

# APPENDIX En-1

Sustainability Reporting  
Procedure



# Sustainability Reporting Procedure

**Revised January 2005**

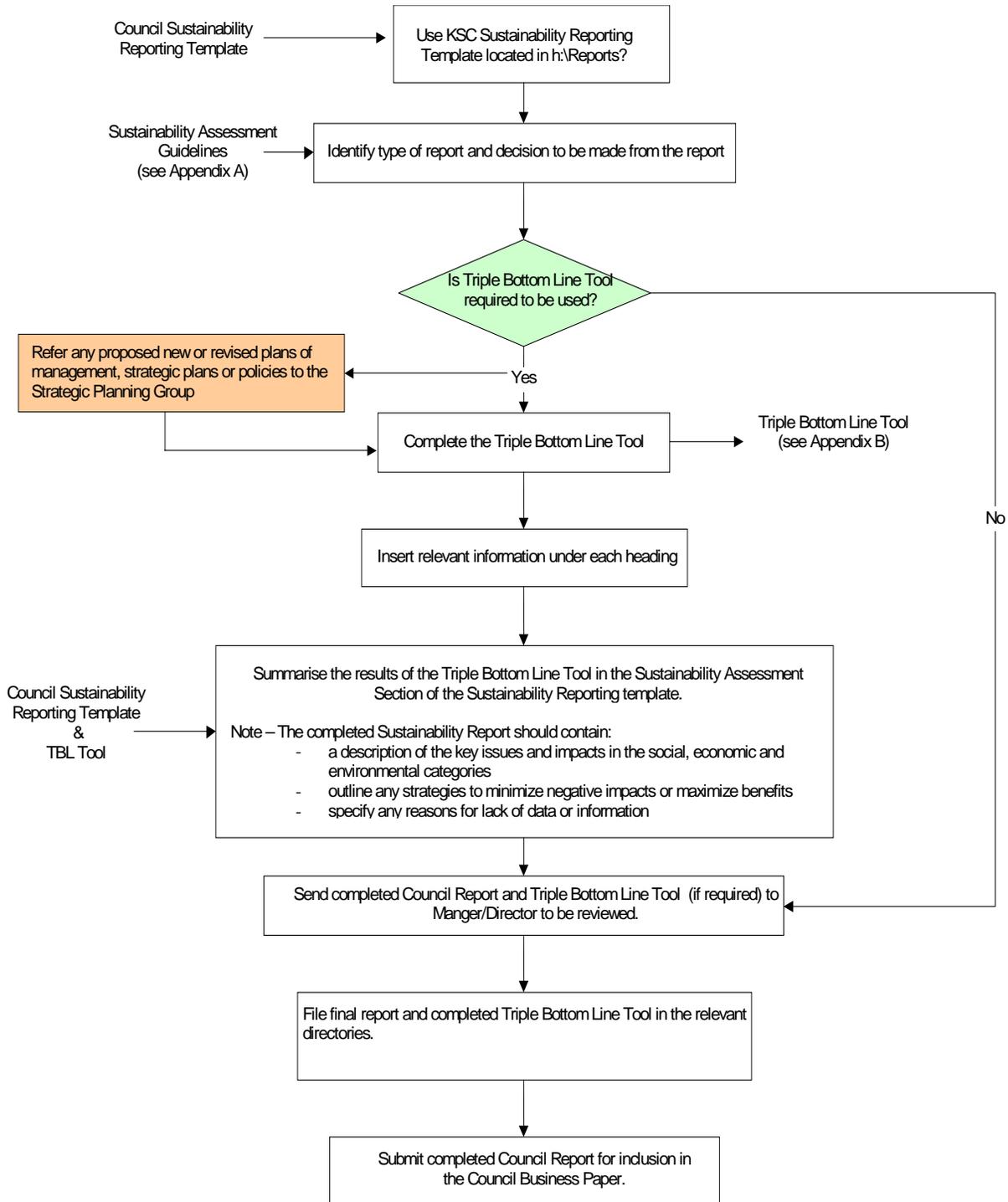
## Purpose

This Sustainability Reporting procedure is to be followed by all officers who write Council Reports. The procedure outlines the process to be undertaken by reporting officers completing Sustainability Assessments for Council Reports.

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# 1.0 Reporting Flowchart



## 2.0 What Reports Require Sustainability Assessment?

All Council Reports must consider impacts upon sustainability using the Sustainability Assessment Section (Environmental, Social & Economic) of the Council Report Template.

Some reports and proposals will require a comprehensive sustainability assessment using the Triple Bottom Line Tool. Generally, reports that require Councillors to make a decision require the report writer to complete the Triple Bottom Line Tool. The Sustainability Assessment Guidelines, in Appendix A, are used to determine whether the report requires a comprehensive sustainability assessment using the Triple Bottom Line Tool.

If The Sustainability Assessment Guidelines indicates that the Triple Bottom Line Tool is required, this must be completed.

If The Sustainability Assessment Guidelines indicates the Triple Bottom Line Tool is not required, you must still complete the Sustainability Assessment Section of the Council Report. The use of the information sheet is optional in this case.

### 2.1 *Triple Bottom Line Tool*

The TBL Assessment Tool requires the report writer to identify the likely implications of the report recommendations. For each question in the Tool the report writer is required to determine:

- a) Whether the report recommendations will generate short or long term impacts,
- b) Whether the anticipated magnitude (consequence) of impacts are high, moderate or minimal, and
- c) Whether the likelihood of occurrence of that outcome is high, medium or low.

The project/proposal must be considered in its entirety with thought given to direct and indirect impacts including those that may extend beyond the geographical boundaries of Kempsey Shire.

### 2.2 *Sustainability Assessment Section in Council Reports*

Where the report requires use of the TBL Assessment Tool, report writers must summarise the results of the Tool in the Sustainability Assessment Section of the Council Report template. The completed Sustainability Assessment Section of the template should contain:

- Descriptions of the key issues and implications (both positive and negative) of the project/proposal in the social, economic and environmental categories.

- Descriptions of any measures proposed or implemented to reduce negative impacts or maximise positive benefits.
- If Sections are "unknown" please provide a brief description of these factors and the reasons for the impact being unknown, including:
  - No data available,
  - Unable to predict impact due to variable factors, and
  - What the potential outcomes might be (i.e. educated guess).

### 3.0 References

- Sustainability Assessment Guidelines
- Triple Bottom Line Tool
- Council Report Template



## 4.0 Appendices

### *Appendix A – Sustainability Assessment Guidelines*

#### **Sustainability Assessment Guidelines**

1. Use the following guidelines to determine whether the report you are preparing requires you to complete the Triple Bottom Line Tool.

Note: If your report does not require the Triple Bottom Line Tool you may still complete one if you consider it will add value to the report.

2. Complete the Triple Bottom Line Tool as early as possible in the process, i.e. if a report is presented to Council several times, complete the Triple Bottom Line Tool at the beginning, and if appropriate update it to reflect new information.

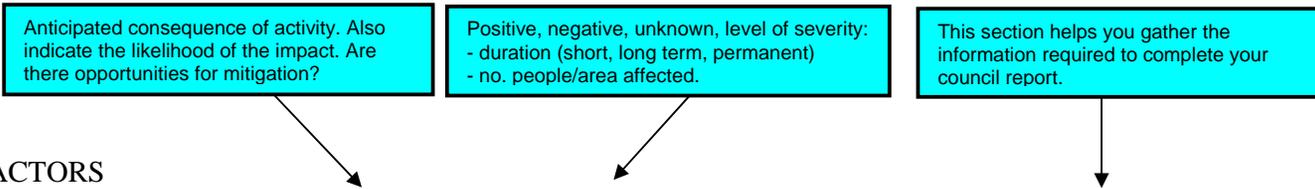
TYPES OF REPORTS	TYPES OF DECISIONS	IS THE TOOL REQUIRED?
<b>Budgets</b>	Approve budgets Give public notice Note report	Yes Yes No
<b>Let of Tenders</b>	Note report	No
<b>Strategies</b>	Adopt strategy Note progress on implementation	Yes Possible
<b>Plans</b>	Adopt plan	Yes
<b>Funding</b>	Approve funding agreement	Yes
<b>Developments</b>	Approve developments	Yes
<b>Purchase/sale/lease of land</b>	Sell/purchase/lease land Give public notice Delegate power Note information	Yes Yes Possible No
<b>Rates/fines</b>	Amend rates/ fix fines Note Report	Possible No
<b>Events</b>	Approve events Note report Delegate power	Yes No Possible
<b>Permits</b>	Reject/approve planning application	Yes
<b>Public services</b>	Approve implementation of model Conduct further report Establish committee	Yes Possible Possible
<i>Legal issues</i>	Prepare proposal	Possible
<b>Planning scheme</b>	Adopt amendment	Yes
<b>Business plans/results</b>	Note report	No
<b>Council procedure</b>	Approve terms of reference Schedule date Note findings Adopt procedure	Possible No No No
<b>Forums/groups</b>	Appoint representative Renew membership	No Possible

*Appendix B – Triple Bottom Line Assessment Tool*

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**Kempsey Shire Council Triple Bottom Line Assessment Tool**

**Name of Report:**



ENVIRONMENTAL FACTORS

<b>Key Sustainability Aims</b>	<b>Impacts and Opportunities</b>	<b>Description of Impact</b>	<b>Contact</b>
These have been drawn from key documents such as relevant strategies, plans and the State of the Environment Report.	Assess the proposal in terms of how the associated impacts conflict with or compliment the aim. Consider and list any opportunities for mitigation or prevention of anticipated negative impacts.	Using the questions as prompts, outline the likely impacts associated with the proposal. It helps you explore the impact value you assigned in the middle column.	Who can help you?

**HERITAGE**

<p>Env 1</p>	<p>What effect will the proposal have on the heritage (cultural including Aboriginal and natural heritage) values of Kempsey Shire? AIM: To Conserve those items and features identified as significant in the LEP and SoER and ensure that the overall item remains recognisably of its period.</p> <p style="text-align: center; border: 1px solid black; background-color: #e0ffe0; padding: 2px;">Refer to: LEP &amp; SoER</p>		<p><b>Consider:</b> design style, height, function/purpose of the proposal against existing buildings, disturbance/change to existing items. <i>Will the proposal facilitate the protection or loss of buildings, precincts or areas of significant cultural heritage values? How will the proposal raise the profile of the building or precinct? How will it enhance or preserve cultural heritage? How will it enhance or preserve natural heritage? To what extent could the proposal impact on any Aboriginal cultural heritage? (Aboriginal consultation is considered under Social Factors).</i></p>	
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VEGETATION AND HABITAT DISTURBANCE			
Env 2	<p>Will the proposal result in the clearance/disturbance of vegetation?</p> <p>AIM: To minimise disturbance to vegetation and habitat.</p> <p>Refer to: LEP</p>		<p><b>Consider:</b> type of vegetation; age; neighbouring patches of vegetation; the condition of vegetation i.e. presence of weeds. <i>If there is any change in vegetation associated with the proposal? Is there any aim to protect existing vegetation? Will there be any restoration of vegetation? Does it comply with relevant planning documents? For example, does the proposal satisfy the objectives/provisions of the Vegetation Management Plan, Biodiversity Action Strategy, LEP, DCP's, Koala Plan of Management etc?</i></p>

LAND AND WATER INTEGRITY			
Env3	<p><b>Will the proposal result in the disturbance of soil?</b></p> <p>AIM: To minimise disturbance to the integrity of soils and to avoid soil loss, erosion and land degradation.</p> <p>Refer to: Acid Sulphate Soils data on GIS/MapInfo; the LEP and the Stormwater Management Blue Book</p>		<p><b>Consider:</b> soil type, potential acid sulphate soil profile (GIS/MapInfo), proximity to waterways, slope, flood potential. <i>Is the land that the proposal affects characterised by acid sulphate soils, salinity or chemical contamination? Does the proposal include sediment/erosion control? Will the proposal effect steeply sloping lands? What is the erosion/runoff/siltation potential?</i></p>

## BIODIVERSITY

Env4	<p>What effect will the proposal have on biodiversity?</p> <p>Aim: to conserve biodiversity and enhance the well being of our natural ecosystem</p> <p style="background-color: #e0ffe0; padding: 2px;">Refer to: SoER; LEP, Legislation</p>		
			<p><b>Consider:</b> <i>Does the proposal affect Rare Or Threatened Animals or Plants? How will the proposal affect neighbouring pockets of vegetation? Will the proposal result in the introduction of non-native plants?</i></p>

## WATER EFFICIENCY

Env5	<p>What effects will the proposal have on the quantity of water consumed and the quality/quantity of water disposed of?</p> <p>Aim: Encourage efficiency in water usage and minimise wastage as well as waste water</p> <p style="background-color: #e0ffe0; padding: 2px;">Refer to: Stormwater Management Plan, LEP, DCPs, Integrated Water Management Plan</p>		
			<p><b>Consider:</b> Level of water used, how much wastewater will be generated annually, how much stormwater will be recovered and reused annually. <i>Does the proposal involve the installation of water efficiency technologies such as AAA rated fixtures and appliances, rain water tanks etc?</i></p>

## ENVIRONMENTAL FACTORS (cont'd)

### WASTE MANAGEMENT

Env6	<p>What effect will the proposal have on the quantity and type of waste generated?</p> <p>AIM: To promote and practice Waste Minimisation and maximise Resource Recovery in accordance with the KSC Waste Management Strategy</p> <p style="background-color: #e0ffe0; padding: 2px;">Refer to: Waste Management Strategy</p>		
			<p><b>Consider:</b> Recycling, re-use, waste generated by construction/demolition as well as ongoing waste. <i>How much waste will be generated by the proposal annually? What type of waste will be generated and how is it to be disposed of? Will the proposal involve any</i></p>

			<i>hazardous materials? Will the proposal lead to an increase in waste generated? What types of materials are being used and/or recycled?</i>	
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<b>ENERGY AND GREENHOUSE GAS EMISSIONS</b>				
Env7	What effect will the proposal have on the level of Greenhouse Gases emitted annually and the quantity of energy consumed annually? AIM: To reduce annual CO2 emissions.		<b>Consider:</b> Level of energy used, any energy saving innovation. <i>Does it involve renewable energy technologies such as solar, wind etc? Does the proposal involve Green power? Does the proposal increase or decrease car dependency? What will be the total energy consumed at all stages of the proposal?</i>	

**TRANSPORT**

Env8	<p>What effect will the proposal have on the level of public transport and number of transport options in Kempsey Shire?</p> <p>AIM: To reduce the dependence on cars and improve the accessibility of public transport services and infrastructure ensuring that they are safe, integrated and affordable.</p>		<p><b>Consider:</b> <i>Does the proposal encourage cycling, walking, car-pooling or the use of public transport? Will there be an increase in pedestrian/bike access i.e. bike lockers, pathways? Will there be an improvement in the connections between public spaces and key assets? Will alternative fuel be used i.e. biodiesel, gas, solar? How will it improve mobility for people with a disability, people with prams and older people?</i></p>	
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**POLLUTION**

Env9	<p><b>What effect will the proposal have on levels of pollution (air, noise, water and light) in the Shire?</b></p> <p>AIM: To minimise the impacts on the natural and made environments from pollution.</p> <p><b>Refer to:</b> POEO Act, LEP and SoER</p>		<p><b>Consider:</b> Oily runoff from roads and carparks, stormwater quality and quantity, lighting, persistent organic pollutants, industrial pollutants, smoke.</p>	
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## SOCIAL FACTORS

EQUITY				
Soc1	<p>Does the proposal promote justice, equal opportunities for all citizens and social harmony?</p> <p>AIM: A just and harmonious Shire with opportunities for all of its residents</p> <div data-bbox="233 526 646 636" style="border: 1px solid black; background-color: #e0ffe0; padding: 5px;"> <p><b>Refer to:</b> KSC Social Plan, ESD Policy  <b>Note:</b> Marginalised groups include: youth, elderly, disabled, women, indigenous, unemployed and ethnic peoples.</p> </div>		<p><b>Consider:</b> <i>To what extent has there been engagement with the relevant Aboriginal community in relation to this proposal? How will marginalised groups be affected by the proposal i.e. affordability of housing, employment, general cost of living? How are marginalised groups to be involved in planning the proposal? Will the proposal be equally accessible to all sectors of the community i.e. transport, affordability, location? Does the proposal promote social cohesion i.e. community activities? Will the proposal lead to the dislocation/exclusion of some sectors e.g. a 5 star resort in a poor area?</i></p>	
COMMUNITY WELL BEING				
Soc2	<p>How does the proposal promote the well being of our citizens?</p> <p>AIM: To create opportunities and outlets to satisfy the communities cultural needs and create a united community.</p> <div data-bbox="281 1279 667 1339" style="border: 1px solid black; background-color: #e0ffe0; padding: 5px;"> <p><b>Refer to:</b> Social Plan</p> </div>		<p><b>Consider:</b> <i>Is there a demonstrable need for the proposal other than the generation of economic returns to the proponent? Does the proposal help to amend current social issues such as drug/alcohol addiction, crime, homelessness, violence, family breakdown eg. what impact would a casino have over a parkland? What</i></p>	

			<i>effect will the proposal have on the amenity of public space? Does the proposal encourage local recreation/sporting programs and facilities? Does the proposal encourage cultural expression to enrich lifestyles eg public art, concerts?</i>	
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<b>HEALTH</b>			
Soc3	<p>What effect will the proposal have on public and/or corporate (staff) health?</p> <p>AIM: Health will be protected and enhanced by the provision of a clean, unpolluted environment in which to live and accessible health services and facilities accommodating the needs of the community.</p> <p><b>See:</b> Creating Active Communities; Physical Activity Guidelines for Local Councils</p>		<p><b>Consider:</b> Mental and physical health. Bushfire hazard, contaminated land, flooding, coastal hazards, toxic pollution, noise and light as well as the provision of health services. <i>Does the proposal lead to better accessibility (travelling distance and cost) of health care facilities?</i></p>

<b>SAFETY</b>			
Soc4	<p>What effect will the proposal have on the safety of the public environment including streetscapes, laneways, parks, beaches and gardens?</p> <p>AIM: Physical and emotional security for all sectors of the Kempsey Shire community will be provided for.</p> <p><b>See:</b> Crime Prevention Plan, Road Safety Strategic Plan, OH&amp;S documentation, Tree Planting Plan of Management</p>		<p><b>Consider:</b> OH&amp;S, Domestic violence, sexual assault, road safety, mugging, petty crime, theft. <i>Will the proposal lead to better lighting and more people in known "problem" areas? Will the proposal improve driving conditions? Will the proposal result in education against crime?</i></p>

<b>LEADERSHIP AND SELF DETERMINATION</b>			
Soc5	<p>How will the proposal promote ongoing community involvement and responsibility for a given issue?</p> <p>AIM: to develop and utilise the</p>		<p><b>Consider:</b> <i>Does the proposal encourage cultural expression i.e. public art, concerts? Does the proposal provide opportunities for on-going community</i></p>

	<p>communities skills , knowledge and expertise and foster a productive community.</p>		<p><i>involvement and community ownership? Have the community been involved in the design of the proposal? Is there a relevant council consultative committee?</i></p>	
	<p><b>See:</b> Community consultation framework, Place Management Plans of Rural Lands Strategy</p>			

<b>EDUCATION</b>			
Soc6	<p><b>How will the proposal promote community education and knowledge generation?</b></p> <p>AIM: To provide a range of educational opportunities, outlets and services to Kempsey Shire residents.</p>		<p><b>Consider:</b> <i>Does the proposal improve access to educational services? Does the proposal provide education experiences?</i></p>

## ECONOMIC FACTORS

<b>EMPLOYMENT</b>			
Econ 1	<p>Does the proposal provide local and sustained employment opportunities for Kempsey Shire residents?</p> <p>AIM: To reduce unemployment and increase the diversity of positions (skill level as well as full time) available to the community.</p>	<p><b>Note:</b> Our unemployment rates are higher than the national average, with incidences of second and third generation unemployment.</p>	<p><b>Consider:</b> type of skill required, whether positions are full time or part time, permanent or temporary (at all stages of the proposal) and working conditions. <i>Does the proposal provide for the development of the labour force ie. management opportunities not just cashiers and chambermaids?</i></p>
<b>BENEFITS TO LOCAL ECONOMY</b>			
Econ 2	<p>Does the proposal generate local economic benefits?</p> <p>AIM: to ensure that proposals result in benefits to the Kempsey Shire economy.</p>		<p><b>Consider:</b> <i>In addition to employment opportunities, will the proposal generate economic benefits that remain in the local or regional economy, or which migrate elsewhere?</i></p>
<b>ECONOMIC VIABILITY</b>			
Econ 3	<p>Does the proposal consider economic viability issues?</p> <p>AIM: to ensure that the costs associated with a proposal allow for long term savings in the short and long time frame.</p> <p><b>See:</b> Strategic Plan</p>		<p><b>Consider:</b> <i>What are the immediate and longer-term costs to council? Does the proposal consider alternative approaches? How will the proposal be funded in the longer term? For example will infrastructure need to be provided in the future as a result of the proposal?</i></p>

### INTERNAL AND EXTERNAL COSTS

Econ 4	<p>What are the short and long term budget constraints of the proposal?</p> <p>AIM: to consider the real costs associated with the project both now and in the future.</p>		<p><b>Consider:</b> <i>Have all quantifiable costs been included in summing the 'internal costs'? What are the outstanding, possibly unquantifiable 'external' costs associated with the proposal (if any)? These might include costs such as those to the environment or community from resource consumption, biodiversity impacts, waste disposal, pollution clean up, future site remediation and environmental contingencies. What effort has been made to identify, assess and internalise any such 'external' costs?</i></p>	
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### BUSINESS ATTRACTION AND RETENTION

Econ 5	<p>What effect will the proposal have on the number and type of businesses operating in Kempsey Shire?</p> <p>AIM: Retain, expand and attract businesses that will create a prosperous and sustainable economy.</p> <div data-bbox="346 1105 663 1174" style="border: 1px solid green; padding: 2px; display: inline-block;"> <p><b>See:</b> Council Management Plan and Annual Accounts</p> </div>		<p><b>Consider:</b> <i>How many businesses will be attracted to the area as a result of the proposal? Does the proposal encourage local industries? Does the proposal encourage local business investment? Does the proposal encourage greater variety of small to medium sized businesses? Does the proposal utilise local resources? Does the proposal encourage innovative industry ie. Green Industries.</i></p>	
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**INFRASTRUCTURE DEVELOPMENT**

Econ 6	What effects will the proposal have on infrastructure (Including transport, water and sewage, roads and electricity/power)? AIM: Ensure that the Shire's infrastructure needs are met and supports the economy.		<b>Consider:</b> <i>To what extent will the proposal increase (or decrease) the number (or frequency) of transport connections (sea, air and road) between Kempsey Shire and major cities? Will the proposal increase the demand on/for infrastructure? How many more people will have access to telecommunications services and technology as a result of this proposal?</i>	
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**RESEARCH AND DEVELOPMENT**

Econ 7	What effect will the proposal have on research and development in Kempsey Shire? AIM: Foster a business culture that encourages and supports innovation.		<b>Consider:</b> <i>Quantify the amount of increase in levels of investment in research and development in Kempsey Shire? Quantify the amount of increase (or decrease) in the level of R&amp;D funding and/or venture capital available as a result of this proposal? Will strategic alliances or sustainable industry clusters be created (or) lost as a result of this proposal?</i>	
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## Appendix C – Sustainability Reporting Template

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### **DIRECTOR CORPORATE AND COMMUNITY SERVICE'S REPORT**

\*\*\* 2004

<b>DCCS *** **</b>
<b>FILE: ** PJH</b>

#### **SUMMARY:**

*The writer should state the objective of the report, purpose and likely outcome.*



#### **DESCRIPTION:**

*The writer should address the history to date laying out the facts of the issue.*

#### **REPORT IMPLICATIONS:**

*The report writer should use the sustainability assessment tool to prepare the report under the following subheadings:*

- **Environmental**

**The writer should address the environmental impacts of heritage, habitat disturbance, biodiversity, water consumption/disposal, material consumption/waste, energy consumption, transport, air quality and if the proponent has an environment policy or management plan? How and to what extent does the proposal impact on the natural environment outside the Kempsey Shire**

## **LGA (i.e. what are the upstream and downstream impacts)?**

- **Social**

*The writer should address the social impacts of employment creation, equity/access, health, community well being, community support/leadership, ethical investment, quality of service delivery and occupational health and safety/risk assessment.*

- **Economic (Financial)**

*The writer should address the economic impacts of economic viability, suitability, Australian owned/made/sourced, local development, local intellectual capital, product stewardship.*

- **Policy or Statutory**

*Current policy should be included at all times. If Council has no policy any decisions considered to be setting precedent should be included. Sections and clauses of Acts and Regulations must be included.*

- **General Managers or Directors Review**

*The report reviewer should indicate that they have read and understood the content of the report and confirm that the recommendations are in accordance with Council policies and strategies, and with statutory requirements.*

### **RECOMMENDATION**

*The report writer should structure the recommendation so it is self sufficient when included in the minutes or any other document, ie, policy manual etc. Recommendations should not be of the kind “that the matters outlined in the report be adopted”. The report writer should also include or give an indication of the practical date the resolution will be put into effect.*

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## APPENDIX En-2

Recommendations from  
Demand Analysis Report  
of the Integrated Water  
Cycle Management  
Strategy (IWCMS)

## 7. Conclusions and Recommendations

The development of forecasts of water demand and wastewater flows for the Kempsey IWCM strategy has been a difficult exercise. The Kempsey water supply system, in particular, presents some unusual challenges for the strategic planner. Firstly, there are large lengths of rural trunk mains servicing and uncertain number of rural households as well as stock watering uses.

The most significant hurdle to be overcome was the lack of reliable records of daily water production and wastewater flow. It is understood that Kempsey Shire Council has already taken steps to improve the collection and management of water demand and wastewater flow data.

The extraction of information from census records also proved to be a significant obstacle, mainly due to uncertainty over the correlation between water and sewerage service areas and urban census boundaries.

In future planning studies, council would benefit from a more detailed classification of customers in the customer database. This would assist in developing more accurate estimates of the number and type of dwellings served with water and sewerage in each area as well as gaining an enhanced understanding of different types of water use. Specifically:

- A differentiation between those rural connections servicing both households and stock, and those servicing purely non-domestic uses. This would assist in accurately identifying the number of rural households served with water.
- A differentiation between houses and flats/units. At the current time, there are a number of developments that are classified as "multi-residential", which includes separate and multi-unit dwellings. Many flats and units that are not strata titled are classified as "residential", thus making it difficult to estimate the number of flats and units served from billing records. It would also be of benefit to be able to identify town-house style development.
- An increased differentiation in the non-residential sector between different types of user. Specifically: hotels, motels, caravan and camping facilities, schools, nursing homes, hospitals, correctional centres, commercial office, commercial retail and industrial users could be separately identified.

In spite of the difficulties, the project has demonstrated that an end-use model such as the Demand Management DSS can provide useful output for use in bulk distribution and bulk supply analysis. Forecasts of water demand and wastewater flow have been generated that are consistent with both the available water demand and wastewater flow data.

## APPENDIX S-1.1

Relevant Health Strategies for Attracting Doctors and Specialists outlined in the Social Plan.

Kempsey Shire Council Social Plan

Community Sector – Older People

GOALS	YEAR 1 STRATEGIES	YEAR 2-4 ACTIONS	SUCCESS INDICATORS	RESPONSIBILITIES
<b>Health issues – (Refer Also to KSC Recreation Plan)</b>				
<p>1. Continually enhance access to health services</p>	<ul style="list-style-type: none"> <li>• Encourage operators in the health industry to:               <ul style="list-style-type: none"> <li>○ Increase information exchange</li> <li>○ Work together to identify needs and lobby to increase funding “packages” for medium and high care needs (CACPS and EACH)</li> </ul> </li> <li>• Increase access to doctors and dentists by attracting more professionals to the area               <ul style="list-style-type: none"> <li>○ Promote area</li> <li>○ Work with the Division of General Practice to encourage bulk billing</li> </ul> </li> <li>• Encouraging the establishment of an Active &amp; Older group in the Shire.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop specific strategies to enhance funding for aged care services               <ul style="list-style-type: none"> <li>○ Promote savings that accrue from transitional care being in the home rather than in a nursing home or hostel</li> </ul> </li> <li>• Work with health service providers to plan appropriate location of health facilities</li> </ul>	<ul style="list-style-type: none"> <li>i. Increase in funding for aged care</li> <li>ii. Older people and carer satisfaction with access to essential health services</li> </ul>	<ul style="list-style-type: none"> <li>• KSC</li> <li>• Local Area Health Service</li> <li>• RTA</li> <li>• Department of Housing</li> <li>• Veteran Affairs</li> <li>• Taxis</li> <li>• Div. G.P.</li> <li>• Meals on Wheels</li> <li>• Red Cross</li> <li>• Volunteer Groups</li> <li>• Churches</li> <li>• Community Transport</li> <li>• Health Services</li> <li>• HACC</li> <li>• State Rail</li> <li>• Centrelink</li> <li>• Pensioner Groups</li> </ul>

<b>GOALS</b>	<b>YEAR 1 STRATEGIES</b>	<b>YEAR 2-4 ACTIONS</b>	<b>SUCCESS INDICATORS</b>	<b>RESPONSIBILITIES</b>
				<ul style="list-style-type: none"><li>• Senior Citizens Groups</li><li>• Sporting Clubs and Groups</li><li>• Other agencies</li></ul>

## APPENDIX S-1.2

Relevant Health Strategies  
for Older People outlined in  
the Social Plan.

Kempsey Shire Council Social Plan

Community Sector – Older People

GOALS	YEAR 1 STRATEGIES	YEAR 2-4 ACTIONS	SUCCESS INDICATORS	RESPONSIBILITIES
<b>Housing issues – see Health</b>				
<p>2. Adequate affordable housing</p> <p>6a. Support Existing Aged Care residential providers.</p>	<ul style="list-style-type: none"> <li>• Encourage retirement village development (appropriate to older people’s needs and environment)</li> <li>• Adoption or encouragement of buildings built to “Adaptable Housing” Standards</li> <li>• Education of builders / developers about changing needs/opportunities of accommodating an ageing population</li> <li>• Lobby for increase in nursing home and hostel beds – extend Booroongen Djugun example.</li> <li>• Support existing Aged Care residential providers.</li> <li>• Continue to lobby towards an ageing in place facility in SWR</li> <li>• Investigate other options eg Abbiefeld Model</li> </ul>	<ul style="list-style-type: none"> <li>• Develop plan to achieve goal.</li> <li>• Work collaboratively to identify and address older people’s needs in caravan parks</li> <li>• Ongoing until achieved</li> <li>• Ongoing until facility established.</li> </ul>	<ul style="list-style-type: none"> <li>i. Plan to achieve goal is in place</li> <li>ii. Older people are housed appropriately</li> <li>iii. Facility established</li> <li>iv. Facility established.</li> </ul>	<ul style="list-style-type: none"> <li>• KSC</li> <li>• Builders / developers</li> <li>• Caravan park owners</li> <li>• Area Health Services</li> <li>• Aged Care &amp; Health Department</li> <li>• SWR Aged Care Committee</li> <li>• Churches</li> <li>• Service Clubs</li> <li>• Private Entrepreneurs</li> <li>• Department of Housing (including Federal)</li> <li>• DoCs</li> <li>• Vincent Court</li> <li>• Cedar Place</li> <li>• Amity</li> <li>• Booroongen</li> <li>• Other agencies</li> </ul>

## APPENDIX S-1.3

Relevant Health Strategies  
for Aboriginal and Torres  
Straight Islander People  
outlined in the Social Plan.

Kempsey Shire Council Social Plan

Community Sector – Aboriginal & Torres Strait Islander People

GOALS	YEAR 1 STRATEGIES	YEAR 2-4 ACTIONS	SUCCESS INDICATORS	RESPONSIBILITIES
<b>Health</b>				
19. Raising awareness for Health Service Staff on cultural awareness issues when dealing with sensitive health matters.	<ul style="list-style-type: none"> <li>• Council to lobby support &amp; advocate to Durri and AHS</li> <li>• Infant Mortality e.g.SIDS</li> <li>• Mental Health</li> </ul>			<ul style="list-style-type: none"> <li>• KSC</li> <li>• Durri</li> <li>• AHS</li> <li>• Private Health Providers</li> <li>• Other Agencies</li> </ul>

## APPENDIX S-1.4

Relevant Crime Prevention Strategies outlined in the Social Plan.

Kempsey Shire Council Social Plan

Community Sector – Youth

<b>Crime prevention issues – (Refer also to KSC Crime Prevention Plan)</b>				
<p>12 Provide youth with social support and positive directions to use their time</p>	<ul style="list-style-type: none"> <li>Investigate support and placement for youth suspended from School</li> </ul>	<ul style="list-style-type: none"> <li>If a child is suspended from school, provide supervision, tutoring and follow up</li> <li>Support youth at risk to develop positive activities to enhance lifestyle</li> </ul>	<ul style="list-style-type: none"> <li>i. Youth report having positive choices about how to use their time</li> <li>ii. Reduction of suspension</li> <li>iii. Development of alternative activities</li> </ul>	<ul style="list-style-type: none"> <li>KSC</li> <li>Youth Workers Network</li> <li>PCYC</li> <li>Vocational College</li> <li>South Kempsey and West Kempsey Renewal Project Committees</li> <li>Department of Housing</li> <li>Department of Education</li> <li>All Schools</li> <li>Other agencies</li> </ul>
<p>13 Create safe environment that discourages crime</p>		<ul style="list-style-type: none"> <li>Investigate enhanced installation of lighting</li> <li>Encourage positive use of public space by improving gardens, benches, BBQs, - clean up track to river</li> <li>Open up areas to be more user friendly</li> </ul>	<ul style="list-style-type: none"> <li>i. People feel safe in public areas</li> </ul>	<ul style="list-style-type: none"> <li>KSC</li> <li>Service Clubs</li> </ul>

Kempsey Shire Council Social Plan

Community Sector – Aboriginal & Torres Strait Islander People

GOALS	YEAR 1 STRATEGIES	YEAR 2-4 ACTIONS	SUCCESS INDICATORS	RESPONSIBILITIES
<b>Crime Prevention</b> – see Council’s Crime Prevention Plan				
12. ATSI and Non ATSI programs in place to facilitate social cohesion.		<ul style="list-style-type: none"> <li>• Expand and strengthen community centres, KAP, education to KAP workers</li> <li>• KSC to lobby/advocate for:               <ul style="list-style-type: none"> <li>○ More Aboriginal workers - “Your Choice Program” as a model.</li> <li>○ Through Care Approach</li> <li>○ Aboriginal Community Justice Group (AJD)</li> <li>○ Goolawah Project</li> </ul> </li> </ul>	i. Programs successfully implemented	<ul style="list-style-type: none"> <li>• KSC - ALC</li> <li>• ATSI Agencies</li> </ul>

## APPENDIX S-1.5

Relevant Family Services  
Strategies for Aboriginal  
and Torres Strait Islander  
People from the Social Plan.

## Kempsey Shire Council Social Plan

### Community Sector – Aboriginal & Torres Strait Islander People

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#### PRIORITY TWO ACTIONS

GOALS	YEAR 1 STRATEGIES	YEAR 2-4 ACTIONS	SUCCESS INDICATORS	RESPONSIBILITIES
<b>Family Services</b> – (see also Children Section)				
9. Aboriginal Child, Youth & Family Strategy for Macleay Valley using partnerships → improving access to current services appropriately.	<ul style="list-style-type: none"> <li>• Develop, enhance and review partnerships with key agencies to ensure access and equity of services to ATSI community</li> <li>•</li> </ul>	○	<ul style="list-style-type: none"> <li>i. ATSI community involved in formulating strategy with relevant agencies</li> <li>ii. Strategy in place</li> </ul>	<ul style="list-style-type: none"> <li>• KSC</li> <li>• GIG</li> <li>• Health Service</li> <li>• Families First</li> <li>• DoCs</li> <li>• Burrun Dalai</li> <li>• Other agencies</li> </ul>

## APPENDIX S-1.6

Relevant Recreational and  
Social Opportunity  
Strategies outlined in the  
Social Plan.

## Kempsey Shire Council Social Plan

### Community Sector - Children

GOALS	YEAR 1 STRATEGIES	YEAR 2-4 ACTIONS	SUCCESS INDICATORS	RESPONSIBILITIES
<b>Sport and Recreation Issues</b>				
<p>1. There are many positive opportunities for children and young people to be social and active</p>	<ul style="list-style-type: none"> <li>• Identify continuous recreation opportunities</li> <li>• Investigate programs that generate parental participation.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage continuous recreation opportunities, monitor to ensure positive environment                             <ul style="list-style-type: none"> <li>○ E.g. pinball arcade or amusement centre</li> <li>○ Movie theatre that caters to kids – needs to be in town (central location)</li> </ul> </li> <li>• Organise events e.g. “Battle of the Bands”, skate park competition, dance competitions etc regularly throughout the year</li> <li>• Improve transport to social activities                             <ul style="list-style-type: none"> <li>○ Involve parents and access other forms of transport e.g. community buses</li> </ul> </li> <li>• Encourage parental involvement in organising, overseeing and participating in events</li> </ul>	<p>i. Number, type and quality of recreational opportunities benchmarked against those in similar communities</p>	<ul style="list-style-type: none"> <li>• KSC</li> <li>• Business community</li> <li>• Sporting Clubs</li> <li>• PCYC</li> <li>• Arts Council</li> <li>• Silver Band</li> <li>• Scouts</li> <li>• Girl Guides</li> <li>• Church Groups</li> <li>• Surf Clubs</li> <li>• Other agencies</li> </ul>

## Kempsey Shire Council Social Plan

### Community Sector - Youth

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GOALS	YEAR 1 STRATEGIES	YEAR 2-4 ACTIONS	SUCCESS INDICATORS	RESPONSIBILITIES
<b>Recreation and Social Opportunities</b>				
14 Young people can participate in recreation and social activities	<ul style="list-style-type: none"> <li>• Involve youth in planning and building for activities</li> </ul>	<ul style="list-style-type: none"> <li>• Establish more organised recreation and social activities for youth - with transport</li> <li>• Actively encourage their participation</li> </ul>	<ul style="list-style-type: none"> <li>i. Youth report being able to participate in community recreational activities if they wish</li> </ul>	<ul style="list-style-type: none"> <li>• KSC</li> <li>• Youth Workers Network</li> <li>• Sporting Groups</li> <li>• Cultural Groups e.g. Silver Band, Eisteddfod Society</li> <li>• Other agencies</li> </ul>

Kempsey Shire Council Social Plan

Community Sector – Older People

GOALS	YEAR 1 STRATEGIES	YEAR 2-4 ACTIONS	SUCCESS INDICATORS	RESPONSIBILITIES
<b>Recreation issues – (Also see Health Issues)</b>				
3. Older people are participating in social activities	<ul style="list-style-type: none"> <li>• Update and distribute “Live it Up” directories (clubs, residential facilities, health workers)</li> <li>• Community Services Directories include recreation activities</li> <li>• KSC library initiate reading clubs/discussion groups</li> <li>• Promote Volunteer Visitors Scheme (localize, presently based in Port Macquarie)</li> <li>• Introduce friendship circles – perhaps new residents welcoming program</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidate and enhance these initiatives</li> <li>• Advocate for social activities for older people who are cognitively intact</li> </ul>	<ul style="list-style-type: none"> <li>i. Community Services Directory is produced and distributed</li> <li>ii. Reading Club in place</li> <li>iii. Local Volunteers Visitors Scheme working</li> <li>i. Friendship circles in place</li> <li>ii. Number of activities offered</li> <li>iii. Activities are well attended</li> </ul>	<ul style="list-style-type: none"> <li>• KSC</li> <li>• Local Area Health Service</li> <li>• Pensioners League</li> <li>• Church Groups</li> <li>• Sport Clubs &amp; Groups</li> <li>• Red Cross</li> <li>• Volunteer Groups</li> <li>• Community Day Care Groups</li> <li>• Other agencies</li> </ul>

## Kempsey Shire Council Social Plan

### Community Sector – People with a Disability

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GOALS	YEAR 1 STRATEGIES	YEAR 2-4 ACTIONS	SUCCESS INDICATORS	RESPONSIBILITIES
Recreation and social opportunities issues				
6. Access for PWD to community recreation and social activities	<ul style="list-style-type: none"> <li>• Build community resilience through practical positive programs e.g. market gardens</li> <li>• Lobby to maintain and develop funding for Neighbourhood Projects, with a Disability Support Person attached</li> <li>• Encourage volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	i. Satisfaction of PWD with their access to community recreation and social activities	<ul style="list-style-type: none"> <li>• KSC – Access Committee</li> <li>• Leisurelink</li> <li>• Neighbour-hood Aid</li> <li>• HACC</li> <li>• Community Transport</li> <li>• Other agencies</li> </ul>

## APPENDIX S-2

Draft Recommendations  
from the Kempsey  
Health Campus Clinical  
Services Plan June  
2006 - NCAHS.

**Draft for Consultation**



**Kempsey Health Campus**

**Clinical Services Plan**

**June 2006**



### 1.3 Recommendations

- In designing the future physical infrastructure requirements for Kempsey District Hospital through the Master Planning process, consideration should be given to establishing more effective inpatient ward accommodation and, to both facilitate this, and to improve patient care and efficiency of service delivery, establish a designated Ambulatory Care centre
- The Ambulatory Care Centre should include a Renal Dialysis suite of 6 chairs, and could also include the following services:
  - Post acute care
  - Ante-natal and post natal care
  - Aged care services
  - Community health services
  - Outpatient services
  - Day Therapy services
  - Dental services
- A redevelopment of the Emergency Department is required to increase the capacity to meet the current and projected volume of attendances, and to effectively provide for the assessment, clinical treatment and monitoring of the group of more difficult to manage patients that include Correctional Facility, mental health and dual diagnosis patients, who require improved levels of privacy, security and safety in their treatment
- The redeveloped ED should be located adjacent to a purpose built HDU and with good access to Imaging, Pharmacy and Pathology services
- The projected surgical activity at KDH is for around 78% of surgical procedures to be provided on a Same Day basis. Accordingly, it is proposed that a Day Surgery unit with pre-admission clinic and recovery area with 12 beds/chairs adjacent to operating theatres be established.
- A total of 30 Acute Medical beds will be required to meet the needs of an ageing population, of which the proportion aged 45 years and over is projected to increase from 42% to 55% of the total population.
- Provide a 4 bed Paediatric ward which has the flexibility to be used as a “swing” ward when required
- There is a lack of specialist Aged Care services on the Kempsey Health Campus. An enhancement of Aged Care services will be required to meet the needs of the ageing population of Kempsey, for whom the over 70 years age group is projected to increase by 48% to 2016. This group has will have high care and support needs and an allocation of 8 inpatient beds should be allocated to meet the sub and non-acute care needs of this group of patients.
- Provide a culturally appropriate meeting/grieving family room to accommodate extended family members for the Aboriginal community
- The substantial increase in demand for renal dialysis can be managed from within the current six chairs if maximum efficiency in the use of these chairs is achieved, however increased resourcing will be required to enable support for increased home based renal patients.
- It is recommended that Oral Health services are provided on the Kempsey Health Campus and that this be reflected in the proposed Oral Health feasibility study.
- Develop a dedicated education space to improve and maintain the competencies of staff and support students form tertiary institutions. The education space to include tutorial/meeting rooms, a library and computer library.
- Provision of enhanced Telehealth facilities to support clinical services
- There is an identified need to build a new Community Health Centre on site to replace the current inadequate accommodation for these services
- That the redevelopment of the Kempsey Health Campus is sensitive to the cultural needs of the Aboriginal community.
- Build motel-type accommodation with at least 15 rooms, where each room has its own bathroom and kitchenette as well as a large communal kitchen and common living area in order to attract locum clinical staff.
- It is recommended that the Daisy Turner Kiosk is relocated to within the hospital building.
- Investigate the feasibility of co-locating the Ambulance service on the Kempsey Health Campus.

## APPENDIX S-3

Relevant Strategies  
from the Community  
Safety and Crime  
Prevention Plan.

**Kempsey Shire Community Safety and Crime Prevention Plan Action Plan 2005 ~ 2008**

**Priority Problem: 1 Personal Crime**

**Strategy 1A:** To reduce domestic violence by provision of education, support and referral.

**Rationale:** There are many existing services and programs that are available in the local area that can be promoted to assist victims of domestic violence. Community education is a recognised national and international strategy to address domestic violence.

Action	Outcomes	Responsibilities	Performance Indicators	Timescale
1A.1 Develop initiatives with men and men's groups that reduce domestic violence	Men in the community are better educated about prevention of domestic and family violence	<ul style="list-style-type: none"> <li>• Domestic Violence Committee</li> <li>• Macleay Men's Network</li> <li>• Kempsey Macleay Men's Group</li> <li>• Kempsey Family Support Services</li> <li>• Many Rivers Violence Prevention Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Funding sought to develop an initiative to engage local male role models in preventing violence against women</li> <li>• Any initiative developed is evaluated</li> </ul>	<ul style="list-style-type: none"> <li>• Funding opportunities investigated and applied for in first 12 months</li> <li>• Effective initiatives researched and developed for local implementation within 12 months of strategy commencement</li> <li>• Upon successful receipt of funding, initiative planned and implemented according to funding guidelines and timelines</li> <li>• Evaluate strategy after 3 years</li> </ul>
1A.2 Develop and/or promote programs and resources targeted at young people that reduce domestic and family violence and other violence	Young people are better educated about prevention of domestic violence	<ul style="list-style-type: none"> <li>• Dept. Education and Training</li> <li>• Domestic Violence Committee</li> <li>• Many Rivers Violence Prevention Unit</li> <li>• Youth Network</li> <li>• Area Health Service</li> <li>• PCYC</li> </ul>	<ul style="list-style-type: none"> <li>• At least three education sessions and/or programs for young people about respectful relationships and safety each year, e.g. education sessions in schools, or prevention initiatives with 'at risk' youth.</li> </ul>	<ul style="list-style-type: none"> <li>• At least three education sessions are held annually</li> <li>• Each education session is evaluated and reviewed</li> <li>• Evaluate strategy after 2 years</li> </ul>

Action	Outcomes	Responsibilities	Performance Indicators	Timescale
1A.3 Promote and support national and regional campaigns in the local area and the activities of the Domestic Violence Committee	Promotion and support of existing programs and campaigns	<ul style="list-style-type: none"> <li>• Domestic Violence Committee</li> <li>• Kempsey Shire Council</li> <li>• Macleay Men's Network</li> <li>• Kempsey Macleay Men's Group</li> <li>• Many Rivers Violence Prevention Unit</li> <li>• Kempsey Family Support Services</li> <li>• Area Health Service</li> <li>• Dept. Education and Training</li> <li>• Youth Network</li> <li>• Kempsey Women's Refuge</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in, and promotion of, at least three relevant initiatives in the area each year, such as Reclaim the Night events, International Day for the Elimination of Violence Against Women, Stop DV Day, etc.</li> </ul>	At least three initiatives or campaigns are supported and/or implemented in the local area annually
1A.4 Map and promote awareness of the range of support services	<ul style="list-style-type: none"> <li>• Raised awareness of services</li> <li>• Information about local services is widely promoted and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>• Domestic Violence Committee</li> <li>• Many Rivers Violence Prevention Unit</li> <li>• Kempsey Interagency</li> <li>• Goorie Interagency</li> </ul>	<ul style="list-style-type: none"> <li>• Directory of relevant services is produced</li> <li>• Directory reviewed and updated regularly</li> </ul>	<ul style="list-style-type: none"> <li>• Directory produced within six months of strategy commencement</li> <li>• Directory reviewed and updated annually</li> </ul>
1A.5 Evaluate programs	<ul style="list-style-type: none"> <li>• Programs evaluated</li> </ul>	<ul style="list-style-type: none"> <li>• Domestic Violence Committee</li> <li>• Macleay Men's Network</li> <li>• Kempsey Macleay Men's Group</li> <li>• Kempsey Women's Refuge</li> <li>• Many Rivers Violence Prevention Unit</li> <li>• Kempsey Family Support Services</li> <li>• Area Health Service</li> <li>• Dept. Education and Training</li> <li>• Youth Network</li> <li>• Kempsey Shire Council</li> </ul>	Program evaluated within timescale	<ul style="list-style-type: none"> <li>• Within three months of completion of programs</li> <li>• Annual review and report</li> </ul>

**Priority Problem: 1- Personal Crime**

**Strategy 1B:** To reduce assault and fear of assault

**Rationale:** Public consultation and crime data analysis demonstrates that Kempsey Shire has a higher than State average of assaults. These assaults are often alcohol related and the perpetrators are known to the victim/s. There is fear of assault or personal violence in sections of the community that are actually at low risk of such victimisation. The need, therefore, is to address factors that have a causal relationship to assault, and also to reduce the fear of assault or personal violence for those who are at little risk of such victimisation.

Action	Outcomes	Responsibilities	Performance Indicators	Timescale
1B.1 Support and promote programs and initiatives which strengthen community cohesion and social ties	Strengthened community cohesion and social ties	<ul style="list-style-type: none"> <li>• Police</li> <li>• Kempsey Shire Council</li> <li>• Dept Education and Training</li> <li>• Dept Housing</li> <li>• DoCS</li> <li>• Kempsey Interagency Meeting</li> <li>• Area Health Service</li> <li>• Family Services</li> <li>• Aged Services</li> <li>• Youth Network</li> <li>• Children’s Services</li> <li>• Community groups and organisations</li> <li>• Sporting groups and organisations</li> <li>• Arts and Cultural Development Organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Number of programs and initiatives operational that strengthen community cohesion and social ties</li> <li>• Increased feelings of personal and community safety</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Annual review and report</li> </ul>

Action	Outcomes	Responsibilities	Performance Indicators	Timescale
1B.2 Promote and support public awareness of, and education about, personal safety in the community and the home	Public awareness of personal safety in the community and the home	<ul style="list-style-type: none"> <li>• Police</li> <li>• Kempsey Shire Council</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of programs and initiatives which promote awareness of personal safety</li> <li>• Increased awareness of personal safety</li> <li>• Increased feelings of personal and community safety</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Annual review and report</li> </ul>
1B.3 Evaluate and identify community safety issues in public space and develop and implement safer by design strategies to increase community feelings of safety	<ul style="list-style-type: none"> <li>• Implementation of safer by design strategies to improve feelings of safety in public spaces</li> <li>• Future Development Application include CPTED principles</li> </ul>	<ul style="list-style-type: none"> <li>• Kempsey Shire Council</li> <li>• Police</li> <li>• CBD Master Plan Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Number of issues identified</li> <li>• Number of safer by design strategies implemented</li> <li>• Increased feelings of personal and community safety</li> <li>• Processes and policies developed for inclusion of CPTED Principles in Development Applications</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation complete within 6 months of program commencement</li> <li>• Strategies developed and implemented within 6 months of evaluation</li> <li>• Evaluation ongoing</li> </ul>
1B.4 Publish information and 'tips' column in Community Safety Bulletin	Public safety information available to the public	<ul style="list-style-type: none"> <li>• Kempsey Shire Council</li> <li>• Police</li> </ul>	<ul style="list-style-type: none"> <li>• Number of personal safety articles in Community Safety Bulletin</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Annual review and report</li> </ul>

Action	Outcomes	Responsibilities	Performance Indicators	Timescale
1B.5 Evaluate programs	Programs evaluated	<ul style="list-style-type: none"> <li>• Kempsey Shire Council</li> <li>• Police</li> <li>• Dept Education and Training</li> <li>• Dept Housing</li> <li>• DoCS</li> <li>• Kempsey Interagency Meeting</li> <li>• Area Health Service</li> <li>• Family Services</li> <li>• Aged Services</li> <li>• Youth Network</li> <li>• Children's Services</li> <li>• Community groups and organisations</li> <li>• Sporting groups and organisations</li> </ul>	Programs evaluated within timescale	<ul style="list-style-type: none"> <li>• Within three months of completion of programs</li> <li>• Annual review and report</li> </ul>

**Priority Problem: 1 - Personal Crime**

**Strategy 1C:** To support and promote programs aimed at reducing alcohol/drug related harm

**Rationale:** Research and consultation shows that assaults and domestic violence are predominantly alcohol related. Community education is a recognised national and international strategy to alcohol related harm.

Action	Outcomes	Responsibilities	Performance Indicators	Timescale
1C.1 Map and promote awareness of the range of programs and support services and identify gaps	<ul style="list-style-type: none"> <li>• Raised awareness of services</li> <li>• Directory of relevant services</li> </ul>	<ul style="list-style-type: none"> <li>• Kempsey Interagency Meeting</li> <li>• Goorie Interagency</li> <li>• Area Health Service</li> <li>• CDAT</li> <li>• Department of Gaming and Racing</li> </ul>	Increased awareness of programs and support services	Directory produced within six months of strategy commencement
1C.2 Promote public awareness of programs and services	Increased public awareness	<ul style="list-style-type: none"> <li>• Kempsey Interagency Meeting</li> <li>• Goorie Interagency</li> <li>• Area Health Service</li> <li>• Dept Education</li> <li>• Schools</li> <li>• Youth Network</li> <li>• CDAT</li> <li>• Department of Gaming and Racing</li> </ul>	Increased numbers of people accessing services	ongoing
1C.3 Promote and support national and regional campaigns in the local area	Promotion and support of existing programs and campaigns	<ul style="list-style-type: none"> <li>• Kempsey Interagency Meeting</li> <li>• Goorie Interagency</li> <li>• Area Health Service</li> <li>• Dept Education</li> <li>• Schools</li> <li>• Youth Network</li> <li>• CDAT</li> <li>• Department of Gaming and Racing</li> </ul>	Increased awareness of alcohol addiction issues and services	ongoing

Action	Outcomes	Responsibilities	Performance Indicators	Timescale
1C.4 Support and promote Responsible Service of Alcohol	Increase awareness of Responsible Service of Alcohol, including legislative and social issue related to alcohol consumption	<ul style="list-style-type: none"> <li>• Liquor Consultative Committee</li> <li>• Police</li> <li>• Area Health Service</li> <li>• CDAT</li> <li>• Council</li> <li>• Department of Gaming and Racing</li> </ul>	Number of relevant people trained in RSA	ongoing
1C.5 Support and promote the Kempsey Assistance Patrol	Provides transport options for at risk and intoxicated adults and youth	<ul style="list-style-type: none"> <li>• Kempsey Shire Council</li> <li>• Macleay Licensing Accord</li> <li>• RTA</li> <li>• Attorney Generals Dept</li> </ul>	<ul style="list-style-type: none"> <li>• KAP continues to operate</li> <li>• Increased transport options available</li> <li>• Number of people assisted</li> <li>• Increased feeling of safety for users and community</li> </ul>	ongoing
1C.6 Evaluate programs	Programs evaluated	<ul style="list-style-type: none"> <li>• Kempsey Interagency Meeting</li> <li>• Liquor Consultative Committee</li> <li>• Police</li> <li>• Area Health Service</li> <li>• CDAT</li> <li>• Department Gaming and racing</li> <li>• RTA</li> </ul>	Programs evaluated within timescale	<ul style="list-style-type: none"> <li>• Within three months of completion of programs</li> <li>• Annual review and report</li> </ul>

## Priority Problem: 2 - Property Crime

**Strategy2A:** To reduce incidences of break and enter.

**Rationale:** Crime data shows that Kempsey Shire has a higher than State average incidence of break and enter. Consultation demonstrated that many residents and commercial operators do not recognise protecting their property as their responsibility and there is a need to educate residents and commercial operators about methods of reducing the risk of becoming a target for break and enter.

Action	Outcomes	Responsibilities	Performance Indicators	Timescale
2A.1 Develop and implement a resource kit to educate and inform property owners and occupiers about Safer by Design principles and to encourage them to take an active role in the safety and security of their own property	<ul style="list-style-type: none"> <li>Kit developed or sourced</li> <li>Kit offered to all households and businesses in the Shire via advertising</li> <li>Kit made available on the Internet and at public libraries</li> <li>Raised awareness of Safer by Design principles and applications</li> <li>Safer by Design incorporated into Development Applications</li> </ul>	<ul style="list-style-type: none"> <li>Police</li> <li>Kempsey Shire Council</li> <li>NSW Dept Housing</li> <li>Real Estate Agents</li> </ul>	<ul style="list-style-type: none"> <li>Number of kits distributed</li> <li>Increased awareness of Safer by Design principles</li> </ul>	Kit developed or sourced within six months of program commencement
2A.2 Provide discount vouchers for security devices in partnership with local hardware stores	Discount vouchers for security devices made available to property owners and occupiers	<ul style="list-style-type: none"> <li>Police</li> <li>Local Hardware Stores</li> </ul>	<ul style="list-style-type: none"> <li>Number of vouchers distributed</li> <li>Number of vouchers redeemed</li> </ul>	Sourced within six months and available upon distribution of kits
2A.3 Develop and implement program for property identification	Program of property identification established	Police Community groups and Clubs	Number of households that participate in the program	Run program monthly for 6 months then three monthly subject to review
2A.4 Publish break and enter prevention information and 'tips' column in Community Safety Bulletin	Monthly information and reminders published to reinforce kit message	Kempsey Shire Council Police	<ul style="list-style-type: none"> <li>Number of break and enter articles in Community Safety Bulletin</li> </ul>	ongoing

<b>Action</b>	<b>Outcomes</b>	<b>Responsibilities</b>	<b>Performance Indicators</b>	<b>Timescale</b>
2A.5 Evaluate strategy actions	Programs evaluated	Police Kempsey Shire Council	<ul style="list-style-type: none"> <li>• Program evaluated within timescale</li> </ul>	<ul style="list-style-type: none"> <li>• 18 months from distribution and implementation date</li> <li>• Annual review and report</li> </ul>

## Priority Problem: 2- Property Crime

**Strategy2B:** To reduce incidences of steal from motor vehicle.

**Rationale:** Crime data shows that Kempsey Shire has a high incidence of steal from motor vehicle. Consultation demonstrated that many residents do not recognise protecting their property as their responsibility and there is a need to educate residents and visitors reducing the risk of becoming a target for this offence.

Action	Outcomes	Responsibilities	Performance Indicators	Timescale
2B.1 Develop and distribute an information pamphlet to educate and inform motor vehicle users about safely securing their vehicle and vehicle contents	<ul style="list-style-type: none"> <li>Pamphlet developed or sourced</li> <li>Pamphlet distributed</li> </ul>	<ul style="list-style-type: none"> <li>Police</li> <li>Kempsey Shire Council</li> <li>Car park owners/operators i.e. Woolworths, National Parks</li> <li>Accommodation providers</li> </ul>	<ul style="list-style-type: none"> <li>Pamphlet sourced/developed within timescale</li> <li>Number of pamphlets distributed</li> <li>Increased awareness of vehicle security</li> </ul>	<ul style="list-style-type: none"> <li>Pamphlet sourced/developed within three months of commencement of program</li> <li>Pamphlets distributed once a week for 3 months and ongoing subject to review (Esp during holiday periods)</li> </ul>
2B.2 Media campaign – radio and print – about safely securing vehicles and belongings	Media campaign developed and implemented	<ul style="list-style-type: none"> <li>Police</li> <li>Kempsey Shire Council</li> <li>NRMA</li> <li>Media</li> </ul>	<ul style="list-style-type: none"> <li>Number of ads aired</li> <li>Increased awareness of vehicle security</li> </ul>	Ads developed within three months of program commencements and campaign run for three months in conjunction with pamphlet distribution and then ongoing subject to review
2B.3 Implement signage in high risk areas	Signage placed in high risk areas	<ul style="list-style-type: none"> <li>Police</li> <li>Kempsey Shire Council</li> <li>Car park owners/operators i.e. Woolworths, National Parks</li> <li>NRMA</li> </ul>	<ul style="list-style-type: none"> <li>Signage placed within timescale</li> <li>Reduction of steal from motor vehicle in signed areas</li> </ul>	Signage in place within three months of commencement of program

<b>Action</b>	<b>Outcomes</b>	<b>Responsibilities</b>	<b>Performance Indicators</b>	<b>Timescale</b>
2B.4 Publish prevention information and 'tips' column in Community Safety Bulletin	Monthly information and reminders published to reinforce pamphlet message	<ul style="list-style-type: none"> <li>• Kempsey Shire Council</li> <li>• Police</li> </ul>	<ul style="list-style-type: none"> <li>• Number of steal from motor vehicle articles in Community Safety Bulletin</li> </ul>	ongoing
2B.5 Evaluate strategy actions	Programs evaluated	<ul style="list-style-type: none"> <li>• Police</li> <li>• Kempsey Shire Council</li> </ul>	<ul style="list-style-type: none"> <li>• Program evaluated within timescale</li> </ul>	<ul style="list-style-type: none"> <li>• 18 months from distribution and implementation date</li> <li>• Annual review and report</li> </ul>

**Priority Problem: 2-Property Crime**

**Strategy 2C:** CPTED principles adopted and implemented by Council in regard to public works and design of public spaces

**Rationale:** Maintenance and design of public space has been identified as a causal situational factor of crime and CPTED is recognised as a method that assists in this area.

Action	Outcomes	Responsibility	Performance indicators	Timescale
2C.1 Train Public Works, Design and Parks and Gardens staff in CPTED principles	Council staff trained in CPTED principles	Kempsey Shire Council	Number of relevant Council Staff trained	<ul style="list-style-type: none"> <li>• All relevant staffed trained within six months of program commencement</li> <li>• Periodical training for new staff</li> </ul>
2C.2 CPTED training included as desirable qualifications for Public Works, Design and Parks and Gardens recruiting	CPTED training considered in Council's recruitment process for relevant staff.	Kempsey Shire Council	Number of staff recruited with CPTED training	<ul style="list-style-type: none"> <li>• Within three months of commencement of program</li> <li>• Ongoing after initiated</li> </ul>
2C.3 Council to include CPTED principles in public works and design of public spaces	Public spaces and public works reflective of CPTED principles	Kempsey Shire Council	<ul style="list-style-type: none"> <li>▪ No of public works that include CPTED Principles</li> <li>▪ No of public spaces that include CPTED principles</li> </ul>	Immediate implementation once staff trained

<b>Action</b>	<b>Outcomes</b>	<b>Responsibilities</b>	<b>Performance Indicators</b>	<b>Timescale</b>
2C.4 Develop and implement Council Policy Guidelines for CPTED in Public works and public spaces and publicise	<ul style="list-style-type: none"> <li>• Council recognition of CPTED principles and policy of use of such</li> <li>• Publicise to ensure that public understand why changes are occurring</li> </ul>	Kempsey Shire Council	<ul style="list-style-type: none"> <li>▪ Policy adopted within timescale</li> </ul>	Policy developed and adopted within three months of commencement of program
2C.5 Evaluate programs	Programs evaluated	Kempsey Shire Council	<ul style="list-style-type: none"> <li>▪ Programs evaluated within timescale</li> </ul>	<ul style="list-style-type: none"> <li>▪ 12 months from implementation and ongoing thereafter</li> <li>▪ Annual review and report</li> </ul>

## Priority Problem: 2 - Property Crime

**Strategy 2D:** CPTED and Crime Prevention techniques to be included in assessment of Development Applications as per Section 79C of the Environment and Planning Act

**Rationale:** Maintenance and design of public, private, commercial and industrial space has been identified as a causal situational factor of crime and CPTED is recognised as a method that assists in this area.

Action	Outcomes	Responsibility	Performance indicators	Timescale
2D.1 Develop and implement Development Control Plan regarding Crime Prevention and CPTED	Development Control Plan for Crime Prevention developed and implemented	Kempsey Shire Council	DCP developed within timescale	DCP developed and implemented within 6 months
2D.2 Develop and adopt Council Policy regarding Crime Prevention and Development Applications	Council policy developed and adopted	Kempsey Shire Council	<ul style="list-style-type: none"> <li>▪ Policy developed and adopted within timescale</li> </ul>	Policy developed within 6 months
2D.3 Develop Memorandum of Understanding/ Partnership with police regarding CPTED evaluation of Development Applications	MOU developed and accepted	<ul style="list-style-type: none"> <li>▪ Kempsey Shire Council</li> <li>▪ Police</li> </ul>	<ul style="list-style-type: none"> <li>▪ MOU/Partnership developed and adopted within timescale</li> </ul>	MOU developed and adopted within 6 months
2D.4 CPTED training for all Council Development Controllers and Town Planners	All development controllers and town planners adequately trained to assess development applications in regard to CPTED and crime prevention techniques	Kempsey Shire Council	<ul style="list-style-type: none"> <li>▪ No of relevant staff trained within timescale</li> </ul>	All relevant staff trained within six months Periodical training for new staff

Continued...

Action	Outcomes	Responsibilities	Performance Indicators	Timescale
2D.5 <ul style="list-style-type: none"> <li>• Develop or source and distribute information kit/booklet for prospective developers</li> <li>• Develop and implement Training/information sessions for prospective developers/architects/engineers</li> <li>• Publicise changes</li> </ul>	Information available about DA requirements related to Crime Prevention	Kempsey Shire Council	<ul style="list-style-type: none"> <li>▪ Kit/booklet developed or sourced within timescale</li> <li>▪ No of kits/booklets distributed</li> </ul>	Kit/booklet developed/sourced within 6 months Distribution immediate upon commencement of DCP and ongoing
2D.6 Evaluate program	Program evaluated	Kempsey Shire Council	<ul style="list-style-type: none"> <li>▪ Program evaluated within timescale</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2 months from distribution and implementation</li> <li>▪ Annual review and report</li> </ul>

### Priority Problem: 3-Community/Civic Pride

**Strategy 3A:** To build social networks within neighbourhoods

**Rationale:** Fear of crime is linked to poor social connectedness. Encouraging neighbourly behaviour and social networks assists in community connectedness and creates a greater feeling of safety and belonging.

Action	Outcomes	Responsibilities	Performance Indicators	Timescale
3A.1 Establish a 'Good Neighbour Program' This would be a non-competitive program based on advertising and recognising neighbourly behaviour (the concept of this program is outlined in Appendix A)	<ul style="list-style-type: none"> <li>encourage neighbourliness</li> <li>enhanced social capital</li> <li>community cohesion</li> <li>demonstrate ways of being of 'good neighbour'</li> </ul>	<ul style="list-style-type: none"> <li>Kempsey Shire Council</li> <li>Neighbourhood renewal projects – Dept Housing</li> <li>Media</li> <li>Ratepayers and residents associations</li> <li>Community Groups</li> <li>Youth Network</li> <li>Schools</li> <li>Religious organisations</li> </ul>	<ul style="list-style-type: none"> <li>Number of nominations</li> <li>Positive media reaction</li> <li>Increase in neighbourly behaviour and activities</li> </ul>	Monthly call for nominations
3A.2 Implement a Charter of Acceptable Behaviour for Dept of Housing estates	Encourage and define behaviour acceptable to the community	Dept Housing	Improved behaviour on Dept Housing estates	Implemented within three months of publishing
3A.3 Publish information and 'tips' column in Community Safety Bulletin about neighbourliness	Monthly information and published	<ul style="list-style-type: none"> <li>Kempsey Shire Council</li> <li>Police</li> </ul>	<ul style="list-style-type: none"> <li>Number neighbourliness articles in Community Safety Bulletin</li> </ul>	ongoing

Action	Outcomes	Responsibilities	Performance Indicators	Timescale
3A.4 Support and promote programs and initiatives which strengthen community cohesion and social ties	Strengthened community cohesion and social ties	<ul style="list-style-type: none"> <li>• Kempsey Shire Council</li> <li>• Dept Education and Training</li> <li>• Dept Housing</li> <li>• DoCS</li> <li>• Kempsey Interagency Meeting</li> <li>• Area Health Service</li> <li>• Family Services</li> <li>• Aged Services</li> <li>• Youth Network</li> <li>• Children's Services</li> <li>• Community groups and organisations</li> <li>• Sporting groups and organisations</li> <li>• Arts and Cultural Development Organisations</li> <li>• Religious organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Number of programs and initiatives operational that strengthen community cohesion and social ties</li> <li>• Increased feelings of personal and community safety</li> </ul>	ongoing
3A.5 Evaluate programs	Program evaluated	<ul style="list-style-type: none"> <li>• Kempsey Shire Council</li> <li>• Dept Education and Training</li> <li>• Dept Housing</li> <li>• DoCS</li> <li>• Kempsey Interagency Meeting</li> <li>• Area Health Service</li> <li>• Family Services</li> <li>• Aged Services</li> <li>• Youth Network</li> <li>• Children's Services</li> <li>• Community groups and organisations</li> <li>• Sporting groups and organizations</li> <li>• Religious organisations</li> </ul>	Evaluation completed within timescale	<ul style="list-style-type: none"> <li>• 12 months from commencement and ongoing</li> <li>• Annual review and report</li> </ul>

### Priority Problem: 3 - Community/Civic Pride

**Strategy 3B:** To build community pride by improving the appearance of the Shire, promoting a positive image of Kempsey Shire and involving residents in these activities

**Rationale:** Consultation highlighted that many residents are despondent about the appearance and negative reputation of the Shire which negatively affects the way that they think about the place they live in. Promoting positive aspects of the Shire both highlights the good things about the Shire and lessens the impact of negative features and occurrences.

Action	Outcomes	Responsibilities	Performance Indicators	Timescale
3B.1 Establish and implement a campaign about the positive aspects of Kempsey Shire (Concept outlined in Appendix B)	Encourage a positive image and highlight the beneficial aspects of living in the Shire	Kempsey Shire Council All Kempsey Shire residents Community Groups and organisations Media Chambers of Commerce	<ul style="list-style-type: none"> <li>Number of activities that promote Kempsey</li> <li>Positive Media exposure</li> </ul>	Program developed and implemented within 18 months of commencement
3B.2 Implement the 'Adopt a Park' program (Concept outline in Appendix C)	<ul style="list-style-type: none"> <li>community ownership of public space</li> <li>improve the aesthetic of the parks and gardens in the Shire</li> <li>enhance civic pride</li> </ul>	Kempsey Shire Council Community groups & organisations Media Commercial Organisations Chambers of Commerce Service Clubs Youth groups Senior Groups Schools Educational organisations Correctional Centre	<ul style="list-style-type: none"> <li>Number of Parks adopted</li> <li>Number of community groups involved</li> <li>Number of improvements made to parks</li> <li>Continued maintenance of park</li> </ul>	Program developed and implemented within 18 months of commencement
3B.3 Publish information and 'tips' column in Community Safety Bulletin about community/civic pride	Monthly information and published	<ul style="list-style-type: none"> <li>Kempsey Shire Council</li> <li>Police</li> </ul>	<ul style="list-style-type: none"> <li>Number of community/civic pride articles in Community Safety Bulletin</li> </ul>	ongoing

<b>Action</b>	<b>Outcomes</b>	<b>Responsibilities</b>	<b>Performance Indicators</b>	<b>Timescale</b>
3B.4 Implement and support Kempsey Shire Council's Tourism Plan & Cultural Plan	Identified tourism and cultural initiatives, projects, programs, strategies and services implemented/supported/maintained	<ul style="list-style-type: none"> <li>• Kempsey Shire Council</li> <li>• Agencies and services identified in the plan</li> </ul>	Number of activities from the Tourism Plan undertaken	ongoing
3B.5 Evaluate programs	Program evaluated	<ul style="list-style-type: none"> <li>• Kempsey Shire Council</li> <li>• Police</li> <li>• Media</li> <li>• Community groups and organisations</li> </ul>	Evaluation completed within timescale	<ul style="list-style-type: none"> <li>• 12 months from commencement and ongoing</li> <li>• Annual review and report</li> </ul>

### Priority Problem: 3 - Community/Civic Pride

**Strategy 3C:** Improve communication and information about crime prevention and community safety issues

**Rationale:** Accurate information about crime prevention techniques and improved communication methods to convey the information is essential.

Action	Outcomes	Responsibilities	Performance Indicators	Timescale
3C.1 Develop and publish monthly Community Safety Bulletin (Concept detailed in Appendix D)	Community Safety and Crime Bulletin published	<ul style="list-style-type: none"> <li><b>Kempsey Shire Council</b></li> <li>Police</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of community safety and crime issues</li> <li>Number and frequency of bulletins published</li> <li>Awareness of Bulletin via Council's Community Survey</li> </ul>	Published monthly for twelve months then review
3C.2 Develop a web page on Council's internet about Community Safety and Crime Prevention (Concept detailed in Appendix E)	Web page dedicated to Community Safety and Crime Prevention established Multi media approach to information provision	<b>Kempsey Shire Council</b>	<ul style="list-style-type: none"> <li>Increased awareness of community safety and crime issues</li> <li>Development of web page</li> </ul>	ongoing
3C.3 Volunteers in Policing	<ul style="list-style-type: none"> <li>positive community involvement with Police</li> <li>enhance community ownership of crime prevention and community safety issues</li> </ul>	<i>Police</i>	<ul style="list-style-type: none"> <li>Number of volunteers recruited</li> <li>Number of volunteers retained after twelve months</li> </ul>	annually
3C.4 Evaluate programs	Programs evaluated	<ul style="list-style-type: none"> <li><i>Kempsey Shire Council</i></li> <li>Police</li> </ul>	Programs evaluated within timescale	<ul style="list-style-type: none"> <li>Programs evaluated within 12 months of Commencement</li> <li>Annual review and report</li> </ul>

## Priority Problem: 4 - Social Issues

**Strategy 4A:** To reduce racism and racial tension, by developing, supporting and encouraging positive community relations and community cohesion.

**Rationale:** Consultation and research highlighted the links between racism and racial tension and community safety and crime prevention issues. There is also a need to address issues specific to the Aboriginal community that contribute to their community safety and crime prevention concerns.

Action	Outcomes	Responsibilities	Performance Indicators	Timescale
4A.1 Develop/implement a strategic plan of action, including extensive consultation and research, that will recommend short and long term strategies to address the issues of racism and racial tension in Kempsey Shire	Strategic plan developed/implemented with researched strategies to be implemented	<ul style="list-style-type: none"> <li>• KSC Aboriginal Liaison Committee</li> <li>• Aboriginal Gov and non Gov organisations</li> <li>• Kempsey Shire residents</li> <li>• Kempsey Shire Council</li> </ul>	Plan developed within timescale	Within 18 months from commencement of program
4A.2 To continue to report the Aboriginal Liaison Committee minutes to Council for consideration for adoption	Continuing to provide an avenue for Aboriginal people to have a voice at Council	Kempsey Shire Council	Aboriginal issues placed on Council's meeting agenda as a permanent item	ongoing
4A.3 Support and advocate for Council's Statement of Commitment Action Plan (1999)	Statement of Commitment actioned	Kempsey Shire Council	Number of items in Statement of Commitment that are actioned	ongoing
4A.4 Support and promote Naidoc Week, Back to Burnt Bridge and other Aboriginal events	Relevant events supported	<ul style="list-style-type: none"> <li>• Kempsey Shire Council</li> <li>• Aboriginal Organisations</li> <li>• Community Groups</li> </ul>	Number of events supported	ongoing

<b>Action</b>	<b>Outcomes</b>	<b>Responsibilities</b>	<b>Performance Indicators</b>	<b>Timescale</b>
4A.5 Support and promote Aboriginal business, employment and cultural activities	<ul style="list-style-type: none"> <li>• Establishment of Aboriginal eco-tourism/enterprises</li> <li>• Celebrating the Aboriginal culture and Aboriginal people of Kempsey Shire</li> </ul>	<ul style="list-style-type: none"> <li>• Aboriginal Organisations</li> <li>• Community Groups</li> <li>• Chambers of Commerce</li> <li>• Kempsey Shire Council</li> <li>• Education providers</li> </ul>	Number of Aboriginal business, employment and cultural activities established and maintained	ongoing
4A.6 Evaluate programs	Programs evaluated	<ul style="list-style-type: none"> <li>• Kempsey Shire Council</li> <li>• Aboriginal Organisations</li> </ul>	Programs evaluated within timescale	<ul style="list-style-type: none"> <li>• Programs evaluated within 12 months of completion and ongoing</li> <li>• Annual review and report</li> </ul>

## Priority Problem: 4 - Social Issues

**Strategy 4B:** To develop, support and encourage programs and initiatives that address Youth related community safety issues.

**Rationale:** Consultation and research identified Youth as both victims of crime and offenders. Many of the causal factors of youth related crime are social and relate to education, peer pressure, alcohol and drug use and family breakdown.

Action	Outcomes	Responsibilities	Performance Indicators	Timescale
4B.A Develop and support a Youth Advisory Council	Consultation and communication with Youth	<ul style="list-style-type: none"> <li>• Kempsey Shire Council</li> <li>• Youth Network</li> <li>• PCYC</li> </ul>	Youth Advisory Council established	Established within 8 months of program commencement
4B.2 Implement and support Kempsey Shire Council's Youth Plan	Identified youth initiatives, projects, programs, strategies and services implemented/supported/maintained	<ul style="list-style-type: none"> <li>• Kempsey Shire Council</li> <li>• Youth Network</li> <li>• Agencies and services identified in the plan</li> </ul>	Number of activities from the Youth Plan undertaken	ongoing
4B.3 Support and encourage programs and initiatives that address chronic school non-attendance and early school leaving	<ul style="list-style-type: none"> <li>• Encourage students to remain at school in years 10-12</li> <li>• Encourage school attendance at all year levels</li> <li>• Access to alternative education programs</li> </ul>	<ul style="list-style-type: none"> <li>• Dept Education and Training</li> <li>• Youth Network</li> <li>• Community Renewal Projects</li> <li>• PCYC</li> <li>• DoCS</li> <li>• TAFE</li> <li>• Macleay Vocational College</li> <li>• Kempsey Shire Council</li> </ul>	<ul style="list-style-type: none"> <li>• Increased retention in years 10-12</li> <li>• Increased school attendance at all year levels</li> <li>• Increased access to alternative education programs</li> </ul>	ongoing
4B.4 Support and promote activities at the PCYC	Promote and support youth activities	<ul style="list-style-type: none"> <li>• PCYC</li> <li>• Youth Network</li> <li>• Kempsey Shire Council</li> <li>• Dept Education and Training</li> </ul>	Number of activities held by PCYC	<ul style="list-style-type: none"> <li>• Six monthly from opening of PCYC</li> <li>• Annual review and report</li> </ul>
4B.5 Develop programs which legitimise young people's use of public spaces as a positive socialisation process	<ul style="list-style-type: none"> <li>• Focus on events which celebrate trans-generational differences</li> <li>• Maintain public amenities and activities in public areas conducive to socialising</li> </ul>	<ul style="list-style-type: none"> <li>• Kempsey Shire Council</li> <li>• Dept Housing</li> <li>• Chamber of commerce</li> <li>• Retailers</li> <li>• Youth Network</li> </ul>	Decreased negative community perception of young people in public spaces	Programs developed within 12 months of commencement and implemented within 6 months of development

<b>Action</b>	<b>Outcomes</b>	<b>Responsibilities</b>	<b>Performance Indicators</b>	<b>Timescale</b>
4B.6 Evaluate programs	Programs evaluated	<ul style="list-style-type: none"> <li>• Kempsey Shire Council</li> <li>• Aboriginal Organisations</li> </ul>	Programs evaluated within timescale	Programs evaluated within 6 months of completion and ongoing

**Priority Problem: 4 - Social Issues**

**Strategy 4C:** To develop, support and encourage programs and initiatives that address social and economic issues in Kempsey Shire.

**Rationale:** Social and economic disadvantage is identified as a causal factor of in criminal activity. Research shows that Kempsey Shire has high social and economic disadvantage and this needs to be addressed when considering crime prevention strategies.

Action	Outcomes	Responsibilities	Performance Indicators	Timescale
4C.1 Support the implementation of the Kempsey Shire Council Social Plan	<ul style="list-style-type: none"> <li>Social issues addressed via the Social Plan</li> </ul>	<ul style="list-style-type: none"> <li>Kempsey Shire Council</li> <li>Agencies and services identified in the Social Plan</li> </ul>	<ul style="list-style-type: none"> <li>Social Plan implemented</li> </ul>	ongoing
4C.2 Investigate mentoring programs such as Uncles/Aunties program, Adopt a Grand Parent etc, for implementation in Kempsey Shire	<ul style="list-style-type: none"> <li>Positive role models available for young people</li> <li>Improved social connections</li> </ul>	<ul style="list-style-type: none"> <li>Kempsey Shire Council</li> <li>Community groups</li> <li>Youth Network</li> <li>Community Renewal Projects</li> <li>Service Clubs</li> <li>Seniors Clubs</li> <li>PCYC</li> <li>Religious Organisations</li> </ul>	<ul style="list-style-type: none"> <li>Programs researched within timescale</li> <li>Program/s implemented within timescale</li> <li>Number of participants</li> </ul>	<ul style="list-style-type: none"> <li>Investigations complete 12 months from commencement</li> <li>Program/s implemented within 12 months of completion of investigations</li> </ul>
4C.3 Develop a pro active Employment Policy/Strategy for Aboriginal people to encourage and support mainstream employment	<ul style="list-style-type: none"> <li>More opportunities for Aboriginal people</li> <li>Increased awareness in the community of Aboriginal employment issues</li> </ul>	<ul style="list-style-type: none"> <li>Chamber of Commerce</li> <li>Employment Placement Agencies</li> <li>Local businesses</li> <li>Aboriginal organisations</li> <li>Kempsey Shire Council (Economic Development and Aboriginal Liaison Committee)</li> <li>Multi tiered Government</li> </ul>	<ul style="list-style-type: none"> <li>Increased employment of Aboriginal people</li> <li>Improved opportunities for Aboriginal people</li> <li>Development of sustainable career options for Aboriginal people</li> </ul>	Strategy completed within 18 months of commencement Strategy implemented within 3 months of completion

		<p>approach</p> <ul style="list-style-type: none"><li>• TAFE</li><li>• Dept Education Schools</li></ul>		
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Action	Outcomes	Responsibilities	Performance Indicators	Timescale
4C.4 Lobby and advocate for the retention of health/social/welfare services in Kempsey Shire	<ul style="list-style-type: none"> <li>• Retention of health/social/welfare services in Kempsey Shire</li> <li>• Maintain adequate service provision in the Shire</li> </ul>	<ul style="list-style-type: none"> <li>• Kempsey Interagency Meeting</li> <li>• Dept Education and Training</li> <li>• Dept Housing</li> <li>• DoCS</li> <li>• Kempsey Shire Council</li> <li>• Area Health Service</li> <li>• Family Services</li> <li>• Aged Services</li> <li>• Youth Network</li> <li>• Children's Services</li> <li>• Kempsey Hospital Action Group</li> </ul>	<ul style="list-style-type: none"> <li>• Maintained number of health, social and welfare services in Kempsey Shire</li> </ul>	ongoing
4C.5 Implement and support Kempsey Shire Council's Economic Development Plan	Identified Economic Development initiatives, projects, programs, strategies and services implemented/supported/maintained	<ul style="list-style-type: none"> <li>• Kempsey Shire Council</li> <li>• Youth Network</li> <li>• Agencies and services identified in the plan</li> </ul>	Number of activities from the Economic Development Plan undertaken	ongoing
4C.6 Evaluate programs	Programs evaluated	<ul style="list-style-type: none"> <li>• Kempsey Shire Council</li> <li>• Kempsey Interagency Meeting</li> <li>• Dept Education and Training</li> <li>• Dept Housing</li> <li>• DoCS</li> <li>• Area Health Service</li> <li>• Family Services</li> <li>• Aged Services</li> <li>• Youth Network</li> <li>○ Children's Services</li> <li>○ Religious organisations</li> </ul>	Programs evaluated within timescale	Programs evaluated within 6 months of completion and ongoing

## APPENDIX S-4

Relevant Strategies  
from the Cultural Plan.

<b>Primary Objective 1: Access</b>			
<b>Objectives:</b> To facilitate access by all sectors of the community, with particular emphasis on marginalised groups, to arts and culturally related activities and services in the Shire.			
Strategies	Outcomes	Timeframe	Stakeholders
1.1 Undertake an ongoing consultative process with identified groups to define the barriers to involvement in arts and culturally related activities inc: <ul style="list-style-type: none"> <li>- a community forum</li> <li>- face to face interviews</li> <li>- survey</li> <li>- etc</li> </ul>	Increased access by marginalised groups in the community; Increased understanding of the barriers some groups face to involvement and inclusion; Increased understanding of the needs of marginalised groups in the community; Increased involvement in arts and culturally related services and activities; Increased project development and the attraction of related funds.	Short-term	KSC officers inc ALO, Community Worker, YDO etc; Indigenous Orgs; Disabilities agencies; Agencies servicing NESB clients; Youth Organisations; Organisations for the aged; Gay and Lesbian support groups; Arts MNC etc
1.2 Provide appropriate information regarding arts and culturally related activities to all sectors of the community	All sectors of the community informed; All sectors of the community involved in arts and culturally related activities and services.	Short-term	KSC; Arts MNC Local agencies involved in information dissemination.
1.3 Develop a database of organizations servicing marginalised groups for the purposes of information dissemination	Increased access to information by all sectors of the community; Local individuals and agencies linked to support; Strengthening of the local arts and cultural network.	Short-Medium Term then ongoing	Arts MNC KSC MVAC Local Agencies
1.4 Assess the information technology needs of geographically isolated communities with consideration to: <ul style="list-style-type: none"> <li>- lobbying for broadband services</li> </ul>	Increased access to modern technologies for the purposes of accessing and disseminating information;	Medium to Long-term	KSC AHCDB AHCACC Angela O'Brien

- CTC's in appropriate communities			
1.5 Assess and address transport links to major arts and culturally related facilities in the Shire.	Greater public access to arts and culturally related facilities, activities, projects and events; Greater understanding of the needs of geographically isolated communities; Greater engagement with the local transport network.	Medium Term	Transport Companies; SRA; KSC
1.6 Attract funding for arts and culturally related projects that specifically target marginalised groups in the Shire.	Increased arts and culturally related activity; Increased access by marginalised groups; Increased state and federal resources into the LGA	Short term then ongoing	Local Agencies KSC AL/NC
1.7 Develop arts and culturally related projects that target marginalised groups in the Shire.	Increased involvement and access by marginalised groups in the development and implementation of arts and culturally related projects.	Short to medium term then ongoing.	Local Agencies KSC AL/NC
1.8 See Key Objective 3: Marketing and Promotion			

<b>Primary Objective 2: Professional Development</b>			
<b>Objectives:</b> To facilitate access to, and the development of, training and professional development programs that service the arts and cultural sector			
Strategies	Outcomes	Timeframe	Stakeholders
2.1 Identify and promote existing training programs.	Greater attendance and access to existing training programs.	Short-term then ongoing	Existing training providers AMNC MVAC TAFE Schools
2.2 Attract funding for the development of new training programs in the Shire. Identified areas of need include: <ul style="list-style-type: none"> <li>- Sculpture</li> <li>- Ceramics</li> <li>- Printmaking</li> <li>- Creative Writing</li> <li>- Poetry Writing</li> <li>- Script Writing</li> <li>- Film Making</li> <li>- Film Directing</li> <li>- Film editing</li> <li>- Stage craft</li> <li>- Dance</li> <li>- Broadcasting</li> <li>- Public Art</li> <li>- Indigenous Arts</li> <li>- Indigenous Culture</li> <li>- Indigenous Dance</li> <li>- Exhibition Management</li> </ul>	Increase in local practitioners skills; Increase in arts and cultural outputs; Strengthening of the arts and cultural networks; Increased state and federal resources attracted into the shire; Increase in non-govt resources into the shire; Further identification of training needs; Engagement of the training sector in understanding the arts and cultural needs of the Shire.	Ongoing	KSC; Existing training providers AMNC MVAC TAFE Schools Community Agencies Relevant Govt Depts
2.3 Review options for the development of mentoring programs particularly in the areas of youth and Indigenous arts development.	Increase in youth and Indigenous involvement in the arts; Further access to skills development; Employment outcomes for participants;	Medium – long-term	KSC AMNC MVAC Community Agencies
2.4 Develop an annual	Increased access to	Medium-term	MVAC;

artist in residence program for the Shire	professional development; Increased interest in the arts locally; Increased access to 'master class' level of training.	then ongoing.	AMNC.
2.5 Develop skills based, outreach programs, that are suitable for small geographically isolated communities	Needs of geographically isolated communities serviced; Increased access to training for geographically isolated artists and individuals.	Medium – long-term then ongoing	TAFE; ACE; Local Training Providers; AMNC MVAC
2.6 Lobby existing training providers such as TAFE and ACE to meet the skills development needs of the local community	Greater provision of professional development programs by major training providers; Greater access to accredited courses; Greater vocational links developed.	Short-term	TAFE; ACE; Local Training Providers; AMNC; MVAC.
2.7 Undertake a skills audit and develop a database of trainers and expertise willing to undertake PD programs	Increased ease of access to trainers; Development of a more co-ordinated approach to training; Increased employment for trainers; Skills and expertise identified in the community; More effective use of local human resources.	Medium term	AMNC; MVAC; KSC.

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**Primary Objective 3: Marketing/Promotion**

**Objectives:** To ensure that arts and cultural activities are effectively promoted and related products are marketed efficiently within the shire and beyond

Strategies	Outcomes	Timeframe	Stakeholders
3.1 To identify existing arts and culturally related activities that require more effective promotions.	More effective promotion of local activities; Greater collaboration in approaches to promotions.	Short-term	AMNC; Community Agencies; Festival/Events Committees; Local Media.
3.2 Identify and assess current marketing and promotion avenues and develop strategies for more effective use of existing outlets eg - better use of Tank Radio	Increased utilisation of local media; Links and relationships formed between arts sector and media; Increased attendance at arts and culturally related activities; More effective marketing approaches.	Short-term	AMNC; Community Agencies; Festival/Event Committees; Local Media; Tourism Bodies
3.3 Assess current level of resources for promotions and attract further resources on the basis of need.	Increased marketing and promotional resources; More effective use of existing resources.	Medium-term	AMNC; Community Agencies; Festival/Events Committees; Funding Bodies; Local Media.
3.4 Establish a Shire marketing and promotion reference group.	Increased opportunities for collaborative marketing and promotions; More effective use of local resources; Greater lobbying and advocacy power; Increased professional development	Medium-term	KSC; Local Media; AMNC; MVAC; Community Agencies; Festival/Events Committees Tourism Bodies
3.5 Explore opportunities for collaborative marketing and promotion inc: - collaborative brochures - arts and cultural directory	More effective use of existing resources; Strengthening of related networks; Increase in attendance at arts and culturally related activities and	Short-term then ongoing	Community Agencies; Festival/Events Committees; KSC; MVAC; Community

<ul style="list-style-type: none"> <li>- Arts and cultural website</li> <li>- An annual events calendar</li> <li>- An arts column in Rural Press</li> <li>- Cultural tourism trails</li> <li>- An 'Art-bank'</li> </ul>	<p>events; Increased sales of arts and cultural products; A co-ordinated approach to marketing and promotions.</p>		<p>Agencies; Local Media; AMNC; General Community.</p>
<p>3.6 Exploit opportunities for arts based promotion through other community events and activities.</p>	<p>Further utilisation of existing resources; Increase in activities that link to other events.</p>	<p>Ongoing</p>	<p>Community Agencies; Festivals/Events Committees; AMNC; MVAC.</p>
<p>3.7 Develop a more co-ordinated approach to events and festivals development and implementation.</p>	<p>Limited number of clashes of events; Increased visitation to events; Increase in links between events and festival committees; Increased sharing of resources.</p>	<p>Ongoing</p>	<p>AMNC KSC; MVAC; Festivals/Events Committees; Community Agencies.</p>
<p>3.8 Create community noticeboards in identified strategic locations in the Shire, particularly the outer lying communities.</p>	<p>Promotions reaching geographically isolated communities; Equality of public access to promotions;</p>	<p>Medium-term</p>	<p>KSC; General Community</p>
<p>3.9 Develop stronger links with local regional and state Tourism.</p>	<p>Increased resources for local promotions; Access to broader promotional opportunities outside the LGA; Increased visitation to the Shire.</p>	<p>Short-term then ongoing</p>	<p>KSC; AMNC; Local and Regional Tourism Bodies; Relevant committees and Orgs</p>
<p>3.10 Provide professional development particularly for practitioners in cultural industries re more effective approaches to marketing.</p>	<p>Increase in professionalism of marketing approaches; More effective marketing; Greater sales of arts and culturally related products.</p>	<p>Medium-term then ongoing</p>	<p>Training Orgs Cultural Industries; AMNC</p>
<p>3.11 Develop and increase the range of innovative showcasing options that</p>	<p>Increased access by local artists and craftworkers to sales</p>	<p>Short – medium-term</p>	<p>MVAC Community Agencies;</p>

inc: - Use of vacant shops - Street theatre - Public Art - Use of existing businesses - etc	outlets; Increase in local outputs; Increased links between artists and craftworkers to the broader business community.		KSC; Private Sector.
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**Primary Objective 4: Infrastructure and Networks**

**Objectives:** To develop an appropriate level of infrastructure for cultural activities and industry, and strengthen and develop related arts and cultural networks in the Shire

Strategies	Outcomes	Timeframe	Stakeholders
4.1.a. Develop a Shire wide register of public halls and facilities and associated specifications and existing community usage and cultural events.  4.1.b. Undertake a rigorous Cultural Mapping process	Increased knowledge of venues across the Shire; Easy access to facilities information; Strategic approach to identifying priority facilities for maintenance or upgrade.  Identification of existing infrastructure, services, facilities etc Cultural Sector benchmarked; Needs identified; Strategies for development based on planning and research.	Medium-term  Medium-term	KSC  KSC; AMNC.
4.2 Assess the viability of Gladstone as a heritage precinct within the shire.	More strategic and effective use of resources; A planned approach to precinct development; Increased visitation to the Shire; Value placed on rural communities.	Short – medium-term	KSC
4.3 Facilitate access to vacant venues in the Shire for arts and culturally related activities	Increased access by local artists to showcasing opportunities; More effective use of unused commercial space;	Short-term	MVAC; KSC; Community Agencies.

	A more vibrant CBD; Increased sales for local artists.		
4.4 Assess options for an outdoor performing arts venue on the river in the CBD precinct	Increase in cultural infrastructure; Increased access by the community to performances; Greater and more effective use of local environment; Increase in local theatre output	Long-term	KSC; AMNC; Band Box Theatre Community; Funding Bodies

4.5 Continue to develop and upgrade existing facilities eg Band Box Theatre, Community Halls, Museum etc.	Increase in cultural infrastructure; Increased access by the community to performances; Greater scope for local productions; More professional local productions.	Medium term then ongoing	KSC; Funding Bodies; Facility management committees.
4.6 Lobby for further development of the Library network in the Shire.	Increased resources to local libraries; Greater use of library services; Greater knowledge of information services provided.	Ongoing	KSC; Libraries; Community agencies; General community.
4.7 Engage LG in conjunction with relevant state and federal bodies for the development of a Regional Gallery for the Kempsey CBD	A Regional Gallery established; Increase in arts based infrastructure; Increased visitation to the Shire; A centre and focal point for visual arts development in the Shire.	Medium – long term	KSC; AMNC; Community; Funding Bodies.
4.8 Support the Wutuma Keeping Place Committee in their efforts to develop a major facility for the South Kempsey Park.	Increased advocacy and lobbying for the required resources; Increased links between the Indigenous and non-Indigenous communities; Greater cross-cultural understanding; Social capital building for local Indigenous communities; Increased employment outcomes for Indigenous people; Greater visitation to the region; Increased economic outcomes for the general community.	Short-term and then ongoing until the facility is realised.	Indigenous Orgs; KSC; Economic Development Agencies; Funding Bodies; Community Agencies; General Community.
4.9 Assess the economic viability of a new Cinema for the Kempsey CBD and engage the private sector if viable.	Provision of an appropriate Cinema complex in the Kempsey CBD; Greater access to cinema.	Medium-term	Private Sector AMNC KSC

4.10 Support for the Slim Dusty Heritage Centre development and assist in attracting related funds.	Attraction of funds to realise the project potential; Increased tourism; Further development of Country Music; Potential for increase in Country Music Festival; Economic and employment outcomes.	Medium – Long-term	KSC; AMNC; Private Sector; Funding Bodies.
4.11 Support the Macleay Valley Arts Council in the development of the Oddfellows Hall	Addition to local cultural infrastructure; Multi-purpose use; Base and focal point for the Macleay Valley Arts Council; Culturally related meeting space.	Short – medium-term	MVAC; KSC; AMNC; Community agencies; Funding Bodies.
4.12 Explore funding opportunities to purchase the Kempsey ABC Studios as a culturally based facility	Addition to local cultural infrastructure; Potential for the development of local and regional Indigenous programs; Potential for the establishment of a local recording studio; Economic and employment outcomes.	Short – medium-term	AMNC; KSC; ABC; Indigenous Sector; Funding bodies; General Community.
4.13 Establish an Arts and Cultural Interagency meeting on a quarterly basis	Strengthening of the local network; Greater sharing of information and resourcing; A more co-ordinated approach to arts and cultural development; Greater links developed between communities; Increased promotional potential.		
4.14 Establish a Youth Arts Council and develop a youth and arts network for the Shire.	Increased opportunities for youth related arts and cultural development; Skills development for young people; Avenue for youth culture to be celebrated; Pathways developed for youth into other areas of arts management.	Short – medium-term	AMNC; Youth Organisations; Community Agencies; Young People.
4.15 Support and develop arts and	Increased strength of the network;	Short-term then ongoing.	KSC;

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culturally related networks via database development, e-groups, creating new links, promotions etc	Increased access to individuals and organizations who can assist; Greater promotional potential		MVAC; AMNC.
4.16 Establish Indigenous Arts Group			
4.17 Develop a commitment to the provision of a multi-purpose civic and performing arts centre for the Shire.	Provision of an appropriate venue for civic activity generally; Increase in touring products; A central point for the gathering of communities; Increased access for larger local productions.	Long-term	KSC; AMNC; Community; Funding Bodies

**Primary Objective 5: Project Development**

**Objectives:** To attract resources and develop arts and culturally related projects in areas of identified need for the Kempsey Shire

Strategies	Outcomes	Timeframe	Stakeholders
5.1 Utilise the CPAC as a co-ordinating body for arts and culturally related project development in the Shire.	Greater co-ordination of local project development; Support for local groups wishing to develop projects; Access to information and links to resources for local groups.	Short-term then ongoing	CPA Committee; Community Agencies.
5.2 Create a yearly strategy to identify priority projects and attract resources for same.	Priority projects developed and implemented; Increased resources into the area; Strategic and co-ordinated approach to the allocation of resources.	Short-term then annually	CPA Committee KSC; AMNC.
5.3 Develop arts and culturally related projects that target youth and Indigenous peoples as a priority in the first year (2003)	Youth and Indigenous groups supported and engaged in arts and culturally related projects; Increased access to resources for these marginalised groups; Social and economic issues addressed through the arts.	Short-term	Youth Agencies; Indigenous Communities; AMNC; Funding Bodies; KSC Dev Officers
5.4 Attract funding for the development of a 'flagship' arts event for the Shire for the purposes of showcasing the creative talents of the area.	Flagship event developed and implemented; Increased visitation to the area; Local talent and arts products showcased; Increased community involvement in the arts; Greater engagement with Tourism NSW.	Medium-term	Tourism NSW Festival/Events Committees; KSC; AMNC; MVAC.
5.5 Encourage and support the development of local film and video media to link with local	Local film and video producers supported and creating greater output; Local content developed	Medium-term	AMNC; Film MNC; MVAC; Band Box Theatre;

film festival development.	for local film festival; Local issues promoted; Potential for local enterprise development.		Community
5.6 Attract funding for a mobile outdoor cinema for the purposes of taking regional cinema to small isolated communities.	Geographically isolated communities serviced; Local film and video products showcased; Greater amount of resources attracted; Potential for local enterprise development.	Medium-Long-term	AMNC; Film MNC; MVAC; Geographically isolated Communities
5.7 Develop a public art policy and strategy for the Shire.	A more strategic approach to public art development; Resources attracted for public art development; Increased public art development in the Shire; Employment for professional artists.	Medium-term	KSC; AMNC; MVAC CPA Committee
5.8 Develop an annual public program of classical, jazz, and popular concerts appropriate for the general community of the Shire.	A more strategic approach to the provision of local concerts; Increased opportunities for local musicians; Increased access for local communities.	Medium - long-term	MVAC; Community Agencies.
5.9 Increase the utilisation of the City Mall as a venue for arts and cultural activities, inc busking and street theatre.	Increased access for the public to arts and cultural activities; Increased public interest in accessing the City Centre Mall; Increased custom for local businesses; An avenue for amateurs to gain hands-on experience; Increased opportunities for professional arts workers	Short - medium-term	KSC; Mall Management; MVAC; KSC Develop. Officers Community Agencies; Community
5.10 Develop a more strategic approach to the attraction of touring potential to the Shire; inc - Railway Street Theatre Co.	Greater numbers of touring products attracted to the shire; Increased visitation to the Shire; A greater range of choice	Medium-term	Touring Orgs; Local Presenters; AMNC; MVAC; CPA Committee

<ul style="list-style-type: none"> <li>- Musica Viva</li> <li>- Arts on Tour</li> <li>- Women on a Shoestring</li> <li>- etc</li> </ul>	<p>for residents; Increased local activity as a result of exposure to metro products.</p>		
<p>5.11 Support and resource local theatre and public performance initiatives through the attraction of local regional state and federal resources.</p>	<p>Increased resources for local project development; Increased local output; Increased quality of local initiatives</p>	<p>Ongoing</p>	<p>Band Box Theatre; Funding Bodies; Community Agencies; AMNC; MVAC</p>
<p>5.12 Encourage Council to consider a more strategic approach to the allocation of LG resources via a Council cultural small grants program.</p>	<p>More effective use of local resources; Increased engagement of Council in CCD; Access to small grants by small community based organizations.</p>	<p>Medium-term</p>	<p>KSC; Community</p>

**Primary Objective 6: Cultural Industries**

**Objectives:** To support existing, and develop new, viable, Cultural Industries that will provide increased economic and employment outcomes for the Shire.

Strategies	Outcomes	Timeframe	Stakeholders
6.1 Research and benchmark the current level of Cultural Industries development within the Shire.	Cultural Industries benchmarked; Barriers to further development identified; Strategies developed to progress Cultural Industries.	Short – medium-term	AMNC; KSC; Cultural Industries; Economic Dev Orgs
6.2 Develop a local Cultural Industries reference group.	A more informed and co-ordinated approach to Cultural Industry Development; A higher priority developed for Cultural Industries; Increased networking, sharing of resources; Lobbying group established.	Medium-term	Cultural Industries; AMNC; KSC.
6.3 Develop a three-year strategic plan for Cultural Industry development in the Shire.	A considered and realistic approach to development; Increased support and resources for Cultural Industries development; Greater economic and employment outputs for the sector.	Medium – long-term	KSC; Cultural Industries; Economic Dev Orgs; AMNC.
6.4 Promote the value and breadth of Cultural Industry development broadly across the shire	Increased understanding of the potential of Cultural Industry development; Increased support for development;	Short-term then ongoing	AMNC; Cultural Industries.
6.5 Engage the support of local, regional, state and national Economic Development organizations for Cultural Industry development in the Shire.	Increased understanding and involvement by the Economic Dev sector in Cultural Industry development; Increase in resource support; Professional input into	Short-term then ongoing	Cultural Industries; AMNC; KSC; Economic Dev Orgs.

	business development; Increased professional approaches to business management and development.		
6.6 Develop stronger links between Tourism and the Cultural Industry sector as one approach to more effective promotions.	Greater involvement and understanding of the Cultural Industries sector by Tourism operators; Greater opportunities for marketing and promotions; Increase in available resources and partnership potential; Greater visitation to the Shire.	Short-term then ongoing	Tourism NSW; Reg Tourism Board, Local Tourism Officer; Cultural Industries; AMNC; KSC.
6.7 Liaise with the Indigenous community to assist in the development of Indigenous related Cultural Industries and associated infrastructure.	Increase in the output and professional management of Indigenous related Cultural Industries; Increase in resources for the support of Indigenous Cultural Industries; Increased social capital building.	Short-term then ongoing	Indigenous Cultural Industries; KSC; AMNC: RICO State and Fed Indigenous Dev Orgs
6.8 Explore the opportunity for a co-location of Cultural Industries in an industrial estate context.	Sharing of resources; Development of Industry clusters; Access to infrastructure; Increased access by locals and visitors through a co-location arrangement.	Long-term	KSC; AMNC; Economic Dev Orgs; Funding Bodies; Private Sector.
6.9 Identify the training needs of the Cultural Industries sector and develop a local response.	Increased professionalism in the management and services offered by Cultural Industries; Access to specific training to meet identified needs; Engagement of the education and training sector.	Short-term then ongoing	Training Orgs Cultural Industries; AMNC.

6.10 Access resources for the purposes of Cultural Industry development in the Shire.	Increase in resources and development of Cultural Industries in the Shire. Increase in employment and economic outcomes.	Short-term then ongoing	Cultural Industries; AMNC; KSC; Economic Dev Orgs Funding Bodies
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**Primary Objective 7: Resources**

**Objective:** To utilise existing resources more effectively and attract local, regional state and federal government and non-government resources for the purposes of arts and cultural development.

Strategies	Outcomes	Timeframe	Stakeholders
7.1 Identify, map and rate, existing resources.	Existing resources identified; Existing resources rated re age, usability etc	Short-term	Kempsey Shire Council; Relevant Agencies; Arts MNC MVAC
7.2 Promote availability of existing resources and encourage sharing where appropriate.	Database of existing resources created and promoted; More effective use of existing resources; Greater networking opportunities; Greater collaboration between agencies and individuals.	Short-medium term initially Then ongoing	Kempsey Shire Council Arts MNC Local Media
7.3 Identify and promote availability of Govt funding opportunities	Funding sources identified; Greater number of submissions for funds; Greater Regional State and Fed resources into the Shire; Project ideas linked to resources;	Short-term initially Then Ongoing	Arts MNC Kempsey Shire Council Libraries MVAC Local Media
7.4 Identify and promote opportunities for access to non-government funding.	Non-Govt resources/potential \$'s identified; Greater awareness of non-govt funding, sponsorship availability; Greater amount of non-govt resources attracted	Short-term initially Then ongoing	Arts MNC Business Sector Private Foundations
7.5 Provide workshops on how to attract resources inc submission writing, lobbying etc	Increased number of applications/submissions; Increase in professionally developed applications; Greater success rate of local submissions; Increased resources into the Kempsey LGA.	Short-term Annually	Kempsey Council Arts Mid North Coast Relevant Agencies
7.6 Identify and engage key decision makers at regional, state and federal levels	Increased visitation by key decision makers at the Regional, State and Federal levels to the Kempsey LGA; Greater understanding of the needs of the Kempsey LGA at the Regional State and Federal levels; Greater returns to the Kempsey	Short term Then ongoing	Kempsey Shire Council Arts MNC

	LGA through regional state and federal funding programs		
7.7 Explore opportunities to develop partnership approaches to funding applications.	More effective and efficient use of resources; Greater lobbying power; Stronger links formed between agencies; Increased success of partnership applications.	Short-medium term Then ongoing	Relevant Agencies Arts MNC Kempsey Shire Council