

# NAMBUCCA SHIRE COUNCIL

## ANNUAL REPORT

**2018 – 2019**



**Wallace Lane Murals, Macksville**



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## FORWARD

Council's audited annual financial statements for 2018/2019 indicate that as per the 2017/2018 year the Council achieved all but one of the State Government's key performance ratios for our consolidated funds. The Council did not achieve the (unaudited) building and infrastructure renewals ratio. The ratio assesses the rate at which Council's assets are being renewed against the rate at which they are depreciating. The benchmark set by the Office of Local Government is greater than 100%. The Council's ratio has improved from 62.62% in 2017 to 91.73% in 2018 but in 2019 slipped back to 81.96%

Besides the State Government's benchmarks the Council has introduced other key financial indicators to report against. One indicator which will require attention in 2019/20 will be to improve Council's working funds position. Working funds is the cash which the Council has available to meet unexpected expenses such as natural disasters. The Council has assessed \$1.3m as its desirable minimum working funds position but due mainly to a change in the accounting treatment of some cash reserves, as well as outlays for property development at Hyland Park and Railway Road, the working funds position at financial year end had fallen to \$911,000. This is expected to be remedied in 2019/20 via property sales at Hyland Park which also have the on-going benefit of permanently increasing Council's rate base.

In 2018/2019 the Council also put forward the debt service ratio for its three operating funds as a key financial indicator. In simple terms the debt service ratio is indicating how much of Council's income is spent paying down loans (interest and principal). Because the use of Council assets often span many generations, a low ratio may indicate the current generation of ratepayers is paying too much for their use of those assets, whereas high levels of debt may indicate a weakness in financial sustainability. It is a "Goldilocks" conundrum that is also influenced by the interest rates of the long term loans.

The audited results for 2018/2019 indicate an acceptable debt service ratio of 9.03% for Council's General fund. Not unexpectedly there is a much higher debt service ratio in Council's Water and Sewer funds of 33.16% and 30.60% respectively. In the case of the Water fund this is attributable to the \$54m capital investment in the Bowra Dam to drought proof the Valley's water supply. With the sewer fund the Council has spent over \$20m increasing the capacity of the sewerage system in Nambucca Heads from 10,000 people to 15,000 people as well as other upgrades to other plants to improve effluent quality and to meet EPA standards. Whilst debt service levels in excess of 20% are not uncommon in water and sewer funds for rural and regional councils they do indicate that the Council has limited capacity to borrow to undertake further capital works.

A feature of the 2018/2019 financial year was the Council's focus on securing grant funding in the run-up to the State elections in March and its immediate aftermath. Whilst a number of election promises are still awaiting funding deeds, the Council did secure a funding deed for \$1.5m for a much needed extension to the Nambucca Heads library. Besides this funding the Council secured \$6.3m in other grants, including the following:

Project	Grant Funding (\$)
Coastal erosion protection works at Nambucca Heads main beach	207,000
Community recreation and sports precinct in Bowraville	150,000
Bellwood Park improvements	40,000
Replacement of Lanes Bridge, Bowraville	1,500,000
Upgrade of Bowraville Sewage Treatment Plant to improve effluent quality	485,000
New lighting for Coronation Park, Nambucca Heads	500,000
Amenities upgrade, BBQ, and path in Bowraville	131,000
New lighting and kitchen refurbishment – Allan Gillet Oval, Macksville	213,000
Boat ramp and boat launching upgrades	280,000
RFID implementation in Council libraries	134,000
Phillip Hughes Oval, Macksville - amenities, carpark and improvements	508,000
Theme lighting for Macksville Bridge	100,000
Main Street revitalisation	150,000
Revitalisation of V-Wall Precinct	472,000
New playing fields at South Macksville	392,000
Children's playground, Bowraville	460,000

This additional capital works funding has put pressure on Council staff to get the work done. This has been accomplished using a mix of Council's own labour force as well as contractors.

A particularly pleasing outcome has been the replacement of Lanes Bridge at Bowraville. Council's Structures Team supported by Council engineers and outdoor work crews as well as a specialist piling contractor constructed the new bridge. This is the largest capital works project ever undertaken by Council staff who delivered it on time and on budget. That council staff have the capacity to construct such infrastructure at an advantageous cost bodes well for the future of the council.

Another Council work team deserving of special mention has been the Green Space team. All residents will have noticed the huge effort in tree planting which has occurred across all of our urban areas. The output from the team has been prolific and the benefits in terms of increased shade, improved amenity and carbon offsets will be long standing.

A significant capital works project completed in the financial year was Council's 13 lot residential subdivision in Hyland Park. This project was constructed by a local contractor. Two lots were sold off the plan and with a steady stream of enquiries it is expected that a further four lots should be sold by the conclusion of the 2019/2020 financial year.

The construction of the new \$75m Macksville hospital commenced towards the end of the financial year. The Council was a strong advocate of building a new hospital on a "greenfield" site in preference to the original proposal for a \$50m extension to the existing hospital. With \$600,000 in \$ for \$ funding from the Commonwealth Government, the Council has engaged a local contractor to connect the hospital to our reticulated water and sewerage systems. This work will potentially encourage future economic development in the locality.

Immediately following the conclusion of the 2018/2019 financial year the Council undertook its regular triennial customer satisfaction survey. The survey, undertaken by Jetty Research provides the results of a random telephone survey of 402 adult residents in the local government area. It is pleasing that on rating scale of 1-5 overall satisfaction with Council has increased steadily over the last 3 surveys: 2013 – 3.18, 2016 – 3.28 and 2019 – 3.43.

Relative to other councils measured, Nambucca Shire Council has performed better in relation to most infrastructure facilities with the exception of libraries. Furthermore the Council was deemed significantly better than its peers in providing public toilets, community halls, clean streets, sewerage and in managing development applications. The Council was not as effective as its peers in providing tourism marketing, youth facilities and services, and waste and recycling. So the Council does have good direction on how to improve its service offering.

In response to three additional survey questions, 50% of respondents thought that the area's population growth was about right with 32% seeking a higher growth rate. Only 10% of respondents thought that the area's population growth was too much. There was support for changing the Council name to Nambucca Valley Council (64%) and that the name of the Valla growth area be left as Valla (64%).

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

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



**MICHAEL COULTER**  
**GENERAL MANAGER**

**11 September 2019**

## ELECTED REPRESENTATIVES AFTER SEPTEMBER 2016 ELECTION



**Cr Rhonda Hoban OAM**  
**Mayor**



**Cr John Ainsworth**



**Cr Martin Ballangarry OAM**



**Cr David Jones**



**Cr Anne Smyth**



**Cr John Wilson**  
**Deputy Mayor**



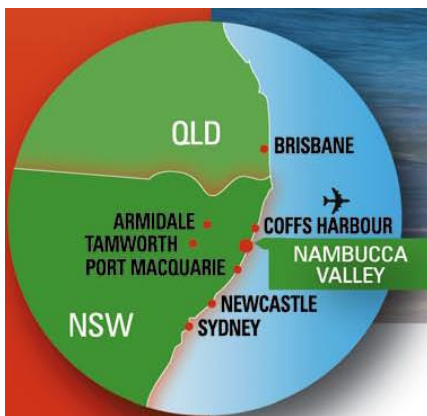
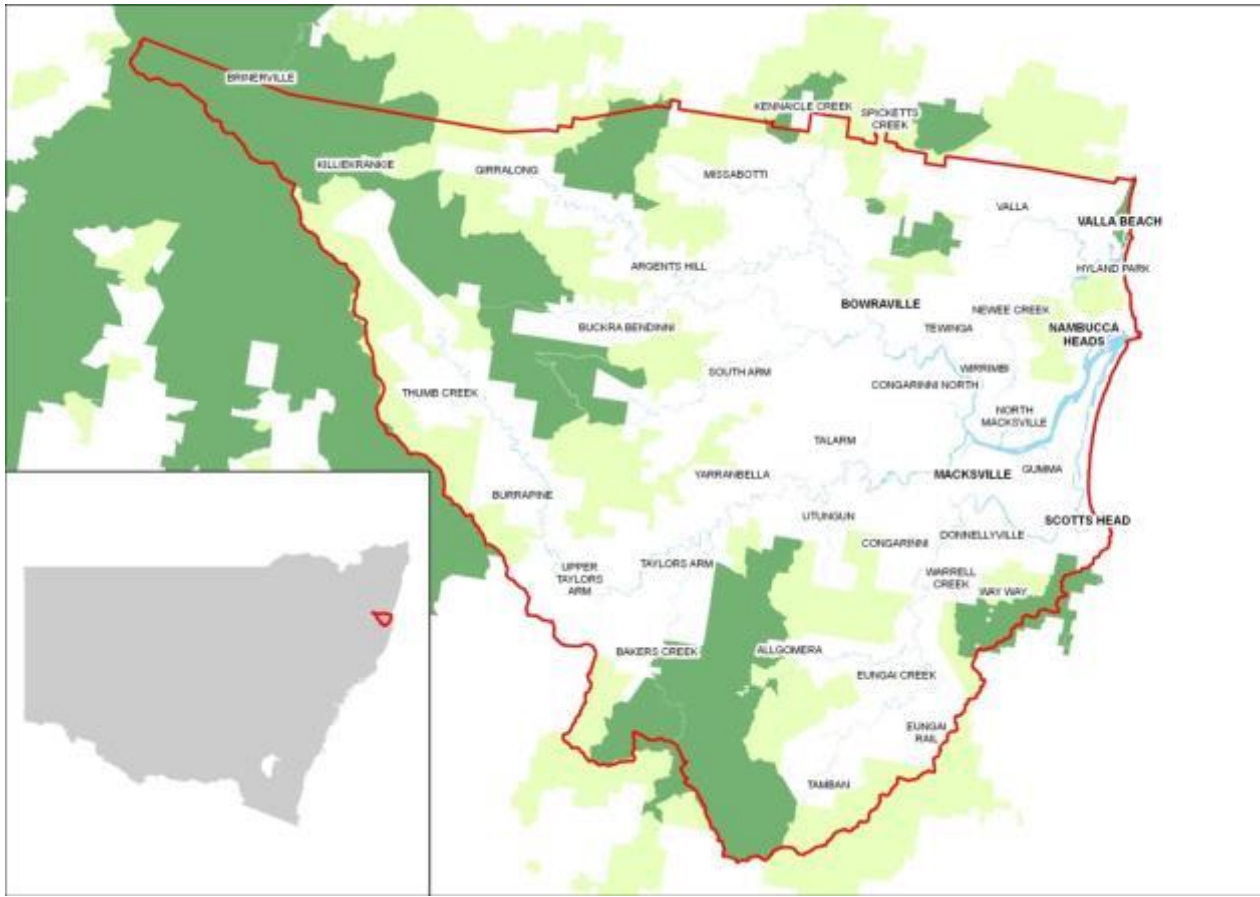
**Cr Janine Reed**



**Cr Anne Smyth**

## MAP OF SHIRE





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

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

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

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

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

	2011	2017	Change
Total persons	18,644	19,212	+3%
Aged 14 years and under	3,382	3,220	-4.8%
Aged 65 years and over	4,999	5,360	+7.2%
Born overseas	2,778	3,554	+28%
Median Age	49	51	+2 Yrs
Unemployment Rate	8.7%	6.7%	-2%
Households with internet access	63.0%	72.5%	+9.5%

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

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

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

Being strategically located between Sydney and Brisbane with easy access via the North Coast rail and the Pacific Highway, the Nambucca Valley is a natural location for logistics hubs and warehousing operations but has also enticed major manufacturers to relocate and expand in the Shire. The major industries are niche manufacturing and vehicle body manufacturing, timber processing and pre cast concrete production. Council has also been fortunate in securing multi-million grants to construct the Valla Growth Area over the next few years and this will create jobs and prosperity for the Shire.

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



## Audited Financial Reports and Independent Auditor's Report

Council's audited financial reports for the year ended 30 June 2019 can be found at Appendix 3. They are also available to the public at Council's Administration Centre (44 Princess Street, Macksville) and on Council's website [https://www.nambucca.nsw.gov.au/cp\\_themes/default/page.asp?p=DOC-DMU-30-24-85](https://www.nambucca.nsw.gov.au/cp_themes/default/page.asp?p=DOC-DMU-30-24-85)

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

<b>Ordinary Rates</b>		
Pensioners write off (Section 575)	\$402,955.05	
Other	\$ 13,836.46	
		\$416,791.51
<b>Water Access and Supply Charges</b>		
Pensioners write off (Section 575)	\$148,963.64	
Other	\$ 41,248.97	
		\$190,212.61
<b>Sewer Access and Supply Charges</b>		
Pensioners write off (Section 575)	\$134,780.18	
Other	\$ 9,043.50	
		\$143,823.68
<b>Waste Management Charges</b>		
Pensioners write off (Section 575)	\$196,578.94	
Other	\$ 266.72	
		\$196,845.66
<b>TOTAL AMOUNTS WRITTEN OFF</b>		<b>\$947,673.46</b>

## Comparison of Actual Performance

Council's original budget was adopted by Council on 28 June 2018 and is not required to be audited. The original projections on which the budget was based can be affected by a number of factors. These include State and Federal government decisions, including new grant programs, changing economic activity, the weather and decisions made by Council. Material variations of more than 10% are explained below.

### Revenues

#### 1 Other Revenues

Council's revaluation of Land Under roads uncovered \$926,000 in assets not previously recorded in Council's Asset Register (Found Assets). Also there were other Found Assets made up of Crown Land of \$274,000.

#### 2 Operating grants and contributions

With regard to Operating Grants & Contributions, the Financial Assistance Grants budget was under estimated by \$331,000 to the original budget, plus there were also grants not included in the original budget of \$134,000 for environmental protection purposes, and \$52,000 for road safety purposes.

#### 3 Capital grants and contributions

For Capital Grants & Contributions there were additional grants for Lanes Bridge of \$1,079,000 to the original budget. Also Council received \$1,773,000 in non-cash contributed assets that were not budgeted for i.e. Developer assets of \$1,091,000 and Rural Fire Service assets of \$682,000.

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

Land sales at Council's Hyland Park development were less than anticipated and therefore real estate profit forecast in the budget did not eventuate in the 2018/19 year. This revenue has been incorporated in the 2019/20 budget. Losses on disposal of infrastructure assets (unbudgeted) offset any actual gains on disposal from property, plant and equipment, and real estate assets held for sale.

**Expenses****1 Other expenses**

The primary reasons for the variation in Other Expenses was that a number of items were shown in Materials & Contracts with the Original Budget. Also Waste Levies were \$158,000 greater than originally budgeted due to increased waste to landfill.

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

Losses on disposal of infrastructure assets are unbudgeted.

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**Achievements in Implementing the Community Strategic Plan**

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**TWELVE MONTH 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 2027.

**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/cp\\_themes/default/page.asp?p=DOC-CPJ-80-63-45#Nambucca](https://www.nambucca.nsw.gov.au/cp_themes/default/page.asp?p=DOC-CPJ-80-63-45#Nambucca)

## DELIVERY PROGRAM AND OPERATIONAL PLAN

Theme 1 Caring for our Community			
Objective 1 Our Community will be a safe, healthy place to live where everyone is valued.			
Key Strategy 1.1 Sustainable Delivery of Services			
Program 1.1.1 Civic Leadership and administration - Council engages the Community in the process of open government. Public participation is encouraged not only in policy development and major decisions, but in the day to day operations of the Council.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
1.1.1.1 Using a variety of tools, engage with the community in ways that are accessible and transparent	General Manager Asst General Managers	Continue to liaise with Council Section 355 committees to provide advice on policy areas.  Offer public forums and delegations to Council meetings.  Arrange Council meetings throughout the Shire.  Provide open access to information held by Council wherever possible.	Attendance by staff and councillors at S355 AGM's. Committee of Management information session held on 27/11/18.  Residents addressed Council via delegations public forums.  Council meetings which were held at Argents Hill in October 2018; Missabotti in March 2019 and Nambucca Heads in May 2019.  A rates newsletter was issued in July 2019. Numerous media releases were issued through the course of the year.  New Policy Framework and other information placed on Council's website.
1.1.1.2 Use information from the community in decision making	General Manager Asst General Managers	Undertake regular Community Satisfaction Surveys. Report submissions and community comment to Council.	Community satisfaction survey completed and reported to Council on 29 August 2019.
1.1.1.3 Keep the Community informed of the decisions, key issues and actions of Council	General Manager Asst General Managers	Use Council's website, media opportunities, newsletters and direct personal communications to inform stakeholders and the community	Council reports and minutes of meetings posted on website. An information newsletter was issued with the annual rates notice.  Media releases distributed and various television, radio and newspaper articles on Council activities occurred during the year.

1.1.1.4 Maintain an effective governance regime	General Manager AGM Corporate Services	Integrated Planning and Reporting requirements met.  An effective Internal Audit Function is Maintained.	Achieved  Audit Risk and Improvement Committee operating as per OLG best practice requirements. Internal audit projects have been selected with reviews being undertaken by Forsyths. A shared Committee with Bellingen Shire Council is being developed with opportunities for future benchmarking.
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Theme 1 Caring for our Community			
Objective 1 Our Community will be a safe, healthy place to live where everyone is valued.			
Key Strategy 1.1 Sustainable Delivery of Services			
Program 1.1.2 Sustainable Delivery of Services - Council delivers services that reflect the priorities of the community and makes best use of the available resources.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
1.1.2.1 Identify and implement initiatives to improve financial sustainability.	General Manager Asst General Managers	Revenue increases - complete grant funding – Fit for the Future (FFTF) financial sustainability indicators. Expense saving initiatives	Asset sales of surplus land planned or underway at Hyland Park, Bellwood, Railway Road and Valla Beach. Fit for the Future financial indicators being met with the exception of the building and infrastructure renewal ratio.
1.1.2.2 Use of effective asset management practices	Manager of Assets	Annual asset management maturity assessments	A NAMS maturity assessment of assets was completed and showed an improvement from the previous year, this was accomplished through the review of the existing AMP's. An emphasis is now required to review the levels of service.  Work is progressing with the revaluations of Transport Assets (roads, bridges, culverts, footpaths, stormwater drainage) with a focus on ensuring accurate data.



1.1.2.3 Embrace a culture of continuous improvement including the best utilisation of the human resources, reviews of what and how services are delivered with a view to improvement of processes and the embracing of new technologies.	General Manager Asst General Managers	Services reviews completed Workforce development and redesign. New technology adopted. Staff initiatives investigated and considered Service Level reviewed as required Processes reviewed and improved.	Review of Town Services completed with a trial proceeding on reducing the time allocated to the servicing of street and park litterbins on weekends.  Structures crew replacing timber bridges with all concrete structures.  Use of variable message boards to reduce cost of traffic control.  Upgrade of SCADA telemetry to reduce labour requirement at sewage treatment plants.  New software being used for performance management and risk assessment.
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Theme 1 Caring for our Community			
Objective 1 Our Community will be a safe, healthy place to live where everyone is valued.			
Key Strategy 1.1 Sustainable Delivery of Services			
Program 1.1.3 Risk Management - Council will identify and manage risks likely to have a material impact on the organisation's ability to achieve its mission and objectives.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
1.1.3.1 Integrate effective risk management practices across the organisation.	Risk Officer	Maintain a current risk register with considered risk treatments.  Maintain effective insurance coverage.  Maintain a register of instances of safety, regulatory or financial non-compliance or mishaps.  Impact on Council's risk profile considered as part of Council's regular reporting	Strategic risk register developed. New Risk System (Vault) implemented New reporting from the field capability introduced. Insurance through Statewide and Statecover Register of instances maintained  Regular reporting to MANEX.

1.1.3.2 Instil a culture of safe work practices across the organisation	General Manager, Asst General Managers and Risk Officer	Implement WHS action plan with regular audits. Reduction in the number of work related claims or reported incidents.	Enhanced reporting of work related claims and reported incidents to MANEX and to Council in closed meeting.
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Theme 1 Caring for our Community			
Objective Our Community will be a safe, healthy place to live where everyone is valued.			
Key Strategy 1.1 Sustainable Delivery of Services			
Program 1.1.4 Sustainable Energy Use - Nambucca Shire Council will provide Community leadership in sustainable energy use.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
1.1.4.1 Implement technologies and make decisions to reduce Council's greenhouse gas emissions.  Establish a clean energy committee to investigate options for investment growth in renewable energy.	General Manager Asst General Managers  Manager Development and Environment	Initiatives implemented that reduce Council's carbon footprint.  Clean Energy Committee operational	Conversion of street lights to LED has been completed. Clean Energy Committee putting forward recommendations in relation to the provision of solar energy on Council buildings; electric vehicle recharging stations; and other opportunities to create solar energy on Council properties. Funding provided from Environmental Levy to implement these initiatives.
1.1.4.2 Make information available to the community to help them reduce energy use	Manager Development and Environment	Provide links on Council's website to reputable websites that provide information on sustainable energy use and Government objectives to reduce greenhouse gas emissions.	Links to the NSW Governments energy efficiency webpages for households and business have been provided on Councils website.

Theme 1 Caring for our Community			
Objective Our Community will be a safe, healthy place to live where everyone is valued.			
Key Strategy 1.2 Public order and safety			
Program 1.2.1 Public order and safety - Community Safety - The Nambucca Shire shall foster Communities where people feel safe and secure.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
1.2.1.1 Provide support for local emergency services and beach safety	General Manager AGM Engineering Services	Fire Trails maintained. Lifeguard services provided.  Maintain an effective Local Emergency Management Committee.  Provide Effective Ranger Services to regulate use of beaches by 4WD's	Bush fire mitigation and trail maintenance undertaken in accordance with the approved plan, and fire mitigation orders issued by the RFS complied with.  Lifeguard services funded by Council for the Christmas period.  LEMC meetings held quarterly. The EMPlan was reviewed by LEMC and endorsed by REMC. Council provided reports and attended the REMC meetings.  Ranger services adversely impacted by staff turnover.
1.2.1.2 Provide leadership on safety initiatives	Mayor General Manager Manager Technical Services	Road safety improvements recommended through the Local Traffic Advisory Committee. Specific safety initiatives such as alcohol free zones implemented in conjunction with the Local Police District	Recommendations of Local Traffic Advisory Committee reported to Council and implemented.

Theme 1 Caring for our Community			
Objective Our Community will be a safe, healthy place to live where everyone is valued.			
Key Strategy 1.2 Public order and safety			
Program 1.2.2 Companion Animal Welfare - Companion Animals will be proactively managed to ensure the community's safety and high standard of animal welfare.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
1.2.2.1 Manage Companion Animals to ensure the communities safety and improve animal welfare.	Manager Development and Environment.	Number of impounded animals reduced Number of euthanised animals reduced Number of impounded animals rehomed increased. Responsible Pet Ownership programs run to assist disadvantaged groups with desexing and registration costs. Maintain 'doggy bags and bins" program for the responsible disposal of dog faeces	The number of animals rehomed has increased significantly due to Council actively working with rescue groups. The only animals destroyed have been those considered dangerous as a result of an attack.  Program maintained during the period.

1.2.2.2 Provide open spaces where dogs can be exercised.	Manager Development and Environment	Maintain and police dog walking and off leash areas	Councils Rangers have been undertaking regular patrols.
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Theme 1 Caring for our Community			
Objective Our Community will be a safe, healthy place to live where everyone is valued.			
Key Strategy 1.3 Public health			
Program 1.3.1 Public health - Safe Food - The Nambucca Shire Council will guard against illness caused by unhealthy food by promoting and enforcing food hygiene standards			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
1.3.1.1 Effectively license and regulated premises that handle food for public consumption	Manager Development and Environment	All required premises licensed. All routine Inspections completed. Effective response to complaints. Reduction in warnings, infringements and reported cases of illness caused by unsafe food.	All food premises inspected and report submitted to the NSW Food Authority within the specified period.

Theme 1 Caring for our Community			
Objective Our Community will be a safe, healthy place to live where everyone is valued.			
Key Strategy 1.3 Public health			
Program 1.3.2 Public health - Clean Water - Council will improve healthy waterways though promoting and implementing where possible the protection of riparian areas and minimising pollution sources.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
1.3.2.1 Ensure Nambucca waterways will not be contaminated by on-site sewerage systems. This will be achieved by efficient licensing and monitoring regime and effective enforcement of the current standards.	Manager Development and Environment	All required on-site sewerage systems licensed. All routine Inspections completed. Effective response to complaints. Reduction in warnings, infringements and reported cases of pollution from on-site sewerage systems.	Councils OSSM inspection program has been operating as scheduled, with any identified failing systems actively rectified through compliance action.
1.3.2.2 Protection and restoration of riparian areas as prioritised in the Nambucca River Estuary Management Plan - Dependent on grant funding and funding from the Environmental Levy.	Manager Development and Environment	Projects from the Nambucca River Estuary Management Plan completed.	All outstanding projects completed with future projects currently awaiting approvals from state agencies.



Theme 1 Caring for our Community			
Objective Our Community will be a safe, healthy place to live where everyone is valued.			
Key Strategy 1.3 Public health			
Program 1.3.3 Personal Health and Wellbeing - Council will seek to improve the overall health and wellbeing of the community of the Nambucca Valley by supporting public health initiatives, and advocating for improved health services and supporting age care services.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
1.3.3.1 Support existing and initiate new public health activities. Specifically advocate to the State Government for improved health services.	Council General Manager	Effective advocacy Upgrade or replacement of Macksville Hospital.	Council was effective in advocating for a new Macksville hospital on a green field site at North Macksville. Trunk water & sewerage to the new Macksville hospital is being provided by Council at a cost of \$1.2m with a funding grant of \$600,000 from the Australian Government. It has also waived contributions for water & sewerage headworks and provided pro-bono DA assessment. This support is valued at \$1.5m. The Council has also been assisting Health Infrastructure in the establishment of a new HealthOne facility in Bowraville.

Theme 2 Caring for our Environment			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 2.1 Well Planned Communities			
Program 2.1.2 Housing - Housing across the Nambucca Shire provides choice and is affordable.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
2.1.2.1 Provide diverse, sustainable, adaptable and affordable housing options through effective land use planning.	Manager Development and Environment	There is adequate vacant residential land stock. Support for low cost housing.	While there has been growth in the take up of vacant residential land, there are still considerable areas of growth available under the current planning instruments.

Theme 2 Caring for our Environment			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 2.2 Building Regulation			
Strategy 2.2.1 Safe Buildings and Pools - Building and swimming pool certification will be achieved in an accurate and timely manner. An effective risk based compliance program for building fire safety and pool safety is maintained.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
2.2.2.1 Ensure private pools are of a safe standard.	Manager Development and Environment	All pools in the Shire are certified as complying	The inspection program has slowed due to resourcing factors.
2.2.2.2 Ensure private infrastructure and buildings comply with relevant standards and codes.	Manager Development and Environment	Council offers a competitive certification service. Council maintains an effective compliance program.	Council has maintained an increased compliance presence within the land use space.
2.2.2.3 Ensure Fire Safety regulations are enforced.	Manager Development and Environment	A risk based compliance program for building fire safety is conducted.	Fire safety statement audits are ongoing on an annual basis.
2.2.2.4 Promote sustainable building practices including energy and water efficiency.	Manager Development and Environment Manager Water and Sewerage	Information and assistance on sustainable building practices is made available. Council subsidises the installation of water tanks.	Water tank subsidies are available. Promotion of energy efficient practices is driven through compliance with BASIX requirements.

Theme 2 Caring for our Environment			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 2.3 Environmental Services and Community Amenities			
Strategy 2.3.1 Waste Management - The natural environment will be protected through ensuring cost effective and environmentally responsible management of solid waste.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
2.3.1.1 Provide an efficient and effective waste management facility that meets environmental standards.	Civic Services Co-ordinator	Nambucca Waste Management facility available to the public Ratepayers without kerbside collection receive a tip access voucher Plans for construction and rehabilitation of landfill cells kept current and are executed as planned. Undertake groundwater and surface water testing to meet licensing requirements. Undertake pollution studies, reduction programs and necessary actions to meet licensing requirements.	The waste depot facility remained open all year with the exception of public holidays.  A waste voucher was made available for rural properties as per Council resolution and a kerbside bulky goods collection provided for the urban areas.  A new waste cell was constructed and water testing was undertaken after each rain event in accordance with the EPA License.
2.3.1.2 Provide kerbside collection of separated domestic mixed waste materials	Civic Services Co-ordinator	Cost effective and reliable kerbside collection of waste.  Regular bulky items collection program conducted.	The kerbside waste collection contract was extended with the contractor until the new contract came into effect on 5 March 2018.  In accordance with Council resolution one bulky goods collection was provided for the urban areas.
2.3.1.3 Implement waste minimisation strategies.	Civic Services Co-ordinator	Source separation of waste enforced. Waste minimisation education program delivered. Advanced waste processing to minimise amount of waste going to landfill	A new waste processing contract came into effect on 5 March 2018, part of the contract required an upgrade to the MRF to provide a higher processing of recyclable materials and minimise waste to landfill.  NSW target by 2022 for recovery of municipal waste is 70%. Council had exceeded the recovery rate, which is currently at 90%.

2.3.1.4 Minimise illegal dumping of waste.	Manager Development and Environment	Reduced instances of illegal dumping Successful prosecution of illegal dumping offenders.	Installation of hidden cameras to catch those dumping in hotspots has commenced.
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Theme 2 Caring for our Environment			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 2.3 Environmental Services and Community Amenities			
Strategy 2.3.2 Street Cleaning			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
2.3.2.1 Street Sweeping of high-profile areas	Civic Services Co-ordinator	High profile streets swept as required.	A contract street sweeper is engaged to sweep all K&G in high profile and CBD areas prior to the NSW school holiday periods.
2.3.2.2 Street and Park Litter Bins	Civic Services Co-ordinator	Litter bins emptied before they overflow or cause a public nuisance.	The number of litter bins within the shire has been rationalized and are emptied on a daily basis in high use areas. All solar bins send an alert to the staff that the bins are at 70% capacity and will require emptying
2.3.2.3 CBD foot paths	Civic Services Co-ordinator	Footpaths cleaned as required	CBD footpaths are pressured cleaned on a rolling three-year program due to cost and resources. Footpaths were cleaned if required outside the pressure cleaning program

Theme 2 Caring for our Environment			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 2.3 Environmental Services and Community Amenities			
Strategy 2.3.3 Environmental Protection - Council will seek to protect our natural environment by strategically managing operations and development and regulating activities with environmental impacts.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
2.3.3.1 Protect against deliberate damage on public land.	Green Space Coordinator Coordinator Strategic Planning and Natural Resources	Tree vandalism is investigated in accordance with policy and legislation	There were no identified vandalism or tree damage reported this year. The Tree Vandalism policy was reviewed and endorsed by Council.
2.3.3.2 Support community organisations undertaking natural resource management.	Engineering services Grants and Contributions Officer Coordinator Strategic Planning and Natural Resources	Support Landcare, Dunecare and wetlands projects  Co-ordinated projects with North Coast Local Land Services	Council partnered with Nambucca Valley Landcare and other groups on projects including: <ul style="list-style-type: none"> <li>- Hennessy Tape Riparian Improvements;</li> <li>- Bank Stabilisation Works and Fish Habitat Improvements (Wilson Road)</li> <li>- Organic Farming Education</li> <li>- Protecting and Connecting Coastal Corridors at Mt Yarrahapinni</li> <li>- Yarrahapinni to Killiekrankie Biodiversity Alliance Bush Connect Project 2016-2026</li> <li>- Coastal Habitat protection of Endangered Community and population (<i>glycine clandestina</i>) in Scotts Head</li> </ul>



2.3.3.3 Develop management plans for environmentally sensitive areas.	Coordinator Strategic Planning and Natural Resources	Development management plans or amended plans adopted.	<ul style="list-style-type: none"> <li>- Commenced preparation of new Coastal Management Program to deliver management actions for all Coastal Land.</li> <li>- Received funding to support Koala Management Strategy Preparation</li> <li>- Several Review of Environmental Factors were prepared to support management of Foreshore Area Management.</li> </ul>
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Theme 2 Caring for our Environment			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 2.3 Environmental Services and Community Amenities			
Strategy 2.3.4 Biodiversity - The biodiversity of the Nambucca Valley's will be protected and enhanced.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
2.3.4.1 Control Noxious weeds	Coordinator Open Spaces	Control of noxious and other environmentally hazardous weeds. Education program on noxious weeds	<p>Council undertook inspections of private and council owned lands for noxious weeds, a series of media releases were prepared and released on high profile noxious weeds.</p> <p>The Roadside Vegetation Management Policy, Biodiversity Policy, and Pesticide Use Notification Plan reviewed and endorsed by Council.</p>

2.3.4.2 Deliver projects funded under the Environmental Levy that promote biodiversity.	Coordinator Strategic Planning and Natural Resources	Projects delivered	<p>The following projects were undertaken or continued during the reporting period with funding from the Environmental Levy or other sources:</p> <ul style="list-style-type: none"> <li>- Public Reserves Revegetation and Restoration</li> <li>- Dawkins Park Management and investigations</li> <li>- Fish Habitat and Bank Stabilisation Wilson Road</li> <li>- Indian Myna Bird Management Program</li> <li>- Ecohealth Monitoring</li> <li>- Gumma Swamp Acid Sulphate Soil Management Program and Monitoring</li> <li>- Gordon Park Flying Fox Management Plan Implementation</li> <li>- Water quality monitoring</li> <li>- Noxious weed management</li> <li>- Coastal EEC and Endangered Species habitat Management</li> <li>Scotts Head</li> </ul>
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Theme 2 Caring for our Environment			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 2.3 Environmental Services and Community Amenities			
Strategy 2.3.5 Cemeteries - Well maintained cemeteries shall be provided across the Shire.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
2.3.5.1 Effectively and efficiently manage, maintain and administer cemeteries across the Shire	Manager Development and Environment	<p>Affordable and efficient internment services provided</p> <p>Cemeteries respectfully maintained.</p> <p>Plan of management implemented for each cemetery</p>	Policy for ongoing cemetery management adopted by Council, fees restructured, driveway upgrade and new columbarium wall constructed at Nambucca Heads.

Theme 3 Living well			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 3.1 Recreation and Culture			
Strategy 3.1.1 Cultural Activities - Nambucca Shire Council will actively support cultural services, the arts and the preservation of our local heritage			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
3.1.3.1 Continued involvement with the Regional Arts Development Board	Manager Community Development	Representation on Board of Management Programs Delivered by the Regional Arts Development Board	Cr Susan Jenvey is Council's delegate to the Board. The Arts Mid North Coast regular newsletter keeps Council and community informed about opportunities and events.
3.1.1.2 Support Local museums	Manager Community Development	Museums continue to operate successfully. Attract new volunteers and visitors.	Museums continue to operate with steady volunteer numbers, could always use more. Mary Boulton Cottage Committee conducts monthly "Golden Oldies Cuppa & Chat" – sharing memories and support for museum. Nambucca Headland Museum – a range of programs throughout the year and planning a revitalization. Both provide Council with information and historical images for key projects. "Discover Our Pioneers and Heroes" brochure to promote the 4 museums was updated and reprinted.
3.1.1.2 Investigate / Promote public art and street art	Manager Community Development	public art and street art incorporated into redevelopment of commercial areas	A noticeable increase in public art throughout the valley eg several murals in Wallace Lane, Macksville, Visitor Information Centre and High Street, Bowraville.

Theme 3 Living well			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 3.1 Recreation and Culture			
Strategy 3.1.2 Meeting Places - Meeting Places will be provided across the Shire to support an inclusive community.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
3.1.2.1 Maintain public buildings where justified by community use.	Manager of Assets	Work with section 355 committees responsible for the buildings. Ensure fire safety requirements are met at all buildings.	All fire inspections of halls were completed in accordance with the legislative requirements
3.1.2.2 Operate the Senior Citizens Centre at Macksville	Manager of Assets BSU	Operate the hire of the Hall Clean and maintain the Hall	Hall being hired out through the BSU. Cleaning after use is a condition of hire

Theme 3 Living well			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 3.1 Recreation and Culture			
Strategy 3.1.3 Active Recreational Activities - The Nambucca Valley will have a variety of safe and well maintained sporting fields, recreational areas and facilities to meet needs of all age groups in the community.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
3.1.3.1 Maintain Sporting Facilities – Ovals, skate parks, tennis courts, netball courts, basketball courts, fitness trails.	AGM Engineering	Work with 355 Committee to manage sporting facilities. Continue to review Master plans priorities for sporting facilities. Delivery of priorities in the Open Space Strategy. Safety and maintenance inspection program completed.	Committees operating within their Charter Revised S355 C'tee Guidelines established along with a volunteer's handbook and safety handbook.  Grant money has allowed for replacement of lights at Scotts Head Tennis Club, Macksville Park, Coronation Park, refurbishment of 2 tennis courts into multi-purpose Netball/Basketball Courts at Bowraville and installation of a cricket pitch at Anderson Park in Valla Beach.

3.1.3.2 Operate and Maintain Aquatic Centre	Manager Business Development	Work with Contract operator to deliver affordable and popular gym and swimming program. Effectively manage and maintain the centre within the agreed budget.	5 year tender at June 2016 now in 4th year of the contract. Council is responsible for all asset repairs greater than \$2,500 per unit. Subsidy payable to contractor in year 4 is \$219,656.
3.1.3.3 Operate and Maintain Open Spaces	Green Space Coordinator	Open Spaces effectively and efficiency maintained to service levels agreed with the community. Work with and support community volunteers and community work schemes to maintain and improve open spaces.	Ground maintenance was undertaken by aeration, fertilization and topdressing on high use sporting ovals  Normal slashing, mowing and whipper snipping was completed across the open space areas, Council continued with the philosophy of planting out high bank areas using mulch, native trees and shrubs to minimise maintenance and WHS issues  Shade shelters were installed at Bellwood park, and a new bike track/skate park at Hennessey tape oval

Theme 3 Living well			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 3.2 Community support and education			
Strategy 3.2.1 Connected Community - Council will seek to foster a community that is mutually self-supporting and proud of its identity and will regularly engage with all segments of the community across the Shire.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
3.2.1.1 Work with S355 Committees to deliver social and community infrastructure	General Manager Assistant General Manager Corporate Services	S355 committees operating successfully and fulfilling their charters Projects and events delivered in co-operation with S355 committees	S355 Committee status for some Incorporated Associations acting as S355 Committees (eg Tennis Clubs) has been revoked in favour of simple licence agreements. This removes potential conflicts between the objects of the Incorporated Association and the objects of Council. A new Code of Conduct has been circulated to S355 Committees. An information/training evening was held in November 2018



3.2.1.2 Auspice Grant Funding and provide grant writing support	Grants and Contributions Officer	Grant funds obtained Grants auspiced on behalf of community organisations as required.	Worked with several Committees of Management and community groups in submission of grant applications, and was successful in sourcing grant funding for some community projects including Kitchen Upgrade – South Arm Hall; Cricket Pitch for Anderson Park, Valla Beach; Upgrade of amenities at Macksville Park; and Upgrade facilities at Taylors Arm and Macksville Tennis Clubs;
3.2.1.3 Promote social equity with equal opportunities for access and participation	Manager Community Development	Access Committee functions effectively and recommendations passed to Council Senior weeks supported.	Meetings have been held monthly except for December. Membership has grown to 15 members. All minutes reported to Council.  Seniors Week event was held 14 February 2019.
3.2.1.4 Volunteers in the Community are recognised and encouraged.	Manager Community Development Assistant General Manager Corporate Services	Successful volunteers program in Libraries, Visitor Information Centre, Museums and volunteer Gardeners, Service Club maintaining parks, Volunteer maintenance of sporting fields, work for the dole programs.	Volunteers operating successfully with one work for the dole program at Coronation Park. Volunteer handbook developed and Volunteer Safety handbooks developed.  16 volunteers at Libraries; on the job training conducted throughout the year. Council no longer operates the Visitor Information Centre. Volunteer numbers at Museums steady with some new members at Mary Boulton Pioneer Cottage and Museum.

3.2.1.5 Library Services	Manager Community Development	Library Services provided at Macksville and Nambucca Library Strategic Plan developed and priorities implemented.	Library Strategic Plan adopted. Radio Frequency Identification (RFID) installed and ready to commence operation. Application to Regional Cultural Fund for extension to Nambucca Heads Library was successful – grant of \$1.5 million. NBN installed at Nambucca Heads and Macksville Libraries – internet speed increased. Review of Library Officer position completed and made 1 EFT. Libraries conducted numerous programs and workshops eg school holiday activities and Be Connected for seniors.
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Theme 3 Living well			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 3.2 Community support and education			
Strategy 3.2.2 Engaged Youth - Nambucca will foster the social well-being of the Shire's youth by prioritising and supporting their needs.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
3.2.2.1 Providing support for young people throughout the Shire	Manager Community Development	Deliver NSW Department of Family and Communities Services Youth Development Program.  Provide learning or social development activities for young people during school holidays. Support NAIDOC Week Celebrations	This program is no longer funded and ceased operation on 30 June 2018.  School holiday activities are conducted in Libraries and are reported elsewhere in this document.

Theme 3 Living well			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 3.2 Community support and education			
Strategy 3.2.3 Healthy Aging - Nambucca will foster an environment that promotes both physical and psychological healthy aging			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
3.2.2.1 Providing support for health aging initiatives throughout the Shire	Manager Community Development	Initiatives supported	Healthy ageing is a key element in Seniors Week events. Improvements to Boardwalk at Nambucca Heads promotes active seniors.

Theme 3 Living well			
Objective Our community values our natural environment and seeks a safe, livable, sustainable built environment that is adaptive to change.			
Key Strategy 3.2 Community support and education			
Strategy 3.2.4 Cultural Diversity - The Nambucca Valley will promote an understanding and respect for the Valley's Indigenous Culture and Heritage			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
3.2.3.1 Promote an understanding and respect for the Valley's Indigenous Culture and Heritage	General Manager	Engage in consultation on culturally sensitive issues.	The Council has adopted a policy on dual street and place names – Gumbaynggirr and English. The Council has collaborated with the State Government, Elders and the Nambucca Heads Local Aboriginal Land Council in the re-interment of skeletal remains at 21 Riverside Drive and its landscaping as a place of special significance for Aboriginal people. The Council is also assisting local Aboriginal Land Councils in the expenditure of infrastructure grants.
3.2.3.2 Support Indigenous heritage and cultural projects.	Manager Community Development	Projects supported	The Council has undertaken collaborative work with Aboriginal people in establishing a memorial and

			<p>park at 21 Riverside Drive. The Council has accepted an offer of funding to improve two memorials in Bowraville. The Council advocates for Gumbaynggirr street and place names.</p> <p>Work continued on story boards for Stuart Island.</p> <p>*Development of Goanna Trail (Scotts Head) signage includes indigenous story on Goanna Sisters plus artwork.</p> <p>*Expanded the collection of indigenous and cultural items in the libraries</p>
3.2.3.3 Deliver NSW Department of Family and Communities Services funded Program to support Aboriginal people.	Manager Community Development	Program outcomes	This program is no longer funded and ceased operation on 30 June 2018.

Theme 4 Promoting Prosperity			
Objective Promote, support and plan opportunities for new and existing businesses to sustain a vibrant local economy.			
Key Strategy 4.1 Local Economy			
Strategy 4.1.1 Economic Activity and Employment - Nambucca Shire Council will foster local employment opportunities and economic self-sufficiency through promotion, lobbying and direct action.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
4.1.1.1 Foster development opportunities	Manager Business Development	Seek out and respond to potential business investment enquires.	Develop marketing material to support investment attraction. Attend business networking, trade show and industry events and provide information. Promote Council land developments, seek expressions of interest enquiries for Valla Growth area.
4.1.1.2 Liaise with local business and State and Federal Government agencies to promote economic and regional development.	Manager Business Development	Opportunities for local businesses identified. Participation in Regional Development opportunities. Working partnerships with Regional Development Australia Mid North Coast.  Meet existing businesses to disseminate information and build networks.  Support the recommendations of the Business Advisory Committee	Worked with State and Federal government agencies to disseminate business development and grant funding opportunities. Attended manufacturing and investment attraction trade shows in Sydney. Develop & attend Industry networking functions in council. Business and industry leadership professional development seminars. Attended meetings BAC and assisted with murals.
4.1.1.3 Participate in local and regional marketing events to promote the shire.	Manager Business Development	Shire profile raised and local advantages promoted.	Regional agribusiness, manufacturing events funded and delivered. Attended region food, manufacturing and retail development events. Develop the digital landscape for business and retail within the shire providing training and information.
4.1.1.4 Investment prospectus, marketing and promotional material produced and distributed to potential investors	Manager Business Development	The Shire's opportunities are highlighted to potential investors.	Development of the new 2019 economic profile, marketing material for property sales. TV and YouTube videos and commercial developed to promote the shire. Promote land sales for council property development. Seek expressions of interest for Valla Growth Area.
4.1.1.5 Land Development – Develop commercial and industrial land to ensure an adequate supply. Market Council's surplus operational land to the Community's best advantage.	Manager Business Development	Valla Growth Area developed. Take up of industrial and commercial land increased. Realising the best price for Council's surplus operational land.	Develop sales and marketing material including digital for Hyland Park residential. Civil works supervision & project management Valla Growth Area.  Supervision of concept design tenders for the civil construction of Valla Growth Area
4.1.1.6 Support and promote local tourism, events and	Manager Community Development	Operation of the Nambucca Visitor Information Centre.	Visitor Information Centre leased and not operated by Council.

creative industries that will generate growth and opportunities within the local economy.		Work with Nambucca Valley Tourism, Chambers of Commerce and local tourism operators to grow the tourism industry. Events Supported	<p>Development and adoption of Tourism Strategic Plan in collaboration with these and other partners.</p> <p>Maintenance of Tourism website including calendar of events.</p> <p>New print publications and on-line version: Nambucca Heads History Walk, Tourist Drive 15 and Access for Visitors with Disability. Updated: Nambucca Valley Scenic Drives, Discover Our Pioneers and Heroes (Museums promotion), 44 Ways to Explore, and Tourist Drive 14. Continued Highway Service Centre outlet. Macksville Promotion – Qantas Inflight magazine; valley promotion via World Rally Championship. Marketing collaboration; Waterfall Way and North Coast business events project. Distributed Visitor Guides.</p> <p>Council continues to erect road-side banners free-of-charge – 17 events. Staff events group provides direct assistance and advice where required.</p>
4.1.1.7 Foster Local Employment and Training Opportunities.	Manager Business Development	<p>Promote the benefits of apprentices and traineeships to local businesses.</p> <p>Work with State, Federal and non-government agencies to take advantage of employment programs and training opportunities.</p> <p>Work with RTO's and local Educators to enhance opportunities for local Youth</p>	<p>Promote apprenticeships for the growth of the local vehicle industry with NSW state training services, industry and TAFE.</p> <p>Deliver training and professional development workshops for local industry, retail and agribusiness in 2019/20. Working with RDA Regional Development Australia on youth employment projects.</p>

Theme 4 Promoting Prosperity			
Objective Promote, support and plan opportunities for new and existing businesses to sustain a vibrant local economy.			
Key Strategy 4.2 Transport			
Strategy 4.2.1 Transport Accessibility - Nambucca Valley Residents will be able to get where they need to go in a way that is safe, efficient and affordable.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
4.2.1.1 Maintain and construct road network to the level of service agreed with the Community	AGM Engineering	Maintained, rehabilitate and construct roads and streets. Emergency Repairs conducted.	<p>A significant capital works program was completed across the urban and rural road network that were identified for rehabilitation/construction in the asset management plans. The capital works were reported monthly and placed on Council website.</p> <p>Road inspections were undertaken by the Asset Engineer in accordance with the inspection program and work tickets raised to have defects attended to in a timely manner.</p> <p>A number of improved work practices have been introduced across maintenance and construction.</p>

4.2.1.2 Maintain and construct bridges to the level of service agreed with the Community	AGM Engineering	Complete a rolling bridge inspection program. Maintain, replace and construct new bridges as per the delivery program. Emergency repairs conducted. Identify and reduce number of load limited bridges	50 level two inspections were completed on timber bridges.  The bridge replacement program was updated following inspections and adopted by Council. The asset management plan for bridges was amended and endorsed by Council.  Council constructed Lanes Bridge during 2018/19 as a concrete bridge replacing an aging timber bridge.
4.2.1.3 Maintain and construct footpath and cycle ways to the level of service agreed with the Community	AGM Engineering	Footpath Inspection program conducted. Trip hazards identified and programed in accordance with risk. New and replacement footpaths and cycle ways completed as per delivery program.	Design commenced for the new path from Nursery Road to Kingsworth estate along the old Pacific Highway.  Inspection of footpaths was undertaken and work tickets created for the grinding of raised footpath areas and replacement of sections of footpath as required.
4.2.1.4 Maintain and construct car parking to the level of service agreed with the Community	AGM Engineering	Inspection program completed Landscape and weeding completed as required. Lines remarked as required and surface maintained. New car parking constructed as per the delivery program.	Star Street Car park received some beautification works. Including new line marking. Winifred street was re-line marked  Line making was undertaken this year with barrier lines placed on Mann Street, Shelly Beach road, Wellington Drive and Nelson street, general maintenance completed as required.



4.2.1.5 Continue to support the work of the State and Federal governments in upgrading the Pacific Highway.	Council General Manager AGM Engineering	Support Community consultation on Pacific Highway upgrades. Negotiate handover of ex-highway assets to Council on acceptable terms.	The highway upgrade has been completed. No agreement has been reached on the handover of the old highway as the RMS is considering retaining responsibility for the asset.  Council has also supported residents in seeking noise attenuation at Valla.
4.2.1.6 Maintain and construct boat ramps and boat access points to the level of service agreed with the Community	AGM Engineering	Regular inspection and cleaning program completed Maintain and construct new works as per the delivery program	Boat ramps inspected and cleaned in accordance with the maintenance program.  New concrete boat ramp placed at Valla Beach Reserve

Theme 4 Promoting Prosperity			
Objective Promote, support and plan opportunities for new and existing businesses to sustain a vibrant local economy.			
Key Strategy 4.2 Transport			
Strategy 4.2.2 Public Transport - Nambucca Shire Council will lobby for the maintenance and improvement of public transport services provided by private bus companies, community transport and the north coast rail line.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
4.2.2.2 Install bus shelters at high use bus stops	AGM Engineering	Investigate requests and implement as required.	There were new bus shelters installed at Bald Hill Road and Centenary Parade.  Normal maintenance of existing shelters undertaken as required

Theme 4 Promoting Prosperity			
Objective Promote, support and plan opportunities for new and existing businesses to sustain a vibrant local economy.			
Key Strategy 4.3 Sustainable Water Cycle			
Strategy 4.3.1 Water Management - Council will work with the Community to ensure the water resources of the Nambucca Valley are used in a sustainable way.			
Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
4.3.1.1 Council will document the Integrated Water Cycle Management Strategy and supply potable water that meets the Australian Drinking Water Guidelines	Manager Water and Sewerage	<p>IWCM reviewed and implemented.</p> <p>Reliable potable supply that meets public health standards is provided.</p> <p>Regular water testing is conducted.</p> <p>Any breach of required standards is reported.</p>	<p>The IWCM has been completed and endorsed by Council.</p> <p>Updated Development Servicing Plans are currently being documented</p> <p>Water quality risk identified with the lower than recommended chlorine contact time for some consumers in rural Bowraville, higher turbidity of dam water and protozoa not being treated by chlorine.</p> <p>Council is liaising with NSW Health and DPI – Water to reach agreement on the requirement of additional treatment barriers</p>
4.3.1.2 Operate the Bowra Dam to ensure water security for the Nambucca Shire.	Manager Water and Sewerage	<p>Dam is maintained and operated according to the Dam Operation Manual.</p> <p>Operate and maintain the rising main network from the Bowra Bore fields.</p> <p>Maintain water levels in the Dam that will protect water security for the Shire.</p>	<p>Dam water levels have been maintained close to full and dam is operated in accordance with statutory requirements.</p> <p>Pumping to fill the dam has been limited due to dry weather conditions</p>
4.3.1.3 Efficiently maintain, augment and operate the potable water reticulation system, the Bowra Bore fields and treatment plant.	Manager Water and Sewerage	Asset Management Plan developed and implemented.	Asset Management plan completed and endorsed by Council;

Theme 4 Promoting Prosperity			
Objective Promote, support and plan opportunities for new and existing businesses to sustain a vibrant local economy.			
Key Strategy 4.3 Sustainable Water Cycle			
Strategy 4.3.2 Sewerage Services - The Capacity of the Nambucca Valley's sewerage services will service current and future demand and outflow quality will exceed regulated requirements.			
Programmed Actions	Lead Responsibility	Success Measure	Achievements 2018/2019
4.3.2.1 Council will apply the Integrated Water Cycle Management Strategy to effectively undertake the reticulation and treatment sewerage.	Manager Water and Sewerage	IWCM reviewed and implemented.  Reliable reticulation and treatment of sewerage. that meets public health standards.  Regular outflow testing is conducted. Any breach of required standards is reported.	The IWCM has been completed and endorsed by Council.  Annual licence reports submitted to EPA.  Pollution incidents reported to EPA in accordance with legislative requirements
4.3.2.2 Efficiently maintain, augment and operate the sewerage reticulation and treatment network.	Manager Water and Sewerage	Asset Management Plan developed and implemented. The Nambucca Pressure Sewerage system augmentation completed.	Asset Management Plan completed and endorsed by Council.

## Report on Condition of Public Works

### PUBLIC ORDER AND SAFETY

#### Report on Bush Fire Stations

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

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

SITE	CONDITION AT END OF JUNE 2019	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2018/19
Buildings	Satisfactory, allowing for deterioration	\$45,000	\$29,000	\$29,000
Land	Satisfactory	\$0	\$0	\$0

### PUBLIC AMENITIES

#### Community Amenity - Waste Management

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

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

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

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

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

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

SITE	CONDITION AT END OF JUNE 2019	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2018/2019
Gatehouse/Weighbridge	Satisfactory	\$0	\$28,000	\$28,000
Environmental License	Satisfactory	\$0	\$7,500	\$7,500
Land/General Maintenance	Satisfactory	\$0	\$60,000	\$60,000

### Public Buildings/Facilities

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

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

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

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

SITE	CONDITION AT END OF JUNE 2019	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2018/2019
<b>Council Offices</b>	Satisfactory	\$418,000	\$24,000	\$24,000
<b>Council Works Depot</b>	Satisfactory	\$43,000	\$1,000	\$1,000
<b>Public Halls/ Community Centres</b>	Satisfactory	\$186,000	\$47,000	\$47,000
<b>Museums</b>	Satisfactory	\$11,000	\$3,000	\$3,000
<b>Library</b>	Satisfactory	\$0	\$42,000	\$42,000
<b>Kindergarten/Pre- School</b>	Satisfactory	\$0	\$3,000	\$3,000
<b>Swimming Pool Building</b>	Satisfactory	\$32,000	\$216,323	\$31,000
<b>Amenities/Toilets</b>	Satisfactory	\$22,000	\$8,000	\$8,000

## TRANSPORT AND COMMUNICATIONS

### Report on Off-Street Car Parks

Council has several off-street car parks located throughout the Shire, principally in the main urban areas of Macksville, Nambucca Heads and Bowraville. A program has been developed to progressively upgrade the off street car parks as funding permits.

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

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

SITE	CONDITION AT END OF JUNE 2019	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2018/2019
Various locations within the Shire	Good	\$2,000	\$0	\$0

### Bridges

Council is continuing with the level two bridge inspection program, and at the beginning of the 2018/19 financial year there were 21 bridges listed in Council's Asset Management Plan that were classified in Condition 4 (poor condition requiring close monitoring).

Due to the successful grant application for Lanes Bridge, this bridge was brought forward in the program and commenced this financial year and will be completed in the first quarter of 2019/20.

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

In 2015/16 Council began to construct prefabricated concrete bridge structures instead of the traditional timber bridges, and this has continued through the 2018/19 program. The significant advantage of moving towards a concrete structure is the increase in the life of the structure and lessening of the depreciation burden.

CONDITION AT END OF JUNE 2019	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2018/2019
Concrete - good Timber - replacement and major repairs required	\$713,000	\$725,000	\$123,000

### Roads - General

Council continued with an extensive capital works program for the road rehabilitation program in accordance with the AMP. There was no damage caused to roads this financial year attributed from a natural disaster event.

## Urban

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

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

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

## Rural - Sealed

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

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

In 2018/19, some of the funding that had been allocated for resealing was redirected to road rehabilitation works as the reseal program is now consistent with the 12 year pavement reseal cycle management. Council has implemented various treatments for the repair of failures or heavy patching across the sealed road network. These techniques vary according to the location and nature of the failure, however a focus on targeted heavy patching repairs has seen many of the worst isolated failures on Council's major roads removed.

## Rural - Unsealed

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

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 work being undertaken on primary access routes. Further programs have been identified for future budgets and are included within the long term financial plan

ROADS	CONDITION AT END OF JUNE 2019	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2018/2019
Sealed Roads	Satisfactory	\$671,000	\$2,030,000	\$810,000
Unsealed Roads	Satisfactory	\$0	\$335,000	\$715,000

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

## Drainage (Urban and Rural)

Above ground, improvements have been occurring with replacement of older damaged and inefficient lintels and grates through normal maintenance program. 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 is scheduled for 2019/20 as part of the asset revaluation program. Councils CCTV will facilitate 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 2019	ESTIMATED COST TO BRING UP TO SATISFACTORY STANDARD	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2018/2019
Stormwater Drainage System	Satisfactory	\$0	\$15,000	\$15,000

## Reserves

General maintenance including slashing and repair of infrastructure was undertaken in 2018/2019. There has been a program to reduce the area of mowing by the planting of native grasses and shrubs to reduce the maintenance costs.

## Water Supply

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

A section of trunk main along Hyland Park Road that had been subject to many breakages was replaced. A new section of transfer main was constructed in Loftus Lane, Nambucca Heads to ensure the mains linking the reservoirs were free of service connections.

The regular program of reservoir cleaning was completed in order to maintain the highest water quality in the reservoirs. The mains flushing program was postponed due to dry weather conditions.

SITE	CONDITION AT END OF JUNE 2019	ESTIMATED COST TO BRING UP TO SATISFACTORY CONDITION	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2018/2019
Shire-wide	Some upgrading and replacement works required - generally satisfactory.	\$5,187,000	\$1,359,000	\$1,359,000

## Sewerage Services

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



Works on the upgrade of the Bowraville Sewage Treatment Plant to improve wastewater quality were completed and the new infrastructure components are now being operated by Council.

Sections of sewer main were renewed or replaced in Scotts Head and Valla Beach and a new sewer rising main was installed for Macksville Pump Station 3 in Sturdee Street.

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

SITE	CONDITION AT END JUNE 2019	ESTIMATED COST TO BRING UP TO SATISFACTORY CONDITION	ESTIMATED COST TO MAINTAIN STANDARD	MAINTENANCE PROGRAM 2018/2019
Urban Areas	Systems generally satisfactory with some upgrading necessary	\$3,018,000	\$2,081,000	\$2,081,000

## Governance Matters

### SUMMARY OF LEGAL PROCEEDINGS DURING 2018/2019

There were no outcomes from legal proceedings during the year. Council is awaiting judgements on a disputed fine and an injury claim from a slip on one of Council's boat ramps.

Legal costs incurred during the year are similar to previous years:

Legal Expenses –Planning and Development	\$ 30,000
Legal Expenses – other	\$140,000

### INTERSTATE VISITS

Councillor Jenvey attended a conference in Melbourne, Victoria Total Cost \$901.02

### OVERSEAS VISITS

There were no overseas visits by any Councilors during 2018/2019.

### Councillors' Professional Development

COUNCILLOR	TRAINING	DATES	COST (\$)	LEDGER NO
<b>HOBAN, R</b>	Local Government Conference – Albury	21-23 Oct 2018		
	Flights		623.64	W1028.172.646
	Registration		958.55	W1028.172.644
	Code of Conduct Meeting Practice Training – Nambucca	12 June 2019		
	Crown Solicitor's Office's Property & Native Title Client Webinar. It was part of the CSO's Client Seminar Series 2019 hosted by the Property & Native Title practice group.	13 March 2019		
<b>AINSWORTH, J</b>	Nil			
<b>BALLANGARRY OAM, M</b>	Local Government Conference – Albury	21-23 Oct 2018		
	Flights		803.80	W1030.172.646
	Registration		795.60	W1030.172.644
<b>FINLAYSON, B</b>	Nil			
<b>JENVEY, S</b>	Code of Conduct/Meeting Practice Training – Nambucca	12 June 2019		
	Communities in Control Conference Melbourne	20/21 May 2019		
	Flights		\$501.02	W2833.172.646
	Registration		\$400.00	W2833.172.644
<b>JONES, D</b>	Nil			
<b>REED, J</b>	Code of Conduct Meeting Practice Training – Nambucca	12 June 2019		
<b>SMYTH, A</b>	Code of Conduct Meeting Practice Training – Nambucca	12 June 2019		
<b>WILSON, J</b>	Code of Conduct Meeting Practice Training – Nambucca	12 June 2019		
	Audit, Risk & Improvement Committee Training Coffs Harbour	7 May 2019		
	Registration		\$700.00	03020.0330.0644

### Councillors' Expenses 2018/2019

• Mayoral fee	\$ 25,880.00
• Councillors' fees	\$106,740.00
• Councillors' mileage	\$ 1,770.72
• Accommodation	\$ 3,631.71
• Catering	\$ 8,640.87
• Mayor Vehicle	\$ 11,290.40
• Conferences	\$ 4,624.69
• Internet/Telephone	\$ 8,640.00
• Sundries	\$ 884.69

- 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

The total remuneration packages as at 30 June 2019 are reported below:

	GM	Senior Staff
Salary	\$ 249,776.20	\$349,184.12
Employer Superannuation Contribution	21,515.36	42,218.53
Reportable Fringe Benefits Tax	8,092.00	8,142.00
<b>Total</b>	<b>\$271,291.56</b>	<b>\$399,544.65</b>

### Statement on Stormwater Management Services Cl 217 (1) (e)

Council raised \$146,000 from its Storm Water Management levy during the year. Drainage works that were undertaken in the period included:

- Station Street, Eungai - increased the capacity of the drainage
- Mann Street, Nambucca – extended the drainage to increase the capacity of the drainage
- Lackey and Small Street, Nambucca Heads – improved drainage
- General inspections of underground stormwater infrastructure

### 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 an additional \$19,650.00 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 \$10,000.00 for a desexing program which is expected to take place in the first quarter of 2020.

Council has off leash areas in Valla Beach, Nambucca, 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
Pan Civil	Upslope Stabilisation - Riverside Drive under T008/2016	\$320,000 Estimated
Alan Kneale Electrical Pty Ltd	Field lighting Coronation Park and Macksville Park	\$529,880.00 Coronation Park \$154,470.00 Macksville Park
Stabilcorp Pty Ltd	2018/19 Road Rehabilitation Program	\$1.5M
Civil Sydney Pty Ltd	Provision of Piling Services for Lanes Bridge Bowraville	\$204,475
Borger Crane Hire and Rigging Services	Crane Services for the Construction of Lanes Bridge Bowraville	\$190,684.78
Australian Precast Solutions	Provision of precast components for construction of Lanes Bridge Bowraville	\$398,310.55
Surf Life Saving Services Pty Ltd T/As Australian Lifeguard Service	Surf Life Saving Tender	\$422,430.16 cumulative cost over 5 years Contract commences 1 December 2018 to 31 January 2023
GCM Enviro	Supply and or purchase of Landfill Compactor 26T Min Operating Weight	\$598,600 Changeover Cost = \$ 678,600 less trade in of \$80,000
Westrac Pty Ltd	Supply and or purchase of Backhoe CCF Class 5.5	\$189,425 end cost = Total \$200,425.00 less trade in \$20,000
Panel Tender: Holcim (Australia) Pty Ltd T/as Humes Waegar Contructions Pty Ltd Australian Precast Solutions Pty Ltd CPB Contractors Pty Ltd Inquik Pty Ltd Quickcell Technology Products Pty Ltd	Supply & Delivery of Precast Bridge Planks	Panel Tender Estimated annual spend> \$150k Contract commences 1 November 2018 to 2 November 2021 + 24 month extension
Fortade Earthmoving Pty Ltd	Construction of Rock Fill Landslip Remediation Gumma Road Gumma	\$64,500.00
Midcoast Trucks	Supply and or purchase of Isuzu Giga 240-260 Tipping Truck Body	\$200,843.57
NorthPipe Constructions Pty Ltd	Design and Construction of Water and Sewerage services to the new Macksville Hospital	\$912,000 inc GST
Next Business Energy	Supply and Delivery of Electricity to Small Mass Market Sites	Variable depending on usage
Fortade Earthmoving Pty Ltd	Construction of Planter Boxes and Planting of Trees in Macksville Town Centre	\$225,600 excluding GST

Enviro One Services and Installations Pty Ltd and Aquatec Fluid Systems Pty Ltd	Panel Contract - Supply of pressure sewerage systems and associated equipment	Variable depending on repairs required
Hitachi Construction Equipment	Purchase of Hitachi ZX160LC-5	\$265 717.57
Allstate Linemarking Services Pty Ltd Complete Linemarking Services Pty Ltd Jenelad Pty Ltd T/As Whiteline Road Services Oz Linemarking NSW Pty Ltd Workforce Road Services Pty Ltd	Provision of Line Marking Services	Variable according to contract rates and works program
Energy Australia	Supply of Electricity for Contestable Metered Sites	\$207,709 Contract commences 1 January 2020 to 31 December 2021
ERM	Supply of electricity to Street Lights	\$103,263 Contract commences 1 January 2020 to 31 December 2021
Advance Sweepers Pty Ltd All Kerb Pty Ltd Aqua Assets Pty Ltd Arbrpo Pty Ltd Arnway Pty Ltd Beyond Expectations Bitu-mill (Road Maintenance) Pty Ltd Blue Dog Earthmoving Pty Ltd Cleanaway Industrial Solution Pty Ltd Coates Hire Operations Pty Ltd Conplant Pty Ltd Ellis Profiling Qld Pty Ltd Ezyquip Hire Pty Ltd Fortade Earthmoving Pty Ltd Howle Earthmoving Pty Ltd KBS Mackay Pty Ltd Keegan Civil Pty Ltd Kennards Hire Pty Ltd Mal Keough Earthmoving Pty Ltd Master Hire Pty Ltd MCH Excavations Pty Ltd Mid North Coast Contractors Pty Ltd Nambucca Valley Equipment Northpipe Constructions Pty Ltd Ontrack Earthworks Pty Ltd Porter Excavations Pty Ltd Rollers Australia Pty Ltd Solo Resource Recovery Specialised Pavement Services Pty Ltd Stabilcorp Pty Ltd Tutt Bryant Equipment Winnicki Excavations	Panel Contract – Plant and Truck Hire and Road Maintenance	Variable according to tendered hire rates
Costa Builders Pty Ltd	Construction of Cricket Pavilion Phillip Hughes Oval Dudley Street Macksville	\$525,740.00
Beyond Expectations	Construction of Playground Hennessey Tape Oval Bowraville	\$321,035.00

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**Bush Fire Hazard Reduction Activities**

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

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

The sites regularly maintained are:

**Valla Beach**

- Environment Park
- Lions Park
- Ocean View Drive

**Hyland Park**

- Eastern side of Banyandah Road

**Macksville**

- Industrial Estate

**Eungai Creek**

- Hazel Lane

**Nambucca Heads**

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

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

## Access and Equity Activity Report

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

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

Council's Annual Report contains information at various points regarding Council's achievements and future plans which promote access and equity, 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
- Development of designs for "Everyone Can Play" playgrounds at Bowraville and Gordon Park Nambucca Heads.
- Weekly story-telling program at libraries – attracts regular audience including fathers and grandparents. Now held during school holidays.
- National Simultaneous Story-time at Macksville and Nambucca Heads Libraries May 2019.
- Themed activities for children during Children's Book Week at libraries.

### ACHIEVEMENTS FOR YOUNG PEOPLE

Specific achievements for young people during the reporting period have been achieved via infrastructure development and libraries.

Council was a partner in Youth Week activities at Bowraville Theatre and Nambucca Heads High School.

### ACHIEVEMENTS IN SERVICES FOR OLDER PEOPLE

- Seniors Week Festival major Council event was "Lunch with Love" held on Valentine's Day 14 February 2019. 170 seniors and 37 young people participated. Twelve services provided information stalls.
- Provision of a kerb-side waste pickup service for older people and people with disabilities
- Continued expansion to large print and audio book collections in libraries.
- Continued the *Be Connected* workshops which aim to increase the digital literacy, confidence and online safety of people over 50 years of age, to enable them to participate online and access the fundamental social and economic benefits of digital participation.
- Provision of a Home Library service in partnership with Lions Club and Rotary service organisations. (47 borrowers)

### SERVICES FOR PEOPLE WITH DISABILITIES

- Support for Access Committee – administration, venue, financial
- Access Committee provides recommendations to Council on the needs of people with disabilities.
- Participation in forums to plan for and meet the future needs of people with disabilities eg NDIS
- Provision of information regarding services for people with disabilities; including services available to visitors and tourists – Access for Visitors with Disability brochure developed/
- Disability Inclusion Action Plan implemented. Refer to report for additional outcomes.
- Inclusive Tourism training for Access Committee and extended to local businesses.

## Cultural Services

### ACHIEVEMENTS IN ABORIGINAL SERVICES

Refer to sections 3.2.3.1 and 3.2.3.2 in this document.

Council partnered with community organisations for NAIDOC 2018 eg “Because of Her, We Can” ladies day, community march and flag raising (Bowraville 9 July 2018), Bush Tucker morning tea/lunch at Photo Exhibition (Macksville Showground 13 July 2018).

Council engaged 4 Aboriginal trainees with three in Engineering Services and one in the Business Services Unit. The trainee in Business Services was awarded the Local Government NSW Councillor Pat Dixon Memorial Scholarship to undertake further study and professional development.

Aboriginal and Torres Strait Islander Peoples

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

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

### ACHIEVEMENTS IN MULTICULTURAL SERVICES

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

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

## Private Works

Council sets hourly rates for the private hire of plant and equipment. This is done in conjunction with the adoption of the Fees and Charges within the Community Strategic Plan. The rates in the 2018/19 Fees and Charges are used for all private works.

Works undertaken during 2018/19 raised income of \$42,000 and included such things as removal of derelict vehicles and towing costs, construction of vehicular crossings, the purchase and installation of signage for



the RMS, assisting Bellingen Shire Council with its clean-up of extensive storm damage and undertaking works for various community groups.

There were no subsidised works undertaken during the period.

### Donations Under Section 356

Council made the following **donations** during 2018/2019:

ORGANISATION	\$ DONATION 2018/19
Legacy	200.00
NVCC - Directional signs to Jack's Ridge	1200.00
Eungai Soldiers Memorial Hall Committee of Management	600.00
Taylors Arm Reserve Committee of Management	500.00
Valla Beach Tennis Centre	500.00
Blackbutt Cemetery Com & Mary Boulton Cottage Committee of Management	317.90
Nambucca Heads Men's Shed - Rent Donation - 24 weeks (2018/19)	4,560.00
Macksville Rotary Club - Wallace Street Murals	1,500.00
MNCLHD - Breast Care Awareness Month Banner	198.00
Mary Boulton Pioneer Cottage & Museum - Reimburse Road Closure Application fee	145.00
Macksville Country Club – Development Application Fees Reimbursement	870.98
Macksville Country Club - Junior Golf	500.00
Taylors Arm Sports Reserve Committee of Management	500.00
Scotts Head Community Newsletter	300.00
Legacy	200.00
NVCC - Directional signs to Jack's Ridge	1,200.00
Taylors Arm Reserve Committee of Management	500.00
Valla Beach Tennis Centre	500.00
Round 2 2018/19 - Hoop Pine Valley, CARE Robert Tickner - ONE OFF GRANT	500.00
Round 2 2018/19 - Molly Langley - The Fiji Project - ONE OFF GRANT	500.00
Round 2 2018/19 - Nambucca Heads Camera Club	500.00
Round 2 2018/19 - Utungun Hall Committee of Management	500.00
Round 2 2018/19 - Macksville Men's Bowling Club	500.00
Round 2 2018/19 - Grants Hall Committee of Management	500.00
Round 2 2018/19 - Bowraville Arts Council Inc.	500.00
Round 2 2018/19 - Nambucca Valley Tourism Association Inc.	500.00
Round 2 2018/19 - Macksville Women's Bowling Club	500.00
Round 2 2018/19 - Gordon Park Tennis Centre Committee of Management	500.00
Rural Aid Donation - Sausage Sizzle NSC Fundraiser	173.67
Nambucca Heads Island Golf Club - Balance of Water Usage Account	1,000.00
Bowraville Chamber of Commerce - Tidy Towns Registration Fees	380.00
Macksville Rotary Club - Music Muster 2019	500.00
Lions Club of Nambucca Heads - Australia Day 2019	500.00

Council made the following **donations** during 2018/2019: *(continued)*

ORGANISATION	\$ DONATION 2018/19
Bowraville Central School - BroSpeak Program	500.00
Round 1 - 2018/19 - Nambucca Valley Cycle Club	347.10
Round 1 - 2018/19 - Nambucca Valley Netball Association	500.00
Round 1 - 2018/19 - Nambucca/Macksville Evening VIEW Club	500.00
Round 1 - 2018/19 - Eungai District Soldiers Memorial Hall Committee	492.00
Round 1 - 2018/19 - Bowraville Folk Museum	500.00
Round 1 - 2018/19 - Mary Boulton Pioneer Cottage & Museum	500.00
Round 1 - 2018/19 - Bowraville Community Development Association Inc	500.00
Round 1 - 2018/19 - Bowraville Community Technology Centre	500.00
Round 1 - 2018/19 - Macksville Falcons Touch Football Association	400.00
Round 1 - 2018/19 - Frank Partridge VC Public School	500.00
Round 1 - 2018/19 - Nambucca Valley Craft & Art Inc	500.00
Round 1 - 2018/19 - Burrupine Community Hall	500.00
Round 1 - 2018/19 - Nambucca Valley Bridge Club Inc	500.00
Round 1 - 2018/19 - Nambucca Headland Museum	500.00
Round 1 - 2018/19 - South Arm Hall Committee of Management	500.00
Round 1 - 2018/19 - Scotts Head Sports Fields Committee of Management	500.00
Annual Donations to all of the Nambucca Valley 14 schools @ \$100 each	1,400.00
Council Resolution - annual donation to Talarm Hall Committee of Management - 2018/2019	500.00
Farmers Donation Drive – Nambucca Heads RSL Club - 2018/2019	500.00
Annual Donation - IT Connection – Nambucca District Historical Society - 2018/2019	360.00
Midwaste Contributions	3,842.40
Youth Week Contribution	550.00
Arts Mid North Coast Inc.	7,190.00
Destination North Cost Ltd - Business Events Partnership	1,000.00
Contribution to Surf Life Savings Clubs	18,339.07
SES Overheads	24,600
Rotary Club Macksville -Donation-Waste Collection	1,755.60
<b>TOTAL OF DONATIONS 2018/2019:</b>	<b>87,121.72</b>

## Equal Employment Opportunity

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

During 2018-19, in support of this philosophy and in alignment with the relevant legislation, we:

- proactively used informal networks to encourage Aboriginal people to apply for positions within Council, including traineeships with group training organisations. This resulted in two out of three Civil Traineeships being awarded to young men from our local Aboriginal community;
- created a designated position in our organisation structure for an Aboriginal Business Services Trainee;
- nominated our Aboriginal Business Services Trainee, Courtney McEwen, for the Cr Pat Dixon Memorial Scholarship which she was awarded.
- assisted employees returning to work from both work-related and non work-related illness or injury by engaging the services of qualified rehabilitation providers;

- continued to finance the Employee Assistance Program through which employees are able to access professional and confidential counselling;
- conducted an Employee Engagement Day which focused on health and wellbeing and provided the opportunity for staff to have health checks, hearing checks and attend mental health presentations by Black Dog Institute;
- engaged the services of an occupational therapist to conduct ergonomic assessments for office based staff and recommend equipment which would assist to prevent injuries;
- purchased specialised equipment for staff with special needs such as stand-up desks, gel floor mats, document holders, mouse pads, hearing protection and eye protection; and
- continued to provide flexible work practices including part-time work, flexible hours and nine-day fortnight, which enhance our ability to support employees with carer and family responsibilities.

### Section 355 Committees of Management

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

Nambucca District Band Committee of Management	Support and acquisition of instruments for the Nambucca District Band
Nambucca District Historical Society Committee of Management	Care, control and management of the Headland Museum
North Macksville Playing Fields Committee of Management	Care, control and management of North Macksville Playing Fields
Scotts Head Sports Fields Committee of Management	Care, control and management of Scotts Head Sports Fields
Scotts Head Tennis Court Committee of Management	Care, control and management of Scotts Head Tennis Court
South Arm Community Hall Committee of Management	Care, control and management of South Arm Hall
Talarm Hall AND Welsh Pioneer Park Committee of Management	Care, control and management of Talarm Hall
Taylors Arm Hall Committee of Management	Care, control and management of Taylors Arm Hall
Taylors Arm Sports Reserve Committee of Management	Care, control and management of Taylors Arm Sports Reserve
Tewinga Community Centre Committee of Management	Care, control and management of Tewinga Community Centre
Unkya Reserve Committee of Management	Care, control and management of Unkya Reserve
Utungun Community Centre Committee of Management	Care, control and management of Utungun Community Centre
Valla Beach Community Association	Care, control and management of Valla Beach Urban and Hall Centre
Valla Beach Tennis Club Committee of Management	Care, control and management of Valla Beach Tennis Court
Valla Public Hall Committee of Management	Care, control and management of Valla Public Hall
Warrell Creek Public Hall Committee of Management	Care, control and management of Warrell Creek Public Hall
We're Here Committee of Management	Promote Nambucca Shire 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 208/2019.

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

Council is involved with the following organisations:

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

## Category 1 Business Activities

	WATER \$' 000		SEWERAGE \$' 000	
	ESTIMATE	ACTUAL '2019'	ESTIMATE	ACTUAL '2019'
<b>OPERATING REVENUE</b>				
Annual Charges	982	982	3,620	3,685
User Charges	3,925	3,731	1,007	831
Interest	376	539	113	214
Grants & Contributions	-	-	7	17
Pensioner Rebates	83	82	75	74
Other Revenue	302	275	368	333
<b>TOTAL OPERATING REVENUE</b>	<b>5,668</b>	<b>5,609</b>	<b>5,190</b>	<b>5,154</b>
<b>OPERATING EXPENSES</b>				
Management Services	1,218	935	1,048	831
Mains Maintenance	455	437	316	262
Reservoir Maintenance	308	239	-	-
Treatment Works Costs	185	162	1,180	1,052
Pumping Station Costs	321	295	578	533
Other Operating Costs	420	382	272	281
Interest Costs	1,463	1,460	168	291
Depreciation	1,697	1,699	1,832	1,846
Taxation Equivalent	18	16	25	20
Loss on Sale of Assets		120		83
<b>TOTAL OPERATING EXPENSES</b>	<b>6,085</b>	<b>5,745</b>	<b>5,419</b>	<b>5,199</b>
<b>CAPITAL REVENUE</b>				
Grants & Contributions	684	724	968	1,362
Transfer from Reserves	860	4,659	2,564	6,320
Depreciation - Contra	1,697	1,699	1,832	1,846
Sale of Assets	-	-	-	-
Loan Funds	-	-	-	-
Sundry Revenue	-	-	-	-
<b>TOTAL CAPITAL REVENUE</b>	<b>3,241</b>	<b>7,082</b>	<b>5,364</b>	<b>9,528</b>
<b>CAPITAL EXPENSES</b>				
Purchase of Assets	1,889	833	3,640	2,113
Repaid Loan Principal	400	400	1,404	1,404
Transfer to Reserves	1,783	6,251	1,562	6,142
<b>TOTAL CAPITAL EXPENSES</b>	<b>4,072</b>	<b>7,484</b>	<b>6,606</b>	<b>9,659</b>
<b>2017/2018 RESULT</b>	<b>(1,248)</b>	<b>(538)</b>	<b>1,471</b>	<b>(176)</b>

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**Variations to 2018/2019 Financial Results of Business Undertakings**

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**WATER SUPPLIES**

Taken from the June quarter budget review, the water supplies operations resulted in a surplus variation of around \$366,000 between the original estimates and 30 June result.

**OPERATING REVENUE**

In this review consumption revenue was overestimated by \$191,000 or around 5%. Offsetting this slightly was an increase in interest on investments with better than estimated returns of around \$170,000.

**OPERATING EXPENSES**

Water Infrastructure Operations Operating Expenses (excluding Depreciation & Overheads) were \$446,000 less than budget (largely attributable to reduced maintenance costs for Reservoirs/Pump Stations/Filtration).

**CAPITAL REVENUE**

Increased developer contributions attributed to a \$298,000 increase in Capital revenue to the original budget.

**CAPITAL EXPENSES**

Transfers to Water Fund reserves were greater than budgeted.

**SEWER SERVICES**

Council adopted a \$20,700 deficit net change in working capital in the original budget. The actual result is a deficit before capital amounts of \$101,000.

**OPERATING REVENUE**

Sewerage Revenue - User Fees & Charges \$88,000 less than budget due to reduced water consumption as sewer charges are based on this consumption.

Sewer Interest & Investment Income \$79,000 greater than budget due to an increased rate of return on the investment portfolio.

**OPERATING EXPENSES**

Sewer Services Operations Operating Expenses (excluding Depreciation & Overheads) \$283,000 less than budget (largely attributable to reduced maintenance costs for Mains/Pump Stations/Filtration).

**CAPITAL REVENUE**

There was an additional \$275,000 in developer contributions.

**CAPITAL EXPENSES**

Transfers from Sewer Fund reserves were greater than budget.

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**Environmental Levy**

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

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

Projects funded by the Environmental Levy in the financial year 2018/2019 are listed below:

<b>Environmental Levy Projects</b>	<b>Proposed Budget 18/19</b>	<b>2018/19 Subsidy (under contract)</b>
Water quality river health monitoring	\$ 10,000	
Myna Bird Eradication	\$ 4,000	
GPT Maintenance	\$ 5,000	
Control of Noxious Weeds	\$ 66,200	
Servicing Doggy bins	\$ 1,000	
Ongoing Our living Coast Websites + collaborations	\$ 2,500	
Riverbank Erosion Program - rehabilitation	\$ 13,000	
State of the Environment Reporting	\$ -	
Heritage Grants	\$ 6,000	\$ 6,000
Dawkins Park Reserve (water quality and environmental improvement investigation)	\$ 16,000	
Coastal Management Program Actions	\$ 65,000	
Environmental Management Fund	\$ 5,000	
Restoration and Rehabilitation Fund (council managed reserves)	\$ 20,000	
Environmental Levy Operations Overheads	\$ 30,000	
Natural Resources & Environmental Planning Officer	\$ 30,000	
Camphor Laurel Management and Riparian Improvements at Bowraville	\$ 20,000	
Climate Change Adaptation Projects (implementation of Climate Change Adaptation Programs)	\$ 50,000	
Gordon Park Flying Fox Management Plan	\$ 10,000	
Implementation of Flood Risk Management Plan (Rural Flood Model + Mapping)	\$ 10,000	
Biodiversity Conservation Act (Biobanking feasibility investigations Council reserve/ operational land)	\$ 30,000	
Smart Farm Grant – Upper Buckra Bendinni	\$ 10,000	
Connecting Coastal Habitats Mt Yarrahapinni to Warrell Creek (Environment Trust Grant (\$100,000) successful with Macleay & NV Landcare; (\$10,000) commitment from Council for 3 years for work in the Nambucca LGA);	\$ 10,000	
<b>TOTALS</b>	\$ 413,700	
<b>unallocated (held in reserve)</b>	\$ 40	

## Inspection of Private Swimming Pools

Details of inspections of private swimming pools include:

• Number of inspections of tourist and visitor accommodation	1
• 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	21
• Number of inspections that resulted in issuance a certificate of non-compliance under cl21 of the SP Reg	0

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

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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 2019 there has been one (1) review conducted by Council under Part 5 (Review of certain conduct of an agency) of the PPIPA. The outcome of the review was that Council had breached some of the Information Protection Principles contained within sections 8-19 of the Act. An apology was issued to the complainant and procedures have been changed to ensure this does not recur in the future.

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

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Obligations under the GIPA Act – Reporting year 2018/2019 – Nambucca Shire Council



## 1 REVIEW OF PROACTIVE RELEASE PROGRAM

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

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

- Renewable Energy Plan
- Nambucca River and Deep Creek Catchment Assessment of River and Estuarine Condition Eco Health report 2018
- Environmental Levy Program 2018/2019 Consultation
- Updates on Maintenance Program for Roadworks, Construction, Green Spaces and Water and Sewerage
- Community Workshop Presentation on Lanes Bridge Construction Plans
- Progress Reports on Construction of Lanes Bridge
- Information on Grants and Funding Programs
- Library Strategy 2018-2022
- Tourism Strategic Plan 2018-2023
- V-Wall Revitalisation Architectural Concept Plan Exhibition and Consultation
- Weeds Management Information
- Continued scheduling of 'away' Council meetings held in community halls

## 2 NUMBER OF ACCESS APPLICATIONS RECEIVED

During the reporting period, Council received a total of **two (2)** formal access applications (including withdrawn applications but not invalid applications).

Total Number of Applications Received
<b>2</b>

## 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%	

## 2018/19 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)	1	1	0	2	0	0	0	0	4	100%
Members of the public (other)	0	0	0	0	0	0	0	0	0	0%
TOTAL	1	1	0	2	0	0	0	0	4	
% OF TOTAL	25%	25%	0%	50%	0%	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)	1	1	0	2	0	0	0	0	4	100%
Access applications that are partly personal information & partly other	0	0	0	0	0	0	0	0	0	0%
TOTAL	1	1	0	2	0	0	0	0	4	
% OF TOTAL	25%	25%	0%	50%	0%	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	1	50%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	1	50%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
TOTAL	2	

**TABLE F: TIMELINES**

	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extension)	2	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
TOTAL	2	

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

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

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

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

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

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

### Details of Compliance with National Competition Policy Principles

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

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

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

These special purpose financial reports have been prepared in accordance with the principles of the June 1996 NSW Government Policy Statement "Application of National Competition Policy to Local Government" and the 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 2019 is below:

<b>FINANCIAL POSITION</b>	<b>WATER SUPPLIES \$,000's</b>	<b>SEWERAGE SERVICES \$,000's</b>
Total Current Assets	10,268	5,871
Total Current Liabilities	537	1,386
Total Non-Current Assets	105,348	84,242
Total Non-Current Liabilities	22,096	2,448
Total Equity	92,983	86,279

## **WATER AND SEWERAGE SERVICES**

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

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

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

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

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

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

<b>Year</b>	<b>Approved increase to rate income</b>
2014-15	3.8%
2015-16	5.0%

2016-17	5.5%
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2016/17 saw the end of the special rate increases which funded 21 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	Degrass	Sinclair No. 1
Boat Harbour	Factory	Swans
Jack Ryall	Garretts No. 2	Top Bridge
Purcells	Jack Gorley	Touts
Browns Bridge	Little Broughly	Top Bridge
Browns Crossing No. 2	Lovedays	Lanes
Colemans	McHughs Creek No. 2	Youngs
Coulters	Menzies	

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



Lanes Bridge, Bowraville



# **DISABILITY INCLUSION ACTION PLAN**

**2017-2021**

**Progress Report 30 June 2019**





V-Wall Improvements, Nambucca Heads

Coral Hutchinson  
Manager Community Development  
PO Box 177 Macksville NSW 2447  
P: 02 6568 2039

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

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

## PURPOSE OF THE PLAN

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

## AIM

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



## COMMUNITY INCLUSION POLICY STATEMENT

Nambucca Shire Council promotes and facilitates inclusion by:

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

## PRIORITY AREAS FOR ACTION and ACHIEVEMENTS

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

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

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

#### **2018-2019 Result**

Meetings have been held monthly except for December and January due to holidays. All meetings have attracted a quorum and over the period membership has remained strong and has grown to 15 members. Monthly minutes are presented to Council for its information or endorsement of formal recommendations for action.

The Committee has provided planning input into projects such as Highlighting Our Heritage (Macksville Bridge) and the Adult Lift and Change Facility as well as provide advocacy for improvements to public spaces eg Nambucca Plaza near Cinema complex.

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

#### **2018-2019 Result**

Achieved. A portable PA is available for on-site or outdoor meetings.

Increase visibility of people with disability in publications and online.

#### **2018-2019 Result**

Some improvement with a small increase in images being used. A photoshoot during early 2019 undertaken for Council's tourism functions has resulted in professional images of local people in local environments includes older people, people using mobility scooters and wheelchairs. These will be used across Council documents.

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

#### **2018-2019 Result**

The Access Committee completed an online training course – Inclusive Tourism" Everyone's Business" as an advocacy and education project to encourage the business community to identify missed business opportunities due to poor access for people with disability. During the reporting period, the Committee also commenced a project promoting accessible businesses firstly with an assessment of an operator's response to providing for people with disability then with a view to providing recognition.

The Nambucca History Walk along the river foreshore (ANZAC Park to V-Wall) was developed early 2019 utilising accessible pathways and will incorporate the new jetty walkway which is being widened for improved access. History Walk brochures contain access information so that people with disability are better informed about what to expect and where to find accessible amenities.

For example – from Macksville History Walk:

*Access to all sites is by concrete footpath with good continuous paths of travel. Gutter crossings are plentiful but vary in ease of use – wheelchairs and motorised scooters exercise caution. Crossing at the traffic lights on Cooper Street is recommended. A riverside path underneath the south approach to the Bridge offers a pleasant alternative. Wheelchair accessible facilities are available throughout town: toilets in Princess St, Winifred St, and Cooper Street (at Aquatic Centre); car spaces in Wallace St, Princess St, Wallace Lane. Wander around and enjoy country hospitality.*

## **CREATING LIVEABLE COMMUNITIES**

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

### **4. Implement a program to improve accessible public toilets. (Annual)**

#### **2018-2019 Result**

No new toilet facilities were completed during the reporting period, however a review of amenities has commenced so that a more comprehensive plan can be developed.

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

#### **2018-2019 Result**

Toilets at Gordon Park were completed in 2017-2018, with some additional pathways installed over the past year. Further work is planned in the Park including development of an inclusive playground.

Toilets in Ridge Street Nambucca Heads remain in need of upgrading. A proposed redevelopment of the Library and Community Arts precinct is likely to include new compliant public toilets. Estimated timing 2021-2022.

### **6. Maintain information on the National Public Toilet Map. (Annual)**

#### **2018-2019 Result**

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

## 7. Review/implement the Pedestrian Access Management Plan (2019)

### 2018-2019 Result

A footpath link between Hennessy-Tape Oval and the shopping centre through to schools was completed in Bowraville.

“Pram” ramps were installed in Nambucca Heads at Liston and Hallidise Streets, at Liston and Bellinger Streets (2), at Back and Nelson Street at the supermarket turn, and in Nelson Street near the Bowling Club (4). There was one new ramp in River Street Macksville.

A rearrangement of the carpark in Winifred Street together with a relocation of the accessible car parking space in River Street (west) in Macksville, have improved accessible parking options.

Planning for improved access between foreshore levels – at Macksville Bridge has been completed.

Installation of LED street lighting across the Shire and at the V-Wall Nambucca Heads has improved night-time pedestrian access – now more user friendly.

Completion of a link between Scotts Head Primary School and the local oval.

## 8. Install accessible play elements in at least 1 children’s playground (2020)

### 2018-2019 Result

Design work has commenced or been completed for 2 projects under the Everyone Can Play guidelines. Playgrounds at Gordon Park Nambucca Heads and Coronation Street Bowraville have been identified with a construction tender being let in mid-2019 for the latter.

## **SUPPORTING ACCESS TO MEANINGFUL EMPLOYMENT**

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

## 9. Implement the Workplace Equity and Diversity Strategy (Annual)

### 2018-2019 Result

Whilst the Strategy has not recently been reviewed it is being implemented. One example is the following objective:

*Create a harmonious and supportive work environment and an organisational culture that values and promotes equity, fairness and diversity.*

The response to this has been a range of activities such as the following:

- Special events – BBQ, morning teas, theme days to promote causes such as RUOK and encourage inclusion.
- Code of Conduct training
- Core corporate values of ethical conduct and teamwork are included in every Position Description.

10. Recruitment website meets access standards. (Annual)

**2018-2019 Result**

Achieved.

Applicants for vacant positions are given the option of requesting special assistance via a standard question which prompts the need for consideration by Human Resources.

11. Work spaces meet the access needs of employees (As needed)

**2018-2019 Result**

A number of items of equipment were purchased and changes to the workplace were made during the past year eg prescription safety glasses, specialised ear protection, reading lamp, stand-up desks in response to employees specific disability needs.

An Employee Assistance Program is in place to assist people with health and well-being and an Employee Engagement Day was conducted on 27 March 2019 which showcased a range of services available to support staff and their families eg Black Dog Institute, Attune Hearing, NSW Health.

The Nambucca Shire Council has work practices which provide for carer's leave and flexible leave for people requiring long-term recovery or rehabilitation. There is also a Return to Work program and Ergonomic Assessments to assist people with special needs, to re-engage in the work place.

Resilience Training was conducted during the reporting period.

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

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

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

**2018-2019 Result**

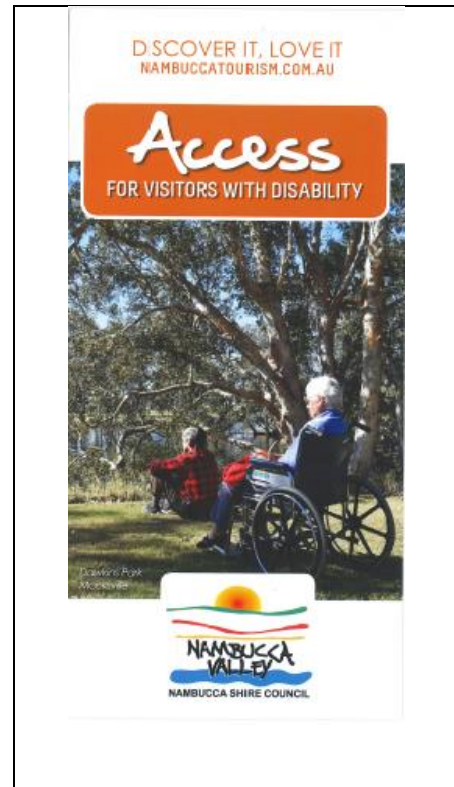
Completed.

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

A print brochure and its online equivalent “Access for Visitors with Disability” were produced and are being distributed.

This contains lists of accessible parking spaces and toilet facilities, together with contact points for people with disability regarding transport, health care, recreation, equipment hire and scooter recharge.

Local images were used in the brochure.



13. Council’s website will meet WCAG (Web Content Accessibility Guidelines). (Annual)

#### **2018-2019 Result**

Achieved.

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

#### **2018-2019 Result**

Website complies with WCAG.

#### Improved access to Library Services

Whilst not listed in the key actions, two initiatives during 2018-2019 have improved access to services at Nambucca Shire Libraries: installation of RFID and use of QR codes to connect to Wi-Fi. The Radio Frequency Identification System or RFID has numerous benefits key library operations, however within the context of this report a notable difference for people with communication or anxiety issues, as they now have the opportunity to self-check items for loan and return. This allows their independent access to resources at Libraries without the need for staff assistance unless they require it. The use of a QR code to access Library Wi-Fi allows people to scan and connect – convenient for people who have difficulty negotiating conventional computer hardware.

ooOoo

Refer to Council's website at: <https://www.nambucca.nsw.gov.au/page.asp?f=RES-QCF-54-48-20>