

# NAMBUCCA SHIRE COUNCIL

## ANNUAL REPORT

**2017 – 2018**



**Buckrabendinni Road Celebrations**

**SF134 33508/2018**

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## FORWARD

Following the Independent Pricing and Regulatory Tribunal (IPART) determination in October 2015 that Nambucca Shire Council was “Fit for the Future”, the Council continues to focus on maintaining and improving those attributes which were critical to this assessment. These being a Council that:

- Has the scale and capacity to engage effectively across community, industry and government
- Is sustainable
- Is efficient
- Effectively manages infrastructure and delivers services for communities.

Our audited financial statements for 2017/2018 indicate that the Council achieved all but one of the State Government’s key performance ratios. The Council did not achieve the (unaudited) building and infrastructure renewals ratio. The ratio assesses the rate at which Council’s assets are being renewed against the rate at which they are depreciating. The benchmark set is greater than 100%. Whilst the Council’s ratio has improved from 62.62 in 2017 to 91.73 in 2018 it still fell short of the 100% target.

The 2017/2018 financial year did pose some unexpected opportunities and challenges.

First and foremost there was a build-up of State Government funding from a range of grant programs under the “Restart NSW” banner. The NSW Government’s asset sales plus revenue from a buoyant property market created an unprecedented funding windfall for new infrastructure, including infrastructure provided by local government. The majority of the funding made available to local government has been made on the basis of a submission-based competitive process.

At the date of preparing this forward the Council had fared relatively poorly with the competitive grant programs which was disappointing. Notwithstanding the Council secured \$6.3m in “additional” grants for the 2017/018 year, including the following major grants:

Project	Grant Funding (\$)
Coastal erosion protection works at Nambucca Heads main beach	207,000
Community recreation and sports precinct in Bowraville	150,000
Bellwood Park improvements	40,000
Replacement of Lanes Bridge, Bowraville	1,500,000
Upgrade of Bowraville Sewage Treatment Plant to improve effluent quality	485,000
New lighting for Coronation Park, Nambucca Heads	500,000
Amenities upgrade, BBQ, and path in Bowraville	131,000
New lighting and kitchen refurbishment – Allan Gillet Oval, Macksville	213,000
Boat ramp and boat launching upgrades	280,000
RFID implementation in Council libraries	134,000
Phillip Hughes Oval, Macksville - amenities, carpark and improvements	508,000
Theme lighting for Macksville Bridge	100,000
Main Street revitalization	150,000
Revitalisation of V-Wall Precinct	472,000
New playing fields at South Macksville	392,000
Children’s playground, Bowraville	264,000

With such a large injection of funding into Council’s capital works program it does present challenges in scheduling and project management. But these are challenges everyone in council likes and they have been managed with contracting out and temporary staff.

The Council is still to finalise the asset handover from Roads and Maritime Services (RMS) of the former Pacific Highway. The RMS propose to transfer to Council’s responsibility approximately 30 kms of the former highway. So far the RMS have agreed to retain responsibility for the major bridge structures on the former highway and have also agreed to provide Council with additional recurrent funding via a regional road classification.

The 2017/2018 financial year has seen the completion of the Pacific Highway upgrade through the Nambucca Valley and a new era of opportunity. We have an excellent road network to our major regional centres to

support commerce and a broader mix of housing options wherein equivalent travel times will open up a much larger housing market.

The Council has been proactive in identifying these opportunities with its successful advocacy for a new hospital on a "greenfields" site at North Macksville adjoining the highway on/off ramps. Equally the opening of the new highway service centre at the Nambucca Heads Pacific Highway interchange is another pleasing initiative to secure highway related jobs which would otherwise have left the area.

The construction of the new \$75m hospital will support the transition of the Valley from the substantial economic stimulus associated with the highway construction to what will be a more normal level of economic activity.

The Council has established a Business Advisory Committee which has been developing initiatives for the rejuvenation of our towns, post by-pass. The Committee has initiated and overseen the development of murals in Nambucca Heads, Macksville and Bowraville and has developed proposals for the reinstatement of heritage verandahs in Macksville as well as alfresco dining.

A number of major projects have been developed through 2017/18 which will provide dividends in forthcoming years. These include:

- Provision of reticulated water and sewerage to the new hospital at North Macksville
- Upgrade the Bowraville sewage treatment plant to allow agricultural use of the treated effluent
- Construction of a 13 lot residential subdivision at Hyland Park
- Construction of the final stage of employment land in Railway Road, Nambucca Heads
- Completion of a design and development consent for the first stage of the Valla Growth Area
- A review of Council's long term capital works program (IWCM) for water & sewerage
- Plans for the replacement of Lane's Bridge, Bowraville

One issue of contention has been the announcement by the State Government of the creation of Joint Organisations which the State Government believe will transform the way the NSW Government and local councils collaborate, plan, set priorities and deliver important projects in regional NSW. Nambucca Shire Council considered the new initiative very carefully and agreed to participate in a Joint Organisation provided it included Coffs Harbour as our primary regional centre and community of interest. So far the State Government has not accepted the creation of a Joint Organisation based on Coffs Harbour as a regional city.

In March 2018 and soon after there will be both State and Federal elections. The Council has developed a priority list of projects to inform candidates and the community of our local priorities and potentially provide the opportunity for some additional grant funding.

As always I take this opportunity to recognise the efforts of all of our elected members and staff.

However, at the heart of a strong Council is an involved community and to the many volunteers, clubs and charities which assist Council I say a special thank you.



**MICHAEL COULTER  
GENERAL MANAGER**

**22 November 2018**

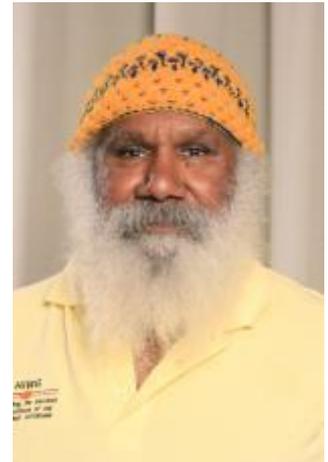
**ELECTED REPRESENTATIVES AFTER SEPTEMBER 2016 ELECTION**



**Mayor Cr Rhonda Hoban**



**Cr John Ainsworth**



**Deputy Mayor  
Cr Martin Ballangarry OAM**



**Cr Brian Finlayson**



**Cr Susan Jenvey**



**Cr David Jones**



**Cr Janine Reed**

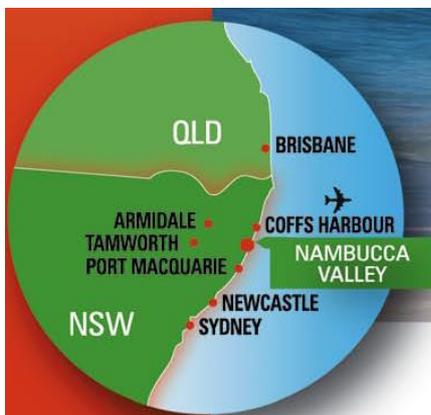
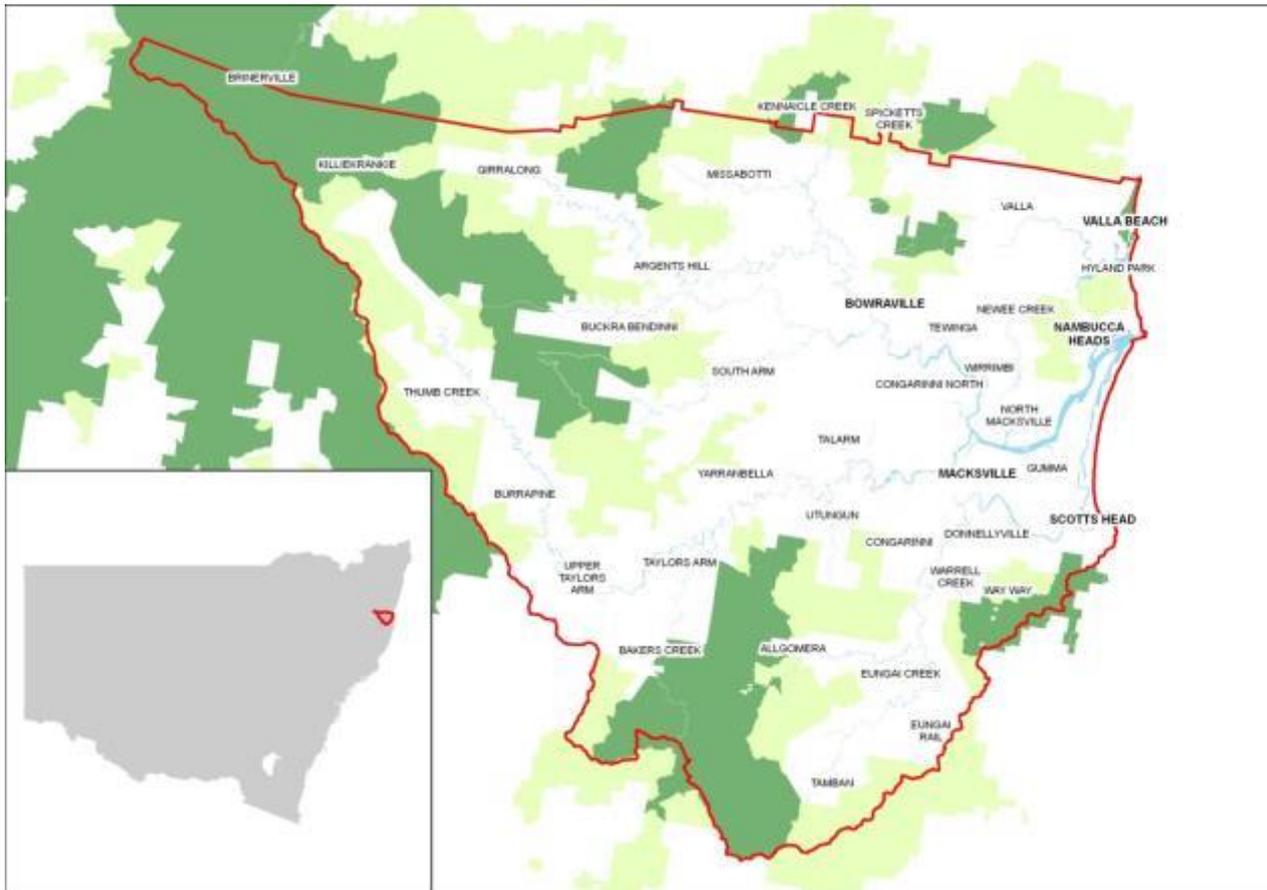


**Cr Anne Smyth**



**Cr John Wilson**

MAP OF SHIRE



The Nambucca Shire Local Government Area (LGA) is located between Kempsey and Bellingen Shire Councils on the Mid North Coast of NSW, approximately 500km north of Sydney and 480km south of Brisbane. The Shire is 1492.8 km<sup>2</sup>, the terrain is steep and intersected by small streams nestled between the foothills of the Great Dividing Range and the coastline of the Pacific Ocean. The rugged topography of the eastern edge of the New England plateau in the western part of the Shire is dominated by steep slopes and valleys, while the eastern portion of the Shire is characterised by the gentle slopes of the river floodplains.

The Nambucca River drains the Shire and is 47km long. The Shire has two National Parks, eight local nature reserves and 25km of coastline.

The main localities of the Shire include Nambucca Heads, Macksville, Bowraville, Valla Beach and Scotts Head with many smaller villages and rural settlements. The Shire has a population density of 13 people per km<sup>2</sup>.

Aboriginal and Torres Strait Islander people make up about 7% of the population, nearly treble the national average and their living culture is an integral part of the Valley's society.

#### NAMBUCCA SHIRE POPULATION - SELECTED CHARACTERISTICS (ABS Census Data)

	2011	2017	Change
Total persons	18,644	19,212	+3%
Aged 14 years and under	3,382	3,220	-4.8%
Aged 65 years and over	4,999	5360	+7.2%
Born overseas	2,778	3,554	+28%
Median Age	49	51	+2 Yrs
Unemployment Rate	8.7%	6.7%	-2%
Households with internet access	63.0%	72.5%	+9.5%

#### NAMBUCCA SHIRE - TOWNS, VILLAGES AND RURAL POPULATION

	1996*	2001*	2006	2011	2016
Bowraville	884	956	954	1,208	1,122
Eungai **	139	583	584	658	781
Hyland Park	284	321	315	441	429
Macksville	2,722	2,661	2,658	2,567	2,598
Nambucca Heads	6,248	6,146	6,121	6,222	6,327
Scotts Head	832	793	794	821	899
Valla Beach	729	814	819	1,200	1,313
Rural/Non-Urban Balance	5,729	5,444	5,415	5,527	5,743
<b>TOTAL SHIRE</b>	<b>17,567</b>	<b>17,718</b>	<b>17,660</b>	<b>18,644</b>	<b>19,212</b>
<i>** Area extended in 2001 to include Eungai Creek, Eungai Rail and Allgomera</i>					
<i>Nambucca Heads from 2006 includes Kingsworth Estate (not previously included in town population)</i>					

The Shire is rapidly becoming a desirable destination for lifestyle sea and tree changers and the recent Pacific Highway upgrade has made the Shire an easy commute to the regional centre of Coffs Harbour. Traditional industries of dairying, timber, grazing, and horticulture have been supplemented by aquaculture and tree crops such as macadamias. Service industries, in particular tourism, aged care and health services are important and growing sources of employment.

Being strategically located between Sydney and Brisbane with easy access via the North Coast rail and the Pacific Highway, the Nambucca Valley is a natural location for logistics hubs and warehousing operations but has also enticed major manufacturers to relocate and expand in the Shire. The major industries are niche manufacturing and vehicle body manufacturing, timber processing and pre cast concrete production.

Nambucca Shire Council has a full range of Local Government operations and is responsible for maintaining a wide range of infrastructure including roads, bridges, parks and gardens, footpaths, an aquatic centre, libraries, drainage, water pump stations and reservoirs, sewer pump stations and treatment plants. The Valley is lush and beautiful with high rainfall, extensive coastline, river frontage and rugged terrain, however these same attributes also make it difficult and expensive to build and maintain infrastructure assets. Given the Shire's limited resources, priorities need to be constantly reassessed and the Council has to be open to new and better ways of doing things.

## Audited Financial Reports and Independent Auditor's Report

Council's audited financial reports for the year ended 30 June 2018 can be found at Appendix 3. They are also available to the public at Council's Administration Centre (44 Princess Street, Macksville) and on Council's website [https://www.nambucca.nsw.gov.au/cp\\_themes/default/page.asp?p=DOC-DMU-30-24-85](https://www.nambucca.nsw.gov.au/cp_themes/default/page.asp?p=DOC-DMU-30-24-85)

## Rates and Charges Written Off Clause 132 of Local Government (General) Regulations 2005

<b>Ordinary Rates</b>		
Pensioners write off (Section 575)	\$392,090.60	
Other	\$ 3,768.76	
		\$395,859.36
<b>Water Access and Supply Charges</b>		
Pensioners write off (Section 575)	\$146,730.24	
Other	\$ 123.78	
		\$146,854.02
<b>Sewer Access and Supply Charges</b>		
Pensioners write off (Section 575)	\$132,931.69	
Other	\$ 11,653.60	
		\$144,585.29
<b>Waste Management Charges</b>		
Pensioners write off (Section 575)	\$195,085.76	
Other	\$ 4,639.37	
		\$199,725.13
<b>TOTAL AMOUNTS WRITTEN OFF</b>		<b>\$887,023.80</b>

## Comparison of Actual Performance

Council's original budget was adopted by Council on 29 June 2017 and is not required to be audited. The original projections on which the budget was based can be affected by a number of factors. These include State and Federal government decisions, including new grant programs, changing economic activity, the weather and decisions made by Council. Material variations of more than 10% are explained below.

### Revenues

#### 1. Other Revenues

Council's revaluation of Operational Land & Buildings uncovered \$606,000 in assets not previously recorded in Council's Asset Register (Found Assets). Also there were other Found Assets made up of a segment of road \$497,000, Water Assets of \$117,000 and Sewerage Assets of \$23,000.

#### 2. Operating grants and contributions

With regard to Operating Grants & Contributions, there were additional RMS regional road funding of \$260,000 as well as variation between capital & operating for other roads, bridges and traffic grants & contributions. There were also grants of \$364,000 for environmental purposes supplementing Council's Environmental Levy, \$135,000 for Libraries RFID Implementation, \$40,000 for Sport & Wellbeing Program.

#### 3. Capital grants and contributions

For Capital Grants & Contributions there were additional grants for Natural Disaster funding of \$600,000 and \$500,000 from the Cycling Infrastructure Fund. Also Council received just over \$1,500,000 in non-cash contributed assets; these were made up of \$480,000 Developer assets, gifted assets from Highway renewal of \$950,000, and \$100,000 from in-kind work on recreational assets.

**4. Net gains from the disposal of assets**

Expected completion date and therefore availability of land for sale at Council's Hyland Park development has occurred later than anticipated and real estate profit forecast in the budget did not eventuate in the 2017/18 year. This revenue has been incorporated in the 2018/19 budget.

**Expenses**

**1. Other expenses**

The primary reasons for the variation in Other Expenses was that a number of items were shown in Materials & Contracts with the Original Budget particularly amounts totalling almost \$500,000 for Waste Levies.

**2. Net losses from the disposal of assets**

The loss on write off of Infrastructure Assets \$2,500,000 and write off of assets through the Operational Land & Building revaluation outweighed the gains associated with the sale of Plant \$85,000 and Industrial Lot \$157,000.

**COMPARISON OF BUDGET TO ACTUAL 2017/2018**

(\$'000)

	EXPENSES	ORIGINAL BUDGET	INCOME	ORIGINAL BUDGET
	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000
ADMINISTRATION	2,403	8,866	705	1,925
PUBLIC ORDER & SAFETY	1,308	1,101	573	727
HEALTH	273	53	198	162
ENVIRONMENT	1,256	1,101	679	368
COMMUNITY SERVICES & EDUCATION	305	362	233	224
HOUSING & COMMUNITY AMENITIES	6,247	3,203	5,804	6,932
WATER SUPPLIES	5,575	8,082	6,513	8,194
SEWERAGE SERVICES	5,039	9,123	5,657	9,242
RECREATION & CULTURE	3,662	3,200	1,623	1,528
MINING, MANUFACTURING & CONSTRUCTION	381	87	170	72
TRANSPORT & COMMUNICATION	9,705	19,043	5,063	11,774
ECONOMIC AFFAIRS	277	2,256	98	2,143
<b>TOTALS - FUNCTIONS</b>	<b>36,431</b>	56,477	<b>27,316</b>	43,291
GENERAL PURPOSE REVENUES			<b>14,774</b>	13,231
<b>TOTALS</b>	<b>36,431</b>	56,477	<b>42,090</b>	56,522

The above functions conform to those used by the Australian Bureau of Statistics and provide a basis for comparison with other councils.

## Achievements in Implementing the Community Strategic Plan

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### TWELVE MONTH REVIEW OF DELIVERY PROGRAM AND OPERATIONAL PLAN

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#### INTRODUCTION

The intention of this section is to document Council's progress and the effectiveness of Council activities as it strives to implement its stated strategies under each of the eleven (11) Key Strategic Directions outlined in its Community Strategic Plan 2022.

#### The 11 Key Strategic Directions are:

- 1 Civic Leadership and Administration
- 2 Public Order and Safety
- 3 Public Health
- 4 Community Support and Education
- 5 Environmental Planning
- 6 Building Regulation
- 7 Environmental Services and Community Amenities
- 8 Recreation and Culture
- 9 Transport
- 10 Local Economy
- 11 Water Cycle

This section should be read in conjunction with Council's Quarterly Operational Budget Reviews which outline how Council is tracking against allocated budgets.

Under Council's Community Strategic Plan the 11 Key Strategic Directions are embellished with 31 Objectives, which are subsequently supported by some 58 Strategies. The 58 Strategies are carried through into the 4 year Delivery Plan and allocated across the organisation with specific tasks, programs or actions for which their progress is reported on through a 6 monthly review report.

The Operational Plan Reviews and 4 Year Delivery Program can be found on Council's website at

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

## DELIVERY PROGRAM AND OPERATIONAL PLAN

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.

<b>Theme 1 Caring for our Community</b>			
<b>Objective 1 Our Community will be a safe, healthy place to live where everyone is valued.</b>			
<b>Key Strategy 1.1 Sustainable Delivery of Services</b>			
<b>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.</b>			
<b>Actions</b>	<b>Lead Responsibility</b>	<b>Success Measure</b>	<b>Achievements 2017/2018</b>
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

<p>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.</p>	<p>General Manager Asst General Managers</p>	<p>Services reviews completed Workforce development and redesign. New technology adopted. Staff initiatives investigated and considered Service Level reviewed as required Processes reviewed and improved.</p>	<p>Opportunities and Innovation register established with 6 monthly reporting to MANEX B commencing November 2018. Finance and Engineering Departments service reviews undertaken.</p> <p>Org structure and job redesign undertaken during the year.</p> <p>Participated in LG Professionals Performance Excellence Program with action list developed.</p> <p>Upgrade of ICT software and operating programs planned for second half of 2018. TRIM, Infocouncil, Microsoft and Authority.</p>
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<b>Theme 1 Caring for our Community</b>			
<b>Objective 1 Our Community will be a safe, healthy place to live where everyone is valued.</b>			
<b>Key Strategy 1.1 Sustainable Delivery of Services</b>			
<b>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.</b>			
<b>Actions</b>	<b>Lead Responsibility</b>	<b>Success Measure</b>	<b>Achievements 2017/2018</b>
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.

<b>Theme 1 Caring for our Community</b>			
<b>Objective Our Community will be a safe, healthy place to live where everyone is valued.</b>			
<b>Key Strategy 1.1 Sustainable Delivery of Services</b>			
<b>Program 1.1.4 Sustainable Energy Use - Nambucca Shire Council will provide Community leadership in sustainable energy use.</b>			
<b>Actions</b>	<b>Lead Responsibility</b>	<b>Success Measure</b>	<b>Achievements 2017/2018</b>
1.1.4.1 Implement technologies and make decisions to reduce Council's greenhouse gas emissions.	General Manager Asst General Managers	Initiatives implemented that reduce Council's carbon footprint.	Provision made in budget for purchase and installation of solar energy. Funding commitment made to conversion of all street lights to LED.
Establish a clean energy committee to investigate options for investment growth in renewable energy.	Manager Development and Environment	Clean Energy Committee operational	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

<b>Theme 1 Caring for our Community</b>			
<b>Objective Our Community will be a safe, healthy place to live where everyone is valued.</b>			
<b>Key Strategy 1.2 Public order and safety</b>			
<b>Program 1.2.1 Public order and safety - Community Safety - The Nambucca Shire shall foster Communities where people feel safe and secure.</b>			
<b>Actions</b>	<b>Lead Responsibility</b>	<b>Success Measure</b>	<b>Achievements 2017/2018</b>
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.

<b>Theme 1 Caring for our Community</b>			
<b>Objective Our Community will be a safe, healthy place to live where everyone is valued.</b>			
<b>Key Strategy 1.2 Public order and safety</b>			
<b>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.</b>			
<b>Actions</b>	<b>Lead Responsibility</b>	<b>Success Measure</b>	<b>Achievements 2017/2018</b>
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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<b>Theme 1 Caring for our Community</b>			
<b>Objective Our Community will be a safe, healthy place to live where everyone is valued.</b>			
<b>Key Strategy 1.3 Public health</b>			
<b>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</b>			
<b>Actions</b>	<b>Lead Responsibility</b>	<b>Success Measure</b>	<b>Achievements 2017/2018</b>
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.

<b>Theme 1 Caring for our Community</b>			
<b>Objective Our Community will be a safe, healthy place to live where everyone is valued.</b>			
<b>Key Strategy 1.3 Public health</b>			
<b>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.</b>			
<b>Actions</b>	<b>Lead Responsibility</b>	<b>Success Measure</b>	<b>Achievements 2017/2018</b>
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.
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<b>Theme 1 Caring for our Community</b>			
<b>Objective Our Community will be a safe, healthy place to live where everyone is valued.</b>			
<b>Key Strategy 1.3 Public health</b>			
<b>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.</b>			
<b>Actions</b>	<b>Lead Responsibility</b>	<b>Success Measure</b>	<b>Achievements 2017/2018</b>
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.

<b>Theme 2 Caring for our Environment</b>			
<b>Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.</b>			
<b>Key Strategy 2.1 Well Planned Communities</b>			
<b>Program 2.1.2 Housing - Housing across the Nambucca Shire provides choice and is affordable.</b>			
<b>Actions</b>	<b>Lead Responsibility</b>	<b>Success Measure</b>	<b>Achievements 2017/2018</b>
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.

<b>Theme 2 Caring for our Environment</b>			
<b>Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.</b>			
<b>Key Strategy 2.2 Building Regulation</b>			
<b>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.</b>			
<b>Actions</b>	<b>Lead Responsibility</b>	<b>Success Measure</b>	<b>Achievements 2017/2018</b>
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.
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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 2.3.2 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			
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 2.3.3 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"> <li>- Hennessy Tape Riparian Improvements;</li> <li>- Bank Stabilisation Works and Fish Habitat Improvements (Wilson Road)</li> <li>- Organic Farming Education</li> <li>- Protecting and Connecting Coastal Corridors at Mt Yarrahapinni</li> <li>- Yarrahapinni to Killiekrankie Biodiversity Alliance Bush Connect Project 2016-2026</li> <li>- Coastal Habitat protection of Endangered Community and population (<i>glycine clandestina</i>) in Scotts Head</li> </ul>

<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"> <li>- Gordon Park Flying Fox Camp Management Plan prepared and Adopted by Council</li> <li>- Dawkins Park Stormwater Management Plan and designs prepared</li> <li>- Nambucca Flood Risk Management Plan was completed</li> <li>- Commenced design/ management plans for coastal areas in Scotts Head and Nambucca Heads</li> <li>- Commenced preparation of new Coastal Management Program.</li> </ul>
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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	<p>The following projects were undertaken or continued during the reporting period with funding from the Environmental Levy or other sources:</p> <ul style="list-style-type: none"> <li>- Public Reserves Revegetation and Restoration</li> <li>- Dawkins Park Management and investigations</li> <li>- Fish Habitat and Bank Stabilisation Wilson Road</li> <li>- Indian Myna Bird Management Program</li> <li>- Ecohealth Monitoring</li> <li>- Gumma Swamp Acid Sulphate Soil Management Program and Monitoring</li> <li>- Gordon Park Flying Fox Management Plan Implementation</li> <li>- Water quality monitoring</li> <li>- Noxious weed management</li> <li>- Coastal EEC and Endangered Species habitat Management Scotts Head</li> </ul>

<b>Theme 2 Caring for our Environment</b>			
<b>Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.</b>			
<b>Key Strategy 2.3 Environmental Services and Community Amenities</b>			
<b>Strategy 2.3.5 Cemeteries - Well maintained cemeteries shall be provided across the Shire.</b>			
<b>Actions</b>	<b>Lead Responsibility</b>	<b>Success Measure</b>	<b>Achievements 2017/2018</b>
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.

<b>Theme 3 Living well</b>			
<b>Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.</b>			
<b>Key Strategy 3.1 Recreation and Culture</b>			
<b>Strategy 3.1.1 Cultural Activities - Nambucca Shire Council will actively support cultural services, the arts and the preservation of our local heritage</b>			
<b>Actions</b>	<b>Lead Responsibility</b>	<b>Success Measure</b>	<b>Achievements 2017/2018</b>
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.
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<b>Theme 3 Living well</b>			
<b>Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.</b>			
<b>Key Strategy 3.1 Recreation and Culture</b>			
<b>Strategy 3.1.2 Meeting Places - Meeting Places will be provided across the Shire to support an inclusive community.</b>			
<b>Actions</b>	<b>Lead Responsibility</b>	<b>Success Measure</b>	<b>Achievements 2017/2018</b>
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			
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		3.1.3 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 <sup>rd</sup> 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="1574 715 2072 805"> <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="1574 869 2072 960"> <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
Macksville	33,167														
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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 3.2.2 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>

<b>Theme 3 Living well</b>			
<b>Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.</b>			
<b>Key Strategy 3.2 Community support and education</b>			
<b>Strategy 3.2.3</b> 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.

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 3.2.4 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.

<b>Theme 4 Promoting Prosperity</b>			
<b>Objective</b> Promote, support and plan opportunities for new and existing businesses to sustain a vibrant local economy.			
<b>Key Strategy 4.1 Local Economy</b>			
<b>Strategy 4.1.1</b> Economic Activity and Employment - Nambucca Shire Council will foster local employment opportunities and economic self-sufficiency through promotion, lobbying and direct action.			
<b>Actions</b>	<b>Lead Responsibility</b>	<b>Success Measure</b>	<b>Achievements 2017/2018</b>
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	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

Community's best advantage.			Growth area
<p>4.1.1.6 Support and promote local tourism, events and creative industries that will generate growth and opportunities within the local economy.</p>	<p>Manager Community Development</p>	<p>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</p>	<p>Visitor Information Centre leased and not operated by Council.</p> <p>Development and adoption of Tourism Strategic Plan in collaboration with these and other partners.</p> <p>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.</p>
<p>4.1.1.7 Foster Local Employment and Training Opportunities.</p>	<p>Manager Business Development</p>	<p>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</p>	<p>Promote apprenticeships for the growth of the local vehicle industry with NSW state training services, industry and TAFE.</p> <p>Deliver training and professional development workshops for local industry, retail and agribusiness in 2018. Working with RDA Regional Development Australia on youth employment projects.</p>

<b>Theme 4 Promoting Prosperity</b>			
<b>Objective</b> Promote, support and plan opportunities for new and existing businesses to sustain a vibrant local economy.			
<b>Key Strategy 4.2 Transport</b>			
<b>Strategy 4.2.1</b> Transport Accessibility - Nambucca Valley Residents will be able to get where they need to go in a way that is safe, efficient and affordable.			
<b>Actions</b>	<b>Lead Responsibility</b>	<b>Success Measure</b>	<b>Achievements 2017/2018</b>
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.	<p>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.</p> <p>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.</p> <p>A number of improved work practices have been introduced across maintenance and construction.</p>

<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 car parks 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>

<p>4.2.1.5 Continue to support the work of the State and Federal governments in upgrading the Pacific Highway.</p>	<p>Council General Manager AGM Engineering</p>	<p>Support Community consultation on Pacific Highway upgrades. Negotiate handover of ex-highway assets to Council on acceptable terms.</p>	<p>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.</p> <p>Council has also supported residents in seeking noise attenuation at Valla.</p>
<p>4.2.1.6 Maintain and construct boat ramps and boat access points to the level of service agreed with the Community</p>	<p>AGM Engineering</p>	<p>Regular inspection and cleaning program completed Maintain and construct new works as per the delivery program</p>	<p>Boat ramps inspected and cleaned in accordance with the maintenance program.</p> <p>Shelly Beach boat ramp upgraded funded through the RMS</p>

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

<b>Theme 4 Promoting Prosperity</b>			
<b>Objective</b> Promote, support and plan opportunities for new and existing businesses to sustain a vibrant local economy.			
<b>Key Strategy 4.3 Sustainable Water Cycle</b>			
<b>Strategy 4.3.1</b> Water Management - Council will work with the Community to ensure the water resources of the Nambucca Valley are used in a sustainable way.			
<b>Actions</b>	<b>Lead Responsibility</b>	<b>Success Measure</b>	<b>Achievements 2017/2018</b>
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	<p>IWCM reviewed and implemented.</p> <p>Reliable potable supply that meets public health standards is provided.</p> <p>Regular water testing is conducted.</p> <p>Any breach of required standards is reported.</p>	<p>IWCM currently working towards finalisation.</p> <p>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.</p>
4.3.1.2 Operate the Bowra Dam to ensure water security for the Nambucca Shire.	Manager Water and Sewerage	<p>Dam is maintained and operated according to the Dam Operation Manual.</p> <p>Operate and maintain the rising main network from the Bowra Bore fields.</p> <p>Maintain water levels in the Dam that will protect water security for the Shire.</p>	<p>Dam water levels have been maintained close to full and dam is operated in accordance with statutory requirements</p>
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	<p>Asset Management Plan developed and implemented.</p>	<p>Asset Management plan completed and endorsed by Council;</p>

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

## Report on Condition of Public Works

### PUBLIC ORDER AND SAFETY

#### Report on Bush Fire Stations

There are 16 brigade stations within the Nambucca Shire Council; some of these stations coexist on land shared with other facilities such as a community hall and other are sited on their own land.

Council, as the landlord, funds maintenance to buildings in addition to the Rural Fire Service maintenance program.

SITE	CONDITION AT END OF JUNE 2018	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2017/18
Buildings	Satisfactory, allowing for deterioration	\$45,000	\$29,000	\$29,000
Land	Satisfactory	\$0	\$0	\$0

### PUBLIC AMENITIES

#### Community Amenity - Waste Management

The Waste Management Facility located on Old Coast Road Nambucca Heads consists of the old and new landfill sites. Assets on the old landfill are limited to the gatehouse building, weighbridge, transfer station, large machinery shed, old site shed, covered material recovery and the land. The new landfill is limited to the land only.

The old site ceased landfilling in January 2002 and has since been rehabilitated; however, ongoing groundwater monitoring is required as per the environment protection licence held with the Environment Protection Authority (EPA). The new landfill is immediately to the north with access via the gatehouse and weighbridge on the old landfill. An environment protection licence is also held with EPA for the new landfill with ongoing monitoring and sampling a requirement.

Annual fees include calibration and maintenance of the weighbridge, general site maintenance and the payment of the environmental protection licences.

An integral aspect of Nambucca Shire Council's long-term planning strategy is the provision of future waste management facilities within the shire. The most appropriate site identified to date by Council has been the existing State Forestry land immediately adjoining the western boundary of the existing Nambucca Waste Management Facility.

Council has completed a preliminary assessment on this site to ensure that there are no obvious significant environmental or engineering constraints which would limit or prevent the potential development of the site as a waste management facility. The assessment indicated that the site is suitable for future waste management activities and Council has commenced negotiating with Forest NSW to obtain the land however at this stage are reluctant to part with the land.

Based on the design methodology and assumptions, the indicative landfill extension could yield 3,200,000m<sup>3</sup> of landfill space.

SITE	CONDITION AT END OF JUNE -2018	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2017/2018
Gatehouse/Weighbridge	Satisfactory	\$0	\$28,000	\$28,000
Environmental License	Satisfactory	\$0	\$7,500	\$7,500
Land/General Maintenance	Satisfactory	\$0	\$60,000	\$60,000

### Public Buildings/Facilities

Public buildings are used for a wide range of activities from administration to recreation.

Buildings and facilities include club-houses, park amenities, playground equipment, tennis courts, shelters, seating, etc. Maintenance of recreation and cultural facilities is shared between Council and the individual Committees of Management.

Work this year has included general maintenance and operational activities at buildings managed by Council. Replacements of the Valla Reserve amenities were completed, with minor upgrade works occurring at the Main Beach Amenities.

A revaluation and comprehensive condition assessment of building components was undertaken at the beginning of 2018. This data will allow for better planning of capital works for public buildings.

SITE	CONDITION AT END OF JUNE 2018	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2017/2018
<b>Council Offices</b>	Satisfactory	\$418,000	\$24,000	\$24,000
<b>Council Works Depot</b>	Satisfactory	\$43,000	\$1,000	\$1,000
<b>Public Halls/ Community Centres</b>	Satisfactory	\$186,000	\$47,000	\$47,000
<b>Museums</b>	Satisfactory	\$11,000	\$3,000	\$3,000
<b>Library</b>	Satisfactory	\$0	\$42,000	\$42,000
<b>Kindergarten/Pre- School</b>	Satisfactory	\$0	\$3,000	\$3,000
<b>Swimming Pool Building</b>	Satisfactory	\$1,000	\$1,000	\$1,000
<b>Amenities/Toilets</b>	Satisfactory	\$22,000	\$8,000	\$8,000

## TRANSPORT AND COMMUNICATIONS

### Report on Off-Street Car Parks

Council has several off-street car parks located throughout the Shire, principally in the main urban areas of Macksville, Nambucca Heads and Bowraville. A program has been developed to progressively upgrade the off street car parks as funding permits and in 2017/18 the Coronation Oval car park Nambucca Heads was upgraded to a sealed car park.

Carparks such as Fletcher Street, Nambucca Heads, are considered “on-street” and part of the road; hence they are not included in this section.

Generally the carparks are in good condition and expenditure is limited to minor maintenance activities.

SITE	CONDITION AT END OF JUNE 2018	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2017/2018
Various locations within the Shire	Good	\$2,000	\$0	\$0

### Bridges

Council is continuing with the level two bridge inspection program, and at the beginning of the 2017/18 financial year there were 21 bridges listed in Council’s Asset Management Plan that were classified in Condition 4 (poor condition requiring close monitoring).

Due to the successful grant application for Lanes Bridge, this bridge was moved forward in the program and preliminary works were commenced in the 2017/18 financial year.

There are seven bridge structures within Council bridge assets that have a designated load limit (have been rated within condition 4), and these are progressively programmed for replacement within Councils bridge program or disposal via road closure. All other timber bridges structures have a mandatory 40 tonne load limit in accordance with the design standard that they had been constructed to.

In 2015/16 Council began to construct prefabricated concrete bridge structures instead of the traditional timber bridges, and this has continued through the 2017/18 program. The significant advantage of moving towards a concrete structure is the increase in the life of the structure and lessening of the depreciation burden.

CONDITION AT END OF JUNE 2018	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2017/2018
Concrete - good Timber - replacement and major repairs required	\$713,000	\$725,000	\$123,000

### Roads - General

Council continued restoration of damage caused by natural disaster events that occurred in 2015 and 2016. These works predominantly evolved around substantial landslips and replacement of lost pavement surface across local rural roads and were acquitted within the 2017/2018 financial year. Funding was provided for the Bowraville Bellingen Road to be reinstated as a fire trail access and works were finalised in 2017/18.

**Urban**

Council is responsible for maintenance of 98km of sealed urban streets.

Council has continued with the funding of a heavy patching program which has resulted in a reduction in maintenance costs across the urban road network. The urban street network is generally in satisfactory condition, and the heavy patching program which has now been in existence for a number of years has resulted in a significant reduction in the amount of heavy patching required within the urban areas with funding now being directed at larger areas identified for rehabilitation. The urban asphalt sealing program that was introduced some ten years ago is now showing signs of localised crocodile cracking that indicate that the pavement is potentially failing and will require heavy patching or pavement rehabilitation treatment in the future, the roads identified are monitored through the asset inspection program.

Council has continued with the rehabilitation and renewal of a number of higher hierarchy urban roads, in Macksville and Nambucca Heads, the results have improved the amenity of the areas.

**Rural - Sealed**

Council is responsible for maintenance of 252km of sealed rural roads.

Over the past five year, Council has undertaken a comprehensive reseal program repairing the wearing surface of the sealed road network (the aggregate surface) improving the non-slip qualities and removal of cracks and potholes which allow water to enter into the subgrade resulting in failures.

In 2017/18 funding allocated for resealing was redirected to road rehabilitation works as the reseal program is now consistent with the 12 year pavement reseal cycle management. Council has implemented various treatments for the repair of failures or heavy patching across the sealed road network. These techniques vary according to the location and nature of the failure, however a focus on targeted heavy patching repairs has seen many of the worst isolated failures on Council's major roads removed.

**Rural - Unsealed**

Council is responsible for maintenance of 316km of unsealed rural roads.

Once again the roads were subject to major flood damage and significant restoration work was required through 2017/2018 which predominantly evolved around landslips on Gumma Road and Riverside Drive and the replacement of lost pavement surface across local rural roads. With the exception of the Gumma Road and Riverside Drive landslips, all other flood damage works were completed

The change to Council's work practices for maintenance grading introducing the use of a water cart and roller has meant that maintenance is no longer restricted by the availability of natural moisture in the pavement. As well as finding a suitable gravel blend this has reduced the number of complaints received on the rural road network.

A formal gravel resheeting program which is now identified within the capital works was introduced in the 2016/17 financial year, with work being undertaken on primary access routes. Further programs have been identified for future budgets and are included within the long term financial plan

ROADS	CONDITION AT END OF JUNE 2018	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2017/2018
Sealed Roads	Satisfactory	\$671,000	\$2,030,000	\$810,000
Unsealed Roads	Satisfactory	\$0	\$335,000	\$715,000

Note: maintenance costs were reduced and redirected to sealed and unsealed roads to bring them to a satisfactory standard

**Drainage (Urban and Rural)**

Above ground improvements have been occurring with replacement of older damaged and inefficient lintels and grates through normal maintenance. Underground pipes are mostly within their useful life and in reasonable condition, however Council has identified that the “butt jointed” culverts installed in the 1980 -90’s now require monitoring as the joints are progressively failing.

Council purchased a CCTV in 2016/17 which has allowed for the inspection of possible failing structures and will facilitate inspection of the culvert network over the next 10 years.

The condition of the system must be continually monitored and Council has recognised that due to the nature of underground assets the refurbishment and replacement costs will be significant.

SITE	CONDITION AT END OF JUNE 2018	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2017/2018
Stormwater Drainage System	Satisfactory	\$0	\$15,000	\$15,000

**Reserves**

General maintenance including slashing and repair of infrastructure was undertaken in 2017/2018. There has been a program to reduce the area of mowing by the planting of native grasses and shrubs to reduce the maintenance costs.

**Water Supply**

Normal maintenance works and some renewal works on assets identified with a history of breakages were undertaken throughout the Shire water reticulation Network. . A section of trunk main adjacent to Siding Road with a history of breakages was replaced and a pressure reduction / relief manifold installed to control pressure surges. A section of main under the old highway at North Macksville was also replaced to eliminate a significant leak in the old pipe.

Minor upgrade works were undertaken on Valla Beach and South Macksville reservoirs aimed at improving access and removing redundant corroding metal fixtures to improve water quality in the reservoirs.

Flow meters were also installed on the trunk mains to enable leakage in the transfer system to the town supplies to be monitored.

SITE	CONDITION AT END OF JUNE 2018	ESTIMATED COST TO BRING UP TO SATISFACTORY CONDITION	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2017/2018
Shire-wide	Some upgrading and replacement works required - generally satisfactory.	\$5,187,000	\$1,359,000	\$1,359,000

**Sewerage Services**

Normal maintenance works and minor rehabilitation works were undertaken throughout the Shire Sewerage Network. Sewage pump station switchboard and telemetry upgrades were completed in Scotts Head to finalise the integration of all Council’s pump stations to a new ClearSCADA network. This allows for monitoring and remote control of all the sewage pump stations in the Shire.

Tenders were called for upgrade works on the Bowraville Sewage Treatment Plant to improve wastewater quality and the design and construct contract was awarded to Aquatec Maxcon Pty Ltd.

SITE	CONDITION AT END JUNE 2018	ESTIMATED COST TO BRING UP TO SATISFACTORY CONDITION	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2017/2018
Urban Areas	Systems generally satisfactory with some upgrading necessary	\$3,018,000	\$2,081,000	\$2,081,000

## Governance Matters

### SUMMARY OF LEGAL PROCEEDINGS DURING 2017/2018

Council had no significant legal proceedings during 2017/2018.

### OVERSEAS VISITS

There were no overseas visits by any Councilors during 2017/2018.

## Councilors' Professional Development

COUNCILLOR	TRAINING	DATES	COST (\$)	LEDGER NO
HOBAN, R	Local Government Conference – Sydney	4-6 Dec 2017		
	Flights		345.29	W1028.172.646
	Accommodation		436.82	W1028.172.646
	Registration		908.18	W1028.172.644
AINSWORTH, J	Nil			
BALLANGARRY OAM, M	Local Government Aboriginal Network Conference – Albury	18-20 Sep 2017		
	Flights		535.83	W1030.172.644
	Registration		791.70	W1030.172.644
	Accommodation		453.50	W1030.172.646
	Meals		75.90	W1030.172.644
FINLAYSON, B	Nil			
JENVEY, S	Nil			
JONES, D	Nil			
REED, J	Nil			
SMYTH, A	Nil			
WILSON, J	Local Government Finance Conference	11-12 Sep 2018		
	Flights		367.18	W2836.172.646
	Accommodation		685.63	W2836.172.646
	Registration		718.18	03020.0330.0644

### Councillors' Expenses 2017/2018

• Mayoral fee	\$ 25,250.00
• Councillors fees	\$104,130.00
• Councillors mileage	\$ 2,766.58
• Accommodation	\$ 4,577.46
• Catering	\$ 8,894.62
• Mayor Vehicle	\$ 12,896.60
• Conferences	\$ 3,041.42
• Internet/Telephone	\$ 8,785.44

### Senior Staff Remuneration

The total remuneration packages comprised of salary, superannuation and motor vehicle entitlements are reported below:

	GM	AGMES	AGMCS
(i) Salary	\$ 203,018.64	\$ 159,016.29	\$133,914.35
(ii) Payments not included in salary	\$ -	\$ -	\$ -
(iii) Employer Superannuation Contribution	\$ 18,597.08	\$ 22,416.55	\$ 12,091.70
(iv) Motor Vehicle	\$ 16,000.00	\$ 16,000.00	\$ -
(v) Fringe Benefits Tax	\$ 6,677.19	\$ 6,724.94	\$ 107.70
Total	\$ 244,292.91	\$ 204,157.78	\$146,113.75
<i>Note: The position of Assistant General Manager Corporate Services was vacant between 30 March and 30 June</i>			

### Contracts Awarded during the year in Excess of \$150,000

NAME OF CONTRACTOR	DESCRIPTION OF GOODS	TOTAL PAYABLE
Handybin Waste Services	Collection of Domestic Waste	\$1.2M (9 yr contract)
Nowra Chemicals Sibelco Price Chemicals Redox BOC	Supply and Delivery of Bulk Water Chemicals as per Panel Tender Submission	Up to \$150K (3 year contract)
Jardine Lloyd Thompson	Provision of Insurance Brokerage Services	\$1,079,700 (5 year contract) Fixed price for 3 years and then reviewed subject to claims performance
J Blackwood and Son Pty Ltd	Supply and Delivery of Hardware	Up to \$150K (2 year contract)

Barrier Signs Pty Ltd	Supply and Delivery of Traffic and Safety Signage	Less than \$150K (3 year contract)
Costa Builders Pty Ltd	Construction of Public Amenities at Gordon Park Nambucca Heads	\$199,746
Australian Environmental Services	Mowing and Slashing of Rural Sealed Roadsides	Up to \$150K (3 year contract) Variable according to usage
Stabilcorp	2017/18 Road Rehabilitation Program	Up to \$1.1M 8 month contract
ERM Power	Supply power for contestable sites	\$257,146 Variable according to usage 2 year contract
ERM Power	Supply power for street lighting	\$150,032 Variable according to usage 2 year contract
Boral Resources NSW Pty Ltd	Supply of ready mixed concrete	Variable depending on works program (up to 3 years contract)
D & P Fencing Contractors GRI Road Services Guardrail Installations Australia Guardrail Systems Ontime Guardrail Irwin Fencing	Cat. A: Supply and installation of road safety barrier systems	Variable depending on works program (up to 3 years contract)
Ingal Civil GRI Road Services Guardrail Systems	Cat. B: Supply only of road safety Barrier Systems	Variable depending on works program (up to 3 years contract)
Altus Traffic Pty Ltd Complete Staff Solutions Watchout Training and Traffic Control Evolution Traffic Control Pty Ltd Newada Pty Ltd T/As Men At Work New Start Australia Pty Ltd Workforce Road Services Pty Ltd	Traffic Control Services	Variable depending on works program (up to 3 years contract)
Aquatec Maxcon Pty Ltd	Design and Construction of an upgrade to improve wastewater quality at Bowraville Sewage Treatment Plant	\$1,270,695 40 weeks
Costa Builders Pty Ltd	Construction of Public Amenities at Ocean View Drive Lions Park Valla Beach	\$162,504 3 months approximately
Costa Builders Pty Ltd	Eungai Rail Fire Station Alterations and Additions	\$190,735 3 months approximately
NorthPipe Constructions Pty Ltd	Subdivision Civil Works – Hyland Park	\$1,121,361 3 months approximately

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**Bush Fire Hazard Reduction Activities**

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Council undertakes hazard reduction works in the urban areas twice a year. This involves expenditure up to \$25,000 with most of the work being on Crown Land.

The works are programmed for September/October and again in February/March. Such work is generally slashing of the ground cover to reduce the fuel load. Occasionally it is necessary to remove tree branches to ensure minimum clearances are maintained.

The sites regularly maintained are:

**Valla Beach**

- Environment Park
- Lions Park
- Ocean View Drive

**Hyland Park**

- Eastern side of Banyandah Road

**Macksville**

- Industrial Estate

**Eungai Creek**

- Hazel Lane

**Nambucca Heads**

- Industrial Estate
- Glen Sheather
- Palmer Street
- Forest Road
- Merry Park
- Rock Street
- Loftus Street
- Short Street Reserve
- Lee/Short Streets
- Eichman Street
- Small/Lackey Streets
- Nambucca Holiday Park boundary
- Headland
- Pacific Street and drain
- Pilot Street
- Off Newry Street
- Reedy Street Reserve
- Bank Street near Pre-School
- Marshall Way
- Bellwood Road
- Myall Street Reserve

During the year Council works with the Rural Fire Service to review the adequacy of the existing fire buffers for width, re-growth and compliance with standards.

## Access and Equity Activity Report

### ACCESS AND EQUITY ACTIVITIES AND INITIATIVES ASSIST COUNCIL TO:

- *Promote fairness in the distribution of resources, particularly to those most in need*
- *Recognise and promote people's rights and improve the accountability of decision makers*
- *Ensure that people have fairer access to the economic resources and services essential to meeting their basic needs and improving their quality of life and*
- *Give people better opportunities for genuine participation and consultation about decisions affecting their lives.*

Council's Annual Report contains information at various points regarding Council's achievements and future plans which promote access and equity. The reader is directed to the service delivery achievements with further information being found in sections on Human Resource Activities, Equal Employment Opportunities and Section 355 Committees of Management.

## Provide for the Needs of Children/Young People/Women/Older People/People with Disabilities

### ACHIEVEMENTS IN CHILDREN'S SERVICES

- Provision of facilities for the operation of the Pre-School at Valla Beach
- Dissemination of information to children's services and local voluntary organisations
- Annual revision and production of the Nambucca Valley Children's Services brochure
- Complete review of children's play equipment; includes recommendations for replacement, removal or redevelopment
- Weekly story-telling program at libraries – attracts regular audience including fathers and grandparents.
- National Simultaneous Story-time at Macksville and Nambucca Heads Libraries May 2018, at least 150 children involved.
- Themed activities for children during Children's Book Week at libraries; activities in school holidays eg Slime Making workshop (33 attended), Snake and Reptile awareness (30 attended).
- Participation in Child and Family network meetings and activities
- Partnership program with Bowraville Pre-school Breakfast Club

### ACHIEVEMENTS FOR YOUNG PEOPLE

- The establishment of the Nambucca Valley Youth Force following 2 youth forums has been a highlight in the reporting period. The enthusiasm, leadership and collaboration demonstrated by the 12 young people which make up Youth Force has been inspiring. They have established the foundations for the force and have a plan to connect all young people from across the valley to improve the space, develop opportunities, have fun and address a range of issues that affect them. Strong partnerships and collaboration with numerous local agencies help deliver program outcomes at levels beyond what could be achieved if Council worked in isolation.
- The Resilient Young People Program (RYPP) is an 8 week program delivered to Year 9 students in the 3 high schools in the Shire. RYPP covers a range of subjects, adds value to the curriculum and offers the schools and students another connection to community based services. Topics include Safety Self and Others, Drugs & Alcohol Harm Minimisation, Violence Prevention, Mental Health and Well-being and are presented by experts such as police, health workers and counsellors.
- Conduct of a range of programs eg during Youth Week, Chill Out Space at Macksville Show, after school programs at Bowraville Central School - further details and more under Achievements elsewhere in this report.

**ACHIEVEMENTS IN SERVICES FOR OLDER PEOPLE**

- Seniors Week Festival major Council event was “A Dose of Good Cheer” held 12 April 2018. 130 seniors and 25 young people participated. Six services provided information stalls.
- Provision of a kerb-side waste pickup service for older people and people with disabilities
- Continued expansion to large print and audio book collections in libraries.
- Conducted *Be Connected* workshops which aim to increase the digital literacy, confidence and online safety of people over 50 years of age, to enable them to participate online and access the fundamental social and economic benefits of digital participation. (20 registrations)
- Provision of a Home Library service in partnership with Lions Club and Rotary service organisations. (47 borrowers)

**SERVICES FOR PEOPLE WITH DISABILITIES**

- Support for Access Committee – administration, venue, financial
- Access Committee provides recommendations to Council on the needs of people with disabilities.
- Participation in forums to plan for and meet the future needs of people with disabilities eg NDIS
- Provision of information regarding services for people with disabilities; including services available to visitors and tourists
- Missed Business promotion – Good access is good for business
- Disability Inclusion Action Plan implemented.
- Inclusive Tourism training for Access Committee and extended to local businesses.
- Purchased medical chair scale for Macksville Memorial Aquatic Centre.

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**Cultural Services**

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**ACHIEVEMENTS IN ABORIGINAL SERVICES**

- Conduct of a range of programs eg Fishing Workshop, Outdoor Movie night, Bike Safety Workshop, Surf Safety at Scotts Head - further details under Achievements elsewhere in this report.
- Support for the Bowraville Solution Brokerage Initiative. Council has supported and participated in a number of consultations, activities and projects related to this initiative. Subsequently Council has also received support through the Initiative for the Bowraville Connections projects including the skate park upgrade and bike track with construction commencing during the reporting period.
- Employment of Community Development staff who work with the Aboriginal community.
- Partnership program with Uniting Care for Aboriginal Supported Playgroup.
- Upgrade of James Park, Bowraville to include the Evelyn Greenup memorial with children’s artwork, indigenous totems and landscaping. The space has been transformed from a vacant lot into a place of remembrance and recognition of children.
- Engagement of young Aboriginal artist and local Aboriginal Land Council to provide advice and artwork for storytelling in projects at Wallace Lane Macksville and Goanna Trail at Scotts Head.

## Aboriginal and Torres Strait Islander Peoples

Year	Male	Female	Total	Proportion of Total Population %
1991	278	289	567	3.4
1996	394	390	784	4.5
2001	463	491	954	5.4
2006	489	536	1,025	5.7
2011	661	698	1,359	7.3
2016	702	761	1,463	7.6

## Services/Access to Services for People with Diverse Cultural and Linguistic Backgrounds

### ACHIEVEMENTS IN MULTICULTURAL SERVICES

Nambucca Shire has a very small and diverse population of people with a non-English speaking background. This makes specific programs difficult to deliver so a more generalist approach is used.

- Provision of statistics regarding local ethnic groups to assist in provision of programs and in securing grants
- Donations to festivals and cultural groups
- Facilitation of loans of material from State Library Multicultural Services.

### Private Works

Council sets hourly rates for the private hire of plant and equipment. This is done in conjunction with the adoption of the Management Plan. These rates are in the 2017/18 Fees and Charges booklet and are used for all private works. No subsidised works have been undertaken.

**Grants Under Section 356**

Council made the following **donations** during 2017/2018:

<b>ORGANISATION</b>	<b>\$ DONATION 2017/18</b>
New Macksville Hospital DA Fees (Dept of Health NSW)	\$6,790.75
Bowraville Community Development Association Inc	\$400.00
Nambucca Heads Island Golf Club (DA Fees)	\$840.57
Bowraville Central School (Top Soil Donation)	\$482.36
Valla Beach Community Playgroup/Installation of Shade Sail	\$1,000.00
Nambucca/Macksville Evening VIEW Club (Hire Fees)	\$120.00
North Coast Academy of Sport	\$500.00
Wires Mid North Coast	\$200.00
Scotts Head Sports Fields Committee of Management	\$1,000.00
Shire Schools 14 @ \$100 (no application req.)	\$1,400.00
Bowraville Chamber of Commerce (repairs to town clock)	\$1,500.00
Annual Legacy Appeal	\$200.00
Annual Donation to Talarm Hall CoM	\$500.00
Parkinson's NSW (Contribution towards neurological nurse)	\$500.00
Utungun Hall CoM (Freezer for hall)	\$484.00
Nambucca Valley Craft & Art Inc	\$1,000.00
Gordon Park Tennis Club – Reimburse CC fees for DA2016/35	\$1,769.00
Nambucca Community Arts Centre	\$2,500.00
Macksville Gift	\$1,000.00
<b>TOTAL</b>	<b>\$22,186.68</b>

## Equal Employment Opportunity

Council is committed to providing, modeling and encouraging a workplace free from all forms of discrimination, harassment, bullying and victimisation.

During 2017-18, in support of this philosophy and in alignment with the relevant legislation, we:

- hosted work experience placements for students from schools and universities;
- hosted work trials for injured workers to assist them to return to work;
- assisted employees returning to work from both work-related and non work-related illness or injury by engaging the services of qualified rehabilitation providers;
- continued to provide flexible work practices including part-time work, flexible hours and nine-day fortnight, which enhance our ability to support employees with carer and family responsibilities; and
- ensured our recruitment processes include representation on decision-making panels to reflect the diversity of our region, including our Aboriginal community.

## Section 355 Committee of Management

BODY	FUNCTION
Argents Hill Hall Committee of Management	Care, control and management of Argents Hill Hall
Bowraville Sports Ground Committee of Management	Care, control and management of Bowraville Sportsground
Burratine Public Hall Committee of Management	Care, control and management of Burratine Public Hall
Coronation Park Committee of Management	Care, control and management of Coronation Park
Donnelly-Welsh Playing Fields Committee of Management	Care, control and management of Donnelly-Welsh Playing Fields
E J Biffin Playing Fields Committee of Management	Care, control and management of E J Biffin Playing Fields
Eungai District Community Council Committee of Management (Memorial Hall)	Care, control and management of Eungai District Soldiers' Memorial Hall
Gordon Park Tennis Courts Committee of Management	Care, control and management of Gordon Park Tennis Courts
Gordon Park Rainforest Committee of Management	Care, control and management of Gordon Park Rainforest
Grants Hall Committee of Management	Care, control and management of Grants Hall, Bowraville
Mary Bolton Pioneer Cottage & Museum Committee of Management	Care control and management of Pioneer Cottage Macksville.
Macksville Gift Parade Committee of Management	Organising and presenting the Macksville Gift Parade
Macksville Park and Sports Committee of Management	Care, control and management of Macksville Park and Sports grounds

Macksville Tennis Courts Committee of Management	Care, control and management of Macksville Tennis Courts
Missabotti Community Centre Committee of Management	Care, control and management of Missabotti Community Centre
Nambucca Community and Arts Centre Committee of Management	Care, control and management of Nambucca Community and Arts Centre
Nambucca District Band Committee of Management	Acquisition of instruments for the Nambucca District Band
Nambucca District Historical Society Committee of Management	Care, control and management of the Headland Museum
North Macksville Playing Fields Committee of Management	Care, control and management of North Macksville Playing Fields
Scotts Head Events Committee of Management	Organise events in Scotts Head
Scotts Head Sports Fields Committee of Management	Care, control and management of Scotts Head Sports Fields
Scotts Head Tennis Court Committee of Management	Care, control and management of Scotts Head Tennis Court
South Arm Community Hall Committee of Management	Care, control and management of South Arm Hall
Talarm Hall AND Welsh Pioneer Park Committee of Management	Care, control and management of Talarm Hall
Taylors Arm Hall Committee of Management	Care, control and management of Taylors Arm Hall
Taylors Arm Sports Reserve Committee of Management	Care, control and management of Taylors Arm Sports Reserve
Tewinga Community Centre Committee of Management	Care, control and management of Tewinga Community Centre
Unkya Reserve Committee of Management	Care, control and management of Unkya Reserve
Utungun Community Centre Committee of Management	Care, control and management of Utungun Community Centre
Valla Beach Community Association	Care, control and management of Valla Beach Urban and Hall Centre
Valla Beach Tennis Club Committee of Management	Care, control and management of Valla Beach Tennis Court
Valla Public Hall Committee of Management	Care, control and management of Valla Public Hall
Warrell Creek Public Hall Committee of Management	Care, control and management of Warrell Creek Public Hall

### **Companies in Which Council Held a Controlling Interest**

Council did not hold any controlling interests in any companies during 2017/18.

**Partnerships, Co-Operatives or other Joint Ventures to Which Council was a Party**

Council is involved with the following organisations:

NAME	PURPOSE
Statewide (Local Government) Mutual Liability Scheme	Provides insurance coverage to Council as required by the Local Government Act. Most councils in NSW are members.
Statecover Mutual Limited	Provides Workers Compensation Insurance to Council. Most councils in NSW are Members.
Coffs Coast Waste Service	Waste Processing and Resource Recovery Facility for Coffs Harbour City, Bellingen and Nambucca Councils.

Category 1 Business Activities

	WATER \$' 000		SEWERAGE \$' 000	
	ESTIMATE	ACTUAL '2018'	ESTIMATE	ACTUAL '2018'
<b>OPERATING REVENUE</b>				
Annual Charges	977	974	3,592	3,664
User Charges	3,984	3,839	927	770
Interest	357	411	94	183
Grants & Contributions	-	-	-	-
Pensioner Rebates	85	81	76	74
Other Revenue	229	422	202	392
<b>TOTAL OPERATING REVENUE</b>	<b>5,632</b>	<b>5,727</b>	<b>4,891</b>	<b>5,083</b>
<b>OPERATING EXPENSES</b>				
Management Services	933	875	991	795
Mains Maintenance	515	449	316	336
Reservoir Maintenance	290	237	-	-
Treatment Works Costs	165	153	1,060	1,028
Pumping Station Costs	277	263	546	533
Other Operating Costs	561	419	244	290
Interest Costs	1,489	1,489	187	375
Depreciation	1,701	1,675	1,604	1,769
Taxation Equivalent	19	15	23	21
Loss on Sale of Assets		146		153
<b>TOTAL OPERATING EXPENSES</b>	<b>5,950</b>	<b>5,721</b>	<b>4,971</b>	<b>5,300</b>
<b>CAPITAL REVENUE</b>				
Grants & Contributions	334	1,013	743	870
Transfer from Reserves	460	467	2,610	2,161
Depreciation - Contra	1,701	1,675	1,604	1,769
Sale of Assets	-	-	-	-
Loan Funds	-	-	-	-

Sundry Revenue	-	-	-	-
<b>TOTAL CAPITAL REVENUE</b>	<b>2,495</b>	<b>3,155</b>	<b>4,957</b>	<b>4,800</b>
<b>CAPITAL EXPENSES</b>				
Purchase of Assets	613	1,244	1,678	1,466
Repaid Loan Principal	376	376	1,578	1,578
Transfer to Reserves	1,416	1,840	1,140	1,691
<b>TOTAL CAPITAL EXPENSES</b>	<b>2,405</b>	<b>3,460</b>	<b>4,396</b>	<b>4,735</b>
<b>2017/2018 RESULT</b>	<b>(228)</b>	<b>(299)</b>	<b>481</b>	<b>(152)</b>

### Variations to 2017/2018 Financial Results of Business Undertakings

#### WATER SUPPLIES

Taken from the June quarter budget review, the water supplies operations resulted in a surplus variation of around \$300,000 between the original estimates and 30<sup>th</sup> June result.

#### OPERATING REVENUE

In this review consumption revenue was overestimated by \$310,000 or around 7% due to wetter than average start to the Dec-May period. Offsetting this slightly was an increase in interest on investments with better than estimated returns of around \$180,000.

#### OPERATING EXPENSES

Operating expenses were down on the original budget due to energy costs being lower than estimate by around \$100,000, operating costs at the new Bowra Dam \$40,000 below estimate, and expenses budgeted for consultancy for revaluations not required as they were undertaken in house.

#### CAPITAL REVENUE

Increased developer contributions for the new highway Service Centre attributed to an increase in Capital revenue to the original budget.

#### CAPITAL EXPENSES

Additional and carry over works associated with the off-stream water storage facility accounted for an increase in capital expenditure to the original budget.

#### SEWER SERVICES

Taken from the June quarter budget review, the Sewer services operations resulted in a surplus variation of around \$570,000 between the original estimates and 30<sup>th</sup> June result.

#### OPERATING REVENUE

Favourable variations came from increases in annual charges revenue and interest on investments.

#### OPERATING EXPENSES

Similar to Water Supplies energy costs variations of around \$140,000 were also experienced. Sewer Mains maintenance expenditure was under estimate by \$30,000. Also, as with Water Supplies, \$25,000 for infrastructure revaluations was not required.

#### CAPITAL REVENUE

There were no major variations in Capital revenue except for an additional \$30,000 in developer contributions.

**CAPITAL EXPENSES**

The Bowraville STP Upgrade of Recycled Water System came in \$90,000 under the original budget.

**Environmental Levy**

The Minister for Local Government approved the introduction of an environmental levy as part of a special general purpose rate variation in 2003/2005.

The Minister approved an extension of the levy for a further five years from 1 July 2005 to 30 June 2010. Then a further two years from 1 July 2010 to 30 June 2012. In the year 2012/2013 approval was given for the levy to continue on an ongoing basis.

Projects funded by the Environmental Levy in the financial year 2017/2018 are listed below:

<b>Environmental Levy Projects 2017/18</b>	<b>Proposed Budget 2017/18</b>	<b>Subsidy 2017/18 (under contract)</b>
Water quality river health monitoring	\$ 5,000	
Minor bird eradication	\$ 2,500	
Control of Noxious Weeds	\$ 66,200	
Dog Bin Bags	\$ 2,500	
Riverbank Erosion Program	\$ 20,000	
State of the Environment Reporting	\$ 2,500	
Street Lighting		
Heritage Grants	\$ 7,500	\$ 6,000
Dawkins Park Reserve (water quality and environmental improvement investigations)	\$ 100,000	\$ -
Environmental Management Fund	\$ 5,000	
Glycine clandestina Scotts Head		\$ 10,000
Restoration and Rehabilitation Fund	\$ 20,000	
Continuation of Estuary Management plan actions (Ecohealth Monitoring Program LLS)	\$ 34,800	\$ 3,150
Environmental Levy Operations Overheads	\$ 30,000	
Natural Resources & Environmental Planning Officer	\$ 30,000	
Climate Change Adaptation Projects	\$ 25,000	
Implementation of Flood Risk Management Plan (new flood gauge + 2 x telemetry)	\$ 20,000	\$ 40,000
Deep Creek Boatramp & surrounds (boating now)	\$ 5,000	\$ 30,000
RSL Carpark Boatramp (boating now)	\$ 5,000	\$ 27,000
Village Green Scotts Head Planting Plan	\$ 5,000	
Maintenance Storm Water Gross Pollutant Traps	\$ 5,000	
Enviro Website Maintenance and Our Living Coast initiatives	\$ 2,500	
<b>TOTALS</b>	<b>\$ 393,500</b>	<b>\$ 116,150</b>
<b>unallocated (held in reserve for grant applications)</b>	<b>\$ 14,126</b>	
17/18 Budget	\$407,626	

## **Privacy and Personal Information Protection Act 1998**

The Privacy and Personal Information Protection Act 1998 (PPIPA) provides for the protection of personal information and for the protection of the privacy of individuals generally.

Council's Privacy Management Plan and Policy was adopted 24 April 2013. The policy is available on Council's website.

Council complies with the requirements of the PPIPA and access to private or personal information held by Council has only been given in accordance with PPIPA, the provisions of the Local Government Act and, the Government Information (Public Access) Act 2009.

The main provisions of the PPIPA are:

The Act applies to Councillors, Council employees, consultants and contractors of Council, Council owned businesses, Council committees including Committees of Management and Council volunteers.

Personal information is defined to mean information or an opinion about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion.

Personal information does not include information about an individual that is contained in a publicly available publication.

The Act refers to personal information held by Council in public registers, which are rate records, records of approvals and consents, licences, building certificates etc. Council must not disclose personal information from a public register unless satisfied it relates to the purpose for which the record is kept and is an appropriate and legitimate use.

Council must be aware of those accessing records within the definition of public registers and for what purpose.

For the period to 30 June 2018 there has been one (1) review conducted by Council under Part 5 (Review of certain conduct of an agency) of the PPIPA. The outcome of the review decided that there was insufficient evidence to determine that Council had breached any of the Information Protection Principles contained within sections 8-19 of the Act.

## **Government Information (Public Access) Act 2009**

Obligations under the GIPA Act – Reporting year 2017/2018– Nambucca Shire Council

### **1 REVIEW OF PROACTIVE RELEASE PROGRAM - CLAUSE 7(A)**

Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

The Review was carried out by Nambucca Shire Council's Management Executive Committee (MANEX A) which meets monthly. As a result the following information was made publicly available through various channels such as Council's website, local newspapers, media releases, media interviews, public meetings or by the provision of hard copies:

- 2016/17 Report on Australasian Local Government Performance Excellence Program
- Flying Fox Management Plan
- Naturally Occurring Asbestos Management Plan Guide
- Draft Strategic Tourism Plan
- Draft New Asset Management Plans for Bridges, Water Supply and Sewerage Services;

- Draft Asset Management Plans for Unsealed Roads, Footpaths and Stormwater Drainage Services
- Draft Asset Management Plans for Buildings and Sealed Roads
- Proposal for Stormwater Outlet Scotts Head
- Proposal for Coastal Improvement in Scotts Head
- Waste Management Information
- Funding Opportunities and Grant Programs
- Weeds Management Information;
- Progress updates on specific works and programs

## 2 NUMBER OF ACCESS APPLICATIONS RECEIVED - CLAUSE 7(B)

During the reporting period, Council received a total of **six (6)** formal access applications (including withdrawn applications but not invalid applications).

Total Number of Applications Received
6

## 3 NUMBER OF REFUSED APPLICATIONS FOR SCHEDULE 1 INFORMATION - CLAUSE 7(C)

The total number of access applications received during the reporting year that Council refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure

Number of Applications Refused	Wholly	Partly	Total
		1	1
% of Total	0%	100%	

## 2017/18 Statistical Information about Access Applications – Clause 7(d) and Schedule 2

TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME										
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	2	0	0	0	0	0	0	2	14%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	0	1	0	1	1	0	0	1	4	29%

Members of the public (other)	1	2	0	3	2	0	0	0	8	57%
TOTAL	1	5	0	4	3	0	0	1	14	
% OF TOTAL	75%	36%	0%	29%	21%	0%	0%	7%		

**TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn	Total	% of Total
Personal information applications	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	1	5	0	4	3	0	0	1	14	100%
Access applications that are partly personal information & partly other	0	0	0	0	0	0	0	0	0	0%
TOTAL	1	5	0	4	3	0	0	1	14	
% OF TOTAL	7%	36%	0%	29%	21%	0%	0%	7%		

**TABLE C: INVALID APPLICATIONS**

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	3	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	3	100%
Invalid applications that subsequently became valid applications	2	67%

**TABLE D: CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 TO ACT**

	Number of times consideration used	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%

Contempt	0	0%
Legal professional privilege	1	100%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
TOTAL	1	

**TABLE E: OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF ACT**

	Number of times consideration used	% of Total
Responsible and effective government	1	17%
Law enforcement and security	0	0%
Individual rights, judicial process and natural justice	3	50%
Business interests of agencies and other persons	2	33%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
TOTAL	6	

**TABLE F: TIMELINES**

	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extension)	3	60%
Decided after 35 days (by agreement with applicant)	2	40%
Not decided within time (deemed refusal)	0	0%
TOTAL	5	

**TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)**

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0%
Review by Information Commissioner	0	0	0	0%
Internal review following recommendations under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
TOTAL	0	0	0	

**TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)**

	Number of applications for review	% of Total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
TOTAL	0	

**TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES**

	Number of applications for review	% of Total
Agency initiated Transfers	0	0%
Applicant initiated Transfers	0	0%
TOTAL	0	

### Details of Compliance with National Competition Policy Principles

Council at its meeting on 23 March 1998 classified the Business Activities of Water Supply and Sewerage Services as Category 1 Business Activities.

Council does not have any other activities that are of a nature as to be classified as Category 2 Businesses.

Council's audited financial reports include Special Purpose Financial Reports for the two Category 1 business activities.

These special purpose financial reports have been prepared in accordance with the principles of the June 1996 NSW Government Policy Statement "Application of National Competition Policy to Local Government" and the Department of Local Government's July 1997 guidelines "Pricing and Costing for Council Businesses: a Guide to Competitive Neutrality".

Council operates the Water Supply and Sewerage Services as separate activities for financial and organisational purposes. These activities have separate internal accounting systems and full costs are allocated to each activity, directly and also as corporate overheads.

A summary of these Special Purpose Financial Reports for the year ended 30 June 2018 is below:

FINANCIAL POSITION	WATER SUPPLIES \$,000's	SEWERAGE SERVICES \$,000's
Total Current Assets	10,464	5,436
Total Current Liabilities	516	1,450
Total Non-Current Assets	103,594	83,562
Total Non-Current Liabilities	22,521	3,666
Total Equity	91,021	83,882

### WATER AND SEWERAGE SERVICES

Council manages its Water Supply and Sewerage Services in compliance with the Guidelines for Best Practice Management of Water Supply and Sewerage issued by the NSW Office of Water.

Council is currently in the process of updating its Integrated Water Cycle Management Plan. This Plan will document the most cost effective means of continuing to provide water and sewerage services into the future and details a capital works program for the next 30 years along with a financial model to determine the fees and charges required to fund it.

Both Water Supplies and Sewerage Services assets were re-valued as at 30 June 2017.

Water Supply and Sewerage Asset Management Plans have also been documented to assist Council in the programming of ongoing maintenance and renewal of the water supply and sewerage infrastructure so that appropriate service levels can be maintained in future years.

### Bridge and Road Renewal Program Funded from Special Rate Variations

Nambucca Shire received approval for a series of three special rate variations commencing 2014-2015.

Year	Approved increase to rate income
2014-15	3.8%
2015-16	5.0%
2016-17	5.5%

This year saw the end of special rate increases and the extra \$660,000 so far has helped fund \$4.1M worth of bridge replacements. 21 bridge replacements have been achieved over the last 3 years.

The additional funds are to be used to service borrowings for the renewals of bridges and roads. The borrowings raised in 2014-15 are being subsidised by the Local Infrastructure Renewal Scheme (LIRS) In 2015-16 Nambucca Shire was the first Local Authority to take advantage of the new TCorp Borrowing Faculty established under the Fit for the Future reforms. This meant that Council can effectively borrow funds at rates previously only available to the NSW Government. The facility was utilised again in 2016-17.

The bridges replaced so far are:

Bakers Creek	Coulters	McHughs Creek No. 2
Boat Harbour	Degrass	Menzies
Jack Ryall	Factory	Sinclair No. 1
Purcells	Garretts No. 2	Swans
Browns Bridge	Jack Gorley	Top Bridge
Browns Crossing No. 2	Little Broughly	Touts
Colemans	Lovedays	Top Bridge

The program is still on track with further replacements scheduled over the next seven years. Concrete bridges will be replacing the old wooden ones.



Nambucca Shire Council Administration Building





# DISABILITY INCLUSION ACTION PLAN

2017-2021

Progress Report 30 June 2018



Dawkins Park, Macksville

Under the NSW Disability Inclusion Act (2014) each council in NSW must have a Disability Inclusion Action Plan (DIAP) which includes 4 areas of focus:

1. Positive community attitudes and behaviours
2. Liveable communities
3. Meaningful employment
4. Accessible systems and processes

## **PURPOSE OF THE PLAN**

This is a corporate plan which outlines strategies for Nambucca Shire Council, in its role as a service provider that will eliminate discrimination against people with disability and actively promote inclusion.

## **AIM**

To develop and implement strategies which assist Nambucca Shire Council to work towards becoming an accessible community to all people, regardless of their abilities or disability.

## **COMMUNITY INCLUSION POLICY STATEMENT**

Nambucca Shire Council promotes and facilitates inclusion by:

- 1 Raising awareness and understanding of disability inclusion through, information and programs involving the community, businesses, Council staff and Councillors.
- 2 Ensuring that Council creates opportunities which include people with disability.
- 3 Providing access to services and facilities for people with disability.
- 4 Facilitating communication and consultation with the local community.
- 5 Monitoring the needs of people with disability and responding to those needs.

## **PRIORITY AREAS FOR ACTION and ACHIEVEMENTS TO JUNE 2018**

### **PROMOTING POSITIVE COMMUNITY ATTITUDES AND BEHAVIOURS**

Aim: To support the development of positive attitudes towards people with disability and to build community awareness of their rights and abilities.

#### **Council will:**

1. Support the Access Committee to continue its advisory and promotional work on inclusion and access. (Monthly meetings)

#### **2017-2018 Result**

Meetings have been held monthly except for December and January when many members are on holidays. All meetings have attracted a quorum and over the period membership has remained strong and steady with thirteen members.

The Committee conducted a number of on-site excursions during the reporting period, primarily along the boardwalk in Nambucca Heads. The exercise included visits to businesses to discuss good access and their own initiatives to promote access to visitors and residents with disability. A number of recommendations to Council were identified and actioned. One example was in regard to the design for a section of boardwalk replacement – width of walkway, laybys for passing, height clearances for vegetation.

2. Conduct meetings of Council within the community at accessible venues with accessible facilities. (Ongoing practice)

#### **2017-2018 Result**

Achieved. In addition, the step podium in the Council Chambers was removed, creating a continuous path of travel around the whole room.

3. Increase visibility of people with disability in publications and online. (Noticeable improvement by 2018)

#### **2017-2018 Result**

Not yet achieved, work in progress.

4. Promote accessible business and tourism. (via Tourism Strategy)

**2017-2018 Result**

The Access Committee commenced an online training course – Inclusive Tourism” Everyone’s Business” as an advocacy and education project to encourage the business community to identify missed business opportunities.

The Council’s Strategic Tourism Plan 2018-2023 identifies the value of inclusive tourism at various places. One of the eight strategic priorities lists this specifically:

**Four: Town Amenity and Appeal** Continue to improve the amenity and appeal of the Nambucca Shire specifically improving the visual appeal of towns, and accessibility for mobile-impaired, and evening vibrancy.

The following actions are also relevant:

Action 7.4 “Prioritise and develop content (eg for website) the enables industry to add commercial elements to enable marketing packages to be developed; such as inclusive tourism. Listed for Year 1 of the Tourism Strategy.

Action 4.3 As part of Disability Access planning and overall town planning, identify priority locations, trails and paths for mobile friendly improvements particularly linking key attractions and lookouts etc. Listed for Year 2 of the Tourism Strategy.

**CREATING LIVEABLE COMMUNITIES**

Aim: To increase participation of people with disability in all aspects of community life, through targeting approaches to address barriers.

**Council will:**

5. Implement a program to improve accessible public toilets. (Annual)

**2017-2018 Result**

Upgrade of amenities at Valla Beach Reserve completed.

Next on the program is development of options for upgrading or replacement of toilets at Fletcher Street Nambucca Heads and Princess Street Macksville.

6. Construct new accessible toilet facilities in Gordon Park and CBD Nambucca Heads. (2019)

**2017-2018 Result**

Toilets at Gordon Park were completed, noting that some additional pathways are yet to be installed as the redevelopment project progresses.

Toilets in Ridge Street Nambucca Heads remain in need of upgrading. A proposed redevelopment of the Library and Community Arts precinct is gradually forming and if funding is available, this will include new compliant public toilets.

7. Maintain information on the National Public Toilet Map. (Annual)

**2017-2018 Result**

Achieved. The map has the following: Valla Beach (3), Nambucca Heads (15), Macksville (5), Bowraville (3), Taylors Arm (1), Scotts Head (2). All Council owned public toilets are listed. Listings for new amenities include photographs.

8. Review/implement the Pedestrian Access Management Plan (PAMP). (2019)

**2017-2018 Result**

Implementation of the Plan continues: footpaths at corner Partridge and Star Streets (PAMP Macks006) completed; footpaths east and west of Macksville bridge (PAMP Macks008 and 009) completed; Wellington Drive (PAMP Namb02) completed; blisters, kerb ramps and refuge in Fraser Street/Riverside Drive (PAMP Namb09) installed; Belmore Street (PAMP Bowra05) completed.

Review proposed.

9. Install accessible play elements in at least 1 children's playground. (2020)

**2017-2018 Result**

Whilst not due until 2020, Council is aware of the draft guidelines "Everyone Can Play in NSW" has commenced considering design for new playgrounds using this framework.

## **PRIORITY AREAS FOR ACTION and DEADLINES**

### **SUPPORTING ACCESS TO MEANINGFUL EMPLOYMENT**

Aim: To increase the number of people with disability in meaningful employment, thereby enabling people with disability to plan for their future and exercise choice and control as a result of economic security.

#### **Council will:**

10. Implement the Workplace Equity and Diversity Strategy. (Annual)

#### **2017-2018 Result**

Implementation of the Strategy has not been proactively pursued as the Strategy has been identified for review.

11. Make sure our recruitment website meets access standards. (Annual)

#### **2017-2018 Result**

Achieved

12. Provide work spaces which meet the access needs of employees. (As needed)

#### **2017-2018 Result**

No actions for specific employees were required in the reporting period. Rearrangement of the old Community Development staff area has improved access to the front counter and foyer for Human Resources and Development/Environment staff.

## **IMPROVING ACCESS TO MAINSTREAM SERVICES THROUGH BETTER SYSTEMS AND PROCESSES**

Aim: To ensure that people with disability are able to make informed choices about available services and to easily and efficiently access mainstream government services and other opportunities in the community.

### **Council will:**

13. Location of accessible facilities, parking and toilets will be available online. (2018)

### **2017-2018 Result**

Work in progress. Location of public toilets is available on the National Public Toilet website.

14. Council's website will meet WCAG (Web Content Accessibility Guidelines). (Annual)

### **2017-2018 Result**

Achieved.

15. Develop a new Tourism website which will meet WCAG. (2017)

### **2017-2018 Result**

New website developed which complies with WCAG.

**Coral Hutchinson**  
**MANAGER COMMUNITY DEVELOPMENT**  
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