

Nambucca Valley: Living at its best 2027 Community Strategic Plan










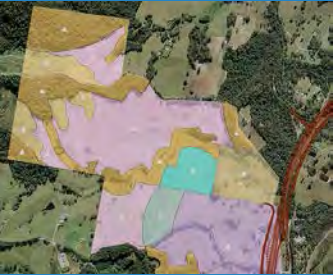



Nambucca Valley Vision: Nambucca Valley - Living at its best

The Nambucca Shire Council Mission Statement: The Nambucca Valley will value and protect its natural environment, maintain its assets and infrastructure and develop opportunities for its people.

Council is proud to acknowledge and respect the Gumbaynggirr people as the Traditional Custodians of the Nambucca Valley.

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Message from the Mayor



Nambucca Heads - a natural wonder in itself



Cr Rhonda Hoban, Mayor

The Nambucca Valley is a unique and diverse community with a broad range of needs and aspirations. Nambucca Shire Council faces many challenges in trying to meet community needs within limited resources. The Community Strategic Plan is a document that helps us to ensure that we are always working towards meeting those needs.

It is a ten year strategic plan that has been developed in consultation with the community and focuses on capturing the community's collective aspirations and achieving our community's Vision of 'Living at its Best'.

The Community Strategic Plan is a document that guides a number of other shorter term plans. Many of

the aspirations of our community cannot be achieved within a short time-frame and certainly not within an annual budget. If there is not a longer term community-based plan to follow it is easy to lose sight of some of the more long term goals. The Plan acknowledges that we need an integrated approach comprising environmental, economic, social and cultural and civic leadership considerations to achieve those goals.

The Plan also serves as a document by which Council and the community can assess the progress that has been made and confirm that we are delivering on key strategic directions identified by the community.

While Council is responsible for leading the Community Strategic

Plan, it has been developed with the understanding that it will be delivered as a partnership between Council and other stakeholders such as federal and state agencies, community groups and individuals.

It is important that we recognise that the Community Strategic plan belongs to the community and not Council. It is your plan for the future and we welcome your input. It is only in partnership that we can achieve our Vision **"Nambucca Valley - Living at its best."**

Rhonda Hoban

Mayor, Nambucca Shire

Guiding Principles



Guiding Principles



The Nambucca River overlooking Macksville

The Community Strategic Plan is the highest level plan that a council prepares. The purpose of the Plan is to identify the community's main priorities and aspirations for the future and to plan strategies to achieve that future.

The Community Strategic Plan addresses four key questions for the community:

- Where are we now?
- Where do we want to be in ten years time?
- How will we get there?
- How will we know we've arrived?

This Community Strategic Plan is based on the Social Justice Principles of equity, access, participation and rights.

Equity — there should be fairness in decision-making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

Access — all people should have access to services, resources and opportunities to improve their quality of life.

Participation — everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

Rights — equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

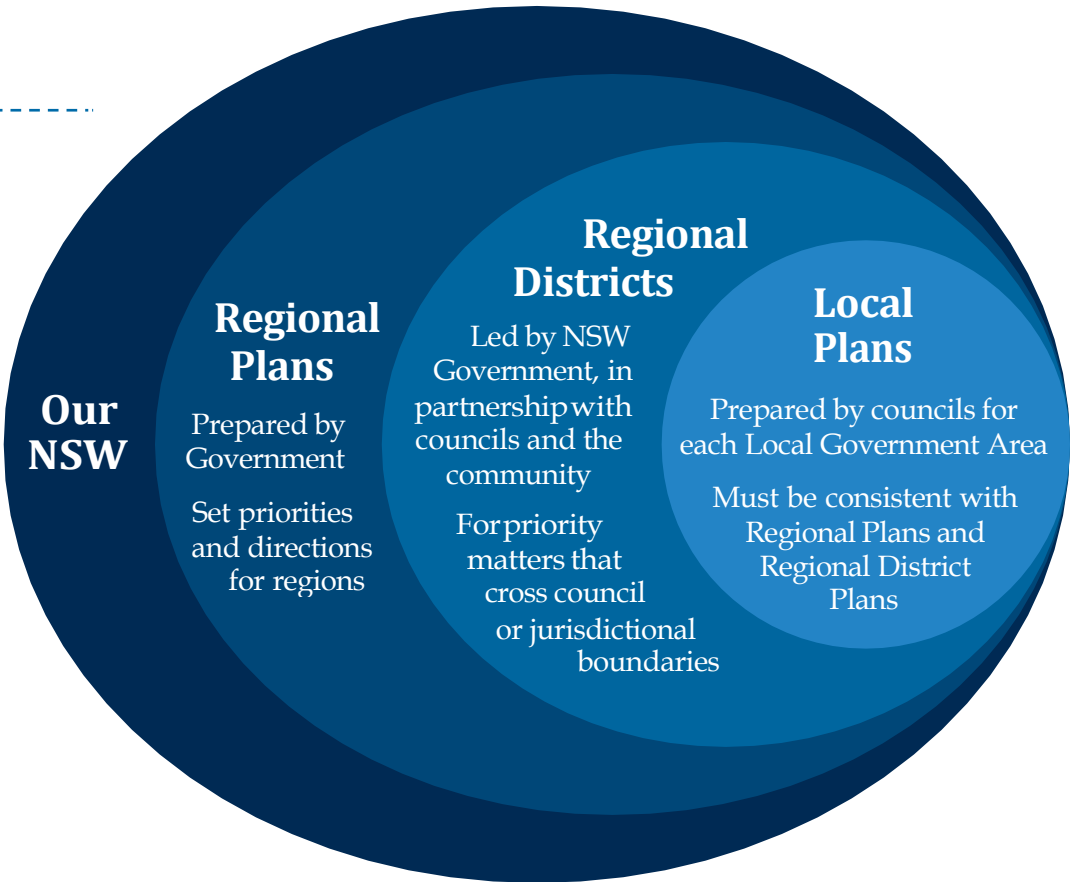
Guiding Principles



Macksville Park

Integrating the Plan in the big picture

Council’s Community Strategic Plan exists within the context of the NSW State Plan.



Guiding Principles



Storm approaching - Scotts Head Beach

In September 2015, NSW Premier Mike Baird unveiled 12 personal priorities and 18 state priorities to grow the economy, deliver infrastructure, protect the vulnerable, and improve health, education and public services across NSW.

These priorities set the agenda for the NSW Government Sector over the coming years.

Premier's priorities

- Creating jobs
- Building infrastructure
- Reducing domestic violence
- Improving service levels in hospitals
- Tackling childhood obesity
- Improving education results

- Protecting our kids
- Reducing youth homelessness
- Driving Public Sector diversity
- Keeping our environment clean
- Faster housing approvals
- Improving Government services

State priorities

- Making it easier to start a business
- Encouraging business investment
- Boosting apprenticeships
- Accelerating major project assessment
- Increasing housing supply
- Protecting our credit rating
- Delivering strong budgets
- Improving Aboriginal education outcomes
- Transitioning to the National Disability Insurance Scheme
- Better Government digital services

- Cutting wait times on planned surgeries
- Increasing cultural participation
- Ensuring on-time running of public transport
- Creating sustainable social housing
- Reducing violent crime
- Reducing adult re-offending
- Reducing road fatalities
- Improving road travel reliability

More specifically to the Nambucca Valley, The **North Coast Regional Plan 2036** released in 2017

“encompasses a vision, goals and actions geared towards delivering greater prosperity in the years ahead for those who live, work and visit this important region”

The Nambucca Shire will in the near future issue a **Local Strategic Planning Statement** that will link Local Strategic Plans to the new Regional Plan.

Guiding Principles



The Nambucca River overlooking Macksville

Sub Plans:

- Climate Change Adaptation Strategy (Dec 2010);
- Nambucca Flood Risk Management Plan (April 2017)
- Nambucca River Estuary Management Plan (October 2007) (to be reviewed and amended in accordance with new Coastal Management Plan Guidelines 2017)
- Coastal Zone Management Plan for the Nambucca Shire Coastline
- Strategies for Resilient Coastal Communities (May 2012) (State Gov Cert);
- Local Growth Management Strategy – Rural Residential (State Gov cert)
- Local Growth Management Strategy – Employment Lands (State Gov Cert)

- Nambucca LEP 2010 (State Gov cert)
- Nambucca Development Control Plan 2010
- Heritage Strategy (2015-17);
- Open Space Strategy (colleens Document)

Other important policy or guiding documents:

- Nambucca River Masterplan (March 2010)
- Nambucca Koala Habitat Study (Dec2015)
- Nambucca Vegetation Mapping (Dec2015)
- Dawkins Park Landscape Enhancement Plan (2016)
- Macksville Town Centre Revitalisation (2017)
- Deep Creek Entrance Management Policy

How the Plan was Developed



Community Engagement Strategy

Community consultation
on Council's Floodplain
Management Study



Community Engagement Strategy

This Strategic Plan is a result of an ongoing conversation with our Community. The previous (and first) Plan was published in 2013 after an extensive consultation process; but the conversation didn't stop there. In 2014 a series of public meetings were held as part of consultation on a special rate variation for 2015 to 2017. In 2015 Council consulted widely on The Council improvement process for Fit for the Future Council Local Government Reforms. Council also received feedback on various Master Plans including the Open Space Strategy, Dawkins Park Landscape Enhancement Plan, Macksville Town Centre Revitalisation Plan, Nambucca Flood Risk Management Plan, review of developer contribution plans and the Nambucca Koala Habitat Study.

Every three years Council commissions a Community Satisfaction Survey. The first was in 2007 and the most recent was in 2016 - these surveys provide an invaluable insight into residents' changing priorities. They are also a score card as to how our community rates the range and quality of services provided by the Nambucca Shire Council.

Council meets twice a month and at each meeting there is a public forum where residents are invited to address Council on a topic that concerns them. Delegations from the public on items on the Agenda are invited. Councillors ask questions and hot topics of the moment, ongoing concerns, plans and ideas for the future are regularly discussed. Another opportunity for Public participation in the process of Local Government is during the public exhibition stage of the Shire's regulatory planning and reporting documents.

Nambucca Shire is also represented at Community Forums in partnership with State and Federal agencies responsible for delivering services ranging from Health, Youth, Indigenous Social Justice and Regional Development.

As part of the 2017 review of the Community Strategic Plan, open community forums were held where people were invited to share their vision for the Nambucca Valley in 2027.

Targeted feedback was also sought on one of the key issues for this term of Council and beyond; the impact of the Pacific Highway upgrade. This will include the bypassing of Macksville and there was a focus on planning for Macksville "post bypass". Another popular theme was the impact on the Community of quicker, easier access to the large regional centre of Coffs Harbour. Topics of conversation included whether there will be an influx of people who commute to Coffs Harbour for work and concern that local spending will leak to the neighbouring local economies.

These conversations and others like them will need to continue so all people of the Nambucca Valley can inform decisions that shape their future. The Nambucca Shire Council is committed to making sure this happens.



Community Aspirations



Wellington Rock,
Nambucca Heads

Community Aspirations



Bike riders at Way Way

Making it happen

Council has a key role in shaping the future of the Nambucca Valley, however, there are many other players in the team. These include community organisations, local businesses, the State and Federal Government and most importantly, our residents. A team approach means there is coordination and cooperation to achieve the community's needs at the minimum cost.

Council's contribution to achieving the outcomes in this Plan will be expressed in a Resourcing Strategy and a series of four year Delivery Programs and Annual Operational Plans.

Council will report back to the community at regular intervals on what has been achieved.

The Framework

This Community Strategic Plan is based on four key themes which reflect the aspirations of our Community. Each theme has a number of strategies that will help us achieve our goals:

Aspiration 1: Caring for our Community

- A well informed Community that is involved in making decisions about its future.
- Sustainable management of the Nambucca Shire's Environmental, Social and Financial capital.
- The Nambucca Valley is a safe and healthy place to live.

Aspiration 2: Caring for our Environment

- Development in the Nambucca Valley will protect the environment and enhance the social and economic wellbeing of its people.
- Nambucca Valley Residents will responsibly manage their waste. Reusing, reducing and recycling where possible.
- The Nambucca Valley Community will value, enhance and protect the natural environment.

Community Aspirations



Kayakers on the Nambucca River

Aspiration 3: Living Well

- The social cohesion of the Nambucca Valley Communities will be underpinned by a wide range of cultural, sporting and recreational opportunities
- The Shire's residents respect and value for the Valley's Indigenous Culture and heritage
- All Valley residents feel part of the Nambucca Community regardless of their personal background or circumstances.

Aspiration 4: Promoting Prosperity

- The Shire's infrastructure will reliably support the needs of the community and facilitate a prosperous economy and promote future economic growth
- The people of the Nambucca Shire will enjoy meaningful and rewarding local employment opportunities.

Reporting back – at the end of its term this Council will report progress against the key objectives listed under each Aspiration.

Aspiration 1: Caring for our Community



Anzac Day, Bowraville

Objective - Our Community will be a safe healthy place to live where everyone is valued.

Strategy 1.1 Civic leadership and administration

- **Citizen Engagement** - Council engages the Community in the process of open government and public participation is encouraged not only in policy development and major decisions, but in the day to day operations of the Council.
- **Sustainable Delivery of Services** - Council delivers services that reflect the priorities of the community and makes best use of the available resources.

- **Risk Management** - Council will identify and manage risks likely to have a material impact on the organisation's ability to achieve its mission and objectives.
- **Sustainable Energy Use** - Nambucca Shire Council will provide Community leadership in sustainable energy use.

Strategy 1.2 Public order and safety

- **Community Safety** - The Nambucca Shire shall foster Communities where people feel safe and secure.
- **Companion Animal Welfare** - Companion Animals will be proactively managed to ensure the community's safety and high standard of animal welfare.

Strategy 1.3 Public health

- **Safe Food** - The Nambucca Shire Council will guard against illness caused by unhealthy food by promoting and enforcing food hygiene standards.
- **Clean Water** - Council will ensure Nambucca waterways will not be contaminated by on-site sewerage systems. This will be achieved by an efficient monitoring regime and effective enforcement of the current standards.
- **Personal Health and Wellbeing** - Council will seek to improve the overall health and wellbeing of the community of the Nambucca Valley by supporting public health initiatives, and advocating for improved aged care and health services.

Aspiration 2: Caring for our environment



View off the rocks at Scotts Head

Objective - Our community values our natural environment and seeks a safe, liveable, sustainable built environment that is adaptive to change.

Strategy 2.1 Well planned Communities

- **Well Planned Communities** - The Nambucca Valley aspires to be a community that minimises its environmental footprint and social costs while maximising the economic and social wellbeing of its residents.
- **Housing** - Housing across the Nambucca Shire provides choice and is affordable.

Strategy 2.2 Building regulation

Safe Buildings and Pools - Building and swimming certification will be achieved in an accurate and timely manner. An effective risk based compliance program for fire and pool safety will be maintained.

Strategy 2.3 Environmental services and Community amenities

- **Waste Management** - The natural environment will be protected through ensuring cost effective and environmentally responsible management of solid waste.
- **Street Cleaning** - Regular street cleaning will minimise the creation of litter and reduce contaminants in storm water run-off.

• Environmental Protection

- Council will seek to protect our natural environment by strategically managing operations and development and regulating activities with environmental impacts.
- **Biodiversity** - The biodiversity of the Nambucca Valley will be protected and enhanced.
- **Cemeteries** - Well maintained cemeteries shall be provided across the Shire.

Aspiration 3: Living Well



Understanding and respect for the Valley's Indigenous Culture and heritage

Objective - We will support one another for the wellbeing of our community.

Strategy 3.1 Recreation and Culture

- **Cultural Activities** - Nambucca Shire Council will actively support cultural services, the arts and the preservation of our local heritage.
- **Meeting Places** - Meeting Places will be provided across the Shire to support an inclusive community.
- **Recreational Activities** - The Nambucca Valley will have a variety of safe and well maintained sporting fi recreational areas and facilities to meet the needs of all age groups in the community.

Strategy 3.2 Community support and education

- **Connected Community** - Council will seek to foster a community that is mutually self-supporting and proud of its identity and will regularly engage with segments of the community across the Shire.
- **Engaged Youth** - Council will foster the social well-being of the Shire's youth by prioritising and supporting their needs.
- **Healthy Ageing** - The Nambucca community will seek to support healthy ageing both physical and psychological.
- **Cultural Diversity** - The Nambucca community will promote an understanding and respect for the Valley's Indigenous Culture and heritage.

Aspiration 4: Promoting Prosperity



Macksville

Objective - Promote, support and plan opportunities for new and existing businesses to sustain a vibrant local economy.

Strategy 4.1 Local Economy

- **Economic Activity and Employment** - Nambucca Shire Council will foster local employment opportunities and economic self-sufficiency through promotion, lobbying and direct action.

Strategy 4.2 Transport

- **Private Transport Accessibility** - Nambucca Valley Residents will be able to get where they need to go in a way that is safe, efficient and affordable.

- **Public Transport** - Nambucca Shire Council will lobby for the maintenance and improvement of public transport services provided by private bus companies, community transport and the north coast rail line.

Strategy 4.3 A Sustainable Water Cycle

- **Water Management** - Council will work with the Community to ensure the water resources of the Nambucca Valley are used in a sustainable way.
- **Sewerage Services** - The capacity of Council's sewerage services will service current and future demand and outflow quality will exceed the Nambucca Water Cycle Management Strategy for sewerage.

References - plans, strategies, policies, projects, mou's and sources

Nambucca Shire Council Plans

Nambucca River Masterplan 2010
 Nambucca Koala Habitat Study 2015
 Nambucca Vegetation Mapping 2015
 Dawkins Park Landscape Enhancement Plan 2016
 Macksville Town Centre Revitalisation 2017
 Deep Creek Entrance Management Policy
 Climate Change Adaptation Strategy 2010
 Nambucca Flood Risk Management Plan 2017
 Nambucca River Estuary Management Plan 2007 – to be reviewed and amended in accordance with new Coastal Management Plan Guidelines 2017
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 Local Growth Management Strategy – Employment Lands (State Gov. Cert)
 Nambucca LEP 2010 (State Gov. Cert)
 Nambucca Development Control Plan 2010
 Heritage Strategy 2015-17
 Open Space Strategy 2013
 Bowraville Connections Stage 1: Community Recreation And Sports Precinct 2015

Regional Plans

Art MNC Strategic Plan – Arts Mid North Coast
 Change, Primary Industry and Northern Rivers
 Coffs Coast Transportation Plan – Catchment Action Plan
 Department of Environment and Heritage
 Local Land Services – North Coast
 MNC Community Development Plans – Part of NSW 2021

MNC Farmland Mapping Project – Department of Planning, Environment and Climate
 MNC Regional Action Plan [2021] – Part of NSW 2021 plan
 MNC Regional Tourism Plan – The Mid North Coast
 MNC Regional Water Plan – Part of NSW 2021
 North Coast Regional Plan 2036 (2017) – NSW Department of Planning
 North Coast Regional SOE Plan – North Coast and Mid North Coast Councils
 Northern Rivers Regional Biodiversity Plan – NSW
 Regional Employment Plan (2010) – Department of Education, Employment and Work Place Relations
 Regional Tourism Organisation

State Government Plans

Premiers Priorities (2015)
 NPWS Plans of Management – Office of Environment and Heritage
 NSW Biodiversity Strategy – Office of Environment and Heritage
 Coastal Management Strategy – Office of Environment and Heritage
 NSW Climate Change Action Plan – Office of Environment and Heritage
 NSW Energy Efficiency Strategy – Office of Environment and Heritage
 NSW Waste Avoidance Strategy – Office of Environment and Heritage
 Resource Recovery Strategy – Office of Environment and Heritage
 Industrial Noise Policy – Office of Environment and Heritage
 Road Traffic Noise Policy – Office of Environment and Heritage
 Health Plans – Department of Health
 Families NSW Plan – Department of Community Services
 Federal Government Plans

Building Australia Workshops – Department of Education, Employment and Work Place relations
 National Visitor Surveys – Tourism Research Australia
 International Visitor Surveys – Tourism Research Australia
 Regional employment Plan – Regional Development Australia
 Auslink – Department of Climate Change and Energy Efficiency
 National Waste policy – Department of Sustainability, Environment, Water, Population and Communities.
 Carbon Pollution Reduction Scheme – Department of Climate Change and Energy Efficiency
 Australia's Biodiversity Conservation Strategy – Department of Sustainability, Environment, Water, Population and Communities

Acronyms

CSP	Community Strategic Plan
ABS	Australian Bureau of Statistics
NSW	New South Wales
NSC	Nambucca Shire Council
DCP	Development Control Plan
NGO's	Non Government Organisations
RDA	Regional Development Australia
PAMP	Pedestrian Accessibility and Mobility Plan
CBD	Central Business District
RFS	Rural Fire Service
SFNSW	State Forest NSW
NPWS	National Parks and Wildlife Service
CAP	Catchment Action Plan
MoU	Memorandum of Understanding
LEP	Local Environment Plan
OLG	Office of Local Government
ESD	Ecologically Sustainable Development

Acknowledgments



V Wall, Nambucca Heads

We acknowledge and pay our respects to the Traditional Custodians of the land and Elders past and present. The Nambucca Shire is located within Gumbaynggirr Nations

Nambucca Shire Council thanks the people of the Nambucca Valley who contributed their time, thoughts and ideas to the creation of the Community Strategic Plan.

We also acknowledge the following people and organisations who contributed to the writing and design of the plan:

Community consultation:

Regional Development Australia
Mid North Coast

Photography:

Chris Hewgill
Janine Reed

Design:

Fisher Design + Architecture



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