process and the introduction of a digital engagement platform has allowed even more members of the community to have a say. Your Say Macleay is a purpose built engagement website, allowing the engagement to be tailored for each project. In the reporting period the site has been visited almost 4,000 times and 450 people contributed ideas, completed surveys or commented on Council's plans.

Through the Department of Immigration the Mayor is delegated the honour of performing the formal ceremony to grant Australian citizenship. Conducted as part of the monthly Council meeting, in the last year 26 residents, representing 16 different countries of origin, have been welcomed as citizens in the Macleay. Two local ladies, Jan Coe and June Greentree, who have known each other for 20 years through their local VIEW Club, only discovered during their citizenship ceremony in June that they were both born in the in the same year in the same suburb in Glasgow, Scotland.



# Awards and Accolades

## Awards and Accolades

### The Macleay Valley Food Bowl

Council's Macleay Valley Food Bowl Agribusiness project has continued to be strengthened and recognised with four major business and local government awards.

Managed by Council's Economic Sustainability Unit, the project was launched in 2014 with the aim of building market recognition of the Macleay Valley as a leading destination for fresh, quality produce to stimulate both demand and supply. Around 200 local producers now come under the Macleay Valley Food Bowl banner. With local full time equivalent agriculture jobs having risen by 35.9% (168 positions) in 2013/2014, the food Bowl initiative is well placed to assist in sustaining this rapid market growth.

#### 2016-2017 Awards

- 2016 Local Government NSW RH Dougherty Award for Excellence in Communication at the Local Government NSW awards in August
- Luke Hartsuyker's Federal Member's Award for Excellence in Communication
- Macleay Valley Business Award - Excellence in Business (greater than 20 employees)
- Mid North Coast Regional Business Awards - Excellence in Business (greater than 20 employees)
- Finalist at the State Business Awards





### NSW Coastal Management 'Local Government' Award

Council's Senior Natural Resources Officer Ron Kemsley was formally recognised at the 25th annual NSW Coastal Conference for his dedication to the environment and his role at Kempsey Shire Council. The award is normally given to a Council but this year was given to Ron as an individual for his unwavering dedication to implementing coast and estuary plans within the Kempsey Shire.

### Water Supply Services - Large Local Water Utilities Award

Kempsey Shire Council has won a 2017 inaugural Sam Samra Award in the category of Water Supply Services - Large Local Water Utilities. The award recognises improvements in best practice service delivery by council local water utilities in NSW. The award is co-sponsored by Local Government NSW, the NSW Water Directorate and the Department of Primary Industries - Water, and is based on reported performance data.









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