



Delivery Program

2022/2023 to 2025/2026

Resolution No.: 266/22

SF1620

Message from the Mayor

I am pleased to present on behalf of the Nambucca Valley Council our 2022/2023-2025/2026 Delivery Program, under the Integrated Planning and Reporting Framework.

The Delivery Program is a four year plan that turns the strategic goals found in the Community Strategic Plan into actions. It is the point where your Council makes a commitment to the Community Strategic Plan, and acts upon those issues that are within its area of responsibility.

The Delivery program is the key 'go to' document for councillors. It identifies all of the key activities the council has committed to undertake over its four year term. All plans, projects, activities and funding allocations of the council **must** be directly linked to the Delivery Program.

Our greatest challenge as a Council continues to be balancing the needs and desires of the community now and into the future with the available resources. This plan finds that balance and identifies what we believe together we can achieve.

Cr Rhonda Hoban OAM
Mayor

About the Nambucca Valley

Situated on the New South Wales Mid North Coast, Nambucca Valley is roughly triangular in shape and approximately 1,500 square kilometers in size with a coastline of about 20 kilometers. The Valley is divided topographically into two broad areas. The western part comprises the rugged topography of the eastern edges of the New England Plateau, dominated by steep hill slopes and valleys and the eastern part of the Valley is characterised by the gentle slopes of the Nambucca River, the Taylors Arm floodplains and adjacent undulating lands.

The Valley has three major retail centres; Nambucca Heads, Macksville and Bowraville and with the villages of Valla Beach, Scotts Head, Eungai Creek and Eungai Rail offering boutique residential lifestyles. The surrounding lush green countryside has many rural localities that often centred around a community hall with all offering rural and acreage living.

The Valley's population is just under 20,000 and continues to grow steadily, recently at about 0.5 to 1.0% per year. Aboriginal and Torres Strait Islander people make up 7.6% of the population, nearly treble the national average and their living culture is an integral part of the Valley's society. Gumbaynggirr, a local Aboriginal language, is still spoken by a small group of residents with an increasing number of people who are fluent.

The median age of people in the Nambucca Valley is 51 years; some thirteen years higher than the national median. This reflects Nambucca's status as a popular retirement destination. However the Valley is rapidly becoming a desirable destination for lifestyle sea and tree changers and the recent Pacific Highway upgrade has made the Valley an easy commute to the regional centres of Coffs Harbour and Port Macquarie. Traditional industries of dairying, timber, grazing, and horticulture have been supplemented by aquaculture and tree crops such as macadamias. Service industries, in particular tourism, aged care and health services are important and growing sources of employment.

Being strategically located between Sydney and Brisbane with easy access via the North Coast rail and the Pacific Highway, the Nambucca Valley is a natural location for logistics hubs and warehousing operations but has also enticed major manufacturers to relocate and expand in the 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, two libraries, drainage, water pump stations and reservoirs, sewer pump stations and treatment plants. The Valley is lush and beautiful with high rainfall, extensive coastline, river frontage and rugged terrain, however these same attributes also make it difficult and expensive to build and maintain infrastructure assets. Given the Valley's limited resources, priorities need to be constantly reassessed and the Council has to be open to ongoing improvements to make the most of the resources available.

Nambucca Valley Vision – Living at its Best

The Nambucca Community Strategic Plan 2022/23-2032/33 sets out four key themes which reflect the aspirations of our community.

Theme	Aspiration
Caring for our community	<ul style="list-style-type: none"> • A well informed community that is involved in making decisions about its future • Sustainable management of the Nambucca Valley’s Environmental, Social and Financial capital <ul style="list-style-type: none"> • The Nambucca Valley is a safe and healthy place to live
Caring for our environment	<ul style="list-style-type: none"> • Development in the Nambucca Valley will protect the environment and enhance the social and economic wellbeing of its people. • Nambucca Valley Residents will embrace responsible waste management thereby reusing, reducing and recycling where possible. <ul style="list-style-type: none"> • The Nambucca Valley community will value, enhance and protect the natural environment.
Living well	<ul style="list-style-type: none"> • The social cohesion of the Nambucca Valley communities will be underpinned by a wide range of cultural, sporting and recreational opportunities <ul style="list-style-type: none"> • The Valley’s residents will respect and value the Valley’s Indigenous Culture and heritage • All Valley residents feel part of the Nambucca community regardless of their personal background or circumstances.
Promoting prosperity	<ul style="list-style-type: none"> • The Valleys infrastructure will reliably support the needs of the community, facilitate a prosperous economy and promote future economic growth • The people of the Nambucca Valley will enjoy meaningful and rewarding local employment opportunities.

The Integrated Planning and Reporting Framework - Where the Delivery Program Fits and How it is Funded

The Nambucca Valley Council's vision is "Living at its best", and this is articulated in the Community Strategic Plan which identifies the community's priorities and aspirations and provides strategies to achieve them.

The Delivery Program, spanning the four years of an elected Council's term, provides actions to deliver the strategies from the Community Strategic Plan. It is the key statement by this Council of what we will achieve and is the central reference for making decisions about activities, resources and keeping track of what has been achieved.

Detailed planning on how the Delivery Program is implemented and funded is contained in The Operational Plan, often referred to as the "Budget". It is developed each new financial year, and identifies what actions will be taken in that year to meet the requirements of the Delivery Program. The budget is reviewed each quarter and provides the Council and its staff with an accurate assessment of progress against financial targets. Progress against the Delivery Program objectives is reported to Council each six months.

Council's main sources of revenue are rates, loan borrowings, government grants, interest on investments, fees and other charges. This is the income we use to provide a range of services. The budget is comprised of the operating budget and the capital budget. The operating budget provides resources for the day-to-day service delivery of Council while the capital budget funds infrastructure works as well as equipment such as plant, vehicles and computers.

The Annual Report, one of the key reports on Council's activities in the year, measures the Operational Plan's objectives against Council's achievements.

The integrated planning process also requires Council to develop an asset management strategy, workforce management strategy and long-term financial plan. These documents provide detail on the resources (time, money and staff) required to deliver the strategies that are the responsibility of Council.

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 – 2026/2027

Theme 1 ~ Caring for our Community

Objective - Our community will be a safe, healthy place to live where everyone is valued.	
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
<p>CC1 Using a variety of tools, engage with the community in ways that are accessible and transparent</p>	<p>General Manager Assistant General Managers Councillors</p>	<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>CC2 Use information from the community in decision making</p>	<p>General Manager Assistant General Managers</p>	<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>CC3 Keep the community informed of the decisions, key issues and actions of Council</p>	<p>General Manager Assistant General Managers</p>	<p>Council's website, media opportunities, newsletters and direct personal communications are utilised to inform stakeholders and the community.</p>

<p>CC4 Maintain an effective governance regime</p>	<p>General Manager AGM Corporate Services AGM Engineering Services Chief Financial Officer Manager Human Resources</p>	<p>Integrated Planning and Reporting requirements met including Community Strategic Plan, Asset 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>
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Sustainable Service Delivery - Actions	Lead Responsibility	Success Measure
<p>CC5 Identify and implement initiatives to improve financial sustainability</p>	<p>General Manager Assistant General Managers 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>CC6 Use of effective asset management practices</p>	<p>Manager Assets</p>	<p>Development of Asset Management Plans that feed into Council's Long Term Financial planning – finalise the 14 draft plans and seek endorsement by Council.</p> <p>Annual review of the Asset Management Plans</p>
<p>CC7 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 Assistant General Managers Manager Human Resources</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</p>

		<p>2024-25 – Sporting Grounds, Parks & Gardens, Public Halls, Environmental Protection</p> <p>2025-26 – Ancillary Roadworks (Kerb & Gutter, Stormwater drainage, Parking Control, Street Lighting, Traffic Facilities), Footpaths & Cycleways, Aged & Disabled.</p> <p>Workforce development and redesign processes reviewed and improved.</p> <p>New technology adopted.</p>
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Risk Management - Actions	Lead Responsibility	Success Measure
<p>CC8 Integrate effective risk management practices across the organisation</p>	<p>Safety and Risk Officer</p>	<p>Maintain appropriate insurance coverage</p> <p>Effective claims management processes - reduced claims cost</p> <p>Statewide Risk Management Continuous improvement pathway</p>
<p>CC9 Instill a culture of safe work practices across the organisation</p>	<p>General Manager Assistant General Managers Safety and Risk Officer</p>	<p>Reduced work related injuries/incidents</p> <p>Reduction in lost time injury rates</p> <p>Statecover WHS performance Audit</p> <p>Implement WHS action plan/ongoing Audit program</p>

Sustainable Energy Use - Actions	Lead Responsibility	Success Measure
CC10 Implement technologies and make decisions to reduce Council's greenhouse gas emissions	General Manager Assistant General Managers (AGM)	Initiatives implemented that reduce Council's carbon footprint.
CC11 Make information available to the community to help reduce energy use	Manager Development and Environment	Provide links on Council's website to reputable websites that provide information on sustainable energy use and Government objectives to reduce greenhouse gas emissions.

Community Safety - Actions	Lead Responsibility	Success Measure
CC12 Provide support for local emergency services	General Manager AGM 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.
CC13 Rural Fire Service (RFS) operations	AGM Engineering Services	Maintain an effective RFS Liaison Committee. Fire Trails are funded through the RFS and included in the annual budget
CC14 Beach safety	AGM Engineering Services	Contract is managed for Lifeguard services and funded for the December to January Christmas holiday period.

Companion Animal Welfare - Actions	Lead Responsibility	Success Measure
CC17 Manage Companion Animals to ensure the community's safety and improve animal welfare	Manager Development and Environment	Maintain an animal rehoming program. Responsible Pet Ownership programs run to assist disadvantaged groups with desexing and registration costs. Maintain 'doggy bags and bins" program for the responsible disposal of dog faeces.
CC18 Provide open spaces where dogs can be exercised	Manager Development and Environment	Maintain and police dog walking and off leash areas

Public Health, Safe Food - Actions	Lead Responsibility	Success Measure
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.

Public Health, Clean Water - Actions	Lead Responsibility	Success Measure
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.
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.

Personal Health and Wellbeing - Actions	Lead Responsibility	Success Measure
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.

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.
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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.

Housing - Actions	Lead Responsibility	Success Measure
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.

Safe Buildings and Pools - Actions	Lead Responsibility	Success Measure
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.
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.
CE4 Ensure Fire Safety regulations are enforced	Manager Development and Environment	A risk based compliance program for building fire safety is conducted.
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.

Waste Management - Actions	Lead Responsibility	Success Measure
CE6 Provide an efficient and effective waste management facility that meets environmental standards	Civic Services Coordinator	Undertake groundwater and surface water testing to meet licensing requirements. Undertake pollution studies, reduction programs and necessary actions to meet licensing requirements.

CE7 Plan the future extension of the waste facility	Civic 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.
CE8 Provide kerbside collection of separated domestic mixed waste materials	Civic Services Coordinator	Management of the kerbside waste collection contract to provide a cost effective and reliable kerbside collection of waste.
CE9 Implement waste minimisation strategies	Civic Services Coordinator	Waste minimisation education program delivered to encourage waste separation at the residence.
CE10 Minimise illegal dumping of waste	Manager Development and Environment	Reduced instances of illegal dumping. Successful prosecution of illegal dumping offenders.

Environmental Protection - Actions	Lead Responsibility	Success Measure
CE11 Protect against deliberate damage on public land	Engineering services	Tree protection policy enforced.
CE12 Support community organisations undertaking natural resource management	Engineering services Grants Officer Coordinator Strategic Planning and Natural Resources	Support Landcare, Dunecare and wetlands projects. Co-ordinated projects with North Coast Local Land Services.
CE13 Develop management plans for environmentally sensitive areas	Coordinator Strategic Planning and Natural Resources	Certification of Coastal Management Program. Lodgement of grant applications for funding actions listed in the Coastal Management Program. Implementation of actions in certified Coastal Management Program.
CE14 Floodplain management – Develop grant applications and manage funded programs	Coordinator Strategic Planning and Natural Resources	Lodgement of a grant application for a Voluntary House Raising program under the 2022-23 round of floodplain management grants. Lodgement of a grant application for flood signage under the 2022-23 round of floodplain management grants. Promote and seek expressions of interest in the Voluntary House Raising program. Manage Voluntary House Raising projects as funding becomes available.

Biodiversity - Actions	Lead Responsibility	Success Measure
CE15 Monitor, inspect and control invasive Plant Species as per the Biosecurity Act requirements	Green Space Coordinator	Control of invasive plant species according the regional weeds management plan requirements and other environmentally hazardous invasive plant species. Education program on noxious weeds.
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

Cemeteries - Actions	Lead Responsibility	Success Measure
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
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Public Conveniences - Actions	Lead Responsibility	Success Measure
Maintain and clean public toilets	Manager Assets	Contractor is fulfilling their obligations.
Complaints about public toilets are managed through Council's MERIT Customer Relationship System	Manager Assets	An annual report is prepared to identify locations with frequent complaints.

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
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.
LW2 Support Local museums	Manager Community Development	Museums continue to operate successfully. Attract new volunteers and visitors.
LW3 Investigate / Promote public art and street art	Manager Community Development	Public art and street art incorporated into redevelopment of commercial areas
LW4 Implement the Library Strategy	Manager Community Development	Review progress on the Library Strategic Plan implementation and provide an annual report to Council.

Meeting Places - Actions	Lead Responsibility	Success Measure
LW5 Maintain public buildings where justified by community use	Manager Assets	Work with section 355 committees responsible for the buildings. Annual fire and pest inspections. Bi-ennial Safe Working at Heights inspections eg anchor points.

Active Recreational Activities - Actions	Lead Responsibility	Success Measure
<p>LW6 Maintain Sporting Facilities – Ovals, skate parks, tennis courts, netball courts, basketball courts, fitness trails</p>	<p>AGM Corporate Services</p> <p>Manager Assets</p> <p>Manager Infrastructure Services</p>	<p>Section 355 Committee's established to assist Council in managing sporting facilities.</p> <p>Review of Asset Management Plans for sporting facilities.</p> <p>Lobby for grants and delivery of capital improvement program for the facilities.</p> <p>Safety and maintenance inspection program implemented.</p> <p>Adequate staff resourcing for the maintenance program is available.</p>

Active Recreational Activities - Actions	Lead Responsibility	Success Measure
<p>LW7 Provide an aquatic and fitness centre for the community's benefit</p>	<p>Manager Business 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>

		A new contract will commence July 2023.
LW8 Provide a primitive campground at Gumma Reserve	Manager Business Development	Manage contract caretaker. Manage and maintain the asset. An annual increase in income (subject to natural disasters and the pandemic.)
LW9 Operate and Maintain Open Spaces	Green Space Coordinator	Open Spaces effectively and efficiency maintained to service levels agreed with the community. Work with and support community volunteers and community work schemes to maintain and improve open spaces.

Connected Community - Actions	Lead Responsibility	Success Measure
LW10 Work with S355 Committees to deliver social and community infrastructure	General Manager AGM Corporate Services	S355 committees operating successfully and fulfilling their charters. Projects and events delivered in co-operation with S355 committees.
LW11 Auspice Grant Funding and provide grant writing support	Grants Officer	Grant funds obtained. Grants auspiced on behalf of community organisations as required.
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.

LW13 Volunteers in the community are recognised and encouraged.	Manager Community Development	Successful volunteers program in Libraries and Museums.
LW14 Provide opportunities at local libraries to showcase local creative talent eg 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.
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
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
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 of the NBN at Girralong RFS, Taylors Arm RFS, South Arm Hall and Burrupine Hall.

Engaged Youth - Actions	Lead Responsibility	Success Measure
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.
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.

Healthy Ageing - Actions	Lead Responsibility	Success Measure
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

Cultural Diversity – Actions	Lead Responsibility	Success Measure
<p>LW21 Promote an understanding and respect for the Valley's Indigenous Culture and Heritage</p>	<p>General Manager AGM 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>

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
PP1 Foster development opportunities	Manager Business Development	Seek out and respond to potential business investment enquiries. Provide professional development industry training programs for local industries. Provide future employment land for business and industry growth.
PP2 Liaise with local business and State and Federal Government agencies to promote economic and regional development	Manager Business Development	Funding and training opportunities for local businesses identified. Participation in Regional Development opportunities. Working partnerships with Regional Development Australia Mid North Coast. Meet existing businesses to disseminate information and build networks.

PP3 Participate in local and regional marketing events to promote the Valley	Manager Business Development	Valley profile raised and local advantages promoted to attract business and industry to the Valley through marketing and events.
PP4 Investment prospectus, marketing and promotional material produced and distributed to potential investors	Manager Business Development	The Valley's opportunities are highlighted to potential investors.
PP5 Land Development – Develop commercial and industrial land to ensure an adequate supply	Manager Business Development	Valla Growth Area to be developed, subject to funding availability. Promote the opportunity to invest in industrial and commercial land (VUGA).
PP6 Land Development – research and analysis of potential land purchases from Transport for NSW old highway corridor	Manager Business Development	Increased income to Council from land sales acquired by Council under the NSW Government's Community Use Policy.
PP7 Market Council's surplus operational land to the community's best advantage	Manager Business Development	Realising the best price for Council's surplus operational land.

Land Management - Actions	Lead Responsibility	Success Measure
PP8 Implement the Native Title Act 1996	Manager Business 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.
PP9 Manage Crown Land Plans of Management	GIS Officer (Assets)	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.

Tourism - Actions	Lead Responsibility	Success Measure
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.

Transport Accessibility - Actions	Lead Responsibility	Success Measure
PP11 Maintain and construct road network to the level of service agreed with the community	AGM Engineering	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.
PP12 Maintain and construct bridges to the level of service agreed with the community	AGM Engineering	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.

<p>PP13 Maintain and construct footpath and cycle ways to the level of service agreed with the community</p>	<p>AGM Engineering Manager Assets</p>	<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 programed 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>
<p>PP14 Maintain and construct car parking to the level of service agreed with the community</p>	<p>AGM Engineering</p>	<p>New car parking constructed as per the delivery program.</p>
<p>PP15 Continue to support the work of the State and Federal governments in upgrading the Pacific Highway</p>	<p>Council General Manager AGM Engineering</p>	<p>Support community consultation on Pacific Highway upgrades.</p> <p>Negotiate handover of ex-highway assets to Council on acceptable terms.</p>
<p>PP16 Maintain and construct boat ramps and boat access points to the level of service agreed with the community</p>	<p>AGM Engineering</p>	<p>Regular inspection and cleaning program implemented.</p> <p>Maintain and construct new works as per the delivery program.</p>

Public Transport - Actions	Lead Responsibility	Success Measure
PP17 Install bus shelters at high use bus stops	AGM Engineering	Investigate requests and implement as required.

Water Management - Actions	Lead Responsibility	Success Measure
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.
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.
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.

		<p>Operate and maintain the Borefield supply system that provides water for the Dam.</p> <p>Maintain water levels in the Dam that will protect water security for the Valley.</p>
<p>PP21 Efficiently maintain, augment and operate the reticulation of potable water, the Bowra Borefields and treatment network</p>	<p>Manager Water and Sewerage</p>	<p>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.</p>

Sewerage Services - Actions	Lead Responsibility	Success Measure
<p>PP22 Council will document and implement the Integrated Water Cycle Management Strategy for the efficient use of its water and waste water resources</p>	<p>Manager Water and Sewerage</p>	<p>IWCM reviewed and implemented.</p>
<p>PP23 Ensure compliance with EPA Licence requirements for all sewerage systems</p>	<p>Manager Water and Sewerage</p>	<p>Provision of a reliable reticulation system and treatment of sewerage to meet public health standards.</p> <p>Regular outflow testing is conducted with samples complying with Australian Standards.</p> <p>Any breach of required standards is reported to relevant authorities.</p>
<p>PP24 Efficiently maintain, augment and operate the sewerage reticulation and treatment network.</p>	<p>Manager Water and Sewerage</p>	<p>Asset Management Plan developed and implemented.</p> <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>

Acronyms

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