



2017 to 2021 Delivery Program

SF1618 36299/2018 adopted

Nambucca Shire Delivery Program 2017 – 2021

Theme 1 Caring for our Community			
Objective 1 Our Community will be a safe, healthy place to live where everyone is valued.			
Key Strategy 1.1 Sustainable Delivery of Services			
Program 1.1.1 Civic Leadership and administration - Council engages the Community in the process of open government. Public participation is encouraged not only in policy development and major decisions, but in the day to day operations of the Council.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
1.1.1.1 Using a variety of tools, engage with the community in ways that are accessible and transparent	General Manager Asst General Managers	Continue to liaise with Council Section 355 committees to provide advice on policy areas. Offer public forums and delegations to Council meetings. Arrange Council meetings throughout the Shire. Provide open access to information held by Council wherever possible.	Attendance by staff and councillors at S355 AGM's Delegations attended and public forums held at Council meetings which were held across the Shire. Information provided to community members during the year.
1.1.1.2 Use information from the community in decision making	General Manager Asst General Managers	Undertake regular Community Satisfaction Surveys. Report submissions and community comment to Council.	Community survey to be undertaken in 2019.
1.1.1.3 Keep the Community informed of the decisions, key issues and actions of Council	General Manager Asst General Managers	Use Council's website, media opportunities, newsletters and direct personal communications to inform stakeholders and the community	Council reports and minutes of meetings posted on website. Due to staff changes an information newsletter was not issued with the annual rates notice. Media releases distributed and various television, radio and newspaper articles on Council activities occurred during the year.
1.1.1.4 Maintain an effective governance regime	General Manager AGM Corporate Services	Integrated Planning and Reporting requirements met. An effective Internal Audit Function is Maintained.	All requirements met. Internal audit function operating with recommendations being investigated and implemented as appropriate.

Theme 1 Caring for our Community			
Objective 1 Our Community will be a safe, healthy place to live where everyone is valued.			
Key Strategy 1.1 Sustainable Delivery of Services			
Program 1.1.2 Sustainable Delivery of Services - Council delivers services that reflect the priorities of the community and makes best use of the available resources.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
1.1.2.1 Identify and implement initiatives to improve financial sustainability.	General Manager Asst General Managers	Revenue increases - complete grant funding – Fit for the Future (FFTF) financial sustainability indicators. Expense saving initiatives	Funding increased from grants, development fees and investment interest during the year. Financial FFTF indicators all met. Savings on salaries due to vacancies, maintenance due to dry conditions and insurance costs.
1.1.2.2 Use of effective asset management practices	Manager of Assets	Annual asset management maturity assessments	The NAMS maturity assessment of assets has been improved and the following Asset Management Plans were endorsed by Council: Sealed Roads; Unsealed Roads; Bridges; Buildings; Footpaths; Buildings; Water and Sewerage A new Asset Management Policy was endorsed by Council
1.1.2.3 Embrace a culture of continuous improvement including the best utilisation of the human resources, reviews of what and how services are delivered with a view to improvement of processes and the embracing of new technologies.	General Manager Asst General Managers	Services reviews completed Workforce development and redesign. New technology adopted. Staff initiatives investigated and considered Service Level reviewed as required Processes reviewed and improved.	Opportunities and Innovation register established with 6 monthly reporting to MANEX B commencing November 2018. Finance and Engineering Depts service reviews undertaken. Org structure and job redesign undertaken during the year. Participated in LG Professionals Performance Excellence Program with action list developed. Upgrade of ICT software and operating programs planned for second half of 2018. TRIM, Infocouncil, Microsoft and Authority.

Theme 1 Caring for our Community			
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Key Strategy 1.1 Sustainable Delivery of Services			
Program 1.1.3 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.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
1.1.3.1 Integrate effective risk management practices across the organisation.	Risk Officer	Maintain a current risk register with considered risk treatments. Maintain effective insurance coverage. Maintain a register of instances of safety, regulatory or financial non-compliance or mishaps. Impact on Council's risk profile considered as part of Council's regular reporting	Strategic risk register developed. New Risk System (Vault) implemented New reporting from the field capability introduced. Insurance through Statewide and Statecover Register of instances maintained Monthly reporting to MANEX
1.1.3.2 Instil a culture of safe work practices across the organisation	General Manager, Asst General Managers and Risk Officer	Implement WHS action plan with regular audits. Reduction in the number of work related claims or reported incidents.	Enhanced reporting of work related claims and reported incidents to management and the Council.

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Objective Our Community will be a safe, healthy place to live where everyone is valued.			
Key Strategy 1.1 Sustainable Delivery of Services			
Program 1.1.4 Sustainable Energy Use - Nambucca Shire Council will provide Community leadership in sustainable energy use.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
1.1.4.1 Implement technologies and make decisions to reduce Council's greenhouse gas emissions. Establish a clean energy committee to investigate options for investment growth in renewable energy.	General Manager Asst General Managers Manager Development and Environment	Initiatives implemented that reduce Council's carbon footprint. Clean Energy Committee operational	Provision made in budget for purchase and installation of solar energy. Funding commitment made to conversion of all street lights to LED. Clean Energy Committee established and operating.
1.1.4.2 Make information available to the community to help them reduce energy use	Manager Development and Environment	Provide links on Council's website to reputable websites that provide information on sustainable energy use and Government objectives to reduce greenhouse gas emissions.	Links to the NSW Office of Environment & Heritage to be provided on Council website

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Objective Our Community will be a safe, healthy place to live where everyone is valued.			
Key Strategy 1.2 Public order and safety			
Program 1.2.1 Public order and safety - Community Safety - The Nambucca Shire shall foster Communities where people feel safe and secure.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
1.2.1.1 Provide support for local emergency services and beach safety	General Manager AGM Engineering Services	Fire Trails maintained. Lifeguard services provided. Maintain an effective Local Emergency Management Committee. Provide Effective Ranger Services to regulate use of beaches by 4WD's	Bush fire mitigation and trail maintenance undertaken and directions from the RFS complied with. Lifeguard services funded. LEMC meetings held quarterly, new EMPlan adopted and reviewed. Council attendance at REMC meetings. Ranger services adversely impacted by staff turnover.
1.2.1.2 Provide leadership on safety initiatives	Mayor General Manager Manager Technical Services	Road safety improvements recommended through the Local Traffic Advisory Committee. Specific safety initiatives such as alcohol free zones implemented in conjunction with the Local Police District	Recommendations of Local Traffic Advisory Committee implemented. Alcohol free zone for Bellwood renewed.

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Objective Our Community will be a safe, healthy place to live where everyone is valued.			
Key Strategy 1.2 Public order and safety			
Program 1.2.2 Companion Animal Welfare - Companion Animals will be proactively managed to ensure the community's safety and high standard of animal welfare.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
1.2.2.1 Manage Companion Animals to ensure the communities safety and improve animal welfare.	Manager Development and Environment.	Number of impounded animals reduced Number of euthanised animals reduced Number of impounded animals rehomed increased. Responsible Pet Ownership programs run to assist disadvantaged groups with desexing and registration costs. Maintain 'doggy bags and bins" program for the responsible disposal of dog faeces	The number of animals rehomed has increased significantly due to Council actively working with rescue groups. The only animals destroyed have been those considered dangerous as a result of an attack. Program maintained during the period.
1.2.2.2 Provide open spaces where dogs can be exercised.	Manager Development and Environment	Maintain and police dog walking and off leash areas	Councils Rangers have been undertaking regular patrols, with additional on leash areas in Nambucca Heads provided.

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Objective Our Community will be a safe, healthy place to live where everyone is valued.			
Key Strategy 1.3 Public health			
Program 1.3.1 Public health - Safe Food - The Nambucca Shire Council will guard against illness caused by unhealthy food by promoting and enforcing food hygiene standards			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
1.3.1.1 Effectively license and regulated premises that handle food for public consumption	Manager Development and Environment	All required premises licensed. All routine Inspections completed. Effective response to complaints. Reduction in warnings, infringements and reported cases of illness caused by unsafe food.	All food premises inspected and report submitted to the NSW Food Authority within the specified period.

Theme 1 Caring for our Community			
Objective Our Community will be a safe, healthy place to live where everyone is valued.			
Key Strategy 1.3 Public health			
Program 1.3.2 Public health - Clean Water - Council will improve healthy waterways though promoting and implementing where possible the protection of riparian areas and minimising pollution sources.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
1.3.2.1 Ensure Nambucca waterways will not be contaminated by on-site sewerage systems. This will be achieved by efficient licensing and monitoring regime and effective enforcement of the current standards.	Manager Development and Environment	All required on-site sewerage systems licensed. All routine Inspections completed. Effective response to complaints. Reduction in warnings, infringements and reported cases of pollution from on-site sewerage systems.	The OSSM inspection program was amended in 2015/16 by classifying properties into 1 of 3 zones, with inspection fees being charged as part of rates notices. The amended inspection program has been operating ahead of schedule, with any identified failing systems actively rectified through compliance action.
1.3.2.2 Protection and restoration of riparian areas as prioritised in the Nambucca River Estuary Management Plan - Dependent on grant funding and funding from the Environmental Levy.	Manager Development and Environment	Projects from the Nambucca River Estuary Management Plan completed.	All outstanding projects completed with future projects currently awaiting approvals from state agencies.

Theme 1 Caring for our Community			
Objective Our Community will be a safe, healthy place to live where everyone is valued.			
Key Strategy 1.3 Public health			
Program 1.3.3 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 health services and supporting age care services.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
1.3.3.1 Support existing and initiate new public health activities. Specifically advocate to the State Government for improved health services.	Council General Manager	Effective advocacy Upgrade or replacement of Macksville Hospital.	Council is funding trunk water & sewerage to the new Macksville hospital. It has also waived contributions for water & sewerage headworks and provided pro-bono DA assessment. This support is valued at \$1.5m.

Theme 2 Caring for our Environment			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 2.1 Well Planned Communities			
Program 2.1.2 Housing - Housing across the Nambucca Shire provides choice and is affordable.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
2.1.2.1 Provide diverse, sustainable, adaptable and affordable housing options through effective land use planning.	Manager Development and Environment	There is adequate vacant residential land stock. Support for low cost housing.	While there has been growth in the take up of vacant residential land, there are still considerable areas of growth available under the current planning instruments.

Theme 2 Caring for our Environment			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 2.2 Building Regulation			
Strategy 2.2.1 Safe Buildings and Pools - Building and swimming pool certification will be achieved in an accurate and timely manner. An effective risk based compliance program for building fire safety and pool safety is maintained.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
2.2.2.1 Ensure private pools are of a safe standard.	Manager Development and Environment	All pools in the Shire are certified as complying	The inspection program has slowed due to resourcing factors.
2.2.2.2 Ensure private infrastructure and buildings comply with relevant standards and codes.	Manager Development and Environment	Council offers a competitive certification service. Council maintains an effective compliance program.	Council has increased its compliance presence within the land use space.
2.2.2.3 Ensure Fire Safety regulations are enforced.	Manager Development and Environment	A risk based compliance program for building fire safety is conducted.	Fire safety statement audits are ongoing on an annual basis.
2.2.2.4 Promote sustainable building practices including energy and water efficiency.	Manager Development and Environment Manager Water and Sewerage	Information and assistance on sustainable building practices is made available. Council subsidises the installation of water tanks.	Water tank subsidies are available. Promotion of energy efficient practices is driven through compliance with BASIX requirements.

Theme 2 Caring for our Environment			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 2.3 Environmental Services and Community Amenities			
Strategy 2.3.1 Waste Management - The natural environment will be protected through ensuring cost effective and environmentally responsible management of solid waste.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
2.3.1.1 Provide an efficient and effective waste management facility that meets environmental standards.	Civic Services Co-ordinator	Nambucca Waste Management facility available to the public Ratepayers without kerbside collection receive a tip access voucher Plans for construction and rehabilitation of landfill cells kept current and are executed as planned. Undertake groundwater and surface water testing to meet licensing requirements. Undertake pollution studies, reduction programs and necessary actions to meet licensing requirements.	The waste depot facility remained open all year with the exception of public holidays. A waste voucher was made available for rural properties as per Council resolution and a kerbside bulky goods collection provided for the urban areas. A new waste cell was constructed and water testing was undertaken after each rain event in accordance with the EPA License.
2.3.1.2 Provide kerbside collection of separated domestic mixed waste materials	Civic Services Co-ordinator	Cost effective and reliable kerbside collection of waste. Regular bulky items collection program conducted.	The kerbside waste collection contract was extended with the contractor until the new contract came into effect on 5 March 2018 In accordance with Council resolution one bulky goods collection was provided for the urban areas.
2.3.1.3 Implement waste minimisation strategies.	Civic Services Co-ordinator	Source separation of waste enforced. Waste minimisation education program delivered. Advanced waste processing to minimise amount of waste going to landfill	A new waste processing contract came into effect on 5 March 2018, part of the contract required an upgrade to the MRF to provide a higher processing of recyclable materials and minimise waste to landfill. NSW target by 2022 for recovery of municipal waste is 70%. Council exceeds the recovery rate which is currently at 90%.
2.3.1.4 Minimise illegal dumping of waste.	Manager Development and Environment	Reduced instances of illegal dumping Successful prosecution of illegal dumping offenders.	Installation of hidden cameras to catch those dumping in hotspots has commenced.

Theme 2 Caring for our Environment			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 2.3 Environmental Services and Community Amenities			
Strategy 2.3.2 Street Cleaning			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
2.3.2.1 Street Sweeping of high-profile areas	Civic Services Co-ordinator	High profile streets swept as required.	A contract street sweeper is engaged to sweep all K&G in high profile and CBD areas prior to the NSW school holiday periods.
2.3.2.2 Street and Park Litter Bins	Civic Services Co-ordinator	Litter bins emptied before they overflow or cause a public nuisance.	The number of litter bins within the shire has been rationalized and are emptied on a daily basis in high use areas. All solar bins send an alert to the staff that the bins are at 70% capacity and will require emptying
2.3.2.3 CBD foot paths	Civic Services Co-ordinator	Footpaths cleaned as required	All CBD footpaths were pressured cleaned prior to December

Theme 2 Caring for our Environment			
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Key Strategy 2.3 Environmental Services and Community Amenities			
Strategy 2.3.3 Environmental Protection - Council will seek to protect our natural environment by strategically managing operations and development and regulating activities with environmental impacts.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
2.3.3.1 Protect against deliberate damage on public land.	Green Space Co-ordinator Co-ordinator Strategic Planning and Natural Resources	Tree vandalism is investigated in accordance with policy and legislation	Vandalism of tree damage has been investigated after each incident by the Green Space Coordinator, reported to the Police and followed up with a media release
2.3.3.2 Support community organisations undertaking natural resource management.	Engineering services Grants Officer Coordinator Strategic Planning and Natural Resources	Support Landcare, Dunecare and wetlands projects Co-ordinated projects with North Coast Local Land Services	Council partnered with Nambucca Valley Landcare and other groups on projects including: <ul style="list-style-type: none"> - Hennessy Tape Riparian Improvements; - Bank Stabilisation Works and Fish Habitat Improvements (Wilson Road) - Organic Farming Education - Protecting and Connecting Coastal Corridors at Mt Yarrahapinni - Yarrahapinni to Killiekrankie Biodiversity Alliance Bush Connect Project 2016-2026 - Coastal Habitat protection of Endangered Community and population (<i>glycine clandestina</i>) in Scotts Head

<p>2.3.3.3 Develop management plans for environmentally sensitive areas.</p>	<p>Coordinator Strategic Planning and Natural Resources</p>	<p>Development management plans or amended plans adopted.</p>	<ul style="list-style-type: none"> - Gordon Park Flying Fox Camp Management Plan prepared and Adopted by Council - Dawkins Park Stormwater Management Plan and designs prepared - Nambucca Flood Risk Management Plan was completed - Commenced design/ management plans for coastal areas in Scotts Head and Nambucca Heads - Commenced preparation of new Coastal Management Program.
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Theme 2 Caring for our Environment			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 2.3 Environmental Services and Community Amenities			
Strategy 2.3.4 Biodiversity - The biodiversity of the Nambucca Valley's will be protected and enhanced.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
2.3.4.1 Control Noxious weeds	Co-ordinator Open Spaces	Control of noxious and other environmentally hazardous weeds. Education program on noxious weeds	Council undertook inspections of private and council owned lands for noxious weeds, a series of media releases were prepared and released on high profile noxious weeds.
2.3.4.2 Deliver projects funded under the Environmental Levy that promote biodiversity.	Coordinator Strategic Planning and Natural Resources	Projects delivered	The following projects were undertaken or continued during the reporting period with funding from the Environmental Levy or other sources: <ul style="list-style-type: none"> - Public Reserves Revegetation and Restoration - Dawkins Park Management and investigations - Fish Habitat and Bank Stabilisation Wilson Road - Indian Myna Bird Management Program - Ecohealth Monitoring - Gumma Swamp Acid Sulphate Soil Management Program and Monitoring - Gordon Park Flying Fox Management Plan Implementation - Water quality monitoring - Noxious weed management - Coastal EEC and Endangered Species habitat Management Scotts Head

Theme 2 Caring for our Environment			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 2.3 Environmental Services and Community Amenities			
Strategy 2.3.5 Cemeteries - Well maintained cemeteries shall be provided across the Shire.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
2.3.5.1 Effectively and efficiently manage, maintain and administer cemeteries across the Shire	Manager Development and Environment	Affordable and efficient internment services provided Cemeteries respectfully maintained. Plan of management implemented for each cemetery	Policy currently being considered by Council for ongoing management.

Theme 3 Living well			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 3.1 Recreation and Culture			
Strategy 3.1.1 Cultural Activities - Nambucca Shire Council will actively support cultural services, the arts and the preservation of our local heritage			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
3.1.3.1 Continued involvement with the Regional Arts Development Board	Manager Community Development	Representation on Board of Management Programs Delivered by the Regional Arts Development Board	Cr Susan Jenvey is Council's delegate to the Board. The Arts Mid North Coast regular newsletter keeps Council and community informed about opportunities and events.
3.1.1.2 Support Local museums	Manager Community Development	Museums continue to operate successfully. Attract new volunteers and visitors.	Museums continue to operate with steady volunteer numbers, could always use more. Mary Boulton Cottage Committee conducts monthly "Golden Oldies Cuppa & Chat" – sharing memories and support for museum. Nambucca Headland Museum – a range of programs throughout the year and planning a revitalization. Both provide Council with information and historical images for key projects.
3.1.1.2 Investigate / Promote public art and street art	Manager Community Development	public art and street art incorporated into redevelopment of commercial areas	A noticeable increase in public art throughout the valley eg several murals in Wallace Lane, Macksville.

Theme 3 Living well			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 3.1 Recreation and Culture			
Strategy 3.1.2 Meeting Places - Meeting Places will be provided across the Shire to support an inclusive community.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
3.1.2.1 Maintain public buildings where justified by community use.	Manager of Assets	Work with section 355 committees responsible for the buildings. Ensure fire safety requirements are met at all buildings.	All fire inspections of halls were completed in accordance with the legislative requirements
3.1.2.2 Operate the Senior Citizens Centre at Macksville	Manager of Assets BSU	Operate the hire of the Hall Clean and maintain the Hall	Hall being hired out through the BSU. Cleaning after use is a condition of hire

Theme 3 Living well			
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Key Strategy 3.1 Recreation and Culture			
Strategy 3.1.3 Active Recreational Activities - The Nambucca Valley will have a variety of safe and well maintained sporting fields, recreational areas and facilities to meet needs of all age groups in the community.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
3.1.3.1 Maintain Sporting Facilities – Ovals, skate parks, tennis courts, netball courts, basketball courts, fitness trails.	AGM Engineering	Work with 355 Committee to manage sporting facilities. Continue to review Master plans priorities for sporting facilities. Delivery of priorities in the Open Space Strategy. Safety and maintenance inspection program completed.	Committees operating within their Charter however revised S355 C'tee Guidelines to be established second half of 2018 along with a volunteer's handbook. Review of master plans scheduled for 2018/19 All playground equipment inspected and repairs undertaken if required
3.1.3.2 Operate and Maintain Aquatic Centre	Manager Business Development	Work with Contract operator to deliver affordable and popular gym and swimming program. Effectively manage and maintain the centre within the agreed budget.	5 year tender at June 2016 now in 3 rd year of the contract. Council is responsible for all asset repairs greater than \$2,500 per unit. Subsidy payable to contractor in year 3 is \$216,323.
3.1.3.3 Operate and Maintain Open Spaces	Green Space Coordinator	Open Spaces effectively and efficiency maintained to service levels agreed with the community. Work with and support community volunteers and community work schemes to maintain and improve open spaces.	Ground maintenance was undertaken by aeration, fertilization and topdressing on high use sporting ovals Normal slashing, mowing and whipper snippering was completed across the open space areas, high bank areas were planted out using mulch, native trees and shrubs to minimise maintenance and WHS issues

Theme 3 Living well			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 3.2 Community support and education			
Strategy 3.2.1 Connected Community - Council will seek to foster a community that is mutually self-supporting and proud of its identity and will regularly engage with all segments of the community across the Shire.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
3.2.1.1 Work with S355 Committees to deliver social and community infrastructure	General Manager Assistant General Manager Corporate Services	S355 committees operating successfully and fulfilling their charters Projects and events delivered in co-operation with S355 committees	Committees operating within their Charter however revised S355 C'tee Guidelines to be established second half of 2018 along with a volunteer's handbook.
3.2.1.2 Auspice Grant Funding and provide grant writing support	Grants Officer	Grant funds obtained Grants auspiced on behalf of community organisations as required.	Worked with several Committees of Management and community groups in submission of grant applications, and were successful in sourcing grant funding for some community projects including Outdoor Covered Area – Taylors Arm Hall; Fencing for Scotts Head Tennis Club; Upgrade of amenities at Macksville Park; Upgrade drainage facilities at Anderson Park, Valla Beach; Nambucca Valley Organic Farm Business Program with Nambucca Valley LandCare.
3.2.1.3 Promote social equity with equal opportunities for access and participation	Manager Community Development	Access Committee functions effectively and recommendations passed to Council Senior weeks supported.	Meetings have been held monthly except for December and January due to holidays. All meetings have attracted a quorum and over the period membership has remained strong and steady with 13 members. All minutes reported to Council. Seniors Week event – “A Dose of Good Cheer” was held 12 April 2018. 150 people attended; 6 local services had information stalls. Council contributed \$1,000 and in-kind value of \$2,500.

<p>3.2.1.4 Volunteers in the Community are recognised and encouraged.</p>	<p>Manager Community Development Assistant General Manager Corporate Services</p>	<p>Successful volunteers program in Libraries, Visitor Information Centre, Museums and volunteer Gardeners, Service Club maintaining parks, Volunteer maintenance of sporting fields, work for the dole programs.</p>	<p>Volunteers operating successfully with one work for the dole program at Coronation Park. Volunteer handbook to be developed second half 2018.</p> <p>16 volunteers at Libraries; on the job training conducted throughout the year. Council no longer operates the Visitor Information Centre. Volunteer numbers at Museums steady.</p>												
<p>3.2.1.5 Library Services</p>	<p>Manager Community Development</p>	<p>Library Services provided at Macksville and Nambucca Library Strategic Plan developed and priorities implemented.</p>	<p>LIBRARY CIRCULATION</p> <p>Number of items:</p> <table data-bbox="1576 571 2047 667"> <tr> <td>Macksville</td> <td>33,167</td> </tr> <tr> <td>Nambucca Heads</td> <td>56,859</td> </tr> <tr> <td>Total:</td> <td>90,026</td> </tr> </table> <p>PC sessions:</p> <table data-bbox="1576 730 2047 826"> <tr> <td>Macksville</td> <td>2,105</td> </tr> <tr> <td>Nambucca Heads</td> <td>6,267</td> </tr> <tr> <td>Total:</td> <td>8,372</td> </tr> </table> <p>Total Loans: 98,398</p> <p>Average/staff member = 19,680</p> <p>Strategic Plan consultations and development of draft completed in the reporting period.</p>	Macksville	33,167	Nambucca Heads	56,859	Total:	90,026	Macksville	2,105	Nambucca Heads	6,267	Total:	8,372
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Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 3.2 Community support and education			
Strategy 3.2.2 Engaged Youth - Nambucca will foster the social well-being of the Shire's youth by prioritising and supporting their needs.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
3.2.2.1 Providing support for young people throughout the Shire	Manager Community Development	<p>Deliver NSW Department of Family and Communities Services Youth Development Program.</p> <p>Provide learning or social development activities for young people during school holidays.</p> <p>Support NAIDOC Week Celebrations</p>	<p>Funding report deadlines met 100%. Established Nambucca Valley Youth Force Committee – 55 young people engaged. Water Safety Workshop – 38 attended. Resilient Young People's Program (all High Schools) – 32 sessions and 800 students. Rec Ya Shorts Youth Film Festival – 6 sessions and 180 young people engaged. A range of activities in Youth Week - 450 young people involved. Youth Homelessness Matters Day – 55 young people.</p> <p>206 referrals to support agencies. See also 3.2.3.3</p>

Theme 3 Living well			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 3.2 Community support and education			
Strategy 3.2.3 Healthy Aging - Nambucca will foster an environment that promotes both physical and psychological healthy aging			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
3.2.2.1 Providing support for health aging initiatives throughout the Shire	Manager Community Development	Initiatives supported	Construction of the walkway along Giinagay Way south Macksville provides an additional, safe walking track for seniors.

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Key Strategy 3.2 Community support and education			
Strategy 3.2.4 Cultural Diversity - The Nambucca Valley will promote an understanding and respect for the Valley's Indigenous Culture and Heritage			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
3.2.3.1 Promote an understanding and respect for the Valley's Indigenous Culture and Heritage	General Manager	Engage in consultation on culturally sensitive issues.	Proposal for a keeping place and cultural centre in Library Strategic Plan. Actively participating in negotiations with Native Title claimants in relation to crown land which has cultural significance.
3.2.3.2 Support Indigenous heritage and cultural projects.	Manager Community Development	Projects supported	Conducted the Cultural Diversity: Early On and Through Our Libraries project – 150 people engaged. Artwork project at James Park – 80 children and young people participated. Reconciliation Week Cultural activities – 45 people attended.
3.2.3.3 Deliver NSW Department of Family and Communities Services funded Program to support Aboriginal people.	Manager Community Development	Program outcomes	Funding report deadlines met 100%. NAIDOC Week – 850 people involved in Council activities. Fishing Workshop – 72 attended. PCYC @ Macksville Aquatic Centre – 90 Aboriginal young people involved. Painting the Poles project – 60. Outdoor Movie night – 120 attended. Evelyn Greenup Memorial unveiling at James Park – 300 people involved. Partnership with community for landscaping at James Park – 18 Aboriginal people. Bike Safety Workshop – 45 attended. Surf Safety at Scotts Head – 35 attended. Referrals – 149.

Theme 4 Promoting Prosperity			
Objective Promote, support and plan opportunities for new and existing businesses to sustain a vibrant local economy.			
Key Strategy 4.1 Local Economy			
Strategy 4.1.1 Economic Activity and Employment - Nambucca Shire Council will foster local employment opportunities and economic self-sufficiency through promotion, lobbying and direct action.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
4.1.1.1 Foster development opportunities	Manager Business Development	Seek out and respond to potential business investment enquires.	Develop marketing material to support investment attraction. Attend business networking, trade show and industry events and provide information. Enquiries for Valla Growth area.
4.1.1.2 Liaise with local business and State and Federal Government agencies to promote economic and regional development.	Manager Business Development	Opportunities for local businesses identified. Participation in Regional Development opportunities. Working partnerships with Regional Development Australia Mid North Coast. Meet existing businesses to disseminate information and build networks. Support the recommendations of the Business Advisory Committee	Worked with State and Federal government agencies to disseminate business development and grant funding opportunities. Attended manufacturing week in Sydney. Industry networking functions in council. Business and industry leadership professional development seminars. Attended meetings BAC and assisted with murals.
4.1.1.3 Participate in local and regional marketing events to promote the shire.	Manager Business Development	Shire profile raised and local advantages promoted.	Regional agribusiness, manufacturing events funded and delivered. Attended region food, manufacturing and retail development events.
4.1.1.4 Investment prospectus, marketing and promotional material produced and distributed to potential investors	Manager Business Development	The Shire's opportunities are highlighted to potential investors.	Development of the new 2018 economic profile, marketing material for property sales. TV and YouTube videos and commercial developed to promote the shire.
4.1.1.5 Land Development – Develop commercial and industrial land to ensure an adequate supply. Market Council's surplus operational land to the Community's best advantage.	Manager Business Development	Valla Growth Area developed. Take up of industrial and commercial land increased. Realising the best price for Council's surplus operational land.	Civil construction project management of Hyland Park residential. Civil works supervision project management Railway Road industrial. Supervision of concept design for Valla Growth area
4.1.1.6 Support and promote local tourism, events and creative industries that will generate growth and opportunities within the local economy.	Manager Community Development	Operation of the Nambucca Visitor Information Centre. Work with Nambucca Valley Tourism, Chambers of Commerce and local tourism operators to grow the tourism industry. Events Supported	Visitor Information Centre leased and not operated by Council. Development and adoption of Tourism Strategic Plan in collaboration with these and other partners. Development of new Tourism website.

			Calendar of events maintained. Financial support to Macksville Gift and VW Spectacular. Council continues to erect road-side banners free-of-charge – 17 events. Staff events group provides direct assistance and advice where required.
4.1.1.7 Foster Local Employment and Training Opportunities.	Manager Business Development	Promote the benefits of apprentices and traineeships to local businesses. Work with State, Federal and non-government agencies to take advantage of employment programs and training opportunities. Work with RTO's and local Educators to enhance opportunities for local Youth	Promote apprenticeships for the growth of the local vehicle industry with NSW state training services, industry and TAFE. Deliver training and professional development workshops for local industry, retail and agribusiness in 2018. Working with RDA Regional Development Australia on youth employment projects.

Theme 4 Promoting Prosperity			
Objective Promote, support and plan opportunities for new and existing businesses to sustain a vibrant local economy.			
Key Strategy 4.2 Transport			
Strategy 4.2.1 Transport Accessibility - Nambucca Valley Residents will be able to get where they need to go in a way that is safe, efficient and affordable.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
4.2.1.1 Maintain and construct road network to the level of service agreed with the Community	AGM Engineering	Maintained, rehabilitate and construct roads and streets. Emergency Repairs conducted.	A significant capital works program was completed across the urban and rural road network that were identified for rehabilitation/construction in the asset management plans. The capital works were reported monthly and placed on Council website. Road inspections were undertaken by the Asset Engineer in accordance with the inspection program and work tickets raised to have defects attended to in a timely manner. A number of improved work practices have been introduced across maintenance and construction.

<p>4.2.1.2 Maintain and construct bridges to the level of service agreed with the Community</p>	<p>AGM Engineering</p>	<p>Complete a rolling bridge inspection program. Maintain, replace and construct new bridges as per the delivery program. Emergency repairs conducted. Identify and reduce number of load limited bridges</p>	<p>30 level two inspections were completed on timber bridges.</p> <p>The bridge replacement program was updated following inspections and adopted by Council. The asset management plan for bridges was amended and endorsed by Council.</p> <p>Council has progressed to construction concrete bridges and funding sourced from the State and Federal Government for the construction of Lanes Bridge in 21018/19.</p>
<p>4.2.1.3 Maintain and construct footpath and cycle ways to the level of service agreed with the Community</p>	<p>AGM Engineering</p>	<p>Footpath Inspection program conducted. Trip hazards identified and programed in accordance with risk. New and replacement footpaths and cycle ways completed as per delivery program.</p>	<p>A new cycle way was 100% funded by the RMS for along the old Pacific Highway between Wallace and Boundary Streets at Macksville.</p> <p>Further seed funding was provided for a preliminary concept design from Macksville to Kingsworth estate along the old Pacific Highway.</p> <p>Inspection of footpaths was undertaken and work tickets created for the grinding of raised footpath areas and replacement of sections of footpath as required.</p>
<p>4.2.1.4 Maintain and construct car parking to the level of service agreed with the Community</p>	<p>AGM Engineering</p>	<p>Inspection program completed Landscape and weeding completed as required. Lines remarked as required and surface maintained. New car parking constructed as per the delivery program.</p>	<p>New carparks were constructed at Thompson Street Valla Beach and Coronation Oval Nambucca Heads.</p> <p>No line making was undertaken this year, general maintained completed as required.</p>

4.2.1.5 Continue to support the work of the State and Federal governments in upgrading the Pacific Highway.	Council General Manager AGM Engineering	Support Community consultation on Pacific Highway upgrades. Negotiate handover of ex-highway assets to Council on acceptable terms.	The highway upgrade has been completed and Council has reached agreement on the handover of the ex-highway which includes the RMS retaining responsibility for major bridges and increased recurrent funding through a Regional Road classification. Council has also supported residents in seeking noise attenuation at Valla.
4.2.1.6 Maintain and construct boat ramps and boat access points to the level of service agreed with the Community	AGM Engineering	Regular inspection and cleaning program completed Maintain and construct new works as per the delivery program	Boat ramps inspected and cleaned in accordance with the maintenance program. Shelly Beach boat ramp upgraded funded through the RMS

Theme 4 Promoting Prosperity			
Objective Promote, support and plan opportunities for new and existing businesses to sustain a vibrant local economy.			
Key Strategy 4.2 Transport			
Strategy 4.2.2 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.			
Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
4.2.2.2 Install bus shelters at high use bus stops	AGM Engineering	Investigate requests and implement as required.	There were no new bus shelters required this year. Normal maintenance of existing shelters undertaken as required

Theme 4 Promoting Prosperity

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

Key Strategy 4.3 Sustainable Water Cycle

Strategy 4.3.1 Water Management - Council will work with the Community to ensure the water resources of the Nambucca Valley are used in a sustainable way.

Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
4.3.1.1 Council will document the Integrated Water Cycle Management Strategy and supply potable water that meets the Australian Drinking Water Guidelines	Manager Water and Sewerage	IWCM reviewed and implemented. Reliable potable supply that meets public health standards is provided. Regular water testing is conducted. Any breach of required standards is reported.	IWCM currently working towards finalisation. Water quality risk identified with the lower than recommended chlorine contact time for some consumers in rural Bowraville, higher turbidity of dam water and protozoa not being treated by chlorine.
4.3.1.2 Operate the Bowra Dam to ensure water security for the Nambucca Shire.	Manager Water and Sewerage	Dam is maintained and operated according to the Dam Operation Manual. Operate and maintain the rising main network from the Bowra Bore fields. Maintain water levels in the Dam that will protect water security for the Shire.	Dam water levels have been maintained close to full and dam is operated in accordance with statutory requirements
4.3.1.3 Efficiently maintain, augment and operate the potable water reticulation system, the Bowra Bore fields and treatment plant.	Manager Water and Sewerage	Asset Management Plan developed and implemented.	Asset Management plan completed and endorsed by Council;

Theme 4 Promoting Prosperity			
Objective Promote, support and plan opportunities for new and existing businesses to sustain a vibrant local economy.			
Key Strategy 4.3 Sustainable Water Cycle			
Strategy 4.3.2 Sewerage Services - The Capacity of the Nambucca Valley's sewerage services will service current and future demand and outflow quality will exceed regulated requirements.			
Programmed Actions	Lead Responsibility	Success Measure	Achievements 2017/2018
4.3.2.1 Council will apply the Integrated Water Cycle Management Strategy to effectively undertake the reticulation and treatment sewerage.	Manager Water and Sewerage	<p>IWCM reviewed and implemented.</p> <p>Reliable reticulation and treatment of sewerage. that meets public health standards.</p> <p>Regular outflow testing is conducted.</p> <p>Any breach of required standards is reported.</p>	<p>IWCM currently working towards finalization.</p> <p>Annual licence reports submitted to EPA.</p> <p>Pollution incidents reported to EPA in accordance with legislative requirements</p>
4.3.2.2 Efficiently maintain, augment and operate the sewerage reticulation and treatment network.	Manager Water and Sewerage	<p>Asset Management Plan developed and implemented.</p> <p>The Nambucca Pressure Sewerage system augmentation completed.</p>	<p>Asset Management Plan completed and endorsed by Council.</p>