The Bega Valley Shire Council acknowledges, by way of our Memorandum of Understanding with the Bega, Eden and Merrimans Local Aboriginal Lands Councils and the Native Title Holders, that Aboriginal people are the original inhabitants, custodians and native titleholders of all land and water in the Shire.

We recognise Aboriginal spiritual, social and cultural connections to these lands and waters and state our commitment to ensuring that Aboriginal rights, as enshrined in legislation, are upheld and not eroded.
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Bega Valley Shire Council is proud to present our Annual Report for 2015-16. This report has been developed for our community, to share our progress over the past financial year. It provides a summary of the achievements we have made in working towards our Community Strategic Plan. This report summarises our activities under each of our community ambition statements. It provides an overview of Council’s financial position, operations and progress, and is prepared in accordance with the *Local Government Act, 1993*. A detailed report against our Delivery and Operational Plan, and implementation of major capital and renewal projects is provided in our supplementary report in Attachment 1. Audited financial statements are provided in Attachment 2.
Who we are

The Bega Valley Shire is located at the south-eastern extremity of New South Wales. The Shire’s coastal fringe extends from Wallaga Lake in the north to Cape Howe and the Victorian border in the south. Collectively this 220 kilometre section of coastline forms the beautiful Sapphire Coast. Inland the higher peaks of the Great Dividing Range give way to rolling hills and numerous rivers and streams. Approximately 73% of the Shire’s 6,052 square kilometres is National Park or State Forest. The Shire’s combination of natural beauty, temperate climate, its proximity to Sydney, Melbourne and Canberra and its range of towns, villages and recreational opportunities and commercial enterprises has attracted visitors and new residents for many years.

Our place by numbers

<table>
<thead>
<tr>
<th>Bridges</th>
<th>227</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sewerage Treatment Systems</td>
<td>10</td>
</tr>
<tr>
<td>Sewerage Pump Stations</td>
<td>37</td>
</tr>
<tr>
<td>Pressure Sewerage Pump Stations</td>
<td>990</td>
</tr>
<tr>
<td>Sewerage Manholes</td>
<td>6,628</td>
</tr>
<tr>
<td>Reticulation Sewerage Mains</td>
<td>347 km</td>
</tr>
<tr>
<td>Sewer Rising Mains</td>
<td>231 km</td>
</tr>
<tr>
<td>Roads</td>
<td>1,422 km</td>
</tr>
<tr>
<td>Footpaths</td>
<td>78 km</td>
</tr>
<tr>
<td>Community Halls</td>
<td>20</td>
</tr>
<tr>
<td>Sporting Grounds</td>
<td>25</td>
</tr>
<tr>
<td>Swimming Pools</td>
<td>6</td>
</tr>
<tr>
<td>Ocean Pools</td>
<td>2</td>
</tr>
<tr>
<td>Libraries</td>
<td>4</td>
</tr>
<tr>
<td>Regional Art Gallery</td>
<td>1</td>
</tr>
<tr>
<td>Childcare and Preschools</td>
<td>19</td>
</tr>
<tr>
<td>Estuaries</td>
<td>29</td>
</tr>
<tr>
<td>Cemeteries</td>
<td>13</td>
</tr>
</tbody>
</table>
The Bega Valley Shire boasts the highest rate of volunteerism per capita in NSW with over 500 people actively volunteering directly for the Council. Volunteers are responsible for maintaining and managing our beautiful halls, ensuring our cemeteries are shown the respect they deserve, assisting to deliver home library services, sitting in the Bega Valley Regional Gallery as well as maintaining a host of sports grounds, parks, gardens and nature strips throughout the Shire.

Regardless of skills, experience or ability, volunteering is rewarding for both the community and the volunteer.
The Bega Valley Shire’s population of approximately 33,500 people is currently projected to grow at 1.1% per annum, which will see a population of 37,295 people calling the Bega Valley home by 2030. Despite a small population, the Shire’s community boasts a diverse range of skills, talents, interests, and our own story to tell, all of which makes the Bega Valley Shire community what it is today.

In December 2012 a community satisfaction survey was conducted by IRIS Research to provide Council with a greater understanding of community expectations, needs and levels of satisfaction with current services. The results of this survey showed the management of roads, pathways, and parking as the number one priority for Shire residents. This was followed by promoting tourism, and planning for growth, development and sustainability.

Current profile:

- **Median age:** 48
- **Median Household income:** $848
- **Couples with children:** 23%
- **Older Couples without children:** 14%
- **Homes owned unencumbered:** 43%
- **Households with mortgage:** 27%
- **Median weekly mortgage:** $346
- **Households renting:** 23%
- **Median weekly rent:** $200
- **Non English speaking background:** 4%
- **Bachelor or higher degree:** 13%
- **Vocational:** 23%
- **Homes owned unencumbered:** 43%
- **Unemployment:** 5.9%
- **Public transport to work:** 1%
- **SEIFA index of disadvantage 2011:** 969

Our Community
A message from the Mayor

Cr Kristy McBain : Mayor - Bega Valley Shire Council

Having been elected in 2012 as my first term as a Councillor, and since having been elected in 2016 to the position of Mayor, I wish to acknowledge the achievements of the last Council and thank those Councillors for their commitment to their community. The previous Council which this report covers was led by Cr Bill Taylor and Cr Michael Britten.

During this Council term there has been some wonderful achievements including:

**Eden Port** Council’s vision for economic development through a $2 million investment in key tourism gateways has leveraged state and federal funding packages totalling $52 million for the development of Eden Port. This is a significant commitment and demonstration of confidence in Eden and this region into the future. The total project cost of the wharf extension is now fully funded and the project and cruise opportunities will continue to go from strength to strength.

**Merimbula Airport:** Premier Michael Baird’s commitment of $4.4 million in State funding to future-proofing of the Merimbula Regional Airport in May 2016 was a very welcome investment in the growth of the Shire with the recognition of the potential for tourism development as outlined in Council’s Masterplan for Merimbula airport precincts. The funding will add to nearly $1 million secured in December 2015 through the Restart NSW Regional Tourism (Airports) fund which went towards fire support infrastructure at the airport and Council’s own commitment of $1.2 million and a federal coalition commitment of $1.2 million.

**Tura- Marrang Library:** The Shire’s new bright and airy library and community centre in Tura Beach came about through a well-timed investment opportunity. On the library’s opening day more than 1100 visited the new facility and feedback from the community has been great. It’s been a journey travelled with the community, with consultations held on building uses right down to the library and community centre name, ‘Marrang’ which is a local Indigenous word for ‘sand and sea’.

**Accessible play spaces** : Two new inclusive play spaces were opened in the Shire in the reporting year. Livvi’s Place in Merimbula is the result of a partnership between Council, a national charity, Touched by Olivia Foundation, local organisations and the NSW Government to create a play space that invites people to play side by side, regardless of their ability. The renewal and upgrade of the playground at Bega Park was also designed with inclusiveness in mind with improved access features including boat swings, rubber soft-fall for improved access around play equipment.

But the job is not done. I look forward to working with the newly elected Council to continue providing new and improved services in our communities, making our great place liveable and loveable for our residents, for our visitors and for our businesses!
Councillors for the report period

Bega Valley Shire Council is governed by nine elected Councillors. The Councillors are elected every four years with the last election being held in September 2012. Councillors provide leadership and establish policy and strategic direction for the organisation and the future of the Shire. There are no wards or ridings in the Bega Valley Shire so the nine Councillors are elected by the people to represent the interests of all residents, to provide leadership and guidance to the community, and to encourage communication between Council and the community. The Council elects the Mayor and Deputy mayor each September. Our Mayor for the reporting period was Councillor Michael Britten and our Deputy Mayor was Councillor Liz Seckold, elected in September 2014 and again in 2015.
Council meetings

Everyone is invited to attend meetings of Council. Ordinary Council Meetings are now held every third Wednesday. The meetings start at 2pm and are held in the Bega Valley Commemorative Civic Centre at Zingel Place Bega. Extraordinary Meetings are held from time to time to attend to urgent matters which require the decision of the full Council, these meeting are advertised in the local papers.

The Agendas for Council Meetings and reports for each meeting are available from 5pm on the Thursday prior to each Ordinary Meeting on Council’s website and a hard copy is made available at the Bega Administration reception desk and in the Council Chambers on the day of the meeting.

Council meetings are lived streamed and can be viewed on the Council’s website.

How Council operates

Council is the third level of government that is directly accountable to the local community with powers and responsibilities conferred from State Government, with funding from local rates, charges and fees and grants from the NSW State Government and the Commonwealth Government. The Local Government Act 1993 provides Council with the framework and powers to provide community services and facilities.

- **FEDERAL GOVERNMENT**
  - Foreign affairs, defence, trade relations, communications, immigration, pensions.

- **STATE GOVERNMENT**
  - Public hospitals, public schools, police services, ambulance services, fire brigades, state roads, e.g. Princes Highway.

- **LOCAL GOVERNMENT**
  - Planning, cultural development, libraries, waste collection, water, sewerage, community services, local/regional roads and recreation facilities.
General Manager’s Message

Welcome to Bega Valley Shire Council’s Annual Report for 2015-16.

Leanne Barnes  :  General Manager - Bega Valley Shire Council

The 2015-16 year has seen the culmination of major projects which have been on Bega Valley Shire Council’s radar for more than a decade. It has also been a time when every town and village in the Shire has benefitted from capital works as well as community services, environmental initiatives, cultural activities and sport and recreation services.

Council has leveraged $54 million of investment into the Eden Port with both the State and Federal Governments taking Council’s commitment of $2 million as lead driver to the wharf extension and safe harbour upgrade as a significant economic opportunities into the region. This along with the Merimbula Airport upgrades with State and Federal support of $7.8 million in total including Council’s commitment of $1.2 million, we are now able to capitalise on international flights into Canberra and link to the growing cruise industry into Eden.

We are equally proud of our community support achievements – the small grants and scholarships that can change individual lives and the innovative projects like our Autism Lab initiated and run by our libraries.

The opening of our Bega Valley Commemorative Civic Centre was a big event for the community when nearly 1,000 people turned up to inspect it on Australia Day this year. The surrounding Littleton Gardens have been updated and provide another public space in Bega town. Redesigns of four main commercial zones have been workshopped extensively and significant upgrade work completed on the Eden CBD redevelopment. We have also adopted master plans for two regional sportsgrounds identifying current and future needs of the community.

We are ever conscious of the beautiful area in which we live and our responsibility to protect our environment. Not only have we reduced our own energy use we have also provided more than $40,000 in environmental grants to community groups and have undertaken restoration to lagoons and wetlands. All abilities access is also important to us and reflected in three projects completed this year – two all abilities accessible playgrounds and an assisted access ramp at one of our most popular beaches.

And, of course, key to all our achievements is our staff. We are proud of their hard work, brilliant ideas and loyalty to the local community and Council as their employer.

What a year!
Organisation Structure

Council’s General Manager, Leanne Barnes is responsible for the implementation of Council’s policies as well as the administration and management of all Council day-to-day business. The General Manager reports to the Council (Councillors).

The General Manager is supported in the role by four Directors and an Executive Manager. These organisational leaders report to the General Manager and form the Leadership and Executive Group. The group is fondly referred to as LEG by our staff.
What we do:

Provide and maintain community facilities such as:

- Parks and sportsgrounds
- Playgrounds and skate parks
- Sapphire Aquatic Centre Pambula and swimming pools throughout the Shire
- Sports and recreation facilities throughout the Shire
- Local libraries in Bega, Bermagui, Eden and Merimbula
- Preschools and Childcare centres in Bega and Eden, and our Mobile service for Candelo and Bemboka
- Merimbula Airport, Bega Saleyards and cemeteries throughout the Shire

We care for the environment by:

- Managing and enhancing bushland areas
- Providing environmental and waste education and recycling services
- Responding to pollution incidents and prosecuting polluters
- Monitoring the water quality of the Shire’s estuaries
- Planting trees and controlling noxious weeds
- Beneficially recycling and reusing treated effluent

We create a safer place to live by:

- Maintaining and improving roads, footpaths and stormwater drains
- Working with emergency organisations such as the Rural Fire Service, State Emergency Service, NSW Police and NSW Surf Life Saving
- Managing the keeping of companion animals
- Inspecting food premises
- Treating and supplying drinking water to our community
- Treating sewage to a high standard to protect human health

We enhance our community by:

- Listening to community views
- Holding citizenship ceremonies, Australia Day Celebrations and the Seniors Week luncheon known as the Golden Gig
- Offering services for seniors, young people, new migrants and people with a disability
- Providing grants to community organisations
- Supporting local community groups such as sporting clubs, arts, migrant groups and charities
- Encouraging and promoting volunteering in our communities

We plan for the future by:

- Planning and managing the urban environment
- Preserving heritage sites
- Consulting with the community about its needs
- Developing long term strategic plans for Council and the Shire
Our Workplace

Organisational Development

Organisation development initiatives and activities are driven by the values and behaviours defined in our PLaCE Charter. These values and behaviours are continuing to be integrated into the majority of our people-processes and practices. A significant focus in the past year has been upon management and leadership development. BVSC developed a strategic alliance with the Australian Graduate School of Applied Management (ASAM) as a provider of a range of management and leadership development initiatives. These have included:

- The Colloquium Leadership Development program, an intensive program targeting existing and future senior leaders;
- Use of Human Synergistics analysis tools to provide managers with 360° feedback and an organisational culture survey to provide a baseline measure and direction for organisational improvement; and
- The Regional Leadership Forum, conducted in December 2015, bringing together community leaders, committees and Council managers to learn and hear from experts and practitioners in the field.

Internally we have been overhauling our annual employee feedback and review system. This project has included a major review of all organisational position descriptions, revision of the remuneration system to reduce complexity (making it more transparent and fair), implementation of software to support the new Employee Knowledge and Skills (EKaS) system, and training of staff in the application of best-practice techniques when providing staff feedback.

Equal Employment Opportunity

Council has an ongoing commitment to ensuring the principles of EEO underpin policy, procedures and activities across Council. The staff induction program reinforces this commitment and includes projects such as bi-annual workshops on the prevention of bullying and harassment.
Providing a Safe Workplace

In 2015-16 Council continued to review its safety management system to ensure compliance with all relevant legal requirements as well as a moral commitment to provide a safe and healthy workplace. As a result of this review the following procedures were developed in consultation with the workforce:

- Procedure 5.05.9 Fitness for work – alcohol and other drugs
- Procedure 5.05.11 Lone or remote Worker
- Procedure 5.05.13 Contractor Safety Management
- Procedure 5.05.14 Manual Handling and Work Place Ergonomics
- Procedure 5.05.15 Isolation, Lock-out and Tag-out
- Procedure 5.05.16 Lifting Equipment

During the 2015-16 reporting period Council commenced its program of alcohol and other drugs testing which aims to discourage people from entering a BVSC workplace where they may be unfit for work. This undertaking has a strong commitment to provide support to workers experiencing issues related to alcohol and other drugs via referrals to the Employee Assistance Program (EAP) and ongoing training.

Our employee health initiatives/programs conducted in 2015-16 included: annual influenza vaccinations; hepatitis screening program; skin screening checks, audiometric testing for staff exposed to excessive workplace noise, smoke free workplace initiatives and the Move-4-Life Manual Handling Program.

<table>
<thead>
<tr>
<th></th>
<th>2015/16</th>
<th>2014/15</th>
<th>2013/14</th>
<th>2012/13</th>
<th>2011/12</th>
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</thead>
<tbody>
<tr>
<td>Lost time hours cumulative*</td>
<td>1,815</td>
<td>806</td>
<td>352</td>
<td>4,189</td>
<td>2,180</td>
</tr>
<tr>
<td>Number of new claims</td>
<td>14</td>
<td>17</td>
<td>14</td>
<td>29</td>
<td>27</td>
</tr>
</tbody>
</table>

*Equals lost time hours for injuries received plus lost hours for claims carried over from previous years.
Financial Snapshot

### Source of Fund 2015 - 16

<table>
<thead>
<tr>
<th>Type of Fund</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rates &amp; Annual Charges</td>
<td>$46,531,000</td>
<td>53%</td>
</tr>
<tr>
<td>Operating Grants &amp; Contributions</td>
<td>$15,780,000</td>
<td>18%</td>
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<tr>
<td>User Charges</td>
<td>$15,640,000</td>
<td>18%</td>
</tr>
<tr>
<td>Investment Returns</td>
<td>$1,698,000</td>
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</tr>
<tr>
<td>Sale of Assets &amp; Other</td>
<td>$1,344,000</td>
<td>2%</td>
</tr>
<tr>
<td>Capital Grants</td>
<td>$6,380,000</td>
<td>7%</td>
</tr>
<tr>
<td>Total</td>
<td>$87,373,000</td>
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</table>
### Expenditure of Fund 2015-16

#### Type of Fund

<table>
<thead>
<tr>
<th>Type of Fund</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Costs</td>
<td>$30,337,000</td>
<td>36%</td>
</tr>
<tr>
<td>Borrowing Costs</td>
<td>$2,010,000</td>
<td>2%</td>
</tr>
<tr>
<td>Materials &amp; Contracts</td>
<td>$20,876,000</td>
<td>25%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$24,474,000</td>
<td>29%</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>$5,801,000</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$83,498,000</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Our planning in action

In addition to our annual activities and core services, Council plans and delivers many high profile major projects. These projects are often longer term projects, taking place over several financial years and many have required the seeking of external funds. Each of these major projects are reported quarterly to Council with updates published to our Council website to ensure our Community has access to the latest updates.

The status of our Major Projects as of June 30 2015:

Bega Valley Commemorative Civic Centre

This central addition to Bega’s commercial and cultural precinct is the result of a community and Council relationship spanning back to the 1950s.

Built this year on the site of Bega’s original Memorial Town Hall, and including the heart of the older building with its substructure and wooden dancehall floor, the [add value] Bega Valley Commemorative Civic Centre is already proving a hit with the local community.

The Centre is a multipurpose building capable of hosting everything from small community meetings to large entertainment acts such as The Wiggles who recently played there.

Also housed in the building are the Bega Valley Shire Council chambers which can be reconfigured to a standard community meeting space if required.

The original Town Hall was built by many local people, some of whom still live in the area. During stages of construction, stories were shared with the original builders, including a site visit accompanying the Mayor who listened to stories of the regular dances held in the Hall. Many of these stories live on in the floor and rafters of the new building.

Officially opened on Australia Day 2016, the new centre has an important aspect overlooking one of a number of local Aboriginal landscapes, something reflected in the naming of its meeting rooms which references mountains in the Shire that hold important cultural significance to the local Aboriginal people.

The Centre is also a key memorial to local people who lost their lives in the World Wars. This has come about from continuing a strong relationship with the local RSL sub-branch and including them in decisions around the naming of the Centre.
**Eden Port**

$2m investment from Council to leverage $54 million Eden Wharf and Safe Harbour Project. Council's vision for economic development through a $2 million investment in key tourism gateways has leveraged state and federal funding packages totalling $52 million for the development of Eden Port.

This includes $10 million of Federal funding and a $3 million State Government package for the extension of the Eden breakwater wharf, and the recent $29 million investment from the NSW Government to further extend the breakwater wharf so that it will accommodate cruise ships in excess of 300 metres.

This is a significant commitment and demonstration of confidence in Eden and this region into the future.

The total project cost of the wharf extension is now fully funded and the project and cruise opportunities will continue to go from strength to strength.
Merimbula Airport
Merimbula Airport has received $4.4m State funding and $1.2m coalition election commitment. Premier Michael Baird’s commitment of $4.4 million in State funding for Merimbula Regional Airport marked a very welcome investment in the growth of the Bega Valley Shire with the recognition of the potential for tourism development as outlined in Council’s Masterplan for Merimbula airport precincts.

The funding will add to nearly $1 million secured in December 2015 through the Restart NSW Regional Tourism (Airports) fund which went towards fire support infrastructure at the airport. The new State funding will allow Council to extend the runway north, seal the runway end safety area and undertake other aircraft service areas which will assist air freight services.

The Federal Government has allocated an extra $1.2 million to improve passenger and baggage security and freight handling, and contribute towards the sealing of the car park. This funding is matched by Council’s contribution of $1.2 million. These combined funding packages are excellent news for every town and village in the Shire as developing tourism gateways to grow with increasing demand from different domestic and overseas markets will result in the benefits filtering through to the whole community.

Tura community centre and branch library development
The Shire’s new bright and airy library and community centre in Tura Beach came about through a well-timed investment opportunity that resulted in the acquisition of a local tavern that had run into financial difficulties. As it is situated in the Shire’s fastest growing area, and in a key commercial district, Council moved fast to purchase the building for $1.2 million. Looking past its dark façade and interior, Council’s vision was to transform the building into a major community asset that will lead the way in library design.

On the library’s opening day more than 1100 visited the new facility and feedback from the community has been great. It’s been a journey travelled with the community, with consultations held on building uses right down to the library and community centre name, ‘Marrang’ which is a local Indigenous word for ‘sand and sea’. Aside from the rich reading and study collection, the Centre also provides a number of places for meetings and gatherings. Meeting rooms and spaces are available for hire during and after business hours to accommodate the needs of many local community groups and business start-ups.

Town Centre design projects – Bega, Bermagui, Eden, Merimbula
Eden, Merimbula, Bega, Bermagui - Bega Valley Shire’s four main commercial centres in Bega, Bermagui, Merimbula and Eden were given fresh new designs from a major work with the community and landscape architects, Spiire. The designs were extensively workshopped with the community via onsite listening posts and a range of surveys before being formally adopted with $3 million in the bank for construction works.

Work in the Eden CBD has recently finished, which has provided the town centre with a vibrant new look that incorporates improved and extended pedestrian areas, carefully designed street furniture and a vital reference to the town’s history and heritage values. Work in the other town centres is expected to commence next year. Three capital projects considered in the 2015-16 operating budget are the Town Centre masterplan Implementation (Providing the 2015-16 allocation of $538K to the completion of the Eden town centre masterplan). The capital funding for each of these projects has been incorporated into the 2015-16 budget. The funding sources for these projects are through loan borrowings. The repayment of these loans will not commence until the 2016-17 financial year and will be incorporated into that year’s budget.
Littleton Garden

Council put in place the final piece of its commercial and civic precinct in Bega, with a major redevelopment of the Littleton Gardens area.
This $2.3 million investment is the result of extensive consultation with the community to provide a vital link between the Sapphire Marketplace shopping mall and the traditional commercial zone on Carp Street which is home to many small and unique shops.

This linking of the two areas maintains high levels of pedestrian traffic and commercial activity in both the new and traditional shopping zones, while providing an attractive and expanded area for relaxing in the shade and sun.

The work included the demolition, earthworks and landscape of Littleton Gardens Stage 1A; Littleton Gardens Stage 1B civil and landscape; Littleton Gardens Stage 1B electrical; supply and install prefab toilet block; civil construction of Zingel Place realignment and civic centre/Littleton Gardens Stages 2,3,4; electrical construction of Zingel Place realignment and civic centre/Littleton Gardens Stage 2,3,4.

The capital funding for each of these projects were incorporated into the 2015/16 budget. The funding sources for these projects are through loan borrowings. The repayment of these loans will not commence until the 2016/17 financial year and will be incorporated into that year’s budget.
Fit for the Future (FFTF) and Resourcing Strategy Review

Bega Valley Shire Council was found to the Fit for the Future by IPART and stands alone after submitting a Council Improvement Proposal outlining the key directions to take the Council from its sustainable standing to a stronger position in the future.

This important proposal sits alongside our strategic planning documents and management plans and draws on the benchmarks for successful and sustainable governance as provided by the NSW Government in its Fit for the Future package.

Using these benchmarks, Council was assessed by the Independent Local Government Review Panel using the criteria of financial sustainability, infrastructure and service management, efficiency, scale and capacity.

While we are requested to show how we are working towards meeting the State Government benchmarks, our initial independent assessment by the ILGRP showed we were in a good position.

From this the Panel recommended that Bega Valley Shire Council undergo no change in terms of merging with other Councils. However we discussed the options of co-operative service delivery models with our immediate neighbours.

Part of the Fit for the Future package involved a self-assessment tool which helped us to get a clear picture of how we are performing against the benchmarks.

Of the seven benchmarks we looked most at our operating performance ratio and infrastructure backlog ratio; an action plan to achieve these benchmarks by 2017 was included in the proposal.

We achieved benchmarks in own-source revenue, building and infrastructure renewals, asset maintenance and debt service and although we didn’t reach the real operating expenditure per capita benchmark, this result was skewed by past injections of State and Federal emergency recovery funding and we are well on track to reaching our target in 2017.

Merimbula By Pass

Merimbula is one of regional NSW’s major tourist hotspots. Every year its population swells with a welcome influx of tourists which places a pressure on the town’s CBD

Last year, a roundabout was installed for $1.1 Million and remedial works completed to prepare for the building of the $10 Million bypass in 2016 and 2017. The bypass will be a very effective solution to the summer traffic congestion, and visitors to the area will have an increased likelihood of returning if a traffic inconvenience is permanently resolved.

Three capital projects were considered in the 2015-16 operating budget. One was Merimbula Bypass (bringing forward the completion of the project into 2016-17. Allocating $3m in 2015/16 with the balance occurring in 2016-17), the capital funding for each of these projects have been incorporated into the 2015-16 budget. The funding sources for these projects is through loan borrowings and repayment of these loans will not commence until the 2016-17 financial year and is incorporated into that year’s budget.
**Merimbula effluent management**

Environmental studies have concluded the preliminary stages of a proposed ocean outfall pipe project in Merimbula Bay.

The proposed $25 million project will pump treated effluent from the Merimbula Sewage Treatment Plant approximately 4km out to sea where the study has found that deep water currents will prevent the effluent washing back to shore.

The outfall pipe will significantly reduce pressure on the sewage system which can become inundated at times of heavy rain or increased use during peak tourist season.

The outcome will reduce impact on the local industry and environment which includes a tidal lake, oyster and mussel leases, and Merimbula Bay, a popular tourist spot.

Currently the treated effluent is pumped into the bay from a beach-located outlet pipe.
Achievements in doing things with a touch of difference
Media Highlights

July 2015

- Council has resolved to provide funding and endorse a deed with Transport NSW to deliver upgrades to the boat ramps at Mogareeka and Beauty Point, and the jetty at Kianinny.
- The new pavilion at Dickinson Oval in Bermagui was officially opened by Member for Bega, Andrew Constance, and Bega Valley Shire Mayor, Michael Britten.
- Council secured funding from the Office of Environment and Heritage to conduct an assessment of three Shire estuaries and their catchments, Cuttagee Lake, Nelson Lagoon and Middle Lagoon.
- Council accepted a tender for work on the second stage of the Central Waste Facility in Wanatta Lane, Wolumla.

August 2015

- Council allocated $40,000 from the environment levy in Community Environmental Grants for projects targeted at enhancing the local environment.
- The children at Bandara Children’s Service in Bega donned their leathers and helmets and revved up with the establishment of the Bandara Bikies.
- A major redesign of an intersection to create the roundabout in Merimbula was completed in a joint project by Council’s Design and Works teams.

September 2015

- Council announced that a four million litre water supply reservoir will be constructed to increase Bermagui’s water storage capacity by 60 per cent.
- Council bought a regional training centre in Merimbula to serve as the Bega Valley Regional Learning Centre and providing a self-funded option for Council to invest in the Shire’s economic development.
- As part of the Urban Interface Project Work, planting of the East Street, Bega cycleway was carried out by high school students, local residents, Council staff and members of Bega River and Wetlands Group.
- Council adopted a Coastal Zone Management Plan that recognises the values, uses, condition and range of threats to the lake and identifies short, medium and long term action for the Pambula Lake estuary’s management.
Media Highlights 2015/16

October 2015

- Work begins on the Merimbula CBD bypass to reduce traffic congestion within the Merimbula CBD and improve through-traffic movement.
- The efforts and contribution of 11 Shire residents were recognised with the presentation of Bega Valley Shire Community Service Medallions.
- Council increased the annual issue of free waste disposal vouchers from one to two a year to encourage proper waste disposal.
- Construction of gravel paths began as part of the work being undertaken by Council to complete the pathway around Lake Curalo, Eden.

November 2015

- Bega Valley Shire Council won a prestigious Green Globe Award for the Tathra Community Solar Farm, a joint project of Council and the community organisation, Clean Energy for Eternity. The project won the Climate Change Leadership category which recognises environmental excellence, leadership and innovation.
- Council confirmed its support for the recognition of Aboriginal and Torres Strait Islander peoples in the Australian Constitution.
- Council lodged an application with the NSW Government to continue as a ‘stand-alone’ organisation.
- The draft master plans for the Bega and Pambula Sporting Complexes were endorsed by Council and put on public exhibition.

December 2015

- Council convened and hosted the South East Region Leadership Forum to help the region develop and strengthen leadership alliances, services and co-operation.
- Work began on a new observation platform at Pambula Beach to improve views of the beach and main swimming area.
- Council is worked with planning consultants to develop masterplans for the Bruce Steer Pool area in Bermagui, Short Point in Merimbula and the Pambula Surf Club

January 2016

- Following heavy rain within the Brogo River water supply catchment, Bega Valley Shire Council introduced a Boil Water Notice as a precautionary measure.
- Work began to construct a new accessible playground in Merimbula. The project was sponsored by Council, the community and the Touched by Olivia Foundation.
- The new Bega Valley Commemorative Civic Centre in Bega was officially opened on Australia Day.
Media Highlights 2015/16

February 2016

- Unprecedented weather events had a major impact on the infrastructure network of the Shire. Unsealed road surfaces were washed away, bridges had debris on and jammed under their decks and potholes appeared on many of the sealed roads.
- Council resolved to relocate the Dr Evedrshed memorial clock tower from the intersection of Gipps and Carp Street to a more suitable location within Bega.
- Construction began on new Mogareeka boat ramp
- A new e-services tool was launched on Council’s website that allows for the tracking of Development Applications and Complying Development Certificates.
- Council resolved to buy Eden’s Hotel Australasia to restore and preserve the heritage value of the site

March 2016

- Council has begun developing an Aquatic Facilities Strategy to provide direction for the ongoing provision of aquatic facilities in the Shire to best meet the needs of the community over the next 10 to 20 years.
- The Bega Valley Regional Gallery hosts the Flora Australis exhibition worth over $1.5 million and included works of such quality and historic importance that never before had been exhibited in the Bega Valley Shire.
- The new playground at Bega Park was officially opened with an Easter Egg hunt.
- Bega Valley Shire Council approved a weekly market for Bega’s Littleton Gardens with Councillors also agreeing to expand the number of stalls allowed from 30 to 40.
- Council is began the process of reviewing its Community Strategic Plan and more than 1400 people took the Understanding Our Place survey, our biggest public consultation yet.
- A report card on Bandara Children’s Services in Bega and Eden Preschool has delivered top marks to Bega Valley Shire Council’s early childhood services.
Media Highlights 2014/15

April 2016

- The Bega Valley Shire welcomed its sister city friends from Littleton, Colorado, with a civic dinner at the new Bega Valley Commemorative Civic Centre.
- Teenagers across the Shire learned about creating movies with an iPad at one of the free workshops offered by Bega Valley Shire Library during Youth Week.
- Seniors throughout the Shire celebrated Seniors Festival with Council funded events run by community organisations.
- The official opening of the newest section of pathway in the ongoing Lake Curalo project with four new bridges, fresh gravel pathway and stormwater drainage improvements making up the bulk of the $350,000 in works completed by local contractors.
- The Tathra Community Solar Farm project has been highly commended in the NSW Local Government Awards for Excellence in Environmental Leadership and Sustainability.
- Council supported Australia’s first Regional Innovation Week around Merimbula and Bega to highlight the opportunities and entrepreneurial community already at play in our stunning natural environment.
Media Highlights 2014/15

May 2016

- Council’s new community recycling centre in Merimbula takes problem waste that should not go in any of the kerbside bins.
- Bega Valley Shire Council approved a weekly market for Bega’s Littleton Gardens with Councillors also agreeing to expand the number of stalls allowed from 30 to 40.
- Council is began the process of reviewing its Community Strategic Plan and more than 1400 people took the Understanding Our Place survey, our biggest public consultation yet
- A report card on Bandara Children’s Services in Bega and Eden Preschool has delivered top marks to Bega Valley Shire Council’s early childhood services.

June 2016

- The 10th Shirley Hannan National Portrait Award exhibition began. The Shirley Hannan is well established as one of Australia’s best loved and richest portrait prizes with a first prize of $50,000.
- Library services in the Shire have expanded with the official opening of the Tura Marrang Library and Community Centre and a decision to keep the Merimbula Library Portal open for the foreseeable future.
Vision
The Bega Valley is a community that works together achieving a balance between quality of life, enterprising business, sustainable development and conservation of the environment.

Framework to achieve the Vision
Key Themes: Bega Valley 2030 has five key themes. These reflect the ambitions of the community and are presented in a manner that outlines the outcomes to be achieved by 2030.

The first three themes provide the framework to deliver social, environmental, economic outcomes to achieve our vision in partnership with other levels of government, the community and business.

The fourth theme provides the support to the first three themes through the provision and renewal of infrastructure.

The fifth theme outlines how as an organisation Bega Valley Shire Council will support the community through effective and transparent leadership.

1  A Liveable Place
2  An Enterprising Place
3  A Sustainable Place
4  An Accessible Place
5  A Leading Organisation
Council’s Role

To clarify the role and relationship with government and other bodies in providing infrastructure, facilities and services, the following descriptors apply:

Leader: providing direction through planning policy.

Provider: providing services and infrastructure.

Regulator: as a regulator of development, community health and safety and the environment.

Partner: as a partner with the community, government and private organisations.

Facilitator: as a facilitator to bring together Local, State and National Governments, private and community objectives to achieve the best outcomes.

Advocate: as an advocate on behalf the local community.

Promoter: as a promoter of the Bega Valley and of services, programs and activities within the Shire.

Purchaser: as a purchaser or buyer of services or products.

Broker: as a broker sourcing public or private funds to provide service or infrastructure.
A Liveable Place

To support a place where everyone regardless of age or circumstance can enjoy a safe, involved and affordable community life.

Group – Community Relations and Leisure

At Council, our Community, Relations and Leisure Group are committed to making your place a Liveable Place. By this we are committed to ‘supporting a place where everyone regardless of age or circumstance can enjoy a safe, involved and affordable community life.’

To fulfil this commitment, we undertake many core functions. Our ‘core functions’ are the functions and services we deliver on a day to day basis. Our core functions can often be a statutory function of Local Government, or a service that is deemed essential for the servicing of our community.

The following pages outline what we consistently provide to our community to make your place a Liveable Place.
## Function: Community and Culture

<table>
<thead>
<tr>
<th>Function Activities (Our Core Service areas)</th>
<th>What this service provides</th>
</tr>
</thead>
</table>
| **Ageing and Disability**                   | Council supports the wellbeing of older residents and residents with a disability by co-ordinating a suite of services to assist them to remain living independently in their own homes and connected to their chosen community. Programs for Seniors include:  
• The Com Packs program which will assist over 126 people returning home after a recent hospitalisation.  
• The Community Options program which will support up to 120 frail aged people, people with a disability and their carers through individual case management services, information and referral  
• Council receives funding from the Commonwealth Dept of Health and Aging and the NSW Dept of Families and Communities for these programs |
| **Brighter Futures**                         | Through this program Council supports families to create and maintain positive and nurturing environments for children in the early years of their lives. Council will provide families with support and services to help prevent an escalation of the problems they are facing. This is achieved through case management, home visiting, quality children’s services and parenting programs.  
• Council receives funding for the Brighter Futures Early Integration Program from the NSW Department of Family and Community Services. |
| **Community Development**                   | Council works with groups and organisations to build community wellbeing with a focus on the priorities identified in Council’s Social Issues Papers.  
• Providing information, tools and advice to help communities identify and address local needs  
• Increasing participation through committees such as the Youth Council and the Access Advisory Committee  
• Promoting youth development in partnership with the Youth Council  
• Facilitating Youth Week and Seniors Week celebrations  
• Supporting Clubs NSW and the Mumbulla Foundation  
• Recognising the contribution of individuals through the Seniors Week Award, the International Women’s Day Award and the Tertiary Scholarship program.  
• Aboriginal Liaison  
• Developing a greater understanding of Aboriginal culture in the Shire  
• Increasing opportunities for cultural tourism  
• Consulting with Aboriginal community members across Council functions.  
• Participating in the Koori Interagency network and works with other stakeholders on community initiatives such as NAIDOC Week  
• Migrant and Multicultural support  
• Council supports individuals from culturally and linguistically diverse backgrounds |
## Function: Community and Culture

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<thead>
<tr>
<th>Function Activities (Our Core Service areas)</th>
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<tbody>
<tr>
<td><strong>Community Development</strong></td>
<td>Bega Valley has four library branches, Bega, Merimbula, Eden and Bermagui. Services provided include:</td>
</tr>
<tr>
<td></td>
<td>• Collection management, user services, home library service</td>
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<td></td>
<td>• Children’s educational programs</td>
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<td></td>
<td>• Adult information sessions</td>
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<td>• Student classes</td>
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<td></td>
<td>• Seniors classes</td>
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<td></td>
<td>• Supporting partnerships with University of Wollongong (UoW), University of Canberra (UCAN), TAFE and other tertiary institutions</td>
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<td></td>
<td>• Online resources</td>
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<td></td>
<td>• Wireless internet access</td>
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<td></td>
<td>• Home library elderly and remote clients</td>
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<td></td>
<td>• Annual statistical reporting to State Library</td>
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<td></td>
<td>• Adherence to Australian Library and Information Association (ALIA) international library standards</td>
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<tr>
<td><strong>Regional Gallery</strong></td>
<td>Bega Valley Regional Gallery provides a cultural services to the community through the delivery and support of:</td>
</tr>
<tr>
<td></td>
<td>• Major exhibitions (9 per annum)</td>
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<td></td>
<td>• Public programs including broad community outreach (min 23 per annum)</td>
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<tr>
<td></td>
<td>• The Shirley Hannan National Portrait Award (biannual)</td>
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<td></td>
<td>• The Bega Art Prize (annual)</td>
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<td>• Visual Arts education resources</td>
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<td></td>
<td>• Mentoring and curatorial support</td>
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<td></td>
<td>• Management of Council’s Permanent Collection</td>
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<td></td>
<td>• South East Arts (SEA) funding and hosting</td>
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<td></td>
<td>• Cultural tourism</td>
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<tr>
<td><strong>Communications</strong></td>
<td>Provide strategic advice and issues management to Council</td>
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<td></td>
<td>• Deliver proactive community information to support our community in remaining informed and engaged</td>
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<tr>
<td></td>
<td>• Support Council’s Internet information and documentation.</td>
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<td></td>
<td>• Provide guidance and advice in relation to web material and social medial direction</td>
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<tr>
<td></td>
<td>• Support the community in providing avenues for conversation and feedback</td>
</tr>
<tr>
<td><strong>Volunteer and Community Asset Management</strong></td>
<td>The Bega Valley Shire boasts the highest rate of volunteerism per capita in NSW and over 500 people are actively volunteering directly for the Council. Council volunteers are responsible for maintaining and managing our beautiful halls and sportsgrounds, ensuring our cemeteries are shown the respect they deserve, assisting in the libraries, regional gallery and home library services, as well as parks, gardens, reserves, beaches and nature strips throughout the Shire. Volunteers also form various advisory committees including the Access committee and the Youth Council. The Council volunteering team provides support through:</td>
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<td></td>
<td>• Coordinating volunteer recruitment, retention and recognition programs</td>
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### Function: Community and Culture

<table>
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<tr>
<th>Function Activities (Our Core Service areas)</th>
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</table>
| **Volunteer and Community Asset Management (cont’d)** | • Volunteer inductions and training  
• Supporting volunteers in ensuring they adhere to Council policies and procedures  
• Managing volunteer WHS and risk management  
• Running reports for volunteer committees on their income and expenditure  
• Providing equipment and support for Council volunteer initiatives  
• Support volunteer committees in their roles  
• Carrying out administration tasks for committees  
• National Volunteer Week and International Volunteer Day activities  
• In addition to the above areas of support, Council’s expanding role in volunteering within the community will also include:  
  • Coordinating and administering a ‘Timebanking’ pilot  
  • Supporting and promoting volunteering throughout the community  
  • Bega Valley Shire Council manages 13 cemeteries across the Shire. Council’s cemeteries team provides the following service:  
  • Coordinating the management, maintenance, and development of the shires cemeteries including contractor and project management.  
  • Liaising with funeral directors, monumental masons and gravediggers in the delivery of services within the cemeteries  
  • Ensuring that contractors and members of the public adhere to related policies and procedures  
  • Maintaining accurate cemetery records and mapping  
  • Assisting members of the public in plot reservations  
  • Assisting members of the public with design and purchase of memorial plaques  
  • Assist members of the public with finding plots of family members  
  • Processing and approving applications for burials and permits to erect monuments  
  • Administration of all cemetery related activities  
  • Halls  
  • Support to Council committees to maintain and manage public halls |
Leisure
Pools
Beaches
Parks
Sports grounds
### Function: Leisure

<table>
<thead>
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<tr>
<td><strong>Pools</strong></td>
<td>• Council provides health, safety and contract management for swimming facilities across the Shire. Swimming facilities include six pools, Eden, Bemboka, Bega, Candelo, Cobargo which are open October to April and the indoor facility at Pambula open all year. The ocean pool in Bermagui is an unsupervised facility.</td>
</tr>
<tr>
<td><strong>Beaches</strong></td>
<td>• Beach lifesaving services are provided by contract at seven beaches over summer school holiday period which provides coverage in Eden, Merimbula, Tathra and Bermagui.</td>
</tr>
<tr>
<td><strong>Parks</strong></td>
<td>• Council maintains playgrounds in accordance with Asset Management Plans (AMPs) and based on condition and risk assessment. Parks and reserves are managed and maintained by a mixture of Council, community committees and specific groups.</td>
</tr>
<tr>
<td><strong>Sportsgrounds</strong></td>
<td>• Council managed facilities including sports grounds, stadiums, skate parks and courts are maintained in accordance with Council's AMP’s and based on condition and risk assessment. Sports ground and facilities are managed and maintained by a mixture of Council, community committees and specific groups.</td>
</tr>
</tbody>
</table>
Community Ambition: L1 – Wellbeing and Safety - by 2030 we feel safe in our community, with access to health, social and community services, and have appropriate community infrastructure provided to support a high quality of wellbeing and safety

Steps we have taken towards your ambition:

• South East Regional Hospital - Supporting Health Initiatives
  Bega Valley Shire Council has been a key driver with the local community to see a state-of-the-art regional hospital built in the area. This was realised in March 2016 with the opening of the new $187 million South East Regional Hospital in Bega, described by one of the State Ministers present as “a metropolitan hospital in the middle of a cow paddock,” referring to the rural views available from all aspects of the building. Our contributions included sewer infrastructure, building connecting footpaths between the hospital and the town, providing the public art for the gardens and contributing to planning and engineering expertise to the project.

• Online storm and flood communication
  In emergency or urgent situations, many local people are reaching out to Council’s BVSC website and Facebook page for the latest information and our effectiveness was put to the test during January 2016 and June 2016 when storms and floods hit the Shire. In six days more than 83,000 people were reached on our Facebook page. This figure includes some people being reached multiple times across numerous posts. When distilled to the number of unique users reached, the figure is more than 27,000. To put this in perspective, the Shire has 33,000 residents.

• Children’s Dreaming Garden
  A special garden is being developed in an Eden social housing estate that involves collaboration with local Aboriginal groups and community members. The community infrastructure includes play equipment, sports games in small spaces, an accessible walking and scooter pathway and a food forest, water tank and a tactile Children’s Dreaming Garden with cultural markers and interpretive signage.
Community Ambition: L1 – Wellbeing and Safety - by 2030 we feel safe in our community, with access to health, social and community services, and have appropriate community infrastructure provided to support a high quality of wellbeing and safety

Steps we have taken towards your ambition:

- Companion animal control areas
  In November 2015, Council resolved to place on public exhibition draft changes to the Companion Animals Control Areas Procedure which included areas where dogs could be off leash and other areas where dogs and cats are prohibited. Dog owners were reminded that they are responsible for the actions of their dog which must be kept on a lead at all times when in public places except where a sign says otherwise. When in designated off leash areas dogs must still be under control to prevent conflict with other people or animals. Owners must also clean up their dog droppings. We invited pet owners to provide feedback by viewing hard copies of the draft procedure and providing written feedback, or to go online to our website or via Council’s Facebook page. The on-line “have your say” response was one of our best ever with 147 people responding with their opinions of the draft changes.

- Police Liaison Committee
  Strong ties with the local police is important in times of emergency or when community safety issues are raised. Council hosts and administers a Police Liaison Committee which has worked to resolve issues of drinking in local reserves, inappropriate use of free WiFi and perceptions of safety. This relationship has led to other success activities including the PCYC, involvement in Seniors Week activities and White Ribbon Day activities.
Community Ambition: L2 – Access to learning and creativity - by 2030 we are an inspired community with expanded access to life-long learning and skill development, and have creativity and celebration integrated into our community life.

Steps we have taken towards your ambition:

- Bega Valley Commemorative Civic Centre
  This central addition to Bega’s commercial and cultural precinct is the result of a community and Council relationship spanning back to the 1950s. Built this year on the site of Bega’s original Memorial Town Hall, and including the heart of the older building with its substructure and wooden dancehall floor, the $7.5m Bega Valley Commemorative Civic Centre is already proving a hit with the local community.

- Tura Marrang Library and Community Centre
  We made a clever investment of a disused pub in the fastest growing area of the Shire and turned this building into a major community asset that leads the way in library design. The Tura Marrang Library and Community Centre provides a great space for reading and learning, as well as meeting rooms and spaces available for hire during and after business hours to accommodate the needs of many local community groups.

- Strategic plan for our Regional Gallery
  Council adopted a Strategic Plan for the Bega Valley Regional Gallery until 2020. The Gallery is one of the primary ways cultural services are provided by Council, contributing to the achievement of our cultural vision, mission and guiding principles. The Strategic Plan provides a broad framework, long-term goals and sets priority areas for the Gallery over the next four years.

- Bega Valley Regional Gallery
  In a big year for the Bega Valley Regional Gallery we hosted our first “blockbuster” exhibition, launched the first national portraiture award for young artists, celebrated the 20th year of our $50,000 Shirley Hannan National Portrait Award and hosted The Last Supper, Christian Thompson Emotional Striptease and Flora Australis

- Scholarships
  Social development is regarded as extremely important by Council and is met in several small, but not unimportant programs. These include the Young Women’s Scholarship, part of the Shire’s International Women’s celebrations and scholarships for young people undertaking tertiary studies in the Shire. Our aim is to encourage local young people who want to stay in the Bega Valley to be able to do so.
Community Ambition: L2 – Access to learning and creativity - by 2030 we are an inspired community with expanded access to life-long learning and skill development, and have creativity and celebration integrated into our community life.

Steps we have taken towards your ambition:

- **Children’s Services review**
  Our Children’s Services section has formulated a five-year Action Plan that outlines short and long term strategies to further improve the efficiency, effectiveness and quality of these already high-performing long day care and pre-school services.

- **Bega Valley Autism Lab**
  A collaborative working space for young people with high functioning Autism or Asperger’s, facilitated by the Bega Library Service through provision of a mentor from the library staff and use of computers and iPads.

- **Top marks for child care**
  A report card on Bandara Children’s Services in Bega and the Eden Preschool has delivered top marks to Council’s early childhood services. Both received an ‘Exceeding Expectations’ rating under the Federal Government’s Education and Care Services National Regulations.

- **Public sculpture**
  For the past three years, Council has sponsored an acquisition prize with Sculpture on the Edge, a sculpture exhibition held in Bermagui. We do it because we believe that having public art throughout the Shire creates a point of difference; it enhances the feel and attractiveness of areas and encourages use of public spaces. Our initial commitment for the $10,000 prize was for three years and sculptures now have permanent homes, in Bermagui, Merimbula and Eden. It has been such a successful project that this year council extended it for a further three years.
Community Ambition: L2 – Access to learning and creativity - by 2030 we are an inspired community with expanded access to life-long learning and skill development, and have creativity and celebration integrated into our community life.

Steps we have taken towards your ambition:

• Hosting a Minecraft event
  More than 40 budding town planners took part in an extremely popular Minecraft event at the Bega Library, which used the ubiquitous computer game to generate skills in collaboration, computer aided design, mathematics, geometry, problem solving and creative thinking.

• HSC lockdown
  As part of our commitment to advancing the opportunities of young people in the Shire, we have introduced an HSC Lockdown in the Bega Library just before Year 12 students go into their study break. The students from throughout the Shire are invited to have a study evening at the Library from 5.30pm to 8.30pm. Pizza is provided for dinner as well as snacks and refreshments and the students can access our collection and have Library staff on hand to help them access any resources they might need. This year we intend to expand the program to all the Libraries in the Shire.

• Partnership with University of Wollongong
  Council re-signed a Memorandum of Understanding with the University of Wollongong to host its academic book collection at the Bega Library. The partnership includes access to University library systems by Council library staff who are able to assist students with research and study queries. Staff also deliver information sessions for new students about the resources available in the library. The University of Wollongong provide a grant to assist with the employment of a specific staff member to deliver the service.

• Customer Callbacks
  Surveying our customers is critical to measuring Council’s performance and satisfaction with our services. It provides an opportunity for us to have a critical look at the level of service we provide as well as how we can effectively communicate and build meaningful relationships with our residents. Each month as part of Council’s key performance indicators, feedback is sought from customers about our performance.
How we know we are making a difference…

The Bega Valley Regional Gallery continues to attract our community and tourist community with their exciting exhibitions and programs. Our visitation rates provide us with an indication on the level of growing interest, and response to the programs and exhibitions.

<table>
<thead>
<tr>
<th>Total number of visits 2015-16</th>
<th>Total number of visits 2014-15</th>
<th>Total number of visits 2013-14</th>
<th>Total number of visits 2011-12 (baseline year)</th>
<th>% increase / decrease from baseline year</th>
</tr>
</thead>
<tbody>
<tr>
<td>15,200</td>
<td>11,114</td>
<td>8,783</td>
<td>6,156</td>
<td>147% increase</td>
</tr>
</tbody>
</table>
Community Ambition: L3 - Demonstrated respect and inclusion – by 2030 we are a harmonious community where everybody is welcomed, respected and diversity is celebrated.

Steps we have taken towards your ambition:

- **Place Based Officers**
  We are the longest coastal LGA in NSW, with a widely dispersed population that has unique needs and priorities. By recognising that places are more than just physical locations on a map, we have implemented a plan to employ four Place Based Officers who work every day to talk with and listen to people in their local areas. This is proving to be very successful, with many local people feeling better connected to the Shire and with Council, and barriers formed previously by the tyranny of isolation are gradually being removed.

- **Gujaga Journey Project**
  Council secured $495,000 over three years under the Department of Prime Minister and Cabinet’s Indigenous Advancement Strategy (IAS) initiative for the Gujaga Journey Project, delivering a range of support services to Aboriginal children attending Council-run preschools and long day care centres. The Gujaga Journey Project has been commended by a representative of the NSW Department of Education and continues to achieve goals for Aboriginal children, families and staff.

- **Lake Curalo Walk on the Bundian Way**
  A community celebration marked the opening in April of a special piece of Eden’s natural environment - the newest section of a pathway in the ongoing Lake Curalo project. Four new bridges, fresh gravel pathway and stormwater drainage improvements make up the bulk of the $350,000 in works completed by local contractors and provides another piece in the Bundian Way trail.

- **Early Start**
  The Early Start program is an academic and community engagement project being led by the University of Wollongong. The project aims to create and enrich life opportunities for young Australians from birth to 12 years. It is a multi-disciplinary initiative led by the University of Wollongong working in partnership with a network of 38 Early Start Engagement Centres in areas of disadvantage across NSW. Council’s Bandara Children’s Services and Eden Childcare Centre have been nominated as Engagement Centres and have benefited from participating in this project.

- **Memorandum of Understanding with Local Aboriginal Lands Councils**
  In July 2015 Council renewed its Memorandum of Understanding with the three Aboriginal Lands Councils in the Shire. The Memorandum with the Eden, Bega and Merrimans Local Aboriginal Land Councils outlines our commitment to work with the Aboriginal communities to protect Aboriginal Cultural Heritage and in the areas of economic development, employment, environment and planning.
A Liveable Place
Community Ambition: L4 – Opportunities provided for all stages of life - by 2030 we have the opportunity to pursue meaningful employment, volunteering and wellbeing through all stages of life, and the contributions we make in our community are valued.

Steps we have taken towards your ambition:

- Volunteers
  The Bega Valley Shire boasts the highest rate of volunteerism per capita in NSW as well as having more than 350 people actively volunteering directly for the Council. Volunteers are responsible for maintaining and managing our 20 beautiful community halls, our 14 sportsgrounds and reserves, five of our village cemeteries and six s355 Committees. We also operate the innovative “Time Banking” program for local volunteer hour exchanges.

- National Disability Insurance Scheme
  Our Council’s Disability Team Council has provided disability services since 1992 and we were well prepared for the rollout of the NDIS. Our service is unique because we specialise in only one type of activity - providing support co-ordination to people aged under 65 who have a disability.

- Youth engagement
  We took a long look at our youth engagement strategies and replaced our traditional Youth Council, which was struggling to gain traction in the younger community, with a two pronged approach that focuses on improving dialogue with local young people through improving our communications tools, and better support for actions developed by young people. Through listening to and empowering young people we believe youth engagement will improve.
An Enterprising Place

To support a creative and innovative business community, invigorating growth in employment and economic activity, in partnerships with government.

Group – Strategy and Business Services

At Council, our Strategy and Business Services Group are committed to making your place an Enterprising Place. By this we are committed to ‘support a creative and innovative business community, invigorating growth in employment and economic activity, in partnerships with government’.

To fulfil these commitments, we undertake many core functions. Our ‘core functions’ are the functions and services we deliver on a day to day basis. Our core operations can often be a statutory function of Local Government, or a service that is deemed essential for the servicing of our community.

Our Strategy and Business Services Group is also committed to providing you with a Council that is a Leading Organisation through our strategy, financial management and business service teams – these functions are captured in our Leading Organisation chapter.

The following pages outline what we consistently provide to our community to make your place an Enterprising Place.
## Function: Strategy and Business Services

<table>
<thead>
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<th>Function Activities (Our Core Service areas)</th>
<th>What this service provides</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy and Business Services Administration</td>
<td>• Land development - Preparing property for market sale or lease in accord with Land Investment Strategy, with returns to enable investment in community infrastructure</td>
</tr>
</tbody>
</table>

## Function: Business Growth

<table>
<thead>
<tr>
<th>Function Activities (Our Core Service areas)</th>
<th>What this service provides</th>
</tr>
</thead>
</table>
| Business Growth                             | • Facilitation and administration support is provided for small business and groups, through the Small Business Club, Bega Valley Business Forum, and through the facilitation of key actions from Council’s Economic Development Strategy.  
• Support for business growth in the Shire through the provision of tourism infrastructure  
• Business research projects and provision of demographic / economic profiling on-line services. |
| Property Services and Maintenance           | • Maintenance of administration centre office, depot and civic buildings |
| Tourism                                     | • Council provides funding and promotional support to Sapphire Coast Tourism (SCT) for tourism development, marketing and information.  
• Support is provided to Australia’s Coastal Wildernes programs and Cruise Eden through promotion, branding and steering committee membership and provision of tourism infrastructure such as signage.  
• Council supports tourism growth and information through the provision of three Visitor Information Centres leased to community organisations |
E1 – Embracing business and a stronger economy - A Council that recognises the importance of a strong economy, and fosters a culture that is supportive and ensures the business development of the region is a central consideration to all activities.

Steps we have taken towards your ambition:

• Regional Innovation Week
  Council was a sponsor of Australia’s first Regional Innovation Week around Merimbula and Bega earlier this year. It highlighted the opportunities and entrepreneurial community already at play in this stunning natural environment. Activities included a Seachange Startup Camp, a Questacon Maker Project, a Regional Technology Decision Makers Forum, an Engineering Day, a Venture Launch Day and Expo, a Hackathon, Co-Founder Speed Dating and a discussion on the Future of CODE.

• Economic Development Strategy
  Council developed and adopted a new Economic Development Strategy that aims to meet the current economic needs of the community. It marries the current state of affairs with research, local trends and a range of activities for us to drive economic growth in the Shire. More than 20 organisations provided their vision of the Shire’s economic future and their proposals were insightful and well thought-out. The strategy highlights a number of economic focus areas that will positively impact the key ambitions under Council’s Enterprising theme of the Community Strategic Plan.
E2 – Providing the foundations - To create a desirable and vibrant place through improved planning, infrastructure and services

Steps we have taken towards your ambition:

- **Eden Port breakwater wharf and safe harbour**
  Council’s vision for economic development through a $2 million investment in this key tourism gateway has leveraged state and federal funding packages totalling $54 million for the development of Eden Port. This includes $10 million of Federal funding and a $3 million State Government package for the extension of the Eden breakwater wharf, and the recent $29 million investment from the NSW Government to further extend the breakwater wharf so that it will accommodate cruise ships in excess of 300 metres. This is added to the $10 million safe harbour commitment.

- **Merimbula Regional Airport**
  Premier Michael Baird’s commitment of $4.4 million in State funding to future-proofing of the Merimbula Regional Airport in May 2016 was a very welcome investment in the growth of the Shire with the recognition of the potential for tourism development as outlined in Council’s Masterplan for Merimbula airport precincts. The funding will add to nearly $1 million secured in December 2015 through the Restart NSW Regional Tourism (Airports) fund which went towards fire support infrastructure at the airport and Council’s own commitment of $1.2 million and a federal coalition commitment of $1.2 million.

- **Merimbula bypass**
  As a regional NSW major tourist hotspot, Merimbula’s population swells annually with an influx of tourists who place pressure on the town’s CBD and limits access to the Princes and the Snowy Mountains Highways. This year, a roundabout was installed and remedial works completed to prepare for a $4.5 million bypass in 2016-17. The bypass is scheduled for completion in October 2017.
E3 – Embracing opportunity - A region that embraces opportunities and attracts investment to create additional jobs and increase the wealth.

Steps we have taken towards your ambition:

• Hotel Australasia
We bought the Hotel Australasia in Eden to restore and preserve the heritage value of the site. The 1906 hotel had a bland addition in 1954 covering its original, ornate façade. Substantial community interest and support has been offered to Council for the heritage restoration and, even at this early stage of fundraising, the Eden’s Australasia group has estimated that they can contribute about $160,000 towards the external restoration. Our conservative estimates places the cost of purchase and restoration at around $2 million.
E4 – Partnering for success - A community that works together to provide the necessary skills to maximise employment opportunities

Steps we have taken towards your ambition:

• Bega Valley Regional Learning Centre
  Council made a prudent investment when we bought a building in Merimbula to create a regional training centre, expanding a much-needed training facility to the area that also provided a self-funded option for Council to invest in the Shire’s economic development. Our business plan identified a lack of professional training venues in the Shire and surrounding region. We are now partnering with a number of community organisations and accredited training organisations who are using the site to deliver services and programs.

• Real Innovation project partnership (Microcredit program)
  In May 2016 we entered a three-way partnership to administer the Real Innovation project in the Bega Valley Shire. This is the first project of its kind outside the ACT and a real coup for the Bega Valley Shire.

  The project was brought to our attention by the Lighthouse Business Innovation Pty Ltd, an innovation consultancy that delivers a microcredit program in the ACT providing low interest or interest-free loans to individuals or enterprises that have difficulty getting support from traditional lenders.

  A philanthropic organisation, the Snow Foundation, together with the Bendigo Bank and Bega Valley Shire Council formed the partnership with each providing $10,000 over two years to form the loan pool.

  Council also administers the program and our funds are earmarked for mentoring the new, young and growing businesses as we believe helping local connections and support networks and ultimately building a local business community are key to its success.
E5 - Enhancing visitor experiences - Providing opportunities for local residents and visitors to experience the unique social, cultural and natural attractions of the region

Steps we have taken towards your ambition:

• Tourism industry review
Over the years a number of tourism plans have been prepared at both regional and local levels. We wanted to know how these are playing out on the ground so we commenced a local Tourism Industry Review with the help of specialists, Jenny Rand and Associates. The review focused on funding, consultation opportunities, industry trends, and the delivery of tourism services. The outcome will help us connect local and regional opportunities with an ever changing local, regional and national tourism environment.
To ensure the unique environment is protected to maintain biodiversity and water quality, and managed for our community to provide growth and economic opportunity.

Group – Planning and Environment

At Council, our Planning and Environment Group are committed to making your place a Sustainable Place. By this we are committed to ‘Ensuring the unique environment is protected to maintain biodiversity and water quality, and managed for our community to provide growth and economic opportunity’.

To fulfil this commitment, we undertake many core functions. Our ‘core functions’ are the functions and services we deliver on a day to day basis. Our core operations can often be a statutory function of Local Government, or a service that is deemed essential for the servicing of our community.

The following pages outline what we consistently provide to our community to make your place a Sustainable Place.
## A Sustainable Place

### Function: Planning and Environment Administration

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<tr>
<th>Function Activities (Our Core Service areas)</th>
<th>What this service provides</th>
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</thead>
<tbody>
<tr>
<td>Planning and Environment Administration</td>
<td>• Response to customer enquiries and administrative support to team.</td>
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</table>

### Function: Building and Health Services

<table>
<thead>
<tr>
<th>Function Activities (Our Core Service areas)</th>
<th>What this service provides</th>
</tr>
</thead>
</table>
| Building Services                           | • Building enquiries support  
• Assessment and determination of development applications  
• Certification, inspections including slabs, plumbing, drainage, general construction and unauthorized works. |
| Health Services                             | • Council responds to enquiries, conducts inspections and enforces regulation of food and health premises, cooling towers, pools and spas.  
• Council manages the approval of on-site sewerage management systems located on properties outside the town and village sewerage system.  
• Council runs education programs to raise the level of knowledge and understanding of environmental health issues. |
| Ranger Services                             | • Management including dog and cat registration, operation of a pound, attacking and menacing dog declarations, micro chipping and animal rehoming and dog and cat management and education programs.  
• Straying stock regulation and operation of a stock pound.  
• Public reserves regulation including encroachments.  
• Regulation and compliance of commercial uses of public lands.  
• Illegal dumping and littering compliance and enforcement.  
• Private and public car parking regulation.  
• Threatened wading birds programs. |
## Function: Environment Services

<table>
<thead>
<tr>
<th>Function Activities (Our Core Service areas)</th>
<th>What this service provides</th>
</tr>
</thead>
</table>
| Environment Services                        | • Planning for the protection and enhancement of the Shire’s natural environment.  
  • Project management of vegetation and rehabilitation programs to protect and enhance the Shire’s biodiversity.  
  • A planned program of environmental audits of Council operational activities.  
  • Specialised environmental impact assessment of the potential impact of development activities.  
  • Planning and management of sensitive environmental aspects of the Shire’s coastal zone and natural areas.  
  • Measurement and reporting of Council’s environmental performance and energy consumption.  
  • Improved overall sustainability outcomes for Council’s operations, and to adapt to, and mitigate against, the impacts of climate change on public infrastructure. |
| Vegetation Management Services              | • Tree protection and management  
  • Provision of information and community awareness programs regarding noxious and environmental weed management  
  • Bushfire planning including asset protection zone and fire trail maintenance and planning  
  • Targeted noxious weed control and regulation through a systematic inspection, notification and control program  
  • Natural asset planning and management programs including rehabilitation of degraded public areas  
  • Vegetation and weed management on public lands including road reserves and public reserves through active weed controls  
  • Pesticide / Herbicide management including community notification of intended use and application  
  • Vertebrate pest animal management and control on public lands (rabbits) |

## Function: Planning Services

<table>
<thead>
<tr>
<th>Planning</th>
<th>What this service provides</th>
</tr>
</thead>
</table>
| Planning Services         | • Land use assessments and rezoning applications  
  • Assessment and determination of development applications  
  • Policy preparation for Council  
  • Provision of advice to community, developers and Government departments  
  • Section 149 certifications  
  • Inspections and follow up of non-compliance issues and enforcements as required  
  • Inspections and enforcement of conditions of consent  
  • Aboriginal and European heritage assessments, advice and considerations |
S1 – **Valued natural environments – by 2030 the natural environment and ecosystems are appropriately protected and enhanced**

**Steps we have taken towards your ambition:**

- **Restoration of urban floodplain wetlands**
  Rehabilitation of Kisses Lagoon in Bega was needed to reduce storm water pollution in the town’s urban catchment and Council brought Natural Resource Management into town through developing a high profile and functional urban project that delivered environmental, recreational, economic and educational outcomes. The project showcases natural resource management techniques in an urban setting by making it a drawcard for visitors and prioritising biodiversity management.

  The Bega Urban Floodplain Wetlands Restoration Project showcases natural resource management techniques in an urban setting by making it a drawcard for visitors and prioritising biodiversity management.

- **Rapid catchment assessments**
  We secured funding from the Office of Environment and Heritage to conduct an assessment of three of our estuaries and their catchments. The assessments of Cuttagee Lake, Nelson Lagoon and Middle Lagoon, located between Tathra and Bermagui, will provide a better picture of estuary health and water quality. All three estuaries possess significant ecological, recreational and socioeconomic values. The assessments will be used to guide the management of each catchment and estuary into the future.

- **Weed Action Program**
  As part of the former South East Regional Organisation of Councils we successfully negotiated and secured funding for the South East Weeds Action Program (SEWAP1520) from the NSW Department of Primary Industries. The SEWAP funding application was ambitious and was based upon the NSW Weeds Review. Funding of $121,265 for year 1 of the program was awarded and expended on a large weed inspection and control program across the Shire during 2015 2016. Council contributions to the program in 2015 2016 exceeded $115,000.00. The funding continues through until 2020.
A Sustainable Place
S2 – Sustainable communities – by 2030 our community has the services, opportunities and support to live sustainably

Steps we have taken towards your ambition:

• Energy Efficiency Fund

By comprehensively looking at all electricity invoices and tariffs and charges across all assets Council was able to make annual electricity savings of $125,000. $75,000 of these savings was used as a reserve to fund corporate energy efficiency initiatives. The funds were used to fund the Bega Administration Centre solar photo voltaic system (40kW) and lighting changes, and the Tura Community Hub and Bega Depot lighting changes.

Council’s combined solar photo voltaic systems (153.5kW) now produce more than 200MWh of power per annum.

In June 2016 Council approved $75,000 annually to continue to fund energy efficiency initiatives.

• Tathra Community Solar Farm

This $110,000 project is a joint project of the Bega Valley Shire Council and the community organisation, Clean Energy for Eternity (CEFE). The 30 kilowatts ground-mounted solar installation (Imagine) generates energy that offsets electricity used by the Council-owned Tathra Sewerage Treatment Plant and the money saved is placed into a fund managed by CEFE for future community projects. The project won the prestigious Green Globe Award and was highly commended in the NSW Local Government Excellence Awards.

• Community Environmental Grants

Council sponsors a Community Environmental Grants Program of $40,000 to fund incorporated community groups working to improve, restore, rehabilitate or educate about the local environment. The money is allocated from Council’s environment levy to projects targeted at enhancing the local environment. The grant leveraged $140,000 of restoration and rehabilitation works in 2015/2016. The Community Environment Grant fund has been increased by $10,000 for 2016/17.
A Sustainable Place

**S3 – Character and amenity – by 2030 the character and amenity of our towns and villages is protected and enhanced.**

**Steps we have taken towards your ambition:**

- **Action on Imlay/CBD Masterplans**

  Council’s extensively workshoped redesigns of four main commercial zones in the Shire are being implemented, with work recently finished on the $1.2m Eden CBD redevelopment, providing the town with a vibrant new look that incorporates improved and extended pedestrian areas, carefully designed street furniture and a vital reference to the town’s history and heritage values.

**S4 – Proactive support and planning – by 2030 there is proactive planning with the community for the protection of our built and natural environment.**

**Steps we have taken towards your ambition:**

- **Bemboka Water Treatment Plant**

  We are pushing ahead with the planning works around the $2.4m Bemboka Water Treatment Plant which will deliver improved water quality to residents, particularly during storm events. Investigations and designs are happening, and the project will be ready for tenders by early 2017.

- **Aquatic Facilities Review**

  Council has undertaken an Aquatic Facilities Review to gather information that can be used to guide the future management and development of six Council-owned public swimming pool facilities in the Shire.

- **Sportsground Master Plans**

  Council adopted Master Plans for two regional sporting facilities, at Bega and Pambula. The Plans identify the current and future needs of the community and guide the creation of sporting and recreational facilities to cater for those needs.
An Accessible Place

To plan and provide a comprehensive mix of public and private sector services and facilities in order that residents and visitors have access to the quality of health, recreation, education, employment, transport, utility and retail resources they want and need.

Group – Transport and Utility Group

At Council, our Transport and Utilities Group are committed to making your place an Accessible Place. By this we are committed to ‘planning and providing a comprehensive mix of public and private sector services and facilities in order that residents and visitors have access to the quality of health, recreation, education, employment, transport, utility and retail resources they want and need’.

To fulfil this commitment, we undertake many core functions. Our ‘core functions’ are the functions and services we deliver on a day to day basis. Our core operations can often be a statutory function of Local Government, or a service that is deemed essential for the servicing of our community.

The following pages outline what we consistently provide to our community to make your place an Accessible Place.
Function: Transport and Utility Group Administration

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<th>What this service provides</th>
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<tbody>
<tr>
<td>Transport and Utility Group Administration</td>
<td>• Response to customer enquiries and administrative support to team.</td>
</tr>
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Function: Emergency Services

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<thead>
<tr>
<th>Emergency Services</th>
<th>What this service provides</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>• Administration role for the Local Emergency Management Committee</td>
</tr>
<tr>
<td></td>
<td>• Assist state response agencies during emergency exercises</td>
</tr>
<tr>
<td></td>
<td>• Funding support to emergency agencies</td>
</tr>
</tbody>
</table>

Function: Transport

<table>
<thead>
<tr>
<th>Local Bridges</th>
<th>Council maintains and upgrades the 56 local timber bridges and 104 local non-timber bridges in accord with our Asset Management Plan and based on condition and risk assessment.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Bridges</td>
<td>Council maintains and upgrades 8 regional timber bridges and 59 regional non timber bridges in accord with Asset Management Plan and based on condition and risk assessment.</td>
</tr>
<tr>
<td>Regional Roads</td>
<td>Council maintains and upgrades the 26 km of unsealed regional roads and 228km of sealed regional roads in accord with Roads and Maritimes Services (RMS) agreement</td>
</tr>
<tr>
<td>Rural Roads</td>
<td>Council maintains and upgrades 263 km of sealed rural local roads and 668 km of unsealed rural local roads in accord with Asset Management Plan and based on condition and risk assessment.</td>
</tr>
<tr>
<td>Urban Roads</td>
<td>Council maintains and upgrades 215 km of sealed local urban roads and 22km of unsealed local urban roads in accord with Asset Management Plan and based on condition and risk assessment.</td>
</tr>
</tbody>
</table>
An Accessible Place

## Function: Works

<table>
<thead>
<tr>
<th>Function Activities (Our Core Service areas)</th>
<th>What this service provides</th>
</tr>
</thead>
</table>
| **Street Services**                         | • Council operates street and gutter cleaning including sweeps for Central Business District (CBD) towns and assessed need sweeps for residential areas.  
• Council provides street lighting in urban areas. |
| **Town Centre Car Parks**                   | • Council maintains and upgrades in accord with Asset Management Plan and based on condition and risk assessment |
| **Fleet**                                   | • Council provides and maintains plant equipment to deliver on ground works. |
| **Council Depots**                          | • Council operates and maintains 10 depots |
| **Public Amenities**                        | • Council is responsible for the construction, maintenance, and cleaning of the sixty plus public toilet blocks which are on a scheduled cleaning program. |
| **Private Works**                           | • The undertaking of billable private works at a profit |
| **Quarry**                                  | • Quarry management and operations |

## Function: Civil Assets

| Cycleways | • Council maintains and upgrades 159 km of cycle ways, 17 km of walking trails and 3 km of board walks in accord with Asset Management Plans and based on condition and risk assessment |
| Stormwater | • Council maintains stormwater network which includes the ongoing cleaning of open drains and repair of blocked / collapsed pipes. |
| Marine Infrastructure | • Council maintains wharves, jetties, boat ramps and pontoons with upgrades undertaken in accordance with the Asset Management Plans (AMPs) and based on condition and risk assessment and conditions of reserve trust |

## Function: Waste Services

| Waste Services | • Weekly kerbside waste and recycling collection services with 14,654 serviced domestic properties and 856 commercial properties.  
• Provision of 43,000 waste bins  
• Management of 3 landfill sites in accordance with Environmental Protection Authority (EPA) licence conditions  
• Annual reporting to EPA on environmental compliance and waste data  
• Annual reporting to EPA to enable tracking against NSW Waste Avoidance and Resource Recovery Strategy |
## Function: Water and Sewer Services

<table>
<thead>
<tr>
<th>Function Activities (Our Core Service areas)</th>
<th>What this service provides</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Sewer Services</td>
<td>Meeting the adopted Levels of Service and Government endorsed management guidelines through:</td>
</tr>
<tr>
<td></td>
<td>• Collating performance monitoring data/information and enter data into NSW Office of Water web site.</td>
</tr>
<tr>
<td></td>
<td>• Reporting key performance indicators based on Triple Bottom Line (TBL) reports and Action Plans to Council.</td>
</tr>
<tr>
<td></td>
<td>• The input and review of special schedules for the Office of Local Government in the financial statements.</td>
</tr>
<tr>
<td></td>
<td>• Undertaking 3 yearly audits of National Performance Reporting indicator data/information.</td>
</tr>
<tr>
<td></td>
<td>• Submitting Annual Returns for Environmental Protection Authority (EPA) Environmental Protection Licences</td>
</tr>
<tr>
<td></td>
<td>• Providing information for State of the Environment (SoE) reporting</td>
</tr>
<tr>
<td></td>
<td>• Conducting an audit of Best Practice Management of Water Supply and Sewerage Guidelines.</td>
</tr>
<tr>
<td></td>
<td>• Prepare Drinking Water Management System in accordance with the Australian Drinking Water Guidelines (2004)</td>
</tr>
<tr>
<td></td>
<td>• Managing and funding both new capital works and renewal of ageing assets.</td>
</tr>
<tr>
<td></td>
<td>• Managing increasing customer service expectations through providing effective and efficient services including 24 hour customer call availability.</td>
</tr>
<tr>
<td></td>
<td>• Service provision to new areas. The extension of water supply and sewerage services to new areas is dependent on a range of factors, the most important of which are population growth, public health issues, environmental issues and the environmental impact of works, the cost to customers and the impact on Levels of Service to existing customers.</td>
</tr>
<tr>
<td>Function Activities (Our Core Service areas)</td>
<td>• What this service provides</td>
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<td>---------------------------------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>Water Sewer Services</td>
<td>Improving environmental performance by:</td>
</tr>
<tr>
<td></td>
<td>• Complying with relevant environmental legislation, licence requirements and environmental guidelines</td>
</tr>
<tr>
<td></td>
<td>• Developing and implementing risk based environmental management systems for our actions and programs that impact on the environment</td>
</tr>
<tr>
<td></td>
<td>• Undertaking scientific research to increase our knowledge and inform our decision making on environmental aspects and issues</td>
</tr>
<tr>
<td></td>
<td>• Working in partnership with agencies, catchment management authorities and industry and community groups with specific interests in environmental protection</td>
</tr>
<tr>
<td></td>
<td>Minimising environmental impacts by:</td>
</tr>
<tr>
<td></td>
<td>• Reviewing environmental factors and potential impacts prior to undertaking major works</td>
</tr>
<tr>
<td></td>
<td>• Maintaining emergency preparedness plans where significant hazards exist</td>
</tr>
<tr>
<td></td>
<td>• Promoting the adoption of environmental management principles by our staff, contractors and users of water and recycled water through appropriate education and training</td>
</tr>
<tr>
<td></td>
<td>• Offsetting our energy consumption using solar technology and expanding recycled water use where possible</td>
</tr>
<tr>
<td></td>
<td>• Ensuring the security of water supply through the four key elements of our integrated water cycle management (iwcm) management approach to water conservation are:</td>
</tr>
<tr>
<td></td>
<td>• Reducing water extraction from local creeks, rivers and aquifers during low flow (dry) times</td>
</tr>
<tr>
<td></td>
<td>• Minimising water losses/leakage by maintaining efficient water supply schemes</td>
</tr>
<tr>
<td></td>
<td>• Minimising water wastage through encouraging wise water use</td>
</tr>
<tr>
<td></td>
<td>• Extensively using recycled water from our sewage treatment plants</td>
</tr>
</tbody>
</table>
An Accessible Place

A1 Connected Communities – by 2030 our people, freight and destinations are connected to enable travel in, out or around the Shire in a way that is safe, accessible and environmentally sustainable and the road network allows for efficient travel and is clearly marked.

Steps we have taken towards your ambition:

Council trialled a new slurry based bitumen road surface on some major routes within the Shire to great success. The result is a smoother road surface that is receiving positive feedback from the community, including local freight companies.

The slurry based mix is less expensive than a traditional bitumen seal, but gives the same quality seal. Road quality and driver experience are considered an important factor in attracting return visits to the Shire, as well as providing safe transport routes for locals, industry and emergency services.

By utilising this new road surface technology we are providing an improved service and infrastructure at a reduced cost.

A2 Facilities and services - by 2030 our infrastructure, facilities and services are strategically planned, located, designed and maintained to meet our local and visiting community needs

Steps we have taken towards your ambition:

- **Littleton Gardens**
  A major redevelopment to Bega’s commercial and civic precinct, this $2.3 million investment provides a vital link between the Sapphire Marketplace shopping mall and the traditional commercial zone on Carp Street which is home to many small and unique shops. Pedestrians can easily access both areas via the new gardens which provide an attractive and expanded area for relaxing in the shade and sun.

- **Boosting car parking**
  A clever investment and redesign of an existing car park in Gipps Street, Bega has resulted in a net gain of car parking spaces in town despite the initial loss of parking spaces due to the expansion of a cultural and recreational area in the central CBD. A second purchase of land in Auckland Street will see additional spaces developed.

- **Dickinson Oval pavilion**
  When the Dickinson Oval pavilion was destroyed by fire in 2012 Council stepped in and built the community a much better facility. The old wooden building was replaced with a $600,000 larger facility that includes a full glass front spectator viewing area, heating, commercial kitchen and canteen facilities, home and away team change rooms, umpires’ room, accessible change room with shower and toilet, administration office, new car parking, landscaping and drainage. The new pavilion is now in constant use with many groups wanting to use its facilities.

Michelle Preo
Property Services Coordinator
An Accessible Place

- **New boat ramps and jetties**
  Using a $240,000 Council contribution Council secured a $785,000 State Government grant to upgrade boat ramps and a jetty at main tourist areas to improve access to the water and reduce the chance of boat damage from underwater obstructions. With more than 200km of coastline in the Shire this increases the likelihood of increased tourist revenue.

- **Beach Street improvements, Merimbula**
  A new rock wall, ramp and path at the Beach Street foreshore area in Merimbula were completed this year as part of a larger project of improving the area. The $200,000 project improves aesthetics in a central part of town, improves coastal protection, and most importantly offers accessibility improvements for people in wheelchairs and for the use of prams to access the foreshore area.

- **Bar Beach Merimbula improvements**
  Working closely with Council’s Access Advisory Committee we completed works at a popular Beach in Merimbula, where accessibility was significantly improved and exposed and vulnerable Aboriginal middens were conserved. Thought was put into providing wheelchair access to each of the beach’s main areas, including the viewing platform and the foreshore rock shelf.

- **Pambula River Mouth Park**
  By working with the community to deliver improvements to this popular spot over two stages we were able to secure greater interest in the project and build it to suit the community’s needs. In the second stage that was recently completed we added a new accessible amenities building with an outdoor shower and baby change area, a ramp for improved beach access, improvements to better control stormwater flows, an additional path, park furniture and some landscaping.

- **Assisted Access Ramp, Pambula Beach**
  Council has been trialling an Assisted Access Ramp at one of our hard-packed sand beaches to open the beach to the whole community, particularly those with limited mobility. During the trial we are looking at the challenges, costs and practicalities of having an assisted access path in such an exposed and changing environment. We are not aware of any other NSW Council trialling such a pathway, but many are expected to follow and learn from our trial. Following the East Coast low event in June 2016 a review of the extent of this ramp will be reviewed.

- **Accessible play spaces**
  Two new inclusive play spaces were opened in the Shire this year. Livvi’s Place in Merimbula is the result of a partnership between Council, a national charity, Touched by Olivia Foundation, local organisations and the NSW Government to create a play space that invites people to play side by side, regardless of their ability. The renewal and upgrade of the playground at Bega Park was also designed with inclusiveness in mind with improved access features including boat swings, rubber soft-fall for improved access around play equipment.

- **Access Advisory Committee**
  Council’s Access Advisory Committee provides input and advice on our works and policies to provide better outcomes for the community at large, but in particular for people with disabilities, the elderly or those with limited mobility. The committee provides a key point of reference for Council in seeking advice and feedback regarding the development of public infrastructure throughout the Shire.
A3 – Essential services – by 2030 our water, sewer and waste services meet public health and environmental health standards, and meet our local and visitor community needs

Steps we have taken towards your ambition:

- **Second cell for Central Waste Facility**
  
  Council’s Central Waste Facility now has a second cell that will address the ongoing waste disposal needs of the Shire for the next four years. The $1.2 million project meets EPA license requirements and is industry best practice for lined landfill cells.

- **Recycling centre for problem waste**
  
  Council opened a new community recycling centre in Merimbula to take “problem waste”. The centre was funded with a grant under the State Government’s Waste Less, Recycle More initiative. It allows residents to dispose of household problem waste that should not go in any of the kerbside bins including paints, oils, batteries, fluorescent lamps and smoke detectors.

- **North Bega industrial estate sewer project**
  
  In December 2015 we were advised that our application for National Stronger Regions Funds to sewer the North Bega industrial estate was successful. This project will support the expansion plans of Bega Cheese, an important local manufacturer, and provide opportunity for business growth in the North Bega industrial estate. Tenders have closed for the sewer project with $990,000 from Round Two of the Federal Government’s Fund to boosting local jobs and improve community infrastructure.

- **Merimbula ocean outfall**
  
  Environmental studies have concluded the preliminary stages of a proposed ocean outfall pipe project in Merimbula Bay. The proposed $25 million project will pump treated effluent from the Merimbula Sewage Treatment Plant approximately 4km out to sea where the study has found that deep water currents will prevent the effluent washing back to shore.
We monitor our waste and through education initiatives are aiming to reduce our waste to landfill and increase our recycling rates. Our municipal solid waste to landfill collection (this includes all kerbside general waste and self-haul to waste facilities) showed a slight decrease in waste to landfill, however our construction waste showed an increase which is a reflection on building activity within the Shire.

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Kerbside collected recycling</td>
<td>4,319.00</td>
<td>4,665.00</td>
<td>4,520.67</td>
<td>4,416.25</td>
</tr>
<tr>
<td>Kerbside collected organics</td>
<td>1,925.00</td>
<td>1,449.00</td>
<td>1,755.04</td>
<td>1,595.00</td>
</tr>
<tr>
<td>Kerbside collected general waste</td>
<td>5,958.00</td>
<td>9,220.00</td>
<td>8,894.00</td>
<td>8,615.00</td>
</tr>
<tr>
<td>Litter bin waste collected</td>
<td>381.00</td>
<td>536.00</td>
<td>532.00</td>
<td>500.00</td>
</tr>
<tr>
<td>Municipal solid waste to landfill</td>
<td>10,758.00</td>
<td>13,375.53</td>
<td>13,596.20</td>
<td>13,825.20</td>
</tr>
<tr>
<td>Commercial and industrial waste to landfill</td>
<td>5,748.00</td>
<td>5,565.97</td>
<td>5,775.79</td>
<td>1,573.95</td>
</tr>
<tr>
<td>Construction and demolition waste to landfill</td>
<td>15,614.00</td>
<td>6,585.93</td>
<td>3,119.44</td>
<td>2,851.23</td>
</tr>
<tr>
<td>Waste transferred from other facilities to landfill</td>
<td>1,930.00</td>
<td>1,172</td>
<td>1,064.96</td>
<td>2,266.99</td>
</tr>
</tbody>
</table>
A4 – Emergency Planning – by 2030 our emergency services are supported and provide emergency response for our community during natural disasters.

Steps we have taken towards your ambition:

• Rivers Flood Study
A flood study for the Bega and Brogo River catchments was undertaken by consultants to update our current flood mapping in light of recent flood events during 2010, 2011 and 2012. It forms an initial stage towards development of a comprehensive Floodplain Risk Management Plan, in accordance with the NSW Floodplain Development Manual.

Support to State Response Agencies during emergency exercises is ongoing. In January 2016 and June 2016 support for floods was provided during the east coast low events.
A Leading Organisation

To shape an organisation that supports the agreed aspirations of the community within the capacity of the community and the capacity of the organisation and resources they want and need.

Group – Organisational Development and Governance

At Council, our Organisational Development and Governance Unit are committed to providing you with a Council that is a Leading Organisation. By this we are committed to ‘shaping an organisation that supports the agreed aspirations of the community within the capacity of the organisation’

To fulfil these commitments, we undertake many core functions. Our ‘core functions’ are the functions and services we deliver on a day to day basis. Our core operations can often be a statutory function of Local Government, or a service that is deemed essential for the servicing of our community

The following pages outline what we consistently provide to ensure we are a Leading Organisation.
## Function: Organisational Development and Governance

<table>
<thead>
<tr>
<th>Function Activities (Our Core Service areas)</th>
<th>What this service provides</th>
</tr>
</thead>
</table>
| **Elected Officials and Executive Office Administration** | - Council facilitates and delivers Councillor workshops, forums and meetings including the coordination of meeting agendas and minutes.  
- Management of requests for financial assistance to community groups and activities. |
| **Governance** | - Co-ordination of Council wide Policy and Procedures which includes creation and amendment of documents.  
- Public Officer role, investigation.  
- Document control  
- Implementation and training of staff in Policy and procedures.  
- Co-ordination of GIPA/PPIPA request management.  
- Records management function for the organisation, service provision of records function to internal/external stake holders, record co-ordination,  
- Code of Conduct administration and investigation. Discipline processes under ICAC and Employment Award.  
- Governance related training and system framework development.  
- Co-ordination of Local Government elections. |
| **Organisational Development** | - Strategic workforce planning  
- Mentoring and assistance to managers on employee performance, organisational change.  
- Consultative forum and committee co-ordination.  
- Development of organisational behaviours strategies and frameworks  
- Managing employee relations issues |
| **Risk Management** | - Injury management  
- Provision of Work Health and Safety systems and compliance with legislation  
- Development of organisation risk profile and risk management plans  
- Support to emergency management centre  
- Insurance; public liability; council assets; councillor income protection etc.  
- Internal audit. Checking effectiveness and efficiencies of the controls that are in place. |
Our Strategy and Business Services team provide the following core functions to support a ‘Leading Organisation’

<table>
<thead>
<tr>
<th>Function: Strategy</th>
<th>Function Activities (Our Core Service areas)</th>
<th>What this service provides</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Integrated Planning and Reporting</td>
<td>Coordination and management of Council’s integrated Community Strategic Planning framework including ongoing monitoring and support of developing community input.</td>
</tr>
<tr>
<td></td>
<td>Financial Management</td>
<td>Monitoring Council financial expenditure and revenues</td>
</tr>
<tr>
<td></td>
<td>Financial Management</td>
<td>Statutory reporting</td>
</tr>
<tr>
<td></td>
<td>Financial Management</td>
<td>Issue of rates and water notices in alignment consistent with legislative requirements</td>
</tr>
<tr>
<td></td>
<td>Financial Management</td>
<td>Customer liaison</td>
</tr>
<tr>
<td>Function: Business Services</td>
<td>Technology</td>
<td>Provision of customer services and technical support including;</td>
</tr>
<tr>
<td>Function: Business Services</td>
<td>Technology</td>
<td>Network and data security management</td>
</tr>
<tr>
<td>Function: Business Services</td>
<td>Technology</td>
<td>IT procurement</td>
</tr>
<tr>
<td>Function: Business Services</td>
<td>Technology</td>
<td>Data administration</td>
</tr>
<tr>
<td>Function: Business Services</td>
<td>Technology</td>
<td>Geographical Information Systems (GIS)</td>
</tr>
<tr>
<td>Function: Business Services</td>
<td>Technology</td>
<td>Telecommunications management</td>
</tr>
<tr>
<td>Function: Business Services</td>
<td>Technology</td>
<td>Information and Communication Technology (ICT) systems and software development per ICT Strategy</td>
</tr>
<tr>
<td>Function: Business Services</td>
<td>Procurement</td>
<td>Streamlined processes for purchasing goods and services to ensure effective expenditure</td>
</tr>
<tr>
<td>Function: Business Services</td>
<td>Employee Support</td>
<td>Provision of payroll</td>
</tr>
<tr>
<td>Function: Business Services</td>
<td>Employee Support</td>
<td>Employee support services</td>
</tr>
<tr>
<td>Function: Business Services</td>
<td>Employee Support</td>
<td>Recruitment and selection including workflow analysis</td>
</tr>
<tr>
<td>Function: Business Services</td>
<td>Employee Support</td>
<td>Training and development including the recording and monitoring of staff training hours</td>
</tr>
</tbody>
</table>
A Leading Organisation

**LO1 – Proactive leadership – Bega Valley Shire Council is proactive in representing the needs and aspirations of our community.**

**Steps we have taken towards your ambition:**

- **MOU with Eurobodalla Shire Council**
  The MOU will strengthen the existing partnership between the two Councils by implementing a more formal level of co-operation. It sets out the objectives and management arrangements of a partnership between the two Councils and outlines the partnership’s governance structure and source of authority. A number of shared services and programs have already commenced.

- **South East Region Leadership Forum**
  The two day South East Region Leadership Forum hosted by Council was held on 3 and 4 December 2015 with delegates from all over the South East Region of NSW, including Councillors and Council staff.

  Over two days, the 115 delegates, were engaged by an impressive program of celebrity and professional speakers including Dr Ken Henry and David Parkin as well as local government and business leaders. The Forum provided 2 important leadership development sessions facilitated by the Australian School of Applied Management, all providing knowledge and tools to government, community and business leaders on facilitating and leading change in their organisations, preparing them to be Fit for the Future.

- **Leadership Development Program**
  In 2014, Council chose to shift the culture of the organisation by transitioning to a values-based culture. There was extensive staff consultation to develop sets of behaviours around the values, combined with intensive leadership training.

  Over the past 18 months we have developed and implemented an integrated leadership program starting with Senior Executive employees, moving down to Managers Group level employees, and finally our Co-ordinator/supervisory level employees. Performance against the commitment statement - values and behaviours- is monitored by an e-survey every three months.
LO2 – Business excellence – Bega Valley Shire Council is an organisation that embraces and demonstrates best practice governance and workplace excellence.

Steps we have taken towards your ambition:

• Fit for the Future
Bega Valley Shire Council was found to the Fit for the Future by IPART and the State Government and stands alone after submitting a Council Improvement Proposal outlining the key directions to take the Council from its sustainable standing to a stronger position in the future. This important proposal sits alongside our strategic planning documents and management plans and draws on the benchmarks for successful and sustainable governance as provided by the NSW Government in its Fit for the Future package. Council also considered a proposal for merger with Bombala Shire Council developing an assessment criteria.

• Organisation Culture Index Study
No amount of strategy will succeed if there is a cultural problem within the workplace. With this in mind we worked with specialists, Human Synergistics, to develop our Organisation Cultural Index study. 83 per cent of staff participated and the results from the study are being discussed with all staff to work on solutions and develop continuing improvement strategies to enhance good culture.

• Grants Review
Council provides more than $250,000 in grants to various groups across the Shire each year for important community activities and projects to improve the lives of our residents. It was identified that there were inconsistencies in the way in which grants across Council’s departments were managed. This was reviewed and the recommendations were adopted by Council and are being implemented.

• Organisation Values and Behaviours
Council is committed to providing our customers with quality, responsive and friendly service, in person, on the phone, online and in the community. It’s our commitment to PLaCE (People matter; Learning is important; and we Can do; Engaging the whole organisation is key). The PLaCE commitment forms a screen saver on all Council computers as a constant reminder and it is core to all staff performance reviews. It also is the basis for staff awards at the end of the year.

• Fitness for work – alcohol and other drugs
Bega Valley Shire Council is committed to ensuring all workers are provided with a safe, healthy and productive workplace free from the hazard of effect of drugs and/or alcohol. There is a clear expectation from the organisation and from the community that all workers will arrive for, and return from work in a competent state and are not adversely affected by drugs and/or alcohol when working. A random alcohol and drug testing program was introduced in 2015 throughout the organisation.
LO3 – Informed and engaged - Our community is informed and engaged with opportunities to determine the direction of the shire with effective and accountable leadership.

Steps we have taken towards your ambition:

- Online consultations through Have Your Say
  We saved more than $30,000 per year through developing our own self-hosted online community engagement tool which is now regularly used to receive community feedback on a wide range of proposed Council projects.

- New Council website
  We designed and developed a new website that is easy to use and navigate, is providing increasing accessibility in tune with international recommendations, provides a self-hosted community engagement platform, and works well on all mobile devices. We did this on a shoestring budget through smart planning, and analytics show that users and views on the new site are significantly up when compared with the old website.

- Community Strategic Plan consultation
  This year we undertook our biggest-ever community consultation in reviewing our Community Strategic Plan and called on everyone from preschoolers to local businesses, residents, retirees and visitors be part of the process. The information we gathered over two months will help us develop two major community documents: Understanding our Place 2040 and the updated Community Strategic Plan.

- Live streaming of Council meetings
  Live streaming of Council meetings began in February 2016 in the new Council Chambers located in the Bega Valley Commemorative Civic Centre. With a Shire covering 6,052 square kilometres and Council meetings held in Bega, the streaming now allows all residents to view Council decision making on-line live or referred to bookmarked items of interest to them at their leisure.
Statutory Information

Special Rate Variation (SRV)
Environmental Levy Achievements
State of Environment Report
Rates Written Off
Condition of Public Works
Legal Proceedings
Councillor’s Expenditure
Senior Staff Payments
Contracts
Subsidised Works on Private Property
Community Grants
Partnerships with Other Organisations
Overseas Visits
Companion Animal Management
Governance
Equal Employment Opportunity (EEO)
### Special Rate Variation (SRV) Special Variation to Rates income approvals:

#### 2006/2007

The 2006/07 Operational Plan implemented a Special Rate Variation approved by the Minister for Local Government of 5%, raising an additional $782,000. These funds are committed to supporting emergency services including the growing demands for additional bushfire mitigation works and additional support to general asset management.

<table>
<thead>
<tr>
<th></th>
<th>Total Expenditure 2012/13</th>
<th>Total Expenditure 2013/14</th>
<th>Total Expenditure 2014/15</th>
<th>Total Expenditure 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Services</td>
<td>$599,000</td>
<td>$620,000</td>
<td>$634,000</td>
<td>$649,000</td>
</tr>
<tr>
<td>General Asset M’gt</td>
<td>$140,000</td>
<td>$145,000</td>
<td>$148,000</td>
<td>$152,000</td>
</tr>
</tbody>
</table>

#### 2007/2008

The 2007/08 Operational Plan implemented a Special Rate Variation approved by the Minister for Local Government of 9.76%, raising an additional $891,900. These funds were targeted at infrastructure, continuing services in branch libraries, the Regional Gallery, tourism Visitor Information Centres (VIC) and the weeds program. This Variation was approved on an ongoing basis.

<table>
<thead>
<tr>
<th></th>
<th>Total Expenditure 2012/13</th>
<th>Total Expenditure 2013/14</th>
<th>Total Expenditure 2014/15</th>
<th>Total Expenditure 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Services</td>
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<td>$620,000</td>
<td>$634,000</td>
<td>$649,000</td>
</tr>
<tr>
<td>General Asset M’gt</td>
<td>$140,000</td>
<td>$145,000</td>
<td>$148,000</td>
<td>$152,000</td>
</tr>
</tbody>
</table>
2008/09
The 2008/09 Operational Plan implemented a Special Rate Variation approved by the Minister for Local Government of 9.33% inclusive of the rate pegging amount, raising an additional $1,066,100. These funds were directed at infrastructure rehabilitation and provision of ocean lifeguards over the busy summer holiday season at beaches not serviced by a Surf Lifesaving Club, but still popular with visitors. This variation was approved on an ongoing basis.

<table>
<thead>
<tr>
<th>Program</th>
<th>Total Expenditure 2012/13</th>
<th>Total Expenditure 2013/14</th>
<th>Total Expenditure 2014/15</th>
<th>Total Expenditure 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural sealed road rehab program</td>
<td>$247,021</td>
<td>$255,420</td>
<td>$261,000</td>
<td>$267,000</td>
</tr>
<tr>
<td>Armco culvert rehabilitation</td>
<td>$113,313</td>
<td>$117,165</td>
<td>$121,000</td>
<td>$0 ($124,00 carried forward)</td>
</tr>
<tr>
<td>Bridge rehabilitation</td>
<td>$113,313</td>
<td>$117,165</td>
<td>$121,000</td>
<td>$124,000</td>
</tr>
<tr>
<td>Footpath trip hazards</td>
<td>$7,932</td>
<td>$8,202</td>
<td>$8,400</td>
<td>$8,600</td>
</tr>
<tr>
<td>Recreation buildings and pools</td>
<td>$79,319</td>
<td>$82,016</td>
<td>$83,900</td>
<td>$86,000</td>
</tr>
<tr>
<td>Ocean lifeguards</td>
<td>$161,716</td>
<td>$175,748</td>
<td>$179,800</td>
<td>$183,000</td>
</tr>
<tr>
<td>Urban street construction</td>
<td>$226,625</td>
<td>$234,330</td>
<td>$239,000</td>
<td>$245,000</td>
</tr>
<tr>
<td>Kerb &amp; guttering</td>
<td>$48,407</td>
<td>$50,053</td>
<td>$52,000</td>
<td>$53,000</td>
</tr>
<tr>
<td>Total</td>
<td>$997,645</td>
<td>$1,040,099</td>
<td>$1,066,100</td>
<td>$966,600</td>
</tr>
</tbody>
</table>

2009/10
The Minister for Local Government approved a Special Rate Variation of 3.01% above rate pegging for a total rate increase of 6.51%. The special variation to rates was approved for five years and to be spent on sports and recreation infrastructure and improving accessibility of these facilities. The total amount of the increase above rate pegging raised $450,000 in the first year. A General sports and Recreation Committee has been established as a Committee of Council. This group worked with Council to identify priority projects for this fund and has been focussed on using the Council contribution to leverage additional funds through grants, sponsorship and volunteer endeavour.

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sportsground Management</td>
<td>$0</td>
<td>$747,978</td>
<td>$474,627</td>
<td>$130,407</td>
<td>$508,967 ($356,469 carried forward)</td>
<td>$167,837 ($188,632 carried Forward)</td>
</tr>
<tr>
<td></td>
<td>$100,000</td>
<td>$103,200</td>
<td>$134,100</td>
<td>$109,589</td>
<td>$104,157</td>
<td>$116,939</td>
</tr>
</tbody>
</table>
IPART approved the Special Rate Variation for 2013/2014 as part 1 of 3 covering the years from 2013/2014 to 2015/2016. The overall general rate income increase for Year 1 is 5.4% which includes a Special Rate Variation of 2% to be used to help fund renewal of collector roads.

IPART approved the Special Rate Variation for 2014/2015 as part 2 of 3 covering the years from 2013/2014 to 2015/2016. The overall general rate income increase for Year 1 is $1,346,000 which includes a Special Rate Variation of 2% to be used to help fund renewal and upgrade of recreational facilities. The money brought in through our Recreation facilities Special Rate Variation funded the projects of Beach Street Rock Wall Merimbula, Path and Access Ramp and the Wonboyn Boat Ramp.

### 2011/12

In 2011/12, a Special Rate Variation was approved by IPART under the new assessment process. It continued the 2010/11 approval for tourism and the resurfacing of the existing tarmac at the Merimbula airport. The approval is for 20 years. The amount of variation also includes an amount of 0.14% for a ‘Crown Land Adjustment” which the Council is able to apply for under the Local Government Act 1993 and which the Division of Local Government recommended be included in the Council’s Special Variation approval.

<table>
<thead>
<tr>
<th></th>
<th>Total Expenditure 2011/12</th>
<th>Total Expenditure 2013/14</th>
<th>Total Expenditure 2014/15</th>
<th>Total Expenditure 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Merimbula Airport</td>
<td>$0</td>
<td>$344,616</td>
<td>$356,333</td>
<td>$364,500</td>
</tr>
<tr>
<td>Tourism development</td>
<td>$250,000</td>
<td>$259,500</td>
<td>$268,323</td>
<td>$275,000</td>
</tr>
<tr>
<td>and promotion (SCT</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Ltd)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$250,000</td>
<td>$604,116</td>
<td>$624,656</td>
<td>$639,500</td>
</tr>
</tbody>
</table>

### 2013/14 - 14/15 - 15/16

IPART approved the Special Rate Variation for 2013/2014 as part 1 of 3 covering the years from 2013/2014 to 2015/2016. The overall general rate income increase for Year 1 is 5.4% which includes a Special Rate Variation of 2% to be used to help fund renewal of collector roads.

IPART approved the Special Rate Variation for 2014/2015 as part 2 of 3 covering the years from 2013/2014 to 2015/2016. The overall general rate income increase for Year 1 is $1,346,000 which includes a Special Rate Variation of 2% to be used to help fund renewal and upgrade of recreational facilities. The money brought in through our Recreation facilities Special Rate Variation funded the projects of Beach Street Rock Wall Merimbula, Path and Access Ramp and the Wonboyn Boat Ramp.
2015 2016 Environmental Levy Achievements

Weed and Vegetation Management

The Weed and Vegetation Management Levy was approved with the Special Variation to rates in 2007/08. This permanent Levy was approved to supply funding to help support the agricultural industry generally in regard noxious weed and vegetation management initiatives.

Actual income and expenditure for the Weed and Vegetation Management Levy is listed below:

Actual Income 2015/16  $408,000
Actual Expenditure 2015/16  $408,000

All funds were expended directly on works and management activities directed at controlling noxious and environmental weeds and vegetation management. This included the roadsides noxious weeds control program as well as noxious weeds control on reserves and the inspection of private property. The funding across these activities was also used to match and leverage additional weed inspection and control funding from the NSW Department of Primary Industries Weeds Action Program.

Catchment Biodiversity and Sustainability

The ‘Environmental Levy’ has been in place since 2003. Permanent approval for the Environmental Management Special Variation was issued by the Minister for Local Government in 2006. At the time Council was one of the few Council’s in NSW that had a permanent Environmental Levy in place to ensure that environmental management initiatives were adequately funded.

The following amounts show actual income and expenditure for the 2015 2016 year:

Actual net income 2015/16  $384,000
Actual expenditure 2015/16  $415,485

In 2015/16 Environmental Levy expenditure exceeded income by $31,485. This additional expenditure was derived from carried forward funds from previous years. It is anticipated that the reserve will be exhausted during 2016 2017.

Specific projects across the themes of Catchment Protection, Biodiversity and Sustainability remained the focus of expenditure in 2015 2016 with funds used wherever possible to also leverage government grants. This was especially the case in the coast and estuary management area as well as in vegetation management and rehabilitation projects. Details of the major expenditure areas are provided below.
Community Environmental Works

A very successful element of the Environment levy expenditure in 2015-2016 was the Community Environmental Grants program. $42,000 was expended on this program and funded the delivery of a variety of on ground works across the shire by community groups.

- Bemboka River Reserve weed control project further protecting some of the best examples of South Coast Grassy Woodland.
- Weed control works aimed at protecting and enhancing Panboola Wetlands at Pambula.
- Narira Creek Cobargo for stabilisation works and a walkway Project involving weed control and revegetation of Narira Creek.
- Vegetation management works including pruning and revegetation works at Tura Beach Flora Reserve. Weed control works at the Dry River reserve, Quaama
- Bermagui Flora and Fauna Reserve – for weed control at Bermagui North Lagoon and re-vegetation at Long Swamp.

Community environmental grant funding was also used to support other activities including a biodiversity survey and development of a Management Plan for Candelo Public Lands, surveys and brochures for the Mundooi Walk at the Tura/Mirador Coastal Reserve, for flora and fauna survey and management plan development for the Salty Lagoon Nature Reserve at Bermagui North, and for interpretive signage at the Glebe Wetlands in Bega.

Urban Storm-water management works
$60,000 was expended in the engineering works area undertaking maintenance of urban storm-water infrastructure including gully pits and basins.

Education & Awareness

$35,600 was expended on awareness raising programs including staff training across erosion and sediment control, and also for Protection of the Environment statutory training in regard Council’s engineering, works and development control staff. Erosion and sediment control training was also provided to contractors, designers and developers in the Shire to address concerns about the lack of knowledge across these sectors in regard soil and water management on construction and development sites. Further coastal awareness signage and conservation management promotion was also funded.

Vegetation and Weed Management

$83,900 was expended on vegetation and weed management activities. Of this $40,000 was expended on roadside noxious weed spraying matching NSW DPI funding. The balance of funds were expended on weed control works at Rotary Park and Walk in Merimbula and Fishpen, lovegrass control at Bemboka and bitou bush control around the Tathra area.
Environmental monitoring

$39,800 was spent on water quality monitoring and analysis and studies of coastal lakes and catchments across the shire. This included chemical, biological and algal analysis of coastal lakes and the Kisses Lagoon as well as CCTV monitoring of Bega CBD storm-water systems for their contributions to local waterways. Funds were also expended on updating Council’s acoustic monitoring capabilities and upgrading Council’s environmental spill kits for construction teams.

Natural asset / Bushland management

$18,100 was spent on natural assets / bushland planning and management. This included works at Cobargo, Wallaga Lake, Bega, Tathra, Bemboka and also at Short Point in Merimbula.

Hazards Definition Study. In addition the Levy funds were used to undertake a study of lake sediments with the University of Wollongong and to complete the very important review of Council’s Lake, River and Lagoon Entrance Management practices and policies. Various dune protection works at Bermagui, Main Beach and Fishpen were also funded.

State of Environment Report

The State of Environment Report for 2015/16 has been prepared in accordance with the requirements of the Local Government Act 1993.

The 2016 State of Environment Report is available on Council’s website.
# Contracts

<table>
<thead>
<tr>
<th>RFx</th>
<th>Register No.</th>
<th>Contract Title</th>
<th>Contractor</th>
<th>Value (Inc GST)</th>
<th>Acceptance Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFT</td>
<td>23/15</td>
<td>Civil Construction Imlay St Upgrade</td>
<td>Guideline South Coast Pty Ltd</td>
<td>1,395,550.00</td>
<td>7/7/2015</td>
</tr>
<tr>
<td>RFT</td>
<td>24/15</td>
<td>Civil Construction Zingel Place Realignment &amp; BCC/ Littleton Gardens Stage 5</td>
<td>RD Miller Pty Ltd</td>
<td>1,700,000.00</td>
<td>8/13/2015</td>
</tr>
<tr>
<td>RFT</td>
<td>25/15</td>
<td>Electrical Construction Zingel Place Realignment &amp; BCC/ Littleton Gardens Stage 5</td>
<td>Core Electrical &amp; Communications Pty Ltd</td>
<td>363,653.40</td>
<td>9/8/2015</td>
</tr>
<tr>
<td>RFT</td>
<td>38/15</td>
<td>Supply and Installation of Playground Equipment at Ford Park, Merimbula and Bega Park, Bega</td>
<td>Viva Recreation Pty Ltd</td>
<td>165,814.88</td>
<td>9/9/2015</td>
</tr>
<tr>
<td>RFT</td>
<td>26/15</td>
<td>Bega Civic Centre Council Chamber Fitout</td>
<td>Grant Dowdle Building Pty Ltd</td>
<td>177,033.57</td>
<td>9/18/2015</td>
</tr>
<tr>
<td>RFT</td>
<td>59/15</td>
<td>Lake Curalo, Eden - Construction of Pathways &amp; Timber Footbridges</td>
<td>GDB Earthworks &amp; Landscaping Pty Ltd</td>
<td>346,071.50</td>
<td>10/22/2015</td>
</tr>
<tr>
<td>N/A</td>
<td>SUEZ</td>
<td>Water Trunk Mains Cleaning Services</td>
<td>Suez Water &amp; Treatment Solutions Pty Ltd</td>
<td>285,000.00</td>
<td>11/4/2015</td>
</tr>
<tr>
<td>RFT</td>
<td>72/15</td>
<td>Mogareeka Boat Ramp Upgrade Project</td>
<td>GPM Constructions Pty Ltd</td>
<td>418,008.30</td>
<td>11/26/2015</td>
</tr>
<tr>
<td>RFT</td>
<td>73/15</td>
<td>Water Mains Renewal Program 2016/2017</td>
<td>RD Miller Pty Ltd</td>
<td>1,631,295.00</td>
<td>11/26/2015</td>
</tr>
<tr>
<td>RFT</td>
<td>67/15</td>
<td>Cleaning of Bega Valley Shire Council Buildings</td>
<td>CMC Property Services Pty Ltd</td>
<td>515,744.28</td>
<td>12/4/2015</td>
</tr>
<tr>
<td>RFT</td>
<td>64/15</td>
<td>Construction Tender for Tura library &amp; Community Centre</td>
<td>Edwards Constructions (NSW) Pty Ltd</td>
<td>1,096,217.10</td>
<td>12/18/2015</td>
</tr>
<tr>
<td>RFT</td>
<td>75/15</td>
<td>Provision of bitumen, emulsions and asphalt materials and services</td>
<td>Downer EDI Works Pty Ltd</td>
<td>1,311,285.15</td>
<td>2/4/2016</td>
</tr>
<tr>
<td>RFT</td>
<td>78/15</td>
<td>Urban Street Microsurfing</td>
<td>Downer EDI Works Pty Ltd</td>
<td>244,288.00</td>
<td>2/29/2016</td>
</tr>
<tr>
<td>RFT</td>
<td>91/15</td>
<td>Provision of a Microwave Communication Network Solution</td>
<td>SAF Australia Pty Ltd</td>
<td>323,613.40</td>
<td>3/7/2016</td>
</tr>
<tr>
<td>RFx</td>
<td>Register No.</td>
<td>Contract Title</td>
<td>Contractor</td>
<td>Value (Inc GST)</td>
<td>Acceptance Date</td>
</tr>
<tr>
<td>-----</td>
<td>-------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>-------------------------------</td>
<td>-----------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>RFT</td>
<td>Jun-16</td>
<td>Merimbula CBD Bypass - Street Lighting &amp; Power Asset Relocation</td>
<td>Allstate Power Pty Ltd</td>
<td>192,000.00</td>
<td>4/8/2016</td>
</tr>
<tr>
<td>N/A</td>
<td>SR164442-3</td>
<td>Protection and relocation of Telstra Network Plant in Market Street, Monaro Street, Palmers Lane – Merimbula Bypass</td>
<td>Telstra Network Integrity Services</td>
<td>294,189.13</td>
<td>5/4/2016</td>
</tr>
<tr>
<td>RFT</td>
<td>May-16</td>
<td>NSW Public Works - Construction Tender for Nutleys Creek Reservoir (4.0 ML) at Bermagui</td>
<td>Hornick Constructions Pty Ltd</td>
<td>2,250,127.00</td>
<td>5/16/2016</td>
</tr>
<tr>
<td>RFT</td>
<td>Mar-16</td>
<td>Gravel Re-Sheeting Programe 2014 Flood Response</td>
<td>Woodstock Contracting</td>
<td>191,705.00</td>
<td>5/24/2016</td>
</tr>
<tr>
<td>RFT</td>
<td>Mar-16</td>
<td>Gravel Re-Sheeting Programe 2014 Flood Response</td>
<td>RD Miller Pty Ltd</td>
<td>1,254,606.00</td>
<td>5/24/2016</td>
</tr>
<tr>
<td>RFQ</td>
<td>Jul-16</td>
<td>Specification P715 - Road Grader 140904/140801</td>
<td>Westrac Pty Ltd</td>
<td>855,800.00</td>
<td>6/1/2016</td>
</tr>
<tr>
<td>N/A</td>
<td>SPM-1</td>
<td>Insurance FY 16/17 (Property)</td>
<td>Statewide Property Mutual via NSW Local Government Jardines Liability Scheme</td>
<td>265,712.37</td>
<td>6/22/2016</td>
</tr>
<tr>
<td>N/A</td>
<td>SLS-1</td>
<td>Insurance FY 16/17 (Public Liability, Professional Indemnity, Councillors &amp; Officers Liability)</td>
<td>Statewide Liability Scheme via NSW Local Government Jardines Liability Scheme</td>
<td>506,212.60</td>
<td>6/22/2016</td>
</tr>
<tr>
<td>N/A</td>
<td>SMVS-1</td>
<td>Insurance FY 16/17 (Motor Vehicle)</td>
<td>Statewide Motor Vehicle Scheme via NSW Local Government Jardines Liability Scheme</td>
<td>258,107.52</td>
<td>6/22/2016</td>
</tr>
<tr>
<td>N/A</td>
<td>SML-1</td>
<td>Insurance FY 16/17 (Workers Compensation)</td>
<td>Statecover Mutual Limited</td>
<td>729,491.85</td>
<td>8/23/2016</td>
</tr>
</tbody>
</table>
**Rates Written Off**

Rates and Charges totalling $71,969.88 were written off for the period 1 July 2014 to 30 June 2015 and these are detailed as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>1 July 15 to 30 June 16</th>
<th>1 July 14 to 30 June 15</th>
</tr>
</thead>
</table>
| General Rates (Postponed and Voluntary Conservation Agreement) | PP $6,981.73  
VCA $75,373.93  
Total $70,105.17 | PP $6,318.22  
VCA $63,786.95  
Total $70,105.17 |
| Water Access Charges                             | $2,059.54                 | $1,864.71               |
| Sewerage Availability Charge                     |                          |                         |
| Interest (*small debt write off)                 |                          |                         |
| Waste Charges                                    |                          |                         |
| Base Waste Management Charge                      |                          |                         |
| Stormwater Charges                                |                          |                         |
| **Total**                                        | **$84,415.20**           | **$71,969.88**          |

All of these rates and charges were written off as a result of adjustments in conservation agreements, postponed rates adjustments; re-classification of non-rateable properties to rateable; or re-classification of rateable properties to non-rateable.
Condition of Public Works

An independent Asset Sustainability Review was completed by consultants GHD in 2010. That review identified an asset back log of 1% for general fund assets and 4% for water and sewer assets, signalling over $20m was required to restore critical assets.

The financial notes (note 9) indicate assets were renewed in 2015-16 at 56% of the depreciation rate, and this may accelerate the deterioration of assets without injection of capital to renew assets as recommended by GHD.

Public buildings

Council Offices (Bega, Bermagui, Eden and Merimbula)

Offices and Bega, Bermagui and Eden are in satisfactory condition. The planned refurbishment at the Merimbula office was put aside in the 2011-12 period given the continued consideration of other options for total redevelopment of the site. The building remains in fair condition.

Council halls

All Council’s halls are managed by volunteer committees, with volunteer community members providing an emphasis on operational maintenance and hall management to ensure community activities are catered for. Funding for halls for the year 2015-16 was a total of $70,000 with additional funds being provided by hall committees towards major repairs and maintenance.

Swimming pool facilities

Council’s has six pool facilities at Bega, Bemboka, Candelo, Cobargo, Eden and the Sapphire Aquatic Centre in Pambula and one ocean pool at Bermagui.

Each of the facilities are in a reasonable condition, however only one is operational year round. The Sapphire Aquatic Centre was officially opened in December 2010. Council assumed responsibility for the Sapphire Aquatic Centre operations through direct management during the first half of 2013.

The financial support to the facility and to the operational entity was increased beyond the original estimates on several occasions over the year, taking overall costs to manage and operate the six facilities to over $1,240,000.
Public roads

Council maintains a total length of 1,424 kms of public road throughout the Shire, which is made up of local roads: 494 kms sealed; 676 kms unsealed and Regional roads: 228 kms sealed; 26 kms unsealed.

Some of the unsealed local and regional roads carry significant traffic and there is considerable community pressure to seal these unsealed rural arterial roads. Council has resolved to only seal the Unsealed Urban Streets (19km) and Unsealed Rural Collector Roads (65km).

This will still require an estimated $26 million.

In 2015-16 Council spent $5,854,000 on road maintenance works and $6,583,100 on capital and rehabilitation works.

There are a total of 255 bridges on Council’s road network, of these 62 are timber and 163 are concrete/steel. There are also approximately 2,400 other miscellaneous drainage structures on the network comprising culverts and causeways.

In 2015-16 Council spent $714,000 on bridge maintenance and $891,000 on bridge capital and rehabilitation. Since increasing rates by the special levies in recent years the ‘gap’ between actual and required maintenance has improved.

Stormwater Management (drainage)

Council has an 109 km stormwater drainage network in the urban areas for which it is responsible. In 2015-16 Council spent $377,000 maintaining the drainage systems, a further $464,000 on capital works.

Legal Proceedings

Set out below is a summary of amounts incurred by Council in relation to legal proceedings taken by or against the Council in the period 1 July 2015 to 30 June 2016.

<table>
<thead>
<tr>
<th>Subject</th>
<th>Particulars of proceedings</th>
<th>Result</th>
<th>Cost to Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt recovery **</td>
<td>Recovery of rates and charges</td>
<td>Ongoing</td>
<td>384,000</td>
</tr>
<tr>
<td>Planning</td>
<td>Planning matters</td>
<td>Ongoing</td>
<td>5,000</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td>217,000</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>606,000</td>
</tr>
</tbody>
</table>

** Note: Expenses recouped through the rate recovery process
Community Grants

Contributions made to community groups under Section 356 of the *Local Government Act 1993* for the 2015-16 period was $167,000

Councillors Expenditure

Fees payable to Councillors

The Mayoral allowance for the financial year of 2015-16 was $40,100. The allowance for the nine Councillors was a total of $165,420. A total of $205,520 was paid to the Mayor and eight Councillors over the 2014-15 reporting period. A further $129,300 was expended on the provision of Councillor expenses comprising the following:

<table>
<thead>
<tr>
<th>Expense</th>
<th>2015-16</th>
<th>2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Childcare Reimbursement</td>
<td>$3,800</td>
<td>$2,096</td>
</tr>
<tr>
<td>Training - CPD Induction and Development</td>
<td>$11,400</td>
<td>$11,346</td>
</tr>
<tr>
<td>Delegates Expenses</td>
<td>$53,000</td>
<td>$26,883</td>
</tr>
<tr>
<td>Food and Catering Expenses</td>
<td>$28,000</td>
<td>$11,163</td>
</tr>
<tr>
<td>IT Facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publication and Subscriptions</td>
<td>$11,000</td>
<td>$4,171</td>
</tr>
<tr>
<td>Telephone and Communication</td>
<td>$8,500</td>
<td>$6,720</td>
</tr>
<tr>
<td>Mayor Vehicle Expenses</td>
<td>$13,600</td>
<td>$22,038</td>
</tr>
<tr>
<td>Conference and Seminars</td>
<td></td>
<td>$5,468</td>
</tr>
<tr>
<td>Interstate visits by Councillors, including transport, accommodation</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>and other out of pocket expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overseas visits by Councillors, including transport, accommodation</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>and other out of pocket expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenses of any spouse, partner or other person who accompanied a</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>Councillor</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Senior Staff Payments

Under the Integrated Planning and Reporting requirements, and Section 338 of the *Local Government Act 1993* ‘Senior Staff’ are defined as ‘staff that are primarily responsible for the strategic direction of Council, and are on performance contracts, and who receive a total remuneration package equal to or more than the SES Level 1 base which is $174,500 for the 2015-16 financial year’.

Council has four staff members plus the General Manager in the Executive structure. The designated positions are set out below together with the value of their combined salary packages (inclusive of superannuation, motor vehicle, salary and other benefits) paid during the reporting periods 2014-15 and 2015-16.

<table>
<thead>
<tr>
<th>Expense</th>
<th>2015-16 $’000</th>
<th>2014-15 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Manager</td>
<td>268</td>
<td>252</td>
</tr>
<tr>
<td>Senior Staff</td>
<td>863</td>
<td>550</td>
</tr>
<tr>
<td></td>
<td>* note - for the period of 2015 - 16 a total of 4 Senior Staff are reported under the Act and for the period Council had 2 Directors TUG for a 2 month period</td>
<td>*note - For the 2014-15 period a total of 3 Senior Staff were reported under the Act, of which one of these positions was vacant until October 2014.</td>
</tr>
<tr>
<td>Total</td>
<td>$1131</td>
<td>$802</td>
</tr>
</tbody>
</table>

Subsidised Works on Private Property

Council carried out no subsidised works on private properties during the 2015 - 16 reporting period.
Partnerships with other organisations

Functions delegated to other organisations

Hall and Building Committees; S355 general halls and buildings Committee and 17 individual community hall committees.

Function: Councils peak advisory body on issues related to the management of community halls and buildings. This committee is made up of representatives from each of the individual hall committees and forms the conduit between each individual committee and Council. The various individual hall and building committees have management responsibility delegated to them from Council, including arranging bookings and carrying out maintenance and improvements. Committees also provide information relevant to the development of plans of management for each specific facility.

Cemetary Committee and S355 General Cemeteries Committee and five individual Community Cemetery Committees.

Function: Council’s peak advisory body on issues related to the management of cemeteries. This Committee is made up of representatives from each of the individual Cemetery Committees and forms the conduit between each individual Committee and Council. The individual community committees provide care and maintenance of the Shires cemeteries. The role of each committee is to provide a dignified final resting place for members of our community who have passed on. The number of individual committees has reduced over the last few years. Committees also provide information relevant to the development of plans of management for each specific facility.

Coastal Planning and Management Committee

Function: Council’s peak advisory body on coastal zone management for the following issues - estuarine, marine, foreshore, fisheries, coastal catchments, coastal planning and climate change impacts.

Sportsgrounds and Reserve Committees – all S355 committees.

Function: To oversee the care and use of Councils sporting and recreational facilities. Committees also provide information relevant to the development of plans of management for each specific facility.
Access Advisory Committee.

**Functions:** Recommends access, design and modification to Council’s assets and private developments.

Bega Valley Bush Fire Management (by service agreement – RFS).

Functions: Bush fire management.

Bega Valley Shire Medallion.

Functions: Considers nominations for community service awards.

Bega Valley Shire Youth Council.

**Functions:** Provides a youth perspective on Council decisions.

Road Safety Group.

**Functions:** Representative group providing advice on road safety.
Companion Animal Management

Companion animal management functions and activities are conducted by Council in accordance with the Act and Regulations.

Expenditure

During 2015-2016 an estimated $360,000 was spent on companion animal management responsibilities and associated activities. Council employs four Rangers and one trainee Ranger. Companion animal management is one of the major functions for these staff. Council also maintains a Companion Animal Facility (pound) employing part time staff to clean, maintain the facility and provide daily animal care.

Companion Animal Management Plan

The Ranger Services team continue to undertake activities under the Companion Animal Management Plan which was adopted in 2014. Bega Valley Shire Council’s animal control areas has been reviewed. Members of the Community and stakeholder groups were consulted and publicly exhibited so that members of the public could provide comment on Councils five year review of dog control areas. A report will be presented to Council in 2016

Companion Animal Facility (CAF)

The Companion Animal Facility (Pound) management data collection returns were lodged with the Office of Local Government October 2016 in compliance with the Companion Animals Act.

Desexing / Rehoming

Council continues to rehome dogs through the Animal Welfare League and RSPCA sub branch committee to rehome cats, to maximise Councils rehoming capability. Council’s Companion Animal policy requires all animals to be desexed and lifetime registered when leaving Council’s Companion Animal facility.


Cats – Dogs – 239

Dog Attacks / Dangerous, Menacing, Nuisance & Restricted dogs

During 2015-2016 Ranger Services received 72 complaints relating to dog attacks ranging from minor incidents such as dogs displaying unreasonably aggression while rushing at persons/animals to the more severe such as acts of aggression on persons/animals. This represents a steady increase from the previous financial year. Council are legally required to record these incidences on the NSW Companion Animal Register.
Following investigation of these incidents;
• 17 dog attacks on persons
• 41 dog attacks on animals
• 8 dogs were destroyed
• 27 penalty notices
• 16 cautions
• 6 dangerous dog declarations
• 4 menacing dog declarations
• 7 Nuisance (habitually at large) dog orders

**Menacing Dog Declaration**

Compliance certificates are issued to dog owners where dangerous and menacing dog declarations have been issued and follow up inspections on premises, enclosures and conditions found to be compliant. Premises and enclosures where Dangerous and Menacing dog declarations have been issued are subject of regular audit and inspections. Where owners are found to be non compliant then Penalty Notices and dog seizures are optional outcomes.

**Animal Registration**

Bega Shire Council have discontinued with the distribution of lifetime registration letters mainly due to the introduction of the NSW Pet Registry in 2016, in consultation with Office of Local Government online registration capability. This is now a user friendly online option which can be used by owners and breeders of companion animals.

**Community Relationships**

Council Rangers and staff continue to work closely with the Animal Welfare League (AWL) and Royal Society for the Prevention of Cruelty to Animals (RSPCA). The numbers of animals rehomed from the Companion Animal Facility reportedly been the highest in NSW with Bega Council and AWL modelling best practice and procedure to other councils.

**Customer Requests**

There were a total 1236 Customer Request Management (CRM) from customers relating to companion animals during 2015-2016.

<table>
<thead>
<tr>
<th>Type</th>
<th>2014 - 15</th>
<th>2015-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>541</td>
<td>495</td>
</tr>
<tr>
<td>Lost animals</td>
<td>253</td>
<td>211</td>
</tr>
<tr>
<td>Barking dogs</td>
<td>223</td>
<td>151</td>
</tr>
<tr>
<td>Found animals</td>
<td>283</td>
<td>215</td>
</tr>
<tr>
<td>Dog attacks/dangerous dogs</td>
<td>110</td>
<td>72</td>
</tr>
<tr>
<td>Registration enquiries</td>
<td>98</td>
<td>58</td>
</tr>
</tbody>
</table>
Water Supply

Water supply assets were in a satisfactory condition

1. Total operating, maintenance and administration (OMA) expenses were $11,442,000. Direct operations and maintenance expenses were $3,524,000.
2. Total depreciation of system assets, plant and equipment was $3,711,000.
3. A total of $4,085,000 was expended on capital works, capital equipment and asset refurbishment this year. This includes Federal and NSW State Government subsidised capital works.
4. The following operations, maintenance, repair and management activities were undertaken for the year:
   - Reticulation system work including water main flushing, house service repairs, water main repairs and reservoir cleaning.
   - Trunk main maintenance work including flushing, air valve repairs and access track clearing.
   - Electrical and mechanical maintenance work on pump stations including valve maintenance, switchboard repairs and servicing of pumps.
   - Dam safety surveillance and studies.
   - Water quality monitoring and water resources management activities.
   - Water meter reading and data maintenance activities.

Sewerage Services

1. Sewerage system assets were in a satisfactory condition
2. Total operating, maintenance and administration (OMA) expenses were $16,706,000.
3. Direct operations and maintenance expenses were $5,544,000.
4. Total depreciation of system assets, plant and equipment was $6,321,000.
5. A total of $4,076,000 was spent on capital works, capital equipment and asset refurbishment.
6. The following operations, maintenance, repair and management activities were undertaken for the year:
   - Reticulation system operation and maintenance including CCTV inspections, flushing and jetting.
   - Electrical and mechanical work including switchboard maintenance, valve maintenance and pump servicing.
   - Electrical and mechanical contract maintenance of sewage treatment works associated with the Bega Valley Sewerage Program

Sewerage Program

- Effluent quality monitoring and management activities associated with reuse systems.
- Sewage treatment plant operation and maintenance.
Governance

‘Governance’ encompasses all of the following reporting areas within Council:

- Code of Conduct Complaints
- ICAC matters
- Public Interest Disclosures
- Applications made under the Government Information Public Access (GIPA) Act 2009
- Matters relating to the Privacy and Personal Information Protection (PPIP) Act 1998

Code of Conduct Complaints

During the 2015/16 financial year there were two complaints made concerning alleged breaches of the Model Code of Conduct. On receipt of these complaints, Council referred the first to its Legal Panel for preliminary advice. Upon receipt of preliminary legal advice, the matter was resolved internally. In regards to the second matter, preliminary investigation of the matter determined the complaint to be invalid.

Public Interest Disclosure

There were no Public Interest Disclosures made in the 2015/16 financial year.

ICAC Investigations

Council received zero notifications of this nature during the 2015/16 financial year.

GIPA Applications

During the 2015/16 financial year Council received a total of 30 formal GIPA Applications from various members of the public. All 30 applications were processed under the requirements of the Act, with a Notice of Decision being provided to each applicant. Formal records of these applications are reflected in Council’s Disclosure Log, available electronically on Council’s website www.begavalley.nsw.gov.au

The content of documents requested varied between information pertaining to Development Applications (DA’s) and Approvals, submissions on DA’s, Code of Conduct matters, as well as expenditure of Council funds. A description of each notice of decision is also included within Council’s Disclosure Log on its website.

Thirteen (13) of the applications were referred to the Information Commissioner (OIC) for external review. On three occasions Council’s decision was upheld. An internal review was recommended on four occasions, and no decision was provided by the IPC on three occasions.

PPIP Applications

Council received one (1) application, notifications or complaints under the PPIP Act 1998.