



NAMBUCCA VALLEY COUNCIL

ANNUAL REPORT

2022-23



Nambucca Heads Library 2022/2023

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Acknowledgement of Country

We acknowledge and extend our appreciation to the Traditional Owners of the land, the Gumbaynggirr people, on which the Nambucca Valley is located and the Traditional Custodians of the lands on which we work, play and live.

We pay respect to their ancient and continuing cultures, their connections to the land, and to the Elders, past, present and emerging.

FORWARD

It is my pleasure to present this Annual Report for the 2022/2023 financial year.

The past year has continued to throw challenges with the ongoing wet weather, but Council is now well resourced and positioned to deliver the infrastructure reconstruction programme following the flooding disaster events in 2022. Over \$6 million in emergency works and interim reconstruction works have been undertaken and Council is awaiting the final approval for the permanent asset restoration from the State and Federal governments.

We have seen an improvement in Council's financial position with a \$2.3 million surplus in the operating result mainly due to an increase in grant funded projects.

Council continues to deliver a healthy capital works program of \$15.8 million representing a significant investment in infrastructure and facilities for the communities and visitors in the Nambucca Valley.

- Construction of the seawall at Nambucca Heads adjacent to the Surf Club is almost complete and will be open for the first school holiday period.
- The Nambucca Heads Library refurbishment was successfully completed and opened to the public in mid-2023. This facility continues to endear itself across the entire community with a variety of learning, play and discovery experiences.

Looking to the future we have a number of programs that will require significant investment, long lead times and support from other levels of Government.

Town Planning has experienced a slowdown in development applications lodged, reflecting the broader slowdown in the economy.

Thank you to all residents for your patience and resilience during the disaster recovery phase, and I look forward to further consultation and conversations with the community as we embark on the next year of growth, and the delivery of Council's vision for our beautiful valley.

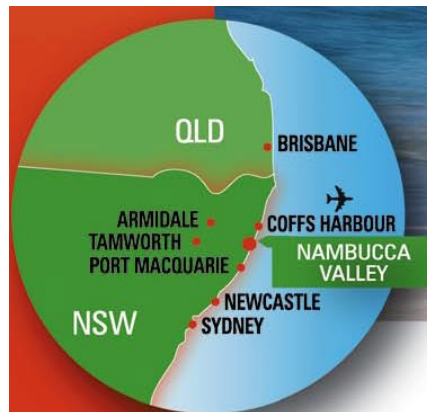
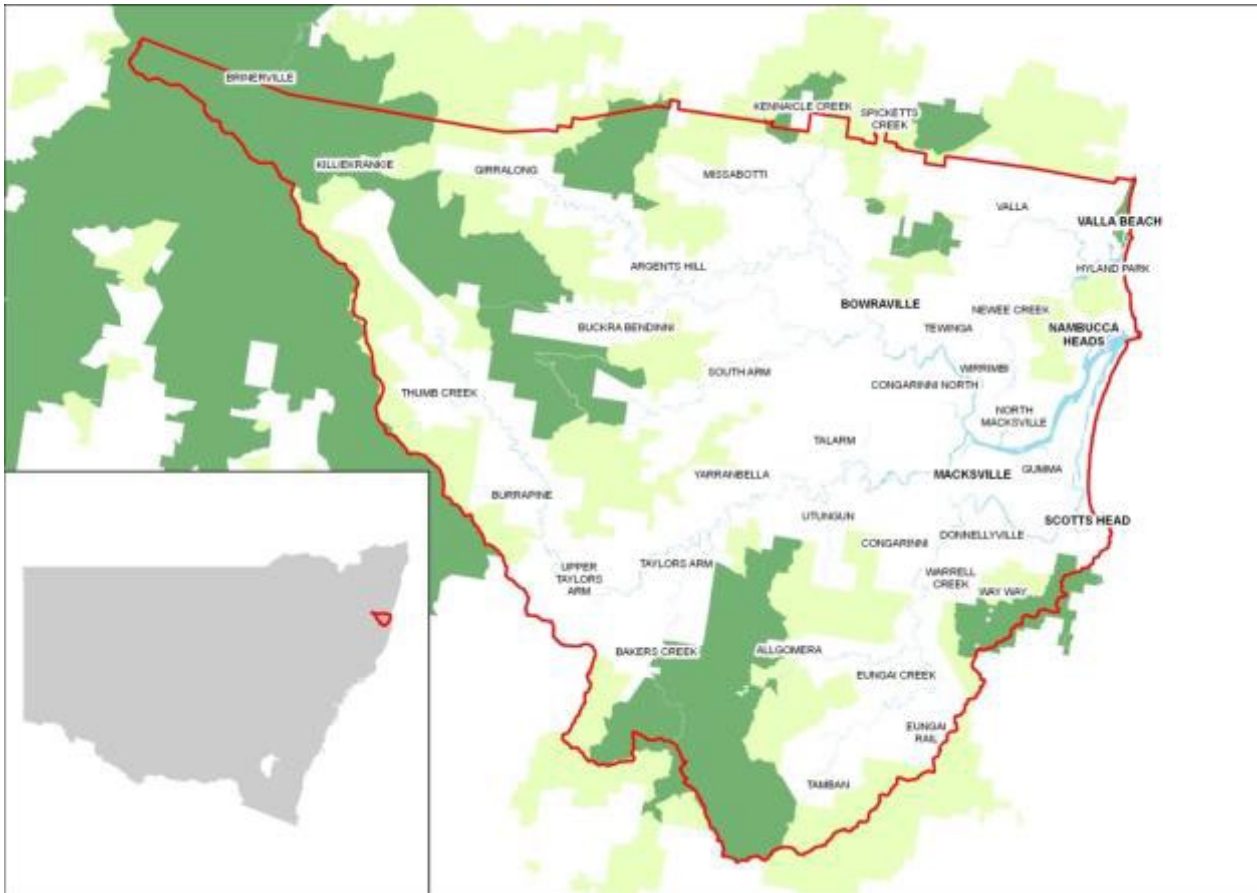


Bede Spannagle
ACTING GENERAL MANAGER



Continued construction works at Main Beach, adjacent to Nambucca Heads Surf Club

MAP OF COUNCIL AREA



The Nambucca Valley 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 area of Council is 1492.8 km², 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 Council area is dominated by steep slopes and valleys, while the eastern portion is characterised by the gentle slopes of the river floodplains.

The Nambucca River meanders through the Valley and is 47km long. The Council area has two National Parks, eight local nature reserves and 25km of coastline.

The main localities include Nambucca Heads, Macksville, Valla Beach, Bowraville and Scotts Head with many smaller villages and rural settlements.

Aboriginal and Torres Strait Islander people make up about 8% of the population compared to the national average of 3.2% and their living culture is an integral part of the Valley's society.

CENSUS MEASURES	TOWNS									
2021 Census All persons QuickStats	Nambucca Valley Overall	Nambucca Heads	Macksville	Bowraville	Scotts Head	Valla Beach	Hyland Park	Eungai Creek	Eungai Rail	Rural
Total People	20,407	7,111	2,782	1,157	986	1,455	440	397	208	5,871
Male	48.70%	48.20%	47.20%	47.80%	50.40%	44.60%	48.90%	52.50%	51.20%	
Female	51.3%	51.80%	52.80%	52.20%	49.60%	55.40%	51.10%	47.50%	48.80%	
Median Age	52	56	47	46	54	55	49	47	45	
Families	5,401	1,771	729	287	274	411	129	100	56	
All Private dwellings	9,999	3,854	1,227	544	629	763	213	177	89	
Average number of people per household	2.2	2	2.3	2.3	2.2	2.1	2.2	2.4	2.6	
Median Weekly Household Income	\$976	\$850	\$944	\$947	\$1,212	\$1,084	\$989	\$1,075	\$979	
Medium Monthly Mortgage Repayments	\$1,368	\$1,300	\$1,300	\$1,040	\$1,300	\$1,600	\$1,300	\$1,100	\$1,083	
Median Weekly Rent	\$300	285	\$320	\$260	\$330	\$400	\$330	\$300	\$255	
Average number of Motor Vehicles per dwelling	1.8	1.5	1.7	1.7	1.8	1.7	1.7	2.1	2	
2016 Census All persons QuickStats	19,200	6,314	2,785	950	899	1,313	429	423	227	5,860
2011 Census All persons QuickStats	18,644	6,222	2,567	1,208	821	1,200	441	377	281	5,527

The Nambucca Valley has become a desirable destination for lifestyle sea and tree changers. Traditional industries of dairying, timber, grazing, and horticulture have been supplemented by aquaculture and crops such as macadamias and blueberries. 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 Valley. The major industries are niche manufacturing and vehicle body manufacturing, timber processing and pre-cast concrete production.

Nambucca Valley 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, stormwater 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 Valley'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 2023 are available to the public at Council's Administration Centre (44 Princess Street, Macksville) and on Council's website https://www.nambucca.nsw.gov.au/files/assets/public/v/1/council/complianceformspolicies-amp-reporting/financial-reports/2023/annual_financial_statements-gpfs-2023.pdf

Rates and Charges Written Off Clause 132 of Local Government (General) Regulation 2021

Ordinary Rates		
Pensioners write off (Section 575)	\$392,731.58	
Other	\$ 49,499.52	
		\$442,231.10
Water Access and Supply Charges		
Pensioners write off (Section 575)	\$146,150.35	
Other	\$ 22,610.32	
		\$168,760.67
Sewer Access and Supply Charges		
Pensioners write off (Section 575)	\$133,627.88	
Other	\$ 2,441.12	
		\$136,069.00
Waste Management Charges		
Pensioners write off (Section 575)	\$196,079.72	
Other	\$ 997.01	
		\$197,076.73
TOTAL AMOUNTS WRITTEN OFF		\$944,137.50

Comparison of Actual Performance

Council's original budget was adopted by Council on 30 June 2022 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, natural disasters, new grant programs, changing economic activity, the weather and decisions made by Council. Material variations of more than 10% are explained below.

Revenues

- User charges & fees**
User charges & fees had a favourable variance of \$972,000 largely attributable to a new waste contract being signed and thus creating additional fees.
- Other Revenues**
Other revenues had an unfavourable variance of \$93,000 largely attributable to lower than expected insurance rebates being received.
- Operating grants and contributions**
For operating grants & contributions there was favourable variance of \$7,803,000 which was largely attributable to Council receiving the Financial Assistance Grant in advance for the amount of \$5,112,385.
- Capital grants and contributions**

Capital grants & contributions has seen a favourable variance of \$9,170,000 natural disaster funding being received.

5 Interest and investment revenue

For interest & investment revenue there has been a favourable variance of \$1,851,000 due to the Reserve Bank of Australia increasing the cash rate higher than anticipated in the original budget process and therefore Council has improved its rate of return on its investments.

Expenses

1 Employee benefits and expenses

The primary reasons for the unfavourable variation of \$1,985,000 in employee benefits & expenses was that employee leave provisions accrual movements were not budgeted for in the original budget.

2 Materials and services

\$3,912,000 unfavourable variance due to increased grants income has impacted the costs in this area.

Cash Flows

1 Cash flows from operating activities

Unfavourable variance of \$15,559,000 due to additional funds held in investments due to capital grants and capital contributions being greater than original budget.

2 Cash flows from investing activities

Unfavourable variance of \$10,379,000 chiefly due to less than expected sale of infrastructure, property, plant and equipment and less capital works completed. Council does not budget for sale and purchase of investments.

3 Cash flows from financing activities

The favourable variance of \$3,741,000 was largely due to loan borrowings not included in the original budget.

Achievements in Implementing the Community Strategic Plan

REVIEW OF DELIVERY PROGRAM AND OPERATIONAL PLAN

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.

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:

<https://www.nambucca.nsw.gov.au/files/assets/public/v/1/development-amp-planning/31692-2022-delivery-program-2022-23-2025-26pdf-version-2.pdf>

How to use the Delivery Program

The Delivery Program is built on the 4 themes that are the foundation of the Community Strategic Plan (CSP) – from these themes key strategic directions have been identified to deliver the CSP objectives. Each of these strategic directions is supported by Council programs that are detailed in the Delivery Program (this document) and funded through the Operational Plan (budget).

Theme 1: Caring for our Community

Objective - Our community will be a safe, healthy place to live where everyone is valued.	
Program Areas	
	Civic Leadership and administration
	Risk Management
	Sustainable Energy Use
	Public Order and Safety - Community Safety
	Companion Animal Welfare
	Public Health - Safe Food
	Public Health - Clean Water
	Personal Health and Wellbeing

Theme 2: Caring for our Environment

Objective - Our community values our natural environment and seeks a safe, liveable, sustainable built environment that is adaptive to change.	
Program Areas	
	Well Planned Communities
	Building Regulation
	Environmental Services and Community Amenities - Waste Management
	Environmental Services and Community Amenities – Environmental Protection
	Environmental Services and Community Amenities - Cemeteries
	Environmental Services and Community Amenities - Biodiversity

Theme 3: Living Well

Objective - We will support one another for the wellbeing of our community.	
Program Areas and Related Strategies	
	Recreation and Culture - Culture, Arts and Heritage
	Recreation and Culture - Meeting Places
	Recreation and Culture - Active Recreation
	Community Support and Education - A Connected Community
	Community Support and Education - Engaged Youth
	Healthy Ageing
	Cultural Diversity and Indigenous Culture

Theme 4: Promoting Prosperity

Objective - Promote, support and plan opportunities for new and existing businesses to sustain a vibrant local economy.	
Program Areas and Related Strategies	
	Local Economy
	Transport Accessibility
	Public Transport
	A Sustainable Water Cycle - Water Management
	A Sustainable Water Cycle - Sewerage Services

Nambucca Valley Delivery Program 2022/2023 – 2025/2026

Programs and Related Strategies	
	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.
	Sustainable Delivery of Services - Council delivers services that reflect the priorities of the community and makes best use of the available resources.
	Risk Management - Council will identify and manage risks likely to have a material impact on the organisation's ability to achieve its mission and objectives.
	Sustainable Energy Use - Nambucca Valley Council will provide community leadership in sustainable energy use.
	Public order and Safety - Community Safety - The Nambucca Valley shall foster communities where people feel safe and secure.
	Companion Animal Welfare - Companion Animals will be proactively managed to ensure the community's safety and high standard of animal welfare.
	Public Health - Safe Food - The Nambucca Valley Council will guard against illness caused by unhealthy food by promoting and enforcing food hygiene standards
	Public Health - Clean Water - Council will improve healthy waterways though promoting and implementing where possible the protection of riparian areas and minimising pollution sources.
	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.

Civic Leadership and Administration - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
CC1 Using a variety of tools, engage with the community in ways that are accessible and transparent	General Manager Directors Councillors	<p>Continue to liaise with Council Advisory Committees and Section 355 committees to provide advice on policy areas and attend their meetings when required.</p> <p>Public forums and delegations are utilised by residents at Council meetings.</p> <p>Council meetings held throughout the Valley subject to COVID and Webcast restrictions.</p> <p>Open access to information held by Council is provided annually.</p> <p>Bi-ennial independent Community Satisfaction Surveys are undertaken. Due 2023.</p> <p>Increase in the number of persons accessing Council's Facebook site.</p>	<p>Attendance by staff and councillors at S355 AGM's and when required at other meetings. Section 355 Committees 'Meet and greet' held on 30.5.23.</p> <p>Delegations attended and public forums held at Council meetings.</p> <p>Meetings were held at Burrupine Hall, Taylors Arm Hall, and Nambucca Heads Small Hall.</p> <p>Information provided to community members during the year.</p> <p>Community Satisfaction Survey due December 2023.</p> <p>Facebook Page visits increased by 84.9%. For 12 months ended 30.6.23.</p>
CC2 Use information from the community in decision making	General Manager Directors	<p>Submissions on DA's, Strategies, Plans, Policies etc. are reported to Council.</p> <p>A presentation is made to Council on the results of the Community Satisfaction Survey.</p>	<p>DAs with submissions are reported to each Council meeting; with submissions relating to other matters reported when being dealt with.</p> <p>To be actioned in 2024.</p>
CC3 Keep the community informed of the decisions, key issues and actions of Council	General Manager Directors	Council's website, media opportunities, newsletters and direct personal communications are utilised to inform stakeholders and the community.	<p>Council reports and minutes of meetings posted on website. Webcast of meetings placed on website. Council Facebook page updated with regular articles.</p> <p>Media releases on website and distributed to media outlets. Various television, radio and newspaper articles on Council activities occurred throughout the year. Antenna community notifications app implemented.</p>
CC4 Maintain an effective governance regime	General Manager Directors Chief Financial Officer	Integrated Planning and Reporting requirements met including Community Strategic Plan, Asset	All requirements met. Internal audit function operating with three independent members.

	<p>Manager Human Resources Manager Development & Environment</p>	<p>Management Plans, Long Term Financial Plan and Workforce Management Strategy.</p> <p>Policies are reviewed on a regular basis and advertised for community comment where required.</p> <p>An effective Internal Audit Function is Maintained.</p>	<p>Internal Auditor (Forsyth's) and 3 Year Audit Plan adopted.</p> <p>Reviewed policies include; Policies and Procedures Framework, Governance Framework, Governance Assurance Framework, Related Party Transactions, Unreasonable Complainant Conduct, Risk Management, Councillor Induction, Donations (Charitable and Other), Legislative Compliance, Delegations, Councillor and Staff Interaction Policy, Donations (Dialysis Patients), Customer Service Charter, Requests and Complaints, Records Management Policy and Program, Councillor Record Keeping, Privacy Management Plan, Investment Policy, Home Dialysis Patients Allowance, Asset Accounting Policy, Fraud Management Strategy, ICT Change Management, ICT Incident Management, ICT Wireless Network, Information and Security Management, CCTV, Secure Disposal of IT Equipment and Information, Use of Internet and Email, Use of Personal Computers, Fuel Cards, Library Virtual Reality and Gaming System, Councillor and Staff Interaction, Media Policy, Managing Conflicts of Interest for Council Related Development, and Local Approvals.</p> <p>OLG Circular 22-41 'Update on the Guidelines for Risk Management and Internal Audit for Local Government in NSW' released in December 2022. The Guidelines for Risk Management and Internal Audit for Local Government in NSW (the Guidelines) have been approved. However, the OLG has been advised that the amendments to the <i>Local Government (General) Regulation 2021</i></p>
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			<p>giving statutory force to elements of the Guidelines will not be made mid-2023.</p> <p>OLG has issued the approved Guidelines in draft form pending the supporting Regulation amendments being made so that councils can start to implement them.</p> <p>Council will adopt an Internal Audit Charter based on the Model Internal Audit Charter contained within the Guidelines.</p>
Sustainable Delivery of Services - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
<p>CC5</p> <p>Identify and implement initiatives to improve financial sustainability</p>	<p>General Manager Directors Chief Financial Officer</p>	<p>Operational Revenue increases – new avenues to raise revenue are developed.</p> <p>Financial sustainability indicators are met, including minimum Working Funds level.</p> <p>Expense saving initiatives identified.</p>	<p>Funding from grants continues to be successful. Strategy on investment interest with focus on terminating Term Deposits with low interest rates. Liaising with financial institutions and trying to negotiate new rates.</p> <p>On a consolidated funds basis all but one financial indicator benchmark was met as per the 2021/22 annual financial statements. The Own Source Operating Revenue Ratio (benchmark >60% - Council 51.55%) was not met due to the substantial grants received by Council.</p> <p>Council's General Fund working funds is currently below the recommended level and is dependent on further land sales being realised.</p> <p>Savings on salaries due to vacancies.</p>
<p>CC6</p> <p>Use of effective asset management practices</p>	<p>Director Engineering Services Manager Assets and Facilities</p>	<p>Development of an overarching and integrated 'Asset Management Framework' including Policy, Strategy, supporting Asset Management Plans and Technical Asset Registers that inform Council's Long-Term Financial planning and reporting requirements.</p>	<p>Preparation of Council's Strategic Asset Management Plan (SAMP) initially outsourced to consultants Morrison Low. Subsequent review of the SAMP following Council's restructure has necessitated a reassessment of the approach to preparing Council's 'Asset Management Framework'</p>

			with a review of base Technical Data/ Condition Assessment for Roads/Water & Sewerage currently underway.
<p>CC7</p> <p>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 Directors Manager Human Resources Manager Development & Environment</p>	<p>Innovation Register is maintained and staff initiatives are investigated and considered.</p> <p>Service level reviews are undertaken each year. 2022-23 – Roads, Town Planning, Libraries 2023-24 – Noxious Plants, Public Toilets, Animal Control 2024-25 – Sporting Grounds, Parks & Gardens, Public Halls, Environmental Protection 2025-26 – Ancillary Roadworks (Kerb & Gutter, Stormwater drainage, Parking Control, Street Lighting, Traffic Facilities), Footpaths & Cycleways, Aged & Disabled.</p>	<p>Innovation Register updates are a standing agenda item on Management monthly meetings, however the register was last updated in February 2022.</p> <p>Service Reviews undertaken on Roads, Town Planning, and Libraries by Morrison Low consultants. Report on recommendations from review presented to 24 November 2022 Council meeting. Managements response to recommendations presented to 23 February 2023 Council meeting.</p> <p><i>Results of Town Planning Review:</i></p> <ul style="list-style-type: none"> • Town Planning staff were recognised and congratulated for their achievements in maintaining development application determinations within the 40 day requirement. • Review and update records management – from a subject based to a property based system. This will be discussed internally with Records staff to change current processes and has started with Fire Safety Schedules. • Continue to stay up to date with NSW Planning Portal upgrades and ensure all Civica/CIBIS software patches are installed in a timely manner - Staff are currently in the process of completing the final upgrade with our software

			<p>provider CIBIS. The timeframe is dependent on CIBIS.</p> <ul style="list-style-type: none">• Review and update information on Council's website about the development application process to include more user friendly information for example simple infographics on what to expect from the development assessment process - Will have updated information on Council's website by December 2023.• Update the Council website to include an interactive floodplain map. In addition to this the map can show other information such as infrastructure, planning layers and cemetery data which will minimise enquiries received from the public. Timing for this is unknown given resourcing constraints within the ICT section. <p><i>Results of Library Review:</i></p> <ul style="list-style-type: none">• Revision of the library management and operations model from a traditional two separate library management model to a hub and spoke model with the Nambucca Heads library as the hub and Macksville Library as one of the spokes.• Regarding library programs with an increased focus on teenagers and young people, Council will await the response to the library customer survey to be undertaken in the 2023/24 financial year
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			<p>before reviewing the current focus. There are however facilities such as the Wi-Fi in the new Nambucca Heads Library courtyard, hublets, the new virtual reality room at the Nambucca Heads Library, and improved collaboration with various youth services to provide a series of programs during Youth Week at the libraries, which should improve services for teenagers and young people.</p> <ul style="list-style-type: none">• Outreach library services such as mobile library services are cost prohibitive. An alternative method of undertaking library outreaches that Council will undertake is the promotion of library services at various events in the Local Government area i.e. Seniors week, Bowraville Cup. E-books, e-audio and streaming resources currently available at the libraries.• To facilitate teamwork and a 'one library' team approach to service delivery new staffing arrangements have been implemented where everyone is working across all branches to foster the "one-team" culture. Council's Library Policies and Procedures are due for review in 2023/2024 and will be changed (if needed) so that they foster consistent service delivery across both branches.
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			<ul style="list-style-type: none">• A survey of library users and potential key stakeholders for input into the draft customer charter noting library services must operate within Council's endorsed budget and long-term financial plan to be undertaken in the 2023/24 financial year.• A library staff workshop for staff to contribute to the development, planning and delivery of future formal library programs and the customer service charter will be held in 2023/24. Library programming will also be looked at regularly and is being undertaken in Library staff meetings and in everyday communications with other library staff.• Council will continue to build strong community partnerships with TAFE, schools and volunteer groups to enhance library programs. <p><i>Results of Roads Services Review:</i></p> <ul style="list-style-type: none">• Council will develop an Asset Management Framework in conjunction with Roads and Water and Sewer Asset Management Plans informed by the current Road Condition Assessment together with initial findings of the Integrated Water Cycle Management (IWCM) Strategy.
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			<ul style="list-style-type: none">• A Road Condition Assessment (external consultants) has been undertaken and Council is awaiting these results. Roads Technical Asset Registers (TAR's) will be updated accordingly.• Council will continue to improve its customer interface and the link between customer requests and road maintenance workflows.• Service Levels will be documented in the Roads Asset Management Plan informed by model 'industry' Service Level Frameworks.• Council will create Draft Service Level Guidelines informed by community engagement commencing with Roads Assets.• It was identified that there is a need for Council to undertake regular quality control inspections of maintenance practises and investigate permanent repair of pavement defects where appropriate. Quality control inspections are being undertaken and are on track. Insitu stabilisation is used as permanent repairs of pavement defects.• Council has updated its Enterprise Risk Management Plan to include Verification of Competency (VOC) and Heavy Vehicle National Law (HVNL) requirements.
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		<p>Workforce development and redesign processes reviewed and improved.</p> <p>New technology adopted.</p>	<ul style="list-style-type: none"> • The recommendation that Council document all operating procedures and specification for road maintenance activities was considered a resource intensive project and a low priority task. • The review also recommended that Council develop a condition based road grading program based on the service levels documented in Council's Roads and Transport Asset Plan. Council has commenced road condition surveys of the entire road network, and this data will help to inform the development of the new service level framework for road grading. <p>Revised organisation structure adopted 15 December 2022.</p> <p>Implementation of electronic timesheets progressing. Moved from Windows 10 to Windows 11 for all workstations, and from Office 2016 to Office 2019. Updated Trapeze (pdf manager/viewer), ElementTime (electronic timesheets), InfoCouncil (Council reports software). Rebuild of Waste Transfer IT system. New wireless bridge link to Pound. Fibre to new Nambucca Heads Library. SharePoint Intranet implemented. Council UHF replacement completed. Dam and Gumma Reserve Trail Cam for security installed. Authority Contract Management Module implemented. Staged replacement of monitors occurring. Starlink internet at Nambucca Heads STP for improved access during bad weather implemented.</p>
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			Datascape Customer Relationship Management system and associated Antenno community notifications app implemented.
Risk Management - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
CC8 Integrate effective risk management practices across the organisation	Safety Officer Director Corporate Services	Maintain appropriate insurance coverage Effective claims management processes - reduced claims cost Statewide Risk Management Continuous improvement pathway	Ongoing Insurance coverage through the Statewide and Statecover Mutuals. Claims Management process continues to follow best practice in Civil litigation matters (Council's Model litigation policy). 2022/23 Continuous Improvement pathway completed in the areas of Fire at Waste facilities, Roads and Signs.
CC9 Instil a culture of safe work practices across the organisation	General Manager Directors Safety Officer	Reduced work-related injuries/incidents Reduction in lost time injury rates Statecover WHS performance Audit Implement WHS action plan/ongoing Audit program	Improved safety culture with early reporting and intervention strategies reducing work related injuries and reduced lost time injury. WHS audit completed, action plan developed in areas of Volunteering, Emergency Management, Purchasing. Site specific Safe work method statements continue to be developed for new projects. Vault continues to be used for pre-start, take 5's, contractor management, incident investigation and reporting etc.
Sustainable Energy Use - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
CC10 Implement technologies and make decisions to reduce Council's greenhouse gas emissions	General Manager Directors Manager Development and Environment	Initiatives implemented that reduce Council's carbon footprint.	Council's Renewable Energy Action Plan is being implemented. Hybrid vehicles are now available for Council purchase and staff leaseback through the Approved Vehicle List. Solar Panels installed across a number of Community Halls.
CC11	Manager Development and Environment	Provide links on Council's website to reputable websites that provide information on sustainable	Links are on website.

Make information available to the community to help reduce energy use		energy use and Government objectives to reduce greenhouse gas emissions.	
Community Safety - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
CC12 Provide support for local emergency services	General Manager Director Engineering Services	Maintain an effective Local Emergency Management Committee. Provide a presence at the Regional Emergency Management Committee. Maintain the Emergency Management Plan and Sub Plans Continue to lobby for the construction of a flood free Emergency Operations Centre.	Committee formed and is operating.
CC13 Rural Fire Service (RFS) operations	Director Engineering Services	Maintain an effective RFS Liaison Committee. Fire Trails are funded through the RFS and included in the annual budget	Quarterly meetings are held, with trails and APZs managed by mutual agreement.
CC14 Beach safety	Director Engineering Services	Public safety (beaches and bathing) is enhanced through the provision of additional Lifeguard services during peak holiday periods. Provide effective Ranger Services to regulate use of beaches by 4WD's.	Additional supplementary Lifeguard services are provided for the December to January Christmas holiday period. Rangers undertake regular patrols of beaches.
CC15 Provide leadership on safety initiatives	Manager Technical Services	Road safety improvements recommended through the Local Traffic Advisory Committee. Installation of reduced speed zones in high pedestrian areas such as shopping precincts, in addition to high pedestrian "40" areas within the CBDs of Nambucca Heads and Macksville. Installation of traffic calming devices where traffic speeds are too high for the road classification.	Ongoing through bi monthly Traffic Committee meetings Additional 10km/h shared zone has been installed along Wallace Lane, Macksville Ongoing on an as needs basis and where existing measures have been removed for road rehab/maintenance

	Manager Community Development	<p>Construction of off-road footpaths linking schools and destinations for vulnerable pedestrians to the existing footpath networks.</p> <p>In collaboration with the Local Police District, review Section 644 Alcohol Free Zones before their expiry: in Nambucca Heads CBD by 10 January 2023 and Bowraville CBD by 1 June 2025.</p>	<p>Rolling program through the School Zone Infrastructure Program, additional paths in Scotts Head and Macksville have been installed near schools</p> <p>Nambucca Heads AFZ review was completed and the Zone was re-established by the due date. Review of the Bowraville AFZ will not commence until early 2025</p>
CC16 Provide leadership on the safety of children	General Manager Directors Manager Human Resources Manager Community Development	Implement the NSW Child Safe Standards	Reports to Manex A and Council introducing the Standards have been completed. A Self-Assessment has been done and a plan to implement is being developed in collaboration with the Office of the Children's Guardian
Companion Animal Welfare - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
CC17 Manage Companion Animals to ensure the community's safety and improve animal welfare	Manager Development and Environment	<p>Maintain an animal rehoming program.</p> <p>Responsible Pet Ownership programs run to assist disadvantaged groups with desexing and registration costs.</p> <p>Maintain 'doggy bags and bins' program for the responsible disposal of dog faeces.</p>	<p>Animals in Councils pound continue to be rehomed where possible.</p> <p>Desexing program and provision of doggy bags is ongoing.</p>
CC18 Provide open spaces where dogs can be exercised	Manager Development and Environment	Maintain and police dog walking and off leash areas	Rangers undertake regular patrols.

Public Health, Safe Food - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
CC19 Effectively license and regulate premises that handle food for public consumption	Manager Development and Environment	All required premises licenced. All routine Inspections completed. Effective response to complaints. Reduction in warnings, infringements and reported cases of illness caused by unsafe food.	All premises inspected during prescribed period.
Public Health, Clean Water - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
CC20 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.	Inspection program is ongoing, with failing systems issued prevention notices.
CC21 Protection and restoration of riparian areas as prioritised in the Nambucca Coastal Management Program	Manager Development and Environment	Depending on grant funding and funding from the Environmental Levy: Projects from the Nambucca Coastal Management Program completed.	Project completion has been impacted by the wet weather which has caused substantial delays.
Personal Health and Wellbeing - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
CC22 Support existing and initiate new public health activities. Specifically advocate to the State Government for improved health services	Council General Manager	Effective advocacy for improvements to health facilities and activities. CT scanner at Macksville Hospital is provided.	Advised by Health Reps the CT scanner is in the procurement phase with plans for installation in this financial year.
CC23 Work with schools to assist them to deliver health programs to children	Manager Community Development	Assist with transport of the Life Education Van. The van is transported in accordance with the school schedule.	Four trips were made to tow the vehicle to Scotts Head Primary School, Medlow Public School at Taylors Arm; St Mary's Primary School and the Central School in Bowraville.

Theme 2 ~ Caring for our Environment	
Objective - Our community values our natural environment and seeks a safe, liveable, sustainable built environment that is adaptive to change.	
Programs and Related Strategies	
	Well Planned Communities - Housing across the Nambucca Valley provides choice to its residents.
	Building Regulation (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.
	Environmental Services and Community Amenities (Waste Management) - The natural environment will be protected through ensuring cost effective and environmentally responsible management of solid waste.
	Environmental Services and Community Amenities (Environmental Protection) - Council will seek to protect our natural environment by strategically managing operations and development and regulating activities with environmental impacts.
	Environmental Services and Community Amenities (Cemeteries) – Well maintained cemeteries shall be provided across the Valley.
	Environmental Services and Community Amenities (Biodiversity) - The biodiversity of the Nambucca Valley will be protected and enhanced.

Well Planned Communities - Housing - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
CE1 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.	There remains substantial appropriately zoned land for housing. Contributions are waived for secondary dwellings.
Safe Buildings and Pools - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
CE2 Ensure private pools are of a safe standard	Manager Development and Environment	All pools in the Valley are certified as complying - 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.	Inspections undertaken as part of sale of house and every three years where there is more than one occupancy on the land.
CE3 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 provides a competitive certification service, with the compliance program ongoing.

CE4 Ensure Fire Safety regulations are enforced	Manager Development and Environment	A risk based compliance program for building fire safety is conducted.	Fire safety certificates policed annually.
CE5 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 still on offer, with sustainable measures available on Council website.
Waste Management - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
CE6 Provide an efficient and effective waste management facility that meets environmental standards	Waste Services Coordinator	Undertake groundwater and surface water testing to meet licensing requirements. Undertake pollution studies, reduction programs and necessary actions to meet licensing requirements.	Nambucca Waste Management Facility is available to the public 7 days a week (closed Public Holidays) Groundwater and surface water monitoring and testing are undertaken monthly, quarterly and during rain events to meet EPA licensing requirements. Pollution reduction programs are undertaken as required to meet EPA licensing requirements.
CE7 Plan the future extension of the waste facility	Waste Services Coordinator	Additional adjoining Forestry land is secured for the future expansion of the facility. Plan for the future extension of waste cells within the existing facility and have plans prepared for the construction and rehabilitation of landfill cells in accordance with EPA guidelines.	Unable to secure adjoining Forestry land due to environmental factors. Design plans for the construction and rehabilitation of new and completed landfill cells are current and approvals sought from the EPA in accordance with licensing requirements and are executed as planned.

Waste Management - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
CE8 Provide kerbside collection of separated domestic mixed waste materials	Waste Services Coordinator	Management of the kerbside waste collection contract to provide a cost effective and reliable kerbside collection of waste.	3 bin (red/yellow/green) kerbside collection is provided to domestic properties located on the collection route. Annual scheduled collection of kerbside bulky goods for domestic properties located on the collection route. Tipping voucher provided to domestic properties located beyond the kerbside collection route.
CE9 Implement waste minimisation strategies	Waste Services Coordinator	Waste minimisation education program delivered to encourage waste separation at the residence.	Source separation of waste enforced. Waste minimisation Education Program delivered via collection contract. Advanced waste processing to minimise amount of waste going to landfill.
CE10 Minimise illegal dumping of waste	Manager Development and Environment	Reduced instances of illegal dumping. Successful prosecution of illegal dumping offenders.	Continual occurrences become evident which are investigated. Fines are issued where offender is identified.
Environmental Protection - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
CE11 Protect against deliberate damage on public land	Engineering Services	Tree protection policy enforced.	Provisions of the Tree Vandalism Policy have not been required to be enforced. No active investigations.
CE12 Support community organisations undertaking natural resource management	Engineering Services Grants Officer Coordinator Strategic Planning and Natural Resources Green Space Coordinator	Support Landcare, Dunecare and wetlands projects. Co-ordinated projects with North Coast Local Land Services.	Funding obtained from the NCLLS for various projects including Tropical Soda Apple and Parthenium Weed identification and control, in addition to post flood weed management activities in the riparian zones.

CE13 Develop management plans for environmentally sensitive areas	Coordinator Strategic Planning and Natural Resources	<p>Certification of Coastal Management Program.</p> <p>Lodgement of grant applications for funding actions listed in the Coastal Management Program.</p> <p>Implementation of actions in certified Coastal Management Program.</p>	CMP is at the final stage of certification. Grant funding has been received to undertake works.
CE14 Floodplain management – Develop grant applications and manage funded programs	Coordinator Strategic Planning and Natural Resources	<p>Lodgement of a grant application for a Voluntary House Raising program under the 2022-23 round of floodplain management grants.</p> <p>Lodgement of a grant application for flood signage under the 2022-23 round of floodplain management grants.</p> <p>Promote and seek expressions of interest in the Voluntary House Raising program.</p> <p>Manage Voluntary House Raising projects as funding becomes available.</p>	Council was not successful with the house raising grant application. However, funding application for signage was successful, however Council will not proceed with this project as the cost is greater than the grant funding.
Biodiversity - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
CE15 Monitor, inspect and control invasive Plant Species as per the <i>Biosecurity Act 2015</i> requirements	Green Space Coordinator	<p>Control of invasive plant species according the regional weeds management plan requirements and other environmentally hazardous invasive plant species.</p> <p>Education program on noxious weeds.</p>	<p>Ongoing invasive plant identification and control in place on both public and private lands. High priority weed species under active management including Tropical Soda Apple and Parthenium Weed infestations, to contain and prevent spread.</p> <p>Education and awareness programs in place, including calendar distribution and fact sheet distribution when performing private land inspections.</p> <p>Working cooperatively with the NSW DPI, NCLLS, National Parks and Forest NSW in the management of invasive plant species, including the procurement</p>

			and distribution of biological control agents for some invasive species.
CE16 Deliver projects funded under the Environmental Levy and related environmental grants	Coordinator Strategic Planning and Natural Resources	Implementation of projects including: <ul style="list-style-type: none"> • Water quality monitoring • Indian Myna bird eradication • Riverbank erosion rehabilitation • Heritage assistance • CBD and public reserve landscaping and revitalisation • Climate change adaption planning and implementation • Flying Fox camp management • Bird control at Dawkins lake • Bell Frog and Micro-bat surveys • Koala habitat management • Noxious weed control • De-sexing cats and dogs Gross Pollutant Trap installation and maintenance	Most projects have been implemented where possible; however difficulties have been faced with bird control at Dawkins Lake as previously reported.
Cemeteries - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
CE17 Effectively and efficiently manage, maintain and administer cemeteries across the Valley	Manager Development and Environment	Affordable and efficient interment administrative services provided. Cemeteries respectfully maintained. Plan of management implemented for each cemetery.	Cemeteries are regularly maintained through mowing, brush-cutting and rubbish collection.
Public Conveniences - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
CE18 Maintain and clean public toilets	Acting Manager Assets and Facilities	Contractors are fulfilling identified levels of service in their cleaning, maintenance and repair obligations.	New Cleaning of Public Amenities contract established. Ongoing monitoring of cleaning, plumbing, electrical and vandalism trades and associated works.
CE19 Complaints about public toilets are managed through Council's DataScape Customer Relationship System	Acting Manager Assets and Facilities	Public amenities are safe, clean and fit for purpose supporting community health and tourism opportunities.	Service requests are attended in accordance with risk management protocols, resource allocations and service response times.

Aspiration 3 ~ Living well	
Objective - We will support one another for the wellbeing of our community.	
Strategies	
	Recreation and Culture - Nambucca Valley Council will actively support cultural services, the arts and the preservation of our local heritage.
	Recreation and Culture - Meeting Places will be provided across the Valley to support an inclusive community.
	Recreation and Culture - 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.
	Community support and education - 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 Valley.
	Healthy Ageing – The Nambucca community will seek to support healthy ageing both physical and psychological.
	Community support and education - The Nambucca Valley will promote an understanding and respect for the Valley's Indigenous Culture and Heritage.

Cultural Activities - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
LW1 Continued involvement with Arts Mid North Coast	Manager Community Development	Council representation on the Board of Arts Mid North Coast. Programs delivered by the Arts Mid North Coast in the Valley.	Cr Jenvey continues to represent Council.
LW2 Support Local museums	Manager Community Development	Museums continue to operate successfully. Attract new volunteers and visitors.	Council participates in the Museum Advisor Program which is co-funded with Museums & Galleries NSW. Monthly visits by the Advisor have taken place (except for December 2022). A report on outcomes for 2022 was presented to Council 19 January 2023.

Cultural Activities - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
LW3 Investigate / Promote public art and street art	Manager Community Development	Public art and street art incorporated into redevelopment of commercial areas	<p>The current focus on public art is through the Nambucca Heads river foreshore project. The Council has received \$2.78m from the Bushfire Local Economic Recovery Fund (BLERF) for a range of projects to upgrade and activate the iconic foreshore walk from the Visitor Information Centre to the eastern extent of the V-Wall. This project includes funding for art and place making.</p> <p>The project is progressing under the guidance of the Public Art Advisory Panel. Quotes for projects/artworks have been received. The deadline for project completion is December 2023.</p>
LW4 Implement the Library Strategy	Manager Community Development	Review progress on the Library Strategic Plan implementation and provide an annual report to Council.	A report on the progress of implementing the plan to Year 3 was presented to Council in August 2022.
Meeting Places - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
LW5 Maintain public buildings where justified by community use	Acting Manager Assets & Facilities	Public buildings are safe, clean and fit for purpose and serve to support community health and wellbeing.	Staff continue to work with attending 355 Committees to maintain facilities and effect base services of Fire, Pest, Electrical, Plumbing, Safety and Emergency Evacuation provisions.
Active Recreational Activities - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
LW6 Maintain Sporting Facilities – Ovals, skate parks, tennis courts, netball courts, basketball courts, fitness trails	Director Corporate Services	Section 355 Committee's established to assist Council in managing sporting facilities.	There has been no change to the management of Sporting Facilities, although all Council netball and tennis courts are now under licence with incorporated associations managing them.
	Acting Manager Assets & Facilities	A range of sport and active recreation opportunities are available to the community to include sports fields, skate parks, tennis courts, netball courts, basketball courts and fitness trails.	Facilities are well maintained and accessible to the community.

<p>LW7 Provide an aquatic and fitness centre for the community's benefit</p>	<p>Manager Economic Development</p>	<p>Work with Contract operator of Macksville Memorial Aquatic Centre to deliver affordable and popular gym and swimming programs.</p> <p>Effectively manage and maintain the Centre within the agreed budget.</p> <p>Work with the contractor to implement grant funded upgrades.</p> <p>Prepare tender documents by December 2022.</p> <p>A new contract will commence July 2023.</p>	<p>Tender complete and new Contract executed 27 June 2023.</p>
<p>LW8 Provide a primitive campground at Gumma Reserve</p>	<p>Manager Economic Development</p>	<p>Manage contract caretaker.</p> <p>Manage and maintain the asset.</p> <p>An annual increase in income (subject to natural disasters and the pandemic.)</p>	<p>Busy Christmas holiday period with no extensive rain periods</p> <p>Installed camera to control bad conduct by campers</p>
<p>LW9 Operate and Maintain Open Spaces</p>	<p>Green Space Coordinator</p>	<p>Open Spaces effectively and efficiently maintained to service levels agreed with the community.</p> <p>Work with and support community volunteers and community work schemes to maintain and improve open spaces.</p>	<p>Mowing and maintenance activities tailored to user groups of open spaces, wherever possible including cricket, touch football, soccer, AFL, athletics and other sporting groups.</p> <p>Continually working with volunteer committees and individuals to improve open space facilities for user groups.</p>

Connected Community - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
LW10 Work with S355 Committees to deliver social and community infrastructure	General Manager Director 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. Incorporated Associations provided with licences to manage and maintain facilities in lieu of Section 355 Committee status. Community events supported through Section 355's include – Monthly Valla Beach markets, monthly art and craft workshops-Utungun/South Arm Halls, weekly farmers markets-Eungai Hall. Macksville Gift Committee dissolved July 2022. They are now an incorporated body with Athletics NSW, with no facility under their responsibility.
LW11 Auspice Grant Funding and provide grant writing support	Grants & Contributions Officer	Grant funds obtained. Grants auspiced on behalf of community organisations as required.	Numerous grants have been obtained for upgrades at community centres, halls and facilities. Some have been obtained as part of Council submitted grants, and other small from organisations such as Foundation for Regional and Rural Renewal (FRRR) and Museums and Galleries NSW. Groups such as Argent Hill Hall Committee of Management (CoM), South Arm Hall CoM, Unkya Reserve CoM, Valla Beach Community Association CoM, Bowraville Arts Council, Mary Boulton Pioneer Cottage & Museum CoM, and Headland Museum CoM have been successful, to name a few. Worked with several Committees of Management and community groups in submission of grant applications and provided letters of support.

LW12 Promote social equity with equal opportunities for access and participation.	Manager Community Development	The Access Committee functions effectively and recommendations are passed to Council. An annual report on implementation of the Disability Inclusion Action Plan is completed and submitted with the Annual Report.	The Access Committee met in July, October November 2022 and then February, March, May and June 2023. A new DIAP for 2022-2026 was submitted with the Annual Report by the required deadline. A review of the 2022-2026 DIAP has been completed.
LW13 Volunteers in the community are recognised and encouraged.	Manager Community Development	Successful volunteers program in Libraries and Museums.	Whilst a formal volunteer program is not being conducted, support for new and existing volunteers occurs through the Museum Advisor Program.
LW14 Provide opportunities at local libraries to showcase local creative talent e.g. arts displays, supporting author talks and live entertainment	Manager Community Development Senior Librarian	Number of author talks and events facilitated. Number of participants. Number of arts displays hosted.	8 author/info talks and 6 holiday events. 338 participants. 2 hosted arts displays from local craft group. The craft group have a regular display at Macksville Library which is refreshed monthly.
LW15 Provide online access through library services by utilizing current and emerging technologies	Manager Community Development Senior Librarian	Number of Internet sessions Number of Wi-Fi sessions	639 internet sessions. 410 wi-fi sessions although this number will be higher as wi-fi sessions are hard to record as people do not need to ask staff to connect.
Connected Community - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
LW16 Enhance access to the library collections and maintain its relevance	Manager Community Development Senior Librarian	Number of new items purchased Age of the collection Number of library loans Number of library visits	750 items purchased. 49.01% of our collection purchased over the last 5 years. 69,703 56,600
LW17 Work with telecommunications providers to improve mobile phone and internet availability in rural and remote areas	Manager Information and Communications Technology	Installation of a Macro telecommunications tower at South Arm. Installation of pole antennas at Burrupine Hall and in Valla Beach.	Installation completed June 2023 Valla - Build start currently forecast for 15 November 2023 (complete by 8 December 2023). Burrupine – build dates

		Installation of the NBN at Girralong RFS, Taylors Arm RFS, South Arm Hall and Burrupine Hall.	yet to be confirmed but either late 2023 or early 2024 (before end of March). All NBN installations completed 2022
Engaged Youth - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
LW18 Providing support for young people throughout the Valley	Manager Community Development	Youth Week is supported. Provide learning or social development activities for young people during school holidays.	Youth Week was held 20 to 30 April 2023 with 2 activities being directly supported with Youth Week funding. 6 School holiday events for young people.
LW19 Develop and deliver a program of library events targeted at young people to meet their leisure, learning and social interaction needs	Manager Community Development Senior Librarian	Number of events held. Attendance at events.	6 School holiday events for young people. 237
Healthy Ageing - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
LW20 Provide services to seniors and the elderly	Manager Community Development	Seniors Week is supported. Number of items held in the Library large print and audio book collections. Provision of technology workshops and learning opportunities for seniors. Number of seniors assisted by the Home Library Service	Council's annual Seniors Week luncheon was held Thursday 23 February 2023 and was attended by 193 people. There were 12 information tables promoting various government, leisure, transport and care services. 5001 items and expanding Large Print and Audio Book collections with our new online platforms – borrowbox and indyreads. Library holds tech help sessions for seniors run with the support of TAFE technology teachers. Home library service is run with local Lions club. 25 seniors are assisted by this service.

Cultural Diversity – Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
<p>LW21 Promote an understanding and respect for the Valley's Indigenous Culture and Heritage</p>	<p>General Manager Director Corporate Services Manager Community Development</p>	<p>Engage in consultation on culturally sensitive issues.</p> <p>Assistance is given for the establishment of an Aboriginal Keeping Place.</p> <p>21 Riverside Drive is reinstated as a cultural site of significance.</p> <p>Saltwater Freshwater Festival is held within the Nambucca Valley.</p> <p>The Bellwood sacred site is declared and an Indigenous Land Use Agreement (ILUA) entered into.</p> <p>An Aboriginal Liaison Committee is established to facilitate communication between Council and the Local Aboriginal Land Councils on health, housing and employment.</p>	<p>The Local Aboriginal Community is well represented with three Gumbaynggirr Councillors currently serving on Council.</p> <p>Council has contributed the land for the Aboriginal Keeping Place in Dawkins Park Macksville.</p> <p>The plaques and stone work have all been completed at 21 Riverside Drive. The next stage will be Aboriginal murals on the boundary fence.</p> <p>The Salt Water Fresh Water Festival has been successfully run in 2022.</p> <p>Several meetings have been had with Local Aboriginal Elders regarding the Bellwood sacred site.</p> <p>Council resolved at the 29 June 2023 Council meeting to convene a meeting of Council's Aboriginal Advisory Committee and extend Council's stakeholder engagement if necessary to produce a Reconciliation Plan to be linked to Council's Community Strategic Plan.</p>

Aspiration 4 ~ Promoting Prosperity	
Objective - Promote, support and plan opportunities for new and existing businesses to sustain a vibrant local economy.	
Programs and Related Strategies	
Local economy	- Nambucca Valley Council will foster local employment opportunities and economic self-sufficiency through promotion, lobbying and direct action.
Transport Accessibility	- Nambucca Valley Residents will be able to get where they need to go in a way that is safe, efficient and affordable.
Public Transport	- Nambucca Valley Council will lobby for the maintenance and improvement of public transport services provided by private bus companies, community transport and the north coast rail
A Sustainable Water Cycle (Water Management)	- Council will work with the community to ensure the water resources of the Nambucca Valley are used in a sustainable way.
A Sustainable Water Cycle (Sewerage Services)	- The Capacity of the Nambucca Valley's sewerage services will service current and future demand and outflow quality will exceed regulated requirements.

Economic Activity and Employment - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
PP1 Foster development opportunities	Manager Economic Development	<p>Seek out and respond to potential business investment enquiries.</p> <p>Provide professional development industry training programs for local industries.</p> <p>Provide future employment land for business and industry growth.</p>	<p>In discussions with developer to seek land for new child care facility within the shire Respond to developer seeking to invest in unit development in Macksville.</p> <p>Distributed tender packages to local industry suppliers for Coffs harbour bypass Industry capability network (ICN) training. Implement Aboriginal procurement policy with Express coach builders to support future tenders</p> <p>Working with NSW Government seeking increased funding for industrial land development Valla Industrial</p>
PP2 Liaise with local business and State and Federal Government agencies to promote economic and regional development	Manager Economic Development	<p>Funding and training opportunities for local businesses identified.</p> <p>Participation in Regional Development opportunities.</p> <p>Working partnerships with Regional Development Australia Mid North Coast.</p> <p>Meet existing businesses to disseminate information and build networks.</p>	<p>Assist in the application for September 22 Grant to apply for \$844,000 plant & equipment for training Regional youth investment fund NSW State Government for CAD & C&C infrastructure investment for Shore/Track in Macksville industrial estate.</p> <p>Assist with grant application for local land services grant September 22 funding fencing.</p> <p>Ongoing networking with business.</p>
PP3 Participate in local and regional marketing events to promote the Valley	Manager Economic Development	Valley profile raised and local advantages promoted to attract business and industry to the Valley through marketing and events.	Development of new marketing material
PP4 Investment prospectus, marketing and promotional material produced and distributed to potential investors	Manager Economic Development	The Valley's opportunities are highlighted to potential investors.	Information packages are provided for enquiries specific to their requests.

Economic Activity and Employment - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
PP5 Land Development – Develop commercial and industrial land to ensure an adequate supply	Manager Economic Development	Valla Growth Area to be developed, subject to funding availability. Promote the opportunity to invest in industrial and commercial land (VUGA).	Developing business case application for funding. Work with consultant to provide information for cost benefit Analysis
PP6 Land Development – research and analysis of potential land purchases from Transport for NSW old highway corridor	Manager Economic Development	Increased income to Council from land sales acquired by Council under the NSW Government's Community Use Policy.	Purchase of land for subdivision Warrell Creek Development application for subdivision being prepared
PP7 Market Council's surplus operational land to the community's best advantage	Manager Economic Development	Realising the best price for Council's surplus operational land.	On request from community organisations
Land Management - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
PP8 Implement the Native Title Act 1996	Manager Economic Development	Identification of Native Title issues prior to any works on Crown Land (Future Acts). Extinguish Native Title (Past Acts). A Native Title report is produced for all Crown Land Plans of Management.	Native title reports have been provided for Plans of management to date 5 completed
PP9 Manage Crown Land Plans of Management	Manager Economic Development	Review Crown Land Plans of Management. Licences are renewed and issued initially for 12 months and then for 5 years when a Plan of Management is adopted.	All licences have been upgraded 12 month short term licences issued while Plans of Management (PoM) are being prepared. Council Senior Management to determine if PoM are to be outsourced to LandSas.

Tourism - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
PP10 Support the local tourism industry in partnership with the Nambucca Valley Tourism Association (NVTa)	Manager Community Development	Review of the Licence Agreement with NVTa by June 2025. Quarterly reporting to Council by the NVTa on its activities.	Review of the Agreement will take place in 2024. Two Progress Reports were received from NVTa: for September 2022 Quarter and for October 2022- March 2023.
Transport Accessibility - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
PP11 Maintain and construct road network to the level of service agreed with the community	Director Engineering Services	Undertake a Service Level Review of the road network including classification of roads, by 30 June 2023. Annual capital works program endorsed by Council and works completed at 30 June. Maintenance grading program funded by Council. Road inspection undertaken in accordance with the inspection program. Review of Asset Management Plans includes the level of service that is able to be funded by Council.	Service level review received by consultants and is being addressed by staff. Completion of the capital works and maintenance programs is ongoing, with inspections done accordingly. Asset Management Plans and baseline Technical Asset Registers / Condition Assessments are in the process of being reviewed.
PP12 Maintain and construct bridges to the level of service agreed with the community	Director Engineering Services	Rolling bridge inspection program undertaken across the network and identified repairs undertaken. New bridges constructed as per the delivery program. Reduction in the number of load limited bridges.	New bridges are being constructed as part of the Fixing Country Bridges Program which will expand longevity of Councils bridge assets.

Transport Accessibility - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
PP13 Maintain and construct footpath and cycle ways to the level of service agreed with the community	Director Engineering Services	<p>Kingsworth Estate to Macksville cycle way will be completed.</p> <p>Council seeks funding from relevant grant streams to fund a plan for, and estimate the cost of a cycle way, linking Hyland Park and Mann Street Nambucca Heads.</p> <p>Footpath Inspection program conducted.</p> <p>Trip hazards identified and programmed in accordance with risk.</p> <p>New and replacement footpaths and cycle ways completed as per Pedestrian Access Management Plans (PAMP).</p> <p>Develop PAMPs for Valla Beach and Scotts Head.</p>	Funding has been received for the completion of the Kingsworth Estate to Macksville cycleway, with a grant application lodged for the Hyland Park and Mann Street footpath.
PP14 Maintain and construct car parking to the level of service agreed with the community	Director Engineering Services	New car parking constructed as per the delivery program.	No additional car parking constructed.
PP15 Continue to support the work of the State and Federal governments in upgrading the Pacific Highway	Council General Manager Director Engineering Services	<p>Support community consultation on Pacific Highway upgrades.</p> <p>Negotiate handover of ex-highway assets to Council on acceptable terms.</p>	Awaiting responses from the state government re highway handover.
PP16 Maintain and construct boat ramps and boat access points to the level of service agreed with the community	Director Engineering Services	<p>Regular inspection and cleaning program implemented.</p> <p>Maintain and construct new works as per the delivery program.</p>	Boat ramps regularly inspected and pressure cleaned by Green Space Team, planned around low tide events.

Public Transport - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
PP17 Install bus shelters at high use bus stops	Director Engineering Services	Investigate requests and implement as required.	Grant funded bus stops installed.
Water Management - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
PP18 Council will document and implement an Integrated Water Cycle Management Strategy (IWCM) for the efficient use of its water and waste water resources	Manager Water and Sewerage	IWCM has been reviewed and implemented.	Recent increases in the rate of development in growth areas in Nambucca Heads and Macksville and the potential for development in Scotts Head have highlighted a need to review the current IWCM. This will include an update of the capital works program and financial model. Council has engaged Public Works to develop the IWCM during 2023-24.
PP19 Ensure the supply of potable water to the reticulated network in the Nambucca Valley	Manager Water and Sewerage	Provision of a reliable potable supply that meets public health standards. Regular water testing is conducted with samples complying with Australian Drinking Water Guidelines. Any breach of required standards is reported to relevant authorities. Completion of government funded UV and Chlorination project.	Council's testing regime in partnership with NSW Health confirms that water supplied by Council complies with Australian Drinking Water Guideline. The government funded project to improve the chlorination dosing system at the water supply headworks an additional treatment barrier in the form of a UV dosing system is progressing with completion expected mid-year.
PP20 Operate the Bowra Dam to ensure water security for the Nambucca Valley	Manager Water and Sewerage	Dam is maintained and operated according to the Dam Safety NSW requirements. Completion of Bubble Plume Aeration project. Operate and maintain the Borefield supply system that provides water for the Dam.	An audit of Bowra Dam operation and maintenance systems has confirmed that they are generally complying with Dam Safety NSW requirements. A bubble plume aeration system has been installed and Council is working with DPIE Water to refine operating procedures to address existing water quality issues associated with high iron concentrations in the dam water. The dam is currently full and is operated to remain full during times when pumping to the dam is permitted.

		Maintain water levels in the Dam that will protect water security for the Valley.	
PP21 Efficiently maintain, augment and operate the reticulation of potable water, the Bowra Borefields and treatment network	Manager Water and Sewerage	Asset Management Plan developed and implemented. Asset renewals are completed in a timely manner so that there is no failure of the water supply system. Complete design and construction of sewerage infrastructure for Valla Growth area.	Draft Asset Management Plans have been prepared. Designs for infrastructure to serve the initial stage of development of the Valla Growth Area have been completed. These are currently being refined to align with funding constraints
Sewerage Services - Actions	Lead Responsibility	Success Measure	Status as at 30 June 2023
PP22 Council will document and implement the Integrated Water Cycle Management Strategy for the efficient use of its water and waste water resources	Manager Water and Sewerage	IWCM reviewed and implemented.	Recent increases in the rate of development in growth areas in Nambucca Heads and Macksville and the potential for development in Scotts Head have highlighted a need to review the current IWCM. This will include an update of the capital works program and financial model. Council has engaged Public Works to develop the IWCM during 2023-24. This will include the modelling of sewer systems in Macksville, Nambucca Heads and Scotts Head.
PP23 Ensure compliance with EPA Licence requirements for all sewerage systems	Manager Water and Sewerage	Provision of a reliable reticulation system and treatment of sewerage to meet public health standards. Regular outflow testing is conducted with samples complying with Australian Standards. Any breach of required standards is reported to relevant authorities.	Annual Licence Returns are submitted to EPA in a timely manner providing relevant information on the performance of the sewerage systems. Testing is carried out in accordance with licence requirements and results placed on Council's website. Any sewage surcharges are reported to the EPA in accordance with legislative requirements
PP24 Efficiently maintain, augment and operate the sewerage reticulation and treatment network.	Manager Water and Sewerage	Asset Management Plan developed and implemented.	Draft Asset Management Plans have been prepared.

		<p>Design and construction of upgrades to Macksville Sewerage System to cater for development in South Macksville.</p> <p>Develop concept and detailed designs for sewerage upgrades to cater for development at Scotts Head.</p> <p>Complete design and construction of sewerage infrastructure for Valla Growth area.</p>	<p>Modelling of sewerage systems and options assessment for sewerage upgrades in Nambucca Heads, Macksville and Scotts Head are included as part of the IWCM project. These will be used to complete concept designs and detailed designs for construction works.</p> <p>They will also focus on determining the additional costs involved in providing infrastructure to minimise sewage overflows in Macksville for various higher intensity rainfall events.</p> <p>Designs for infrastructure to serve the initial stage of development of the Valla Growth Area have been completed. These are currently being refined to align with funding constraints.</p>
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Acronyms

CBD	Central Business District	NVTA	Nambucca Valley Tourism Inc
CSP	Community Strategic Plan	PAMP	Pedestrian Access Management Plan
DA	Development Application	RFS	Rural Fire Service
EPA	Environment Protection Authority	VUGA	Valla Urban Growth Area
IWCM	Integrated Water Cycle Management	WHS	Work Health and Safety
NBN	National Broadband Network		

Report on Infrastructure Assets

PUBLIC ORDER AND SAFETY

Report on Bush Fire Stations

There are 16 brigade stations within the Nambucca Valley Council; some of these stations coexist on land shared with other facilities such as a community hall and others 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 2023	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2022/23
Buildings	Satisfactory, allowing for deterioration	\$130,000	\$71,000	\$56,000

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 licenses.

An integral aspect of Nambucca Valley Council's long-term planning strategy is the provision of future waste management facilities within the Valley. An appropriate site has been identified by Council being the existing State Forestry land immediately adjoining the western boundary of the existing Nambucca Waste Management Facility. However, an Aboriginal Cultural Assessment Report of the land has recommended that it not be used as a waste facility. Other options are now being investigated.

Current contracts expire in 2027 and Council needs to determine future waste solutions as soon as possible and this will likely involve Bellingen Shire Council and City of Coffs Harbour Council.

SITE	CONDITION AT END OF JUNE 2023	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2022/23
Gatehouse/Weighbridge	Satisfactory	\$0	\$28,000	\$28,000
Environmental License	Satisfactory	\$0	\$7,500	\$7,500

Public Buildings/Facilities

Council's Public Buildings portfolio serves a wide range of purposes, from business and administration support, through to sport, play and community wellbeing.

Buildings and facilities generally include club-houses, parks amenities, playground equipment, tennis courts, shelters, seating, etc. Maintenance of recreation and cultural facilities are generally shared between Council and the attending Committees of Management.

This past year has seen essential inspections and general maintenance conducted across the buildings and facilities portfolio. Of significance, the Nambucca Heads Library refurbishment was successfully completed and opened to the public; Other key achievements include

Lighting upgrades at Macksville Tennis Club, Valla Beach Tennis Club and Nambucca Tennis Club (Gordon Park).

Council's Community Halls at Burrupine, Taylors Arm Valla, South Arm and Eungai together with Mary Boulton Pioneer Cottage were upgraded and refurbished.

Shade Sails were constructed at the Hennessy Tape Oval playground Bowraville and Solar lighting was installed along the frontage of Council's Administrative Centre, Macksville to improve public safety.

A revaluation and comprehensive condition assessment of building components was also undertaken in 2022/23. This data will allow for better planning of capital works for public buildings.

SITE	CONDITION AT END OF JUNE 2023	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2022/2023
Council Offices	Satisfactory	\$0	\$55,000	\$62,000
Council Works Depot	Satisfactory	\$14,000	\$33,000	\$25,000
Public Halls/Community Centres	Satisfactory	\$360,000	\$57,000	\$47,000
Museums	Satisfactory	\$35,000	\$41,000	\$4,000
Library	Satisfactory	\$0	\$16,000	\$61,000
Kindergarten/Pre-School	Satisfactory	\$0	\$10,000	\$4,000
Swimming Pool Building	Satisfactory	\$5,000	\$33,000	\$23,000
Amenities/Toilets	Satisfactory	\$47,000	\$74,000	\$57,000
Sports Grounds Buildings	Satisfactory	\$150,000	\$192,000	\$47,000
Other	Satisfactory	\$37,000	\$55,000	\$45,000

TRANSPORT AND COMMUNICATIONS

Report on Off-Street Car Parks

Council has several off-street car parks located throughout the Valley, principally in the main urban areas of Macksville, Nambucca Heads and Bowraville. Carparks such as Fletcher Street, Nambucca Heads, are considered "on-street" and part of the road; hence they are not included in this section.

There were no new carparks in the 2022/23 period.

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

* Damages related to Disasters are not claimable under the DRFA.

SITE	CONDITION AT END OF JUNE 2023 (Based on knowledge at the time of this report)	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2022/2023
Various locations within the Valley	Good	\$0	\$28,000	\$0

Bridges

In 2015/16 Council began to construct prefabricated concrete bridge structures instead of the traditional timber bridges, and this has continued through the 2022/23 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.

Council has continued to construct concrete bridges through funding provided from Council, the State and Federal Government. During this reporting period Council was successful in gaining Australian Government funding for the Bridges Renewal Program (BRP Round 5) and the NSW State Government funding for the Fixing Country Bridges (FCB) program which has provided a significant bridge replacement program for the Nambucca Valley for the replacement of 18 timber bridges. 10 of these bridges were completed in 2021/22 financial year with the remaining 8 completed by 24 February 2023 with a number of minor road approach works are on track to be completed by the end of the 2023/2024 financial year.

BRIDGE TYPE	CONDITION AT END OF JUNE 2023 (Based on knowledge at the time of this report)	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2022/2023
Timber	Replacement and major repairs required	\$1,021,000	\$367,000	\$78,000
Composite	Satisfactory	\$402,000	\$286,000	\$31,000

Roads - General

Council's main focus had been making roads safe as there was significant damage to roads over the last two financial years attributed from several natural disaster events. As a result, there were extra costs required in road maintenance. Under the Natural Disaster Funding, a majority of this will be claimable. There were also several landslips that will be funded. Remediation of the landslip areas will occur over the next few years.

ROAD TYPE	CONDITION AT END OF JUNE 2023 (Based on knowledge at the time of this report)	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2022/2023
Sealed	Satisfactory	\$423,000	\$596,000	\$191,000
Unsealed	Poor	\$301,000	\$1,553,000	\$2,077,000
Pavement	Satisfactory	\$1,264,000	\$3,161,000	\$2,865,000

Urban Roads

Council is responsible for maintenance of 111km of sealed urban streets.

While the wet weather from previous years has increased the number of defects, the urban street network is generally in satisfactory condition. Storm and flood events will require an increase in the heavy patching funding program to address these localised defects. Council is submitting requests to Transport for NSW under the disaster funding to repair the damage caused by severe weather events.

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 plans to with the rehabilitate and renew a number of higher hierarchy urban roads, in Macksville and Nambucca Heads, to rectify roads damaged in previous natural disaster events.

Rural - Sealed

Council is responsible for maintenance of 280km of sealed rural roads.

Over the past six years, Council has undertaken a rehabilitation program that repairs the pavement and replaces the wearing surface of the sealed road network (the aggregate surface). This improves the non-slip qualities and removes cracks and potholes which allow water to enter into the pavement resulting in failures.

A large number of reseals were undertaken some years ago, and the cycle for reseals are now being programmed for the coming years. 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 will see many of the worst isolated failures on Council's roads removed.

Significant weather events have affected the sealed road networks, emergency repairs and immediate reconstruction works were undertaken under the natural disaster funding guidelines. We still have \$18 million of estimated damages on sealed rural roads claimed under the DRFA and TfNSW reviewing our submission. The March 2021 storm event followed by the February, July and September 2022 events are estimated to have a damage value of up to \$30 million across the sealed road network and this will take several years to undertake the repairs.

Rural - Unsealed

Council is responsible for maintenance of 298km of unsealed rural roads.

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 has been introduced within the capital works with initial work being undertaken on primary access routes. Further programs have been identified for future budgets and are included within the long-term financial plan. Resheeting locations included Lower Buckra Bendinni, Mitchells and Hicksons Roads.

Significant weather events have affected the unsealed road networks, emergency repairs were undertaken under the natural disaster funding guidelines. The March 2021 storm event followed by the February, July and September 2022 events are estimated to have a damage value of up to \$20 million across unsealed road network and this will take several years to undertake the repairs.

Council is having the network assessed post disaster to gain better knowledge.

Drainage (Urban and Rural)

Above ground, improvements have been occurring with replacement of older damaged and inefficient stormwater lintels and grates through normal maintenance programs. 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 and or replacement as the joints are progressively failing.

A comprehensive inspection of the culverts commenced in 2019/2020 as part of the transport asset revaluation program and has continued into 2021/2022. Council’s CCTV camera has facilitated the inspection of underground infrastructure to identify possible failing structures in order to develop a network upgrade 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 2023	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2022/23
Stormwater Drainage System	Satisfactory	\$523,000	\$1,272,000	\$91,000

WATER SUPPLY

Normal maintenance works and some renewal works on assets identified with a history of breakages were undertaken throughout the water reticulation network.

A bore maintenance and cleaning program has been established to ensure that the bores are kept in the best condition possible. 3 to 4 of the bores are lifted, inspected maintained and screens cleaned on a 3 year cycle.

Work upgrades to the water treatment train to include UV disinfection and upgraded chlorine dosing has continued and is expected to be completed in December 2023. These upgrades are aimed at eliminating the risk of cryptosporidium infection through the drinking water as well as maintaining acceptable disinfection levels when dam water is required to be used.

Work on the second water filling station located in the Nambucca Heads industrial area was completed.

Council has been working with the NSW Department of Environment and Planning to optimise the operation of the bubble plume mixing / aeration system that was installed in Bowra Dam to address the water quality issues associated with a higher than desirable iron concentration. The iron concentrations are currently be managed to remain below the maximum levels allowed in the Drinking Water Guidelines.

The regular program of reservoir cleaning was completed in order to maintain the water quality in the reservoirs. Work on the replacement of the roof on the Scotts Head Reservoir was completed.

SITE	CONDITION AT END OF JUNE 2023	ESTIMATED COST TO BRING UP TO SATISFACTORY CONDITION	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2022/23
Council-wide	Some upgrading and replacement works required - generally satisfactory.	\$770,000	\$2,761,000	\$1,311,000

SEWERAGE SERVICES

Normal maintenance works and minor rehabilitation works were undertaken throughout the sewerage network.

Council has been working with the EPA and other government stakeholders to implement a program of works aimed at reducing the number of sewage overflows discharging to the Nambucca River and adversely impacting the oyster growing industry on the Nambucca River. The works have included dye testing to identify cross connection between the sewerage and stormwater systems, CCTV camera inspections of sewer mains and lining of sewer mains identified as being in poor condition and allowing inflow/infiltration.

Council also continued with its pump replacement program replacing a number of pumps in sewerage pump stations in Macksville and Nambucca Heads.

Works also continued on improving our sludge removal capability at sewage treatment plants. A new mechanical dehydrator was installed at the Macksville STP and a new drainage bed for a second dewatering geobag was installed at the Bowraville STP.

SITE	CONDITION AT END JUNE 2023	ESTIMATED COST TO BRING UP TO SATISFACTORY CONDITION	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2022/2023
Urban Areas	Systems generally satisfactory with some upgrading necessary	\$354,000	\$3,678,000	\$1,768,000

OPEN SPACE / RECREATIONAL ASSETS

SITE	CONDITION AT END JUNE 2023	ESTIMATED COST TO BRING UP TO SATISFACTORY CONDITION	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2022/2023
Other – Open Space	Satisfactory	\$137,000	\$202,000	\$753,000

Governance Matters**SUMMARY OF LEGAL PROCEEDINGS DURING 2022/2023**

Legal costs incurred during the year are:

Legal Expenses –Planning and Development	\$ 42,755
Legal Expenses – other	\$157,567

ENVIRONMENTAL UPGRADE AGREEMENTS ENTERED INTO

There were no Environmental Upgrade Agreements entered into during 2022/2023.

INTERSTATE VISITS

There were no interstate visits by any Councillors during 2022/2023.

OVERSEAS VISITS

There were no overseas visits by any Councillors during 2022/2023.

Councillors' Professional Development

COUNCILLOR	TRAINING	DATES	COST (\$)	LEDGER NO
HOBAN OAM, R	LGNSW Annual Conference – Hunter Valley - Registration & Accommodation	23-25 Oct 22	\$ 145 Accommodation \$1,360 Registration	W 3020.330.644 W 3020.330.646
	EPA Workshop - New Return & Earn Scheme	28 Nov 22	Nil	
	DPIE Local Water Utilities Webinar Online	12 Dec 22	Nil	
	Aust Citizenship Ceremonies Council Training	28 Sept 22	Nil	
	Verbal Judo - Basics for The Contact Professional	1 Feb 23	Nil	
ANGEL, J	Nil			
BALLANGARRY OAM, M	LGNSW Annual Conference – Hunter Valley - Registration & Accommodation	23-25 Oct 22	\$ 145 Accommodation \$1,459 Registration	W 1030.172.644 W 1030.172.646
BALLANGARRY, T	Nil			
BUCHANAN, R	Nil			
JENVEY, S	Nil			
JONES, D	Nil			
VANCE, T	LGNSW Annual Conference – Hunter Valley - Registration & Accommodation	23-25 Oct 22	\$ 145 Accommodation \$1,459 Registration	W 3785.172.644 W 3785.172.646
WILSON, J	Nil			

Councillors' Expenses 2022/2023 CL 217 (1) (a1)

• Mayoral fee	\$ 27,600
• Councillors' fees	\$113,850
• Councillors' expenses (incl. mayor) – other (excluding fees above)	\$ 34,192
• Expenses of any spouse, partner or other person who accompanied a Councillor in the performance of his or her civic functions	Nil
• Expenses involved in the provision of care for a child of, or an immediate family Member of, a Councillor	Nil

Senior Staff Remuneration CL 217 (1) (c)

The total remuneration packages as at 30 June 2023 are reported below:

	General Manager	Two Directors
Salary	\$ 267,692.30	\$423,212.70
Employer Superannuation	\$ 28,107.70	\$ 44,437.34

Reportable Fringe Benefits Tax	\$0	\$0
Total	\$295,800.00	\$467,650.04

Total Number of Persons Who Performed Paid Work on 23 November 2022 CL 217 (1) (d)

The total number of persons who performed paid work on Wednesday 23 November 2022 is reported below:

○ The number of persons directly employed by the council	
▪ on a permanent full-time basis	102
▪ on a permanent part-time basis	10
▪ on a casual basis	5
▪ under a fixed-term contract	13
○ the number of persons employed by the council who are "senior staff" for the purposes of the <i>Local Government Act 1993</i>	3
○ the number of persons engaged by the council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person, and	3
○ the number of persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	Nil
Total	136

Statement on Stormwater Management Services CL 217 (1) (e)

Council raised \$150,700 from its Storm Water Management levy during the year.
Drainage works that were undertaken in the period included:

- Valla Beach Road, Valla Beach – install new drainage line to replace failed drainage system.
- Mumbler Street, Nambucca Heads – to renew an existing failing stormwater line with a structural liner.
- Drainage Easement Acquisitions
- Wallace Street, Macksville – install new drainage line to replace failed drainage system.

Companion Animals

Council lodged its annual return to the Office of Local Government with regards to pound data, with dog attacks reported on the companion animal register.

Council has provided \$10,000 in the current budget to support a rehoming program from Council's pound in an effort to reduce the number of animals that are euthanised. Currently only dangerous/menacing dogs and feral cats are being euthanised.

In addition to this, Council has allocated \$10,000 for a desexing program which is expected to take place throughout 2022/23.

Council has off leash areas in Valla Beach, Nambucca Heads, and Scotts Head.

Capital Expenditure Reviews

There were no capital expenditure reviews submitted during the period.

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

NAME OF CONTRACTOR	DESCRIPTION OF GOODS	ESTIMATED TOTAL PAYABLE
Advanced Concrete Engineering Pty Ltd	Replacement of Scotts Head Reservoir Roof	\$320,998.70 incl GST
Telstra Limited	Construction of Telstra Macro Tower at South Arm funded by BLERF-0353	\$858,375.00 ex GST
Civica Pty Ltd	Library Management System – Spydus Civica	\$169,765.00 ex GST
Stonedale Pty Ltd T/A Total Lining Systems	Landfill Cell 4 Construction – Nambucca Waste Management Facility	\$628,988.05 incl GST
FSI Engineering Pty Ltd	Upgrade of Lime Dosing System – Nambucca Valley Water Supply	\$447,628.50 incl GST
Smada Electrical Services Pty Ltd	EJ Biffin Oval – upgrade lighting	\$426,334.13 incl GST
Advanced Concrete Engineering Pty Ltd	Reservoir Upgrade – Bellenger Street, Nambucca Heads	\$372,831.80 incl GST
Community Aquatics Pty Ltd	Operations and Management of the Macksville Memorial Aquatic & Fitness Centre	\$1,665,000.00 incl GST
Fortade Group Pty Ltd	Reconstruction of Alexandra Drive, Nambucca Heads	\$942,098.95 ex GST

Bush Fire Hazard Reduction Activities

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

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 worked 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, with specific reference to 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
- Weekly story-telling program at libraries (when permitted) – attracts regular audience including fathers and grandparents.
- Activities for children in school holidays at Council's Libraries.

ACHIEVEMENTS FOR YOUNG PEOPLE

Specific achievements for young people during the reporting period have been achieved via infrastructure development and libraries. Youth Week activities were conducted by a collaboration of local organisations on behalf of Council.

ACHIEVEMENTS IN SERVICES FOR OLDER PEOPLE

- Seniors Week Festival was held and seniors were provided with various community information.
- 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.
- A tech help program for seniors is being undertaken in partnership with TAFE, Tuesdays at Macksville and Wednesdays at Nambucca. This program allows our senior members to learn how to use their own device so they are comfortable navigating the online environment.
- Provision of a Home Library service in partnership with Lions Club.

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.
- Provision of information regarding services for people with disabilities; including services available to visitors and tourists – Access for Visitors with Disability brochure distributed.
- Disability Inclusion Action Plan review and a new Plan was adopted by Council.

Cultural Services

ACHIEVEMENTS IN ABORIGINAL SERVICES

Council has had regular meetings with the Local Aboriginal Land Councils to foster improved communication and to work on collaborative projects such as the proposed Aboriginal Keeping Place in Macksville.

Council employed one Aboriginal trainee in Engineering Services.

ABS Statistics - 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
2021	803	829	1,632	8.0

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

ACHIEVEMENTS IN MULTICULTURAL SERVICES

Nambucca Valley 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 Fees and Charges within the Community Strategic Plan. The rates in the 2022/23 Fees and Charges are used for all private works.

Works undertaken during 2022/23 included such things as street sweeping for another Council, and driveway works.

There were no subsidised works undertaken during the period.

Donations Under Section 356

Council made the following **donations** during 2022/23:

ACCOUNT NO	ORGANISATION	\$ DONATION
160.2023.297.1	Donations Program - 2022/2023 - South Arm Hall CoM - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.296.1	Donations Program - 2022/2023 - Eungai & District Soldiers Memorial Hall CoM - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.295.1	Donations Program - 2022/2023 - Scotts Head Sharks Soccer Club Inc. - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.294.1	Donations Program - 2022/2023 - Missabotti Community Centre Hall CoM - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.293.1	Donations Program - 2022/2023 - Unkya Reserve CoM - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.292.1	Donations Program - 2022/2023 - Nambucca Valley Evening Branch CWA - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.291.1	Donations Program - 2022/2023 - Nambucca Valley Cycle Club Inc. - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.290.1	Donations Program - 2022/2023 - Valla Beach Residents Social Group (auspiced by Valla Beach Community Association CoM) - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.289.1	Donations Program - 2022/2023 - Nambucca Roosters Rugby League Football Club- Report to Council meeting on 13/04/2023	500.00
160.2023.288.1	Donations Program - 2022/2023 - Nambucca Macksville Evening View Club - APPROVED Council meeting 13/04/2023 – Minute #120/23	486.15
160.2023.287.1	Donations Program - 2022/2023 - Macksville Falcons touch Football Association - APPROVED Council meeting 13/04/2023 – Minute #120/23	400.00
160.2023.286.1	Donations Program - 2022/2023 - E J Biffin Playing Fields CoM - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.297.1	Donations Program - 2022/2023 - South Arm Hall CoM - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.296.1	Donations Program - 2022/2023 - Eungai & District Soldiers Memorial Hall CoM - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.295.1	Donations Program - 2022/2023 - Scotts Head Sharks Soccer Club Inc. - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.285.1	Donations Program - 2022/2023 - Loggerheads Malibu Club Inc. - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.284.1	Donations Program - 2022/2023 - Nambucca Valley Croquet Club - APPROVED Council meeting 13/04/2023 – Minute #120/23	379.00
160.2023.283.1	Donations Program - 2022/2023 -Nambucca Valley Craft & Art Inc - APPROVED Council meeting 13/04/2023 – Minute #120/23	249.00

160.2023.282.1	Donations Program - 2022/2023 - Utungun Community Hall CoM - APPROVED Council meeting 13/04/2023 – Minute #120/23	400.00
160.2023.281.1	Donations Program - 2022/2023 - Bowraville Arts Council - Report to APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.280.1	Donations Program - 2022/2023 - Scotts Head Sports Fields CoM - APPROVED Council meeting 13/04/2023 – Minute #120/23	440.00
160.2023.275.1	Donations Program - 2022/2023 - Bowraville Folk Museum - upgrade security cameras - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.274.1	Donations Program - 2022/2023 - Midcoast Mower Racing Club Inc - water cart costs (dust suppression) - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.273.1	Donations Program - 2022/2023 - Scotts Head Tennis Club Inc - equipment purchases - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.272.1	Donations Program - 2022/2023 - Nambucca Heads Tennis Club Inc - maintenance equipment storage shed - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.271.1	Donations Program - 2022/2023 - Wyz Wimmin & Friends (auspiced by NV Rotary Club) - production costs for new show in May 2023 - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.270.1	Donations Program - 2022/2023 - Valla Beach Tennis Club Inc - court sweeper - APPROVED Council meeting 13/04/2023 – Minute #120/23	500.00
160.2023.269.1	Bowraville Community Development Association Inc - Donation for Rates Relief - APPROVED Council meeting 16/03/2023 - Minute #68/23	1034.00
160.2023.268.1	We're Here CoM - Donation towards attendance at Transition Seminars - APPROVED Council meeting 9/02/2023 - Minute #28/23	500.00
160.2022.266.1	Nambucca District Historical Society - Donation towards purchase of EFTPOS facilities and signage - APPROVED Council meeting 24/11/2022 - Minute #527/22	500.00
160.2022.265.1	Annual Donation to NV schools - Bowraville Central School - 2022/23	100.00
160.2022.264.1	Bowraville Youth Hub (Jaanyimili Bawrrungga Inc.) - Donation towards community Christmas Party - APPROVED Council meeting 24/11/2022 - Minute #526/22	500.00
160.2022.263.1	U3A - Donation for 25th Anniversary Celebrations in May 2023 - APPROVED Council meeting 29/09/2022 - Minute #434/22	500.00
160.2022.262.1	Bowraville Community Christmas Luncheon 2022 - Donation for event December 2022 - APPROVED Council meeting 15/09/2022 - Minute #413/22	500.00
160.2022.261.1	Annual Donation - IT Connection - 2022-2023 - Nambucca Historical Society	360.00
160.2022.260.1	Council Resolution - annual donation to Talarm Hall CoM - 2022/23	500.00
160.2022.259.1	Annual Donation to NV schools - Tallowood Steiner School - 2022/23	100.00
160.2022.258.1	Annual Donation to NV schools - St Patrick's Primary School - 2022/23	100.00
160.2022.257.1	Annual Donation to NV schools - St Mary's Primary School - 2022/23	100.00
160.2022.256.1	Annual Donation to NV schools - Scotts Head Public School - 2022/23	100.00
160.2022.255.1	Annual Donation to NV schools - NVCC School - 2022/23	100.00
Total		<u>\$18,048.15</u>

Equal Employment Opportunity (EEO)

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

During 2022/23, in support of this philosophy and in alignment with the relevant legislation, we:

- continued to support our Australian Defence Force (ADF) veterans find meaningful employment through the NSW Government Veterans Employment Program and 'We're Here' program
- assisted employees returning to work from both work-related and non-work related illness or injury by engaging the services of qualified rehabilitation providers;
- provided ongoing support for mental health through the Employee Assistance Program and events such as RUOK? Day
- purchased specialised equipment for employees with special needs such as stand-up desks, gel floor mats, document holders, mouse pads, hearing protection and eye protection;
- continued to provide flexible work practices including hybrid working arrangements, part-time work, flexible hours and nine-day fortnight, which enhance our ability to support employees with carer and family responsibilities.

Section 355 Committees of Management

BODY	FUNCTION
Argents Hill Hall	Care, control and management of Argents Hill Hall
Bowraville Sports Ground	Care, control and management of Bowraville Sportsground
Burrapine Public Hall	Care, control and management of Burrapine Public Hall
Coronation Park	Care, control and management of Coronation Park
E J Biffin Playing Fields	Care, control and management of E J Biffin Playing Fields
Eungai District Memorial Hall	Care, control and management of Eungai District Soldiers' Memorial Hall
Local Disaster Recovery Committee	Advise Council on the distribution of donations and funds raised.
Macksville Park and Sports	Care, control and management of Macksville Park and Sports grounds
Mary Bolton Pioneer Cottage & Museum	Care control and management of Pioneer Cottage Macksville
Missabotti Community Centre	Care, control and management of Missabotti Community Centre
Nambucca Community and Arts Centre	Care, control and management of Nambucca Community and Arts Centre

Nambucca District Band	Support and acquisition of instruments for the Nambucca District Band
Nambucca District Historical Society & Museum	Care, control and management of the Headland Museum
National Celebration Day Committee	The objectives of the Committee are to consider nominations; select annual award recipients and facilitate celebratory events such as Australia Day.
North Macksville Playing Fields	Care, control and management of North Macksville Playing Fields
Scotts Head Sports Fields	Care, control and management of Scotts Head Sports Fields
South Arm Hall	Care, control and management of South Arm Hall
Talarm Hall and Welsh Pioneer Park	Care, control and management of Talarm Hall
Taylors Arm Hall	Care, control and management of Taylors Arm Hall
Taylors Arm Sports Reserve	Care, control and management of Taylors Arm Sports Reserve
Unkya Reserve	Care, control and management of Unkya Reserve
Utungun Community Centre	Care, control and management of Utungun Community Centre
Valla Beach Community Association	Care, control and management of Valla Beach Urban area and Hall
Valla Public Hall	Care, control and management of Valla Public Hall
Warrell Creek Public Hall	Care, control and management of Warrell Creek Public Hall
We're Here	Promote Nambucca Valley to former military personnel as a place to work and reside.

Companies in Which Council Held a Controlling Interest

Council did not hold any controlling interests in any companies during 2022/23.

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 Services	Waste Processing and Resource Recovery Facility for City of Coffs Harbour, Bellingen Shire and Nambucca Valley Councils.

Variations to 2022/2023 Financial Results of Business Undertakings

Category 1 Business Activities

WATER SUPPLIES

The Water Supply Business Activity achieved a Deficit from Continuing Operations before capital amounts of \$1.274M compared to a Deficit from Continuing Operations before capital amounts of \$1.142M for 2021/22. The unfavourable movement is largely attributable to, an increase in depreciation, amortisation and impairments, along with employee benefit and on costs. There is no potential dividend calculated from surplus for the Water Supply Business Activity in 2022/23 (Nil in 2021/22).

Nambucca Valley Council | Income Statement of water supply business activity | for the year ended 30 June 2023

Nambucca Valley Council

Income Statement of water supply business activity

for the year ended 30 June 2023

\$ '000	2023	2022
Income from continuing operations		
Access charges	1,156	1,078
User charges	3,951	3,660
Interest and investment income	482	131
Grants and contributions provided for operating purposes	83	84
Other income	289	305
Total income from continuing operations	5,961	5,258
Expenses from continuing operations		
Employee benefits and on-costs	1,777	1,622
Borrowing costs	1,347	1,378
Materials and services	1,268	1,138
Depreciation, amortisation and impairment	1,814	1,790
Net loss from the disposal of assets	188	13
Calculated taxation equivalents	14	15
Debt guarantee fee (if applicable)	826	264
Other expenses	1	180
Total expenses from continuing operations	7,235	6,400
Surplus (deficit) from continuing operations before capital amounts	(1,274)	(1,142)
Grants and contributions provided for capital purposes	1,838	2,181
Surplus (deficit) from continuing operations after capital amounts	564	1,039
Surplus (deficit) from all operations before tax	564	1,039
Surplus (deficit) after tax	564	1,039
Plus accumulated surplus	66,050	64,747
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	14	15
– Debt guarantee fees	826	264
Less:		
– Tax equivalent dividend paid	(14)	(15)
Closing accumulated surplus	67,440	66,050
Return on capital %	0.1%	0.2%
Subsidy from Council	4,223	3,402
Calculation of dividend payable:		
Surplus (deficit) after tax	564	1,039
Less: capital grants and contributions (excluding developer contributions)	(1,189)	(1,309)
Surplus for dividend calculation purposes	–	–
Potential dividend calculated from surplus	–	–

SEWER SERVICES

The Sewerage Business Activity achieved a Deficit from Continuing Operations before capital amounts of \$0.423M compared to a Deficit from Continuing Operations before capital amounts of \$0.625M for 2021/22. The favourable movement is largely attributable to increased revenue from interest and investments. There is a potential dividend calculated from surplus for the Sewerage Business Activity in 2022/23 of \$245,000 (actual dividend \$238,000 in 2021/22, however Council decided not to pay any dividends to General Fund.).

Nambucca Valley Council | Income Statement of sewerage business activity | for the year ended 30 June 2023

Nambucca Valley Council

Income Statement of sewerage business activity

for the year ended 30 June 2023

\$ '000	2023	2022
Income from continuing operations		
Access charges	4,378	4,093
User charges	918	816
Liquid trade waste charges	27	27
Interest and investment income	395	74
Grants and contributions provided for operating purposes	73	75
Other income	339	376
Total income from continuing operations	6,130	5,461
Expenses from continuing operations		
Employee benefits and on-costs	1,991	1,964
Borrowing costs	246	150
Materials and services	1,828	1,801
Depreciation, amortisation and impairment	1,979	1,963
Net loss from the disposal of assets	248	158
Calculated taxation equivalents	20	21
Debt guarantee fee (if applicable)	241	29
Total expenses from continuing operations	6,553	6,086
Surplus (deficit) from continuing operations before capital amounts	(423)	(625)
Grants and contributions provided for capital purposes	1,014	2,134
Surplus (deficit) from continuing operations after capital amounts	591	1,509
Surplus (deficit) from all operations before tax	591	1,509
Surplus (deficit) after tax	591	1,509
Less:		
Plus accumulated surplus	61,055	59,687
Plus adjustments for amounts unpaid:		
– Debt guarantee fees	241	29
– Surplus dividend paid	–	(170)
– Tax equivalent dividend paid	(20)	(21)
– Taxation equivalent payments	20	21
Closing accumulated surplus	61,887	61,055
Return on capital %	(0.2)%	(0.6)%
Subsidy from Council	3,736	3,535
Calculation of dividend payable:		
Surplus (deficit) after tax	591	1,509
Less: capital grants and contributions (excluding developer contributions)	(101)	(1,034)
Surplus for dividend calculation purposes	490	475
Potential dividend calculated from surplus	245	238

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 and become part of the overall rate base.

Projects funded by the Environmental Levy in the financial year 2022/2023 are listed below:

2022/23 Expenditure Activities	2022/23 Actuals \$
W2267 - Heritage Grant Funds	5,635
W2366 - Restoration & Rehabilitation	3,645
W2173 - Riverbank Erosion Program Rehabilitation	4,549
W2790 - Environmental Levy - Climate Change Adaption Fund	51,520
W3424 - Savings Our Species - Koala Habitat Management	2,697
W3438 - Roadside Vege control	339
W3432 - Dog/ Cat Desexing	8,053
Various - Noxious Weed Control	84,000
W1969 - Indian Myna bird management	165
W1970 - Flood Risk Management plan	6,590
W2276 - Levy Overheads	103,500
W2415 - Natural Resource Officer	34,374
W3526 - GOANNA TRAIL - Scotts Heads Crown Lands	11,350
W3803 - Flood Gauge Warrell Creek	5,464
W3778 - Nambucca Foreshore Walk & Cultural Way Improvements	1,009
W2310 - Environmental Levy - Estuary/ Coastal Management Plan Actions	32,607
Total 2022/23 Expenditure	355,498
Total 2022/23 Revenue	412,789
Transfer to Environmental Levy Reserve	57,291

Inspection of Private Swimming Pools

Details of inspections of private swimming pools include:

• Number of inspections of tourist and visitor accommodation	19
• Number of inspections of premises with more than 2 dwellings	0
• Number of inspections that resulted in issuance a certificate of compliance under s22D of the SP Act	61
• Number of inspections that resulted in issuance a certificate of non-compliance under cl21 of the SP Reg	1

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 and has been revised along with changes to the Act. 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 2023 there has been no reviews conducted by Council under Part 5 (Review of certain conduct of an agency) of the PPIPA.

Government Information (Public Access) Act 2009

Obligations under the GIPA Act – Reporting year 2022/2023

1 REVIEW OF PROACTIVE RELEASE PROGRAM

Under section 7 of the GIPA Act, agencies must review their program 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.

Review was undertaken by MANEX during monthly meetings.

The following information was made publicly available through various means such as Council's remodelled website, Facebook page, libraries, local newspapers, newsletters, distribution lists, community engagement platform (Antenno App), media releases or through the provision of hard or electronic copies:

- Telecommunications Upgrades Project;
- Sewage Overflow Assessments & Reduction Program;
- Updated flood level information;
- Water Station Facilities Public Access;
- Waste Reduction & Composting Program;
- Local Weeds Identification Charts;
- V-Wall Foreshore Public Art Program;
- Natural Disaster Landslip and Road Repair Program;
- Alexandra Drive Reconstruction;

- Hyland Park steps project;
- Ongoing Nambucca Sea Wall Upgrade Project;
- Ongoing Macksville CBD Upgrade Project;
- Ongoing Nambucca Heads Library Upgrade Project;
- Grant Funding Opportunities for Council Committees and other Community Groups.

2 NUMBER OF ACCESS APPLICATIONS RECEIVED

During the reporting period, Council received a total of **four (4)** formal access applications (including withdrawn applications but not invalid applications).

Total Number of Applications Received
4

3 NUMBER OF REFUSED APPLICATIONS FOR SCHEDULE 1 INFORMATION

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
	0	0	0
% of Total	0%	0%	

2022/23 Statistical Information about Access Applications

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	0	0	0	0	0	0	0	0	0%
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	2	0	0	0	0	0	0	2	29%
Members of the public (other)	0	2	0	1	2	0	0	0	5	71%
TOTAL	0	4	0	1	2	0	0	0	7	
% OF TOTAL	0%	57%	0%	14%	29%	0%	0%	0%		

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each decision. This also applies to Table B.

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)	0	4	0	1	2	0	0	0	7	100 %
Access applications that are partly personal information & partly other	0	0	0	0	0	0	0	0	0	0%
TOTAL	0	4	0	1	2	0	0	0	7	
% OF TOTAL	0%	57%	0%	14%	29%	0%	0%	0%		

TABLE C: INVALID APPLICATIONS

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
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	0	0%
Invalid applications that subsequently became valid applications	0	0%

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	0	0%
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	0	

*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

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	0	0%
Law enforcement and security	0	0%
Individual rights, judicial process and natural justice	4	80%
Business interests of agencies and other persons	1	20%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
TOTAL	5	

TABLE F: TIMELINES

	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extension)	2	50%
Decided after 35 days (by agreement with applicant)	2	50%
Not decided within time (deemed refusal)	0	0%
TOTAL	4	

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	1	1	100%
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	1	1	

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	1	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
TOTAL	1	

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 has 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 then 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 2023 is below:

FINANCIAL POSITION	WATER SUPPLIES \$,000's	SEWERAGE SERVICES \$,000's
Total Current Assets	12,186	5,749
Total Current Liabilities	1,018	505
Total Non-Current Assets	119,903	100,489
Total Non-Current Liabilities	20,089	5,815
Total Equity	110,982	99,918

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 Department of Planning and environment.

Council has currently engaged NSW Public Works to review and update its Integrated Water Cycle Management (IWCM) Plan in light of the increased rate of development and construction costs that have been evident since the start of the Covid-19 pandemic. This Plan documents 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.

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 Valley Council 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%

The 2016/17 special rate increase has funded 25 bridge replacements. Council will continue to use the additional funds for bridge and road upgrades and for the repayment of loans that were borrowed to fund road and bridge renewals.

The bridges replaced so far are:

Bakers Creek	Degraas	Sinclair No. 1
Boat Harbour	Factory	Swans
Jack Ryall	Garretts No. 2	Top Bridge
Purcells	Jack Gorleys	Touts
Browns Bridge	Little Broughys	Fischers
Browns Crossing No. 2	Lovedays	Lanes
Colemans	McHughes Creek No. 2	Youngs
Coulters	Menzies	Allgomera 2
Murrays	Proctors	Shorts
Helliwells	Partridges	Frank Partridge
Buttsworth No. 1	Buttsworth No. 2	Chas Welsh
Valla	Elliot's Road No. 2	Rod Laverty's
Morrisons	Deans	Peterkins
Talarm	Sandy's Crossing	Grants
Dyers		

This program is still on track with the last two bridges nearing completion. Concrete bridges have replaced the existing timber and timber composite bridges. Council's bridge program has received a boost in funding through the Fixing Country Bridges Program and the Bridges Renewal Program.



Peterkins Bridge, Upper Warrell Creek Road, Congarinni

Appendix: Disability Inclusion Action Plan 2022/2026

A new Plan was adopted 23 June 2022.

The Nambucca Valley Council Disability Inclusion Action Plan progress report to 30 June 2023 was adopted by Council 27 July 2023 and is included as an Appendix and is located at:

<https://www.nambucca.nsw.gov.au/files/assets/public/v/2/development-amp-planning/disability-inclusion-action-plan-2022-2026-progress-report-to-30-june-2023-pdf-version.pdf> .

The report has also been submitted to the NSW Minister for Disability Inclusion via the Department of Communities and Justice.

North Coast Regional State of the Environment Report 2020

The 2020 North Coast Regional State of the Environment Report is the most recent report on the State of the Environment.

Refer to Council's website at: <https://www.nambucca.nsw.gov.au/files/assets/public/v/1/environment/regional-state-of-the-environment-report-2020-summary-oct-2021.pdf>

Modern Slavery Statement 2022/23

Introduction

This Modern Slavery Statement is provided by Nambucca Valley Council in accordance with Section 428 (4) of the *NSW Local Government Act 1993*.

This statement outlines Nambucca Valley Council's commitment to combatting modern slavery and the measures we have implement during this reporting period to reduce the risk of our procurement activities resulting in or contributing to human rights violations.

Organisational Structure and Supply Chain

Nambucca Valley Council as at June 2023 had 148.91 Full Time Equivalent Staff, with a decentralised procurement structure). Council recognises the importance of taking steps to ensure that goods and services procured by and for our council are not the product of modern slavery.

Our supply chain includes but is not limited to contracts for:

- Kerbside Green/Food Waste Processing
- Kerbside Collection of Domestic Waste
- Supply of Road Base Material
- Supply of Plant and Truck Hire for Road Maintenance Services
- Supply of Electricity
- Supply of Ready-Mix Concrete

Policy

Nambucca Valley Council has adopted a procurement policy outlining Council's commitment to preventing and addressing modern slavery in all its procurement activities. A copy of this policy is located at Council's [website](#).

Outcomes

Implementation of the above policy has resulted in the following actions undertaken and future initiatives planned in relation to Council's procurement processes.

Activity	Description	Actions Taken	Future Initiatives
Staff Awareness and Training	Staff awareness of modern slavery and Council's policy and expectations	Communicated to Council management & raised in June 2022 staff newsletter.	To be included in Local Government Procurement training scheduled for 16.11.23 and as part of future organisational wide procurement training.
	Staff training	Yet to be actioned	Local Government Procurement (LGP) Training scheduled for 16 November 2023 for Council staff to include consideration of Modern Slavery Act when procuring.
Supplier engagement	Awareness of Council's policy and expectations	Communicated to existing suppliers and included in contracts for new suppliers.	None planned.
	Supplier training	Yet to be actioned	Investigation of LGP modern slavery awareness training (either in person or virtually) for NVC suppliers.
	Supplier self-assessment questionnaire (SAQ)	SAQ developed and used in procurement process.	SAQ planned for 2023/24
	High risk supplier engagement	None taken.	NVC suppliers that rated as high risk emailed on 30.10.23 advising them of LGP's Modern Slavery Toolkit for SME suppliers. Investigation of LGP modern slavery awareness training (either in person or virtually) for NVC suppliers.
Risk Assessment	Inherent risk assessment at a category level	High risk categories identified.	Regular review of categories to determine whether risk rating has changed.
	Pre-purchase checklist to identify higher risk procurements	Yet to be actioned	Emailed LGP 30.10.23 for a sample pre-purchase checklist to identify higher risk procurements.
	Supplier risk assessment – existing suppliers	Existing suppliers have been risk assessed.	Review of SAQ planned for 2023/24
	Supplier risk assessment – new and potential suppliers	Purchasing from LGP Contracts and utilising modern slavery risk ratings	None planned.
Tendering and contracting	Modern slavery tender criteria	Criteria developed and being used sometimes.	Review of sample of tenders & contracts for Modern Slavery criteria in 2023/24.
	Procurement process/procedure includes the requirement to assess that the tendered price allows for at least the	Yet to be actioned	To be included in the next revision of Nambucca Valley Council's Procurement Procedures Manual.

	minimum level of wages and other entitlements required by law.		
	Modern slavery contract clauses	Clauses developed and being used sometimes in contracts.	
	Supplier Code of Conduct	Yet to be actioned	Statement of Business Ethics to be updated for Modern Slavery Act requirements and presented to 17 January 2024 Audit Risk & Improvement Committee meeting.
Reporting and Grievance Mechanisms	Confidential reporting mechanism/process for staff, contractors, community to report concerns related to modern slavery.	Yet to be actioned	Concerns can be reported as a Public Interest Disclosure i.e. Serious Maladministration - making a decision and/or taking action that is unlawful.
Response and Remedy Framework	Response and remedy framework involving actions, such as facilitation of access to health, legal or psychosocial services, financial compensation, and prevention of future harm.	Yet to be actioned	These resources will be developed upon finalisation of the Modern Slavery Commissioner's Guidance so they meet the Guidance criteria.
Monitoring and Review	Monitoring and review of the effectiveness of modern slavery related processes.	Too early to action	Request for inclusion as part of February 2025 Risk Management Framework review.

Management of High-Risk Categories

Category	Due Diligence Measure	Progress	Planned
ICT Hardware	Supplier engagement	Nil	Investigate supplier training.
	Modern slavery risk assessment of suppliers	Self-assessment questionnaire	23/24 SAQ
	Modern slavery tender criteria	No contracts tenders into in 22/23	Future tender documents will include this criteria.
	Modern slavery contract clauses	No contracts entered into in 22/23	Future contract documents will include these clauses.
	Supplier Code of Conduct	Yet to be actioned	Update Statement of Business Ethics in 23/24 to be presented to 17.1.24 Audit Risk Improvement Committee meeting.
	Contract KPIs in relation to modern slavery in place	No contracts entered into in 22/23	Future contract documents will include Modern Slavery KPIs
	KPI measurement	No contracts entered into in 22/23	Future contract documents will include Modern Slavery KPI measurements.
Renewable energy (Solar Panels)	Supplier engagement	Awaiting guidance before commencing	Investigate supplier training.
	Modern slavery risk assessment of suppliers	Self-assessment questionnaire completed by 1 of 3 suppliers	23/24 SAQ

	Modern slavery tender criteria	Quotes only obtained, tender process not undertaken.	Future tender documents will include this criteria.
	Modern slavery contract clauses	No formal contract entered into. Quotes obtained and procurement proceeded.	Future contract documents will include these clauses.
	Supplier Code of Conduct	Yet to be actioned	Update Statement of Business Ethics in 23/24 to be presented to 17.1.24 Audit Risk Improvement Committee meeting.
	Contract KPIs in relation to modern slavery in place	No contracts entered into in 22/23	Future contract documents will include Modern Slavery KPIs
	KPI measurement	No contracts entered into in 22/23	Future contract documents will include Modern Slavery KPI measurements.
Cleaning services	Supplier engagement	No	Investigate supplier training.
	Modern slavery risk assessment of suppliers	No	23/24 SAQ
	Modern slavery tender criteria	No	Future tender documents will include this criteria.
	Modern slavery contract clauses	No	Future contract documents will include these clauses.
	Supplier Code of Conduct	Yet to be actioned	Update Statement of Business Ethics in 23/24 to be presented to 17.1.24 Audit Risk Improvement Committee meeting.
	Contract KPIs in relation to modern slavery in place	No	Future contract documents will include Modern Slavery KPIs
	KPI measurement	No	Future contract documents will include Modern Slavery KPI measurements.

PUBLIC INTEREST DISCLOSURES

Per Section 31 of the *Public Interest Disclosures Act 1994* Council's are required to disclose the below statistics on Public Interest Disclosures (PIDs) to Council:

Category	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PIDs
Number of public officials who made PIDs directly	0	0	0
Number of PIDs received	0	0	0
Of PIDs received, number primarily about:			
Corrupt conduct	0	0	0
Maladministration	0	0	0
Serious and substantial waste	0	0	0
Government information contravention	0	0	0
Local government pecuniary interest contravention	0	0	0
Number of PIDs finalised	0		



VWall at night from Rotary Lookout, Nambucca Heads

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