

Annual Report 2014-2015

Attachment 1...



Liveable Place

Community Ambition : *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 well-being and safety.*

Outcome Area L1.1 Improved and realistic perception of Bega Valley as a safe community

Code	Strategic Action	Annual Activity	Status	Comment
L1.1.1	Develop and implement a community safety outcomes into community strategic planning process	Host and administer Police Liaison Committee with opportunities for community representation	Completed	Police Liaison Committee established. Meetings occur each quarter and are chaired by the Mayor

Outcome Area L1.2 Public safety and amenity Improved through proactive regulation programs

Code	Strategic Action	Annual Activity	Status	Comment
L1.2.1	Public amenity and safety maximized through development of proactive regulatory programs.	Review the Companion Animal Control Areas procedure and develop community information booklet	Progressing	
		Implement the 'Regional Illegal Dumping' project	Completed	
		Develop projects for NSW Companion Animal Funding	Delayed	

Outcome Area L1.3 Services provided to support lifesaving, rural fire service and State Emergency Services

Code	Strategic Action	Annual Activity	Status	Comment
L1.3.2	Review opportunities to extend summer lifeguard service in partnerships with businesses and surf lifesaving organisations	Complete review beach of life guard services and equipment. Call tenders to supply contract services for 3years	Completed	

Outcome Area L1.4 Improved access to local health services; resultant health referrals outside the Bega Valley Shire are reduced

Code	Strategic Action	Annual Activity	Status	Comment
L1.4.1	Identify funding opportunities to develop health and wellbeing education programs and healthy ageing programs	Actively seek appropriate funding opportunities	Ongoing program - service meeting expectations	Grant opportunities sought across a range of areas.
L1.4.2	Consult, assess and finalise appropriate planning for establishing new regional hospital; and determining future/continued usage of Pambula Hospital and ancillary facility	Continue liaison with Southern NSW Local Health District	Ongoing program - service meeting expectations	
L1.4.3	Foster partnerships to provide health education opportunities in the Shire.	Continuing support of Mobile Health Clinic with Australian National University and University of Canberra	Completed	Program has finished and has now discontinued the service due to changes in University programming.

Outcome Area L1.5 Healthy lifestyle promoted through education, health promotion, support networks and facilities

Code	Strategic Action	Annual Activity	Status	Comment
L1.5.1	Promote healthy environments and activities.	Support Bega Valley Cancer Network through steering committee	Completed	Support was provided to the network. The network has now disbanded.
		Support and promotion of University of Canberra mobile student lead clinic which provides medical students the opportunity to train, and enables free access to medical advice and services for the community	Completed	This program has now discontinued due to changes in University programming

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 into our community life.*

Outcome Area L2.1 Improve access to affordable learning opportunities for all children

Code	Strategic Action	Annual Activity	Status	Comment
L2.1.1	Implement transition plan to the National Early Years Learning Framework for children’s services workforce and service operations.	Continue supported traineeship and cadetship programs to increase qualifications of educators to National Quality Framework target for 2016. 100% with Nationally recognised Cert III qualifications, 50% with Nationally recognised Diploma qualifications.	Completed	National Quality Agenda qualification requirements are met ahead of requirements. Traineeships will continue to be supported. Current early childhood cadets are due for completion in 2015. There will not be a future early childhood specific cadetship in future due to funding constraints. An alternative scholarship program may replace existing career path opportunities. Focus for future will be building on leadership pathways and structures.
		Increase number of qualified staff in 2 – 3 age group to meet National Quality Framework requirements of 1 educator to 5 children by 2016	Completed	BVSC continues to provide one of the lowest fee providers in the Shire. All early childhood services are now participating in a reflective practice project Quality Counts that aims to embed the National Quality Standards and Early Years Learning Framework. Ratios for children 2-3 are in place, ahead of the national requirement 2016.

Outcome L2.2 Strengthen Bega Valley Library service as a centre for life-long learning

Code	Strategic Action	Annual Activity	Status	Comment
L2.2.1	Optimise Bega library and branch libraries to provide services and spaces for children, young people, students and older people and develop as learning centres.	Development of community hub programs to enable point of contact, communication and engagement through branches	Progressing	Community Relations and Leisure structure has been adopted including the library restructure and the creation of four place based officer roles to work out of the library branches across the shire; to improve connectivity and communications between the Council and the community
L2.2.2	Develop partnerships with schools, tertiary institutions and community groups to grow services	New partnerships developed with high schools, home schoolers and U3A students	Delayed With Reason	Activity within this area was delayed through the review of Library services. Ongoing support for students, home schoolers and U3A students was provided however no new partnerships were created during the reporting period
		Current partnerships with UoW, ANU, TAFE further developed and strengthened.	Ongoing program - service meeting expectations	Partnerships are ongoing. Service agreement with UoW was reviewed and updated.
L2.2.3	Review program and new technologies for library service provision.	Delivery of computer classes to seniors, students and those with disabilities	Ongoing program - service meeting expectations	Classes were extended to Merimbula and Bermagui due to popular demand. Flexibly delivery including individual and group sessions.
		Provide the latest in computer technologies with current software and hardware including the purchase of 5 iPads	Ongoing program - service meeting expectations	Library services keep up to date with software and hardware, including the purchase of digital projectors to enable greater opportunity in library programs and community uses.

Outcome Area L2.3 Support regional university, TAFE and community/vocational training partnerships to examine, analyse and expand options in the Bega Valley

Code	Strategic Action	Annual Activity	Status	Comment
L2.3.1	Investigate and implement a mentoring and educational support program for trainees and apprentices.	Partner with Mission Australia for 'Inspirations' program to deliver two programs of work experience per year for high school.	Completed	
L2.3.2	Research new areas of opportunity for training and employment for young people (e.g. in aged care) and support local training and employment initiatives for young people.	Partner with Mission Australia for 'Inspirations' program to deliver two programs of work experience per year for high school.	Completed	

Outcome Area L2.4 Advocate for increased opportunities for post school and adult education options

Code	Strategic Action	Annual Activity	Status	Comment
L2.4.1	Research education courses that meet needs of young people and local business growth (Eden Port, aged care, cultural industries, health care, child care) and training pathways.	Continued class with university students at University of Wollongong-Bega campus	Ongoing program - service meeting expectations	As per service agreement, this service continues to support students and staff at UoW
L2.4.2	Continue and expand Council's local education scholarship program, and encourage business focus groups and other organisations to extend or implement complimentary programs.	Work with Community Training Partnerships (CTP) to continue development of programs connecting jobseekers to industry	Completed	
		Continue delivery of Youth Scholarship program	Completed	The delivery of the Youth Tertiary Scholarship program is now part of the ongoing work of the Community Development Team. Youth Net Gen Project commenced operating out of the Youth Space - working with young people to generate entrepreneur/innovation projects.

Outcome Area L2.5 Improve access to technology, particularly high speed broadband Internet

Code	Strategic Action	Annual Activity	Status	Comment
L2.5.1	Facilitate NBN roll-out in Bega Valley in top 25% for state.	Continue advocating for local roll out	Ongoing program - service meeting expectations	

Outcome Area L2.6 Community actively participates in events, festivals and creative community activities

Code	Strategic Action	Annual Activity	Status	Comment
L2.6.1	Promote cultural profile of the Shire through tourism, business and general promotions.	Cultural Setting Report and Response Paper utilised to determine key projects and promote creative industry in the Shire	Completed	
		Ongoing support to the Renew the Valley program to encourage and support local creative industries	Progressing	
L2.6.2	Facilitate the development of training and capacity building in the arts, cultural and heritage sectors.	Continue to support South East Arts (SEA) to deliver training program which includes creative industry business workshops and media workshops	Completed	
L2.6.3	Develop promotion program for all cultural facilities and activities.	Continue to host and maintain online calendar to promote community and cultural events	Completed	New Council website launched with events calendar profiled.

Outcome Area L2.7 Cultural services and facilities provided

Code	Strategic Action	Annual Activity	Status	Comment
L2.7.1	Consult, assess, develop and adopt strategies for cultural facilities incorporating long term plan for cultural facilities with funding sources identified.	Strategic plan for Regional Gallery developed	Progressing	Draft Strategic Plan has been developed and will be presented to Council during the 2015-16 year.
L2.7.2	Implement developer contributions plans providing for the development of community and cultural facilities	Completed - S94 Plans developed and exhibited	Completed	adopted by Council at meeting of 2 February 2015
L2.7.3	Incorporate design criteria for Council redevelopment of public spaces (CBD , major parks and foreshores) to incorporate services and spaces for cultural activities	Community consultation for Central Business District (CBD) Masterplans with SPIIRE consultancy Consultation reported to Council to guide design process	Completed	
L2.7.4	Shire-wide performance centre constructed	Advocate for Twyford Hall development Finalise construction of Bega Civic Centre Advocate for Four Winds development site	Progressing Progressing Completed	

Outcome Area L2.8 Cultural industries supported and developed

Code	Strategic Action	Annual Activity	Status	Comment
L2.8.1	Support cultural industries and community cultural events as a key theme in cultural plan and business growth plan.	Ongoing promotional support of cultural events	Ongoing program - service meeting expectations	Bega Valley Regional Gallery public programs have expanded with new partnerships to include fLing physical theatre, Youth Council, Sculpture on the Edge and partnerships with internal partners including libraries and pools. Promotion of these activities has provided an increase in gallery attendees and program participants.
		Ongoing in-kind support of cultural events including traffic control, waste management and land use advice	Completed	Reported quarterly to Council

Community Ambition L3 Respect and inclusion – *By 2030 we are a harmonious community where everybody is welcomed, respected and diversity is celebrated*

Outcome Area L3.1 Recognises, supports and engages with Aboriginal community to ensure appropriate outcomes and involvement in relation to services, programs, policies and planning

Code	Strategic Action	Annual Activity	Status	Comment
L3.1.1	Work in partnership with Aboriginal communities and others to narrow the gap on issues of education, employment and health.	Commence University of Wollongong Early Start Project in 2 sites	Completed	Early Start Progress Update: ITC - installation of Early Start ICT equipment completed in Oct 2014. Wifi capability is not complete at Bandara Children's Services so equipment not functional. Research - Initial data collection has commenced at each Early Start Engagement Centres, Eden Childcare and Bandara Children's Services. Follow up data collection has been undertaken as part of the Jump Start project. This is a comparative study linked to tackling obesity
		Pursue extension of Supplementary Recurrent Assistance (SRA) literacy and numeracy funding to long day care preschool programs	Completed	
		Continue two Indigenous traineeship positions	Completed	Indigenous trainee recruited for Eden Preschool. Recruitment to the traineeship at Bandara Children's Services occurred in March 2015. Council was successful in receiving funds through the Indigenous Advancement Strategy.
		Recruitment of Aboriginal traineeship	Completed	Aboriginal trainee recruited to Community Development team.

Code	Strategic Action	Annual Activity	Status	Comment
		Liaise with Aboriginal communities on Council projects and services	Completed	MoU with Local Aboriginal Land Councils updated, regular meetings and communications through Council's appointed Aboriginal Liaison Officer.
		Memorandum of Understanding (MoU) reviewed and implemented	Completed	Memorandum of Understanding (MoU) was reviewed and revised MoU has now been signed and in place until 2016.

Outcome Area L3.2 Respects preserves and promotes our Aboriginal and European cultural heritage

Code	Strategic Action	Annual Activity	Status	Comment
L3.2.1	Assist implementation of SCT Ltd Cultural Heritage Strategy	Ongoing promotion of cultural heritage stories developed through the Sapphire Coast Tourism (SCT) Cultural Heritage Strategy	Ongoing program - service meeting expectations	Cultural Heritage Stories reprinted and distributed at library branches, cultural events and throughout the community.

Community Ambition L4 Opportunities for all stages of life – by 2030 we have the opportunity to pursue meaningful employment, volunteering and well-being through all stages of life, and the contributions we make in our community are valued.

Outcome Area L4.1 Young people are involved in all aspects of local life – including civic leadership, business, education and volunteering

Code	Strategic Action	Annual Activity	Status	Comment
L4.1.1	Work with young people to increase youth-related activities and opportunities in the Shire.	Ongoing support and coordination of Youth Council	Completed	Youth Council were actively involved in the organisation of Youth Week activities and youth programs.
		Develop calendar of events and activities to operate from Youth Space	Progressing	PCYC utilised the Youth Space. Youth Council meetings and Koori interagency meetings and library programs, and 'Breakaway Youth at Risk' programs, Youth Services Network meetings have all utilised the Youth Space
L4.1.2	Explore and implement innovative ways in which young people can play a greater role in Council decision-making.	Continue to develop and support additional engagement methods to attract young people to be involved in decision making and sharing of their ideas and suggestions to Council	Ongoing program - service meeting expectations	Youth Council activities have taken place. Young people have been engaged in the development of the 'Net Gen' grant funded project. Activity in this area is an ongoing program

Outcome Area L4.2 Young people in crisis are supported by volunteer groups (in addition to other support organisations)

Code	Strategic Action	Annual Activity	Status	Comment
L4.2.1	Strengthen cross-sector partnerships on issues related to young people in particular in coordination of mental health and homelessness services.	Participate in homelessness forum	Ongoing program - service meeting expectations	Worked collaboratively with community advocates and services to identify housing need and share information by participating in the Bega Valley Shire Homelessness Working Group meetings. Worked with local community organisations to identify location options for social cafés to be established. Participated in Local Homelessness Forum, Far South Coast, facilitated by the Department of Family and Community Services on a quarterly basis.

Outcome Area L4.3 Land use planning and facility design ensure the opportunity for members of our community to access services and age in place successfully

Code	Strategic Action	Annual Activity	Status	Comment
L4.3.1	Promote information and awareness on "Access for All" across the built environment	Adopt 'Disability Inclusion Plan'	Delayed With Reason	Delayed due to changes in legislation. Disability Inclusion Plan will incorporate planning guides under the new NSW legislation.
		Implement key actions of Disability Inclusion Plan	Delayed With Reason	

Outcome Area L4.4 Adequate services to meet range of living needs for the whole population

Code	Strategic Action	Annual Activity	Status	Comment
L4.4.1	Advocate to Federal and State agencies to ensure Bega Valley receives equitable share of funding resources for health and aged care services and lobby for additional related services.	Participate in forums and advocate through submissions as appropriate	Ongoing program - service meeting expectations	
L4.4.2	Develop and promote programs, services, activities and facilities for older people and people with a disability.	Adopt 'Disability Inclusion Plan'	Delayed With Reason	Delayed due to changes in legislation.
		Implement key actions of the Disability Inclusion Plan	Delayed With Reason	

Outcome Area L4.5 Volunteer program developed and implemented across whole of Shire

Code	Strategic Action	Annual Activity	Status	Comment
L4.5.1	Establish a Volunteer “resource centre” in partnership with key volunteer groups including mechanisms for older people to provide mentoring and skills development for young people (e.g. via web based register)	Develop model for the establishment of a volunteer resource centre	Progressing	Timebanking model of volunteer engagement and support is in place and continuing across the shire in Partnership with NSW Office of Communities
		Training needs of volunteers identified and training delivered	Completed	Training and induction of 350 Council volunteers completed across a range of Council programs.
		Identify partnerships to engage new volunteers including young people, working people and retirees	Progressing	

Outcome Area L4.6 Barriers to volunteering identified and resolved

Code	Strategic Action	Annual Activity	Status	Comment
L4.6.1	Streamline and rationalise bureaucratic burdens on volunteers in order to maintain and grow volunteer base.	Review and refine Committee processes	Completed	Hall and Cemetery guidelines and operating procedures adopted by Council and in place with committees managing community assets.
		Volunteer Database maintained and linked into Council records system	Completed	Volunteer database completed and updated regularly

Enterprising

Community Ambition E1 - Growing our local businesses – by 2030 we have increased business capacity and opportunities, generating ongoing economic development

Outcome Area E1.1 Embracing business and a stronger economy

Code	Strategic Action	Annual Activity	Status	Comment
E1.1.1	Establish an effective enquiry management system within Council for businesses and potential investors	Create a customer response process for business enquiries so that the Business Growth function has the ability to liaise and assist any business with the Council related enquiries.	Completed	
E1.1.2	Analyse existing policies of Council to improve alignment with Business Growth objectives	Review Council policy and procedures to seek opportunities to clarify and promote business growth principles where appropriate.	Completed	Review undertaken. Policies and Procedures amended where appropriate.
E1.1.3	Develop and implement an annual business confidence survey	Develop and implement the business confidence survey during 2014.	Completed	
E1.1.4	Engage with landowners and businesses to investigate the viability of Economic Gardening opportunities for their businesses	Implement business support programs, including: -- Economic Gardening, -- 'Out of Hours' forums, -- Business education workshops.	Completed	

Outcome Area E1.2 Providing the foundations

Code	Strategic Action	Annual Activity	Status	Comment
E1.2.1	Promote appropriately zoned Council land to encourage business investment and the development of new industries	Implement disposal of land plan as per the Land Investment Strategy.	Ongoing program - service meeting expectations	
E1.2.2	Identify an appropriate land supply to support economic development, and develop partnerships with large landowners in targeted areas to develop industrial land supply	Expression of Interest (EOI) advertised for the preparation of Industrial Land review.	Completed	
E1.2.3	Support and advocate for development projects that enhance the Bega Valley as an attractive place to live, work, play and invest	Establishment of 'regulatory advisory service' which will liaise between business developers and regulatory authorities.	Completed	
E1.2.4	Support the implementation of the S35 Business Growth Committee	Review Business Growth Plan actions and strategies to align with community needs	Completed	
		Implement Business Growth S355 Committee	Delayed With Reason	Committee delayed due to staff turnover. Once staffing is resumed Committee will be formed.

Community Ambition E2 - Growing our region – by 2030 our region is strong and diverse, which attracts and provides new opportunities for both business and community

Outcome Area E2.1 promoting our region as a vibrant and desirable place

Code	Strategic Action	Annual Activity	Status	Comment
E2.1.1	Incorporate town themes and banners into tourism signage plan	Community consultation for Central Business District (CBD) Masterplans with SPIIRE consultancy.	Completed	Community consultation completed and Masterplans adopted by Council at meeting of 4 February 2015

Outcome Area E2.2 Embracing opportunity - A region that embraces opportunities and attracts investment to create additional jobs and increase the wealth of the shire and its residents.

Code	Strategic Action	Annual Activity	Status	Comment
E2.2.1	Develop in conjunction with stakeholders, strategies and collateral that focus on encouraging existing businesses to become high performing operations and excite new businesses and potential employees to relocate to the Bega Valley	Implement business support programs, including: -- Economic Gardening, -- 'Out of Hours' forums, -- Business education workshops.	Completed	
E2.2.2	Continue to develop the Live, Work, Invest section of the Council website to ensure it is an informative and effective tool for business	Update Live Work Invest website. Create and produce collateral for relocation events across Australia	Completed	
E2.2.3	Analyse economic data to identify key trends, opportunities and gaps in the market and relay this information to business networks and stakeholders	Form alliance with REMPLAN economic data and modelling. Make this service available to community. Create a GAP report detailing required businesses. Present strategy to make contact with identified industries	Completed Delayed With Reason	Service implemented and live. Due to vacancy, project deferred until 2016 financial year.

Code	Strategic Action	Annual Activity	Status	Comment
E2.2.4	Work with key stakeholders to develop information and communications technology opportunities and digital strategies working with NBN and other organisations to maximise current technologies and future opportunities	Identify projects that utilise modern technology to provide a more efficient and effective business delivery. For example, provide demonstration of modern banking technology to small businesses.	Completed	
E2.2.5	Work with industry partners to improve route options at Merimbula airport	Improve alliance with ACT Tourism and Canberra Airport to demonstrate market potential	Ongoing program - service meeting expectations	
E2.2.6	Appoint management model ensuring that lease requires management of the airport in a manner appropriate to suit all users - cargo, Regular Public Transport (RPT), General Aviation, and ancillary aviation support industries and businesses	Consider operating models and seek resolution of Council as to most appropriate model	Progressing	Airport tenant leases completed. Management model tender process in progress.
E2.2.7	Support key stakeholders to implement associated initiatives surrounding Eden Port development	Assist Eden Chamber of Commerce and Cruise Eden to ensure appropriate destination content for improved wharf infrastructure	Progressing	Council funded through SCT a Cruise Eden resource. This resource is working with the Community to ensure appropriate services are provided to cruise visitors.

Outcome Area E2.3 Promoting investment opportunity

Code	Strategic Action	Annual Activity	Status	Comment
E2.3.1	Promote the capabilities, products and services of the regions businesses and suppliers to key opportunities	Update Live Work Invest website	Completed	Promotional material created, website live. Council attended a Sea Change event in Sydney promoting the region.
		Create and produce collateral for relocation events across Australia	Completed	

Community Ambition E3 - Growing tourism opportunities *Our tourism business opportunities are enhanced, and reflect the values of the community and natural environment*

Outcome Area E3.1 Visitation to the Shire sustains the expanded tourism sector throughout the year

Code	Strategic Action	Annual Activity	Status	Comment
E3.1.1	Support implementation of Australia's Coastal Wilderness program and encourage tourism operators to benefit from and contribute to the experiences that ACW will bring.	Work with ACW to develop local promotions and to support operators	Ongoing program - service meeting expectations	
E3.1.2	Identify and promote the regions visitor experience to maximise the social, cultural, environmental and economic wellbeing of the community through sustainable tourism	Maintain high standard out of region marketing and advertising material.	Ongoing program - service meeting expectations	
		Maintain a high standard of visitor information on the Visitor Information Centre website.	Ongoing program - service meeting expectations	
		Inform and promote regional events and regional arts events.	Ongoing program - service meeting expectations	

Code	Strategic Action	Annual Activity	Status	Comment
E3.1.3	Support the capacity of Visitor Information Centres to implement marketing strategies and collect and collate industry data to enable further marketing opportunities	Provide quarterly updates on total bed count statistics.	Ongoing program - service meeting expectations	
		Provide monthly Visitor Information Centre door statistics including total number and international visitors.	Ongoing program - service meeting expectations	
E3.1.4	Work with Visitor Information Centres to encourage an extended 'length of stay' for visitors	Advise visitors of key regional experiences that are available and provide with designated regional experiences guide.	Completed	SCT continues their ongoing marketing role through online, print, visual, and audio materials.

Outcome Area E3.2 Visitors to the Shire know where things are and how to get there

Code	Strategic Action	Annual Activity	Status	Comment
E3.2.1	Support the development of the Bundian Way and Monaroo Bobberra Gudu Keeping Place	Continue advocate and support role	Ongoing program - service meeting expectations	
E3.2.2	Implement tourism and facility signage plan	Complete 'Australia's Coastal Wilderness' Drive signage project	Completed	

Community Ambition E4 - Supporting tourism infrastructure – *by 2030 our region has appropriate tourism infrastructure to meet community, business and tourist needs that is planned and managed*

Outcome Area E4.1 Plan and implement effective infrastructure to assist maximising experiences for the shires visitors

Code	Strategic Action	Annual Activity	Status	Comment
E4.1.1	Plan and implement a program of tourism related infrastructure funded through Council Tourism Infrastructure Special Variation	Complete 'Australia's Coastal Wilderness' Drive signage project.	Completed	
		Draft and exhibit plan for Tourism infrastructure requirements for the next 5 years	Progressing	Independent review of Tourism promotion for the Bega Valley resolved by Council. Review to be undertaken in the 2016 financial year.
E4.1.2	Tourism infrastructure targeted and designed to reflect SCT and ACW values	Draft and exhibit plan for Tourism Infrastructure requirements for the next 5 years	Progressing	Independent review of Tourism promotion for the Bega Valley resolved by Council. Review to be undertaken in the 2016 financial year.

Accessible Place

Community Ambition A1 - Connecting communities by 2030 *We are connected and able to travel around the shire in a safe, accessible, environmentally friendly and efficient way, and our local and tourist community are provided with the information they need.*

Outcome Area A1.1 An integrated and well maintained transport network via roads, walking and cycling trails and public transport systems to support the local economy and promote activity

Code	Strategic Action	Annual Activity	Status	Comment
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Maintain and renew bridge and drainage structures in accord with Asset Management Plan	Ongoing program - service meeting expectations	Re-assessments of timber bridges has taken place shire wide. Following this re-assessment , schedule of works has been re-prioritised based on condition and road hierarchy.
		Maintain and renew road and path surfaces in accord with Asset Plan	Ongoing program - service meeting expectations	Pavement condition assessment has been completed shire wide. Upgrade programs have been revised and re-prioritised based on condition and road hierarchy.
A1.1.5	Advocate to government for improvements to the Princess Highway, public transport and courier services in conjunction with Southern Councils Group and South East Australia Transport Strategy (SEATS)	Continue representation on Southern Councils Group	Completed	Southern Councils Group participation as appropriate. SCG wound up June 2015
		Monitor South East Australia Transport Strategy actions	Ongoing program - service meeting expectations	

Community Ambition A2 - Facilities and services by 2030 *Our facilities and services are strategically planned, designed and maintained to meet the community needs.*

Outcome Area A2.1 The built environment progressively provides “access for all”.

Code	Strategic Action	Annual Activity	Status	Comment
A2.1.1	Guided by 'Access Committee', install ramps, amenities and other access options to facilities and paths	Development and Council endorsement of Disability Inclusion Plan	Delayed With Reason	Delayed due to changes in legislation. Access Advisory Committee active in advice on major projects including Bar Beach, Pambula River Mouth, Beach Street Merimbula

Outcome Area A2.2 Council and development infrastructure is constructed in compliance with assessed standard and is “fit for purpose.”

Code	Strategic Action	Annual Activity	Status	Comment
A2.2.1	Partner with community groups and utility providers to facilitate renewable energy supply and reduce asset operating costs	Install solar array for Tathra Sewage Treatment Plant (STP)	Completed	Awarded Green Globe Award
		Install energy efficient street lighting	Ongoing program - service meeting expectations	
A2.2.2	Develop 'simulated peak demands' to model pressures and impact on services and infrastructure	Future demand forecast management as per adopted Asset Management Plans	Ongoing program - service meeting expectations	Asset Management Plans were reviewed and adopted by Council June 2015.

Outcome Area A2.3 Safe and well maintained sporting fields, recreation areas and built facilities meet the cultural, recreational, tourism and community service needs of all ages and abilities in our community

Code	Strategic Action	Annual Activity	Status	Comment
A2.3.1	Consolidate partnerships with community groups in managing and maintaining some community assets such as halls, playgrounds and sporting grounds/facilities	Work with community committees to better manage facilities on behalf of the community	Completed	Hall and Cemetery guidelines and operating procedures adopted by Council and in place with committees managing community assets. S355 General Sportsgrounds Committee reviewed for adoption and implemented.
A2.3.2	Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan	Evaluate, prioritise and construct community recreational assets in accordance with RAMP	Ongoing program - service meeting expectations	Recreation Asset Management Plan was reviewed and publicly exhibited May 2015. Presented to Council and adopted June 2015. Details of projects completed in the 2014-15 provided in following table

Outcome Area A2.4 Plans for the site, size and design of public infrastructure and facilities are adaptable to the changing demographics in the Shire; are modular in capacity and are financed under the principle of intergenerational equity.

Code	Strategic Action	Annual Activity	Status	Comment
A2.4.1	Maintain continuing check on demographic changes to Shire to feed data into infrastructure and facility development programs on an ongoing basis.	Demographic information is made available through partnership with Profile Id and training session held for key interest groups	Ongoing program - service meeting expectations	

Land release is guided by infrastructure capacity and sequencing so population and employment growth is clustered around areas where it can be serviced.

Code	Strategic Action	Annual Activity	Status	Comment
A2.6.1	Model future demographic developments to match against land release and zoning plans to ensure compatibility between demand, purpose and availability.	Demographic information is made available through partnership with Profile Id with training sessions held for staff and key interest groups.	Ongoing program - service meeting expectations	

Community Ambition A3 Essential services - *by 2030 Our water, sewer and waste services and facilities meet the need of our local and tourist community*

Outcome Area A3.1 Drinking water supplies provided in accordance with the levels of service detailed in the Water and Sewerage Services Strategic Business Plan.

Code	Strategic Action	Annual Activity	Status	Comment
A3.1.1	Fluoridation of water supply for Bermagui area, Merimbula, Tura, Pambula area and Eden	Complete community consultation process	Progressing	Delayed due to resource limitations associated with delivery of other capital works. Recommended with active support from NSW Health.
A3.1.2	Construct a new water supply reservoir at Nutleys Creek Red Bermagui to improve water pressure and long term capacity for customers	Complete reservoir detailed design	Completed	Detailed design completed.
		Call for tenders and finalise contracts	Progressing	Pre-construction works completed. Construction rescheduled for 2015/16.
		Commence construction	Progressing	Construction to commence early 2015/16 and be completed in that year.
A3.1.3	Construct a new water main to improve water pressure and firefighting capacity to Quaama customers	Complete construction of new water main	Completed	Water main construction completed.

Code	Strategic Action	Annual Activity	Status	Comment
A3.1.4	Review options to improve water pressure and quality to Tarraganda customers	Finalise preferred option following investigation and review	Progressing	New trunk main from Bega to Tarraganda installed. Unlined fittings removed and replaced. Pressure, flow and water quality now improved significantly. Review use of existing reservoir and ongoing effectiveness of work.
		Commence construction of preferred option	Progressing	New trunk main from Bega to Tarraganda installed. Unlined fittings removed and replaced. Pressure, flow and water quality now improved significantly. Review use of existing reservoir and ongoing effectiveness of work.
A3.1.5	Provision of filtered and treated water for Bemboka customers	Complete design options study	Progressing	Land acquisition completed after some delay. Work on design development, REF and procurement now progressing.
		Call for tenders and finalise construction contract.	Progressing	Land acquisition completed after some delay. Work on design development, REF and procurement now progressing.
		Commence construction	Progressing	Land acquisition completed after some delay. Work on design development, REF and procurement now progressing.
A3.1.6	Upgrade water transfer main for proposed Yellow Pinch Dam Water Treatment Plant (WTP) to enable filtered water to be supplied to Eden customers	Develop concept plan	Progressing	Hydraulic analysis report received from NSW Public Works. Options for upsizing trunk mains are being examined. Some delay in project delivery due to resourcing limitations.
A3.1.7	Investigate treatment technologies to improve water quality and meet statutory requirements for all customers	Collect and analyse baseline water quality data from Bega, Yellow Pinch Dam and Brogo River sources of supply	Completed	Ongoing program to support future water treatment plant designs. All water quality data collected as planned.
		Complete water quality risk assessment	Progressing	Data collection essentially completed,

Code	Strategic Action	Annual Activity	Status	Comment
A3.1.8	Renewal of electrical, mechanical and civil system asset	Complete the 2014-15 renewal program	Ongoing program - service meeting expectations	however additional data collection will be undertaken to assist the design process. Risk based Drinking Water Quality Management Plan completed. Approximately 85% of infrastructure renewal works completed.

Outcome Area A3.2 reticulated sewerage services provided in accordance with the levels of service detailed in the Water and Sewerage Services Strategic Business Plan.

Code	Strategic Action	Annual Activity	Status	Comment
A3.2.1	Complete treated effluent reuse and disposal options study for Merimbula STP	Options study completed	Completed	Options study completed.
		Seek ocean outfall subsidy funding	Progressing	Ongoing initiative with State and Federal Governments. Nil subsidy currently available for the project. Pending Poles and Wires sale.
		Commence Environmental Impact Statement (EIS) for ocean outfall preferred option	Progressing	Expressions of interest process finalised with 5 potential consultants appointed to tender for the EIS and concept design. Data gathering to support EIS commenced. Part 5.1 approval from NSW Planning achieved.
A3.2.2	Provide additional storage capacity in Eden sewage reticulation system to enable capture and temporary storage of stormwater during wet weather events	Complete investigations, detailed design and commence construction	Ongoing program - service meeting expectations	Action under review as a result of updated hydraulic analysis following pipe relining and pipe bursting program. The review indicates that a significant reduction in stormwater ingress can be achieved negating the need for expensive emergency storage.

Code	Strategic Action	Annual Activity	Status	Comment
A3.2.3	Provide the west Pambula area with a reticulated sewerage system	Complete concept design	Completed	Concept design completed.
A3.2.4	Provide additional storage capacity at Bega STP to enable temporary capture of stormwater due to wet weather events	Complete detailed design of influent balance tank	Progressing	Options report from GHD has been completed and it is currently under peer review. Detailed design halted pending peer review by NSW Water Solutions.
A3.2.5	Increase the biosolids treatment capacity of Councils ten sewage treatment plants (STPs)	Complete the design of sludge lagoons and drying beds	Progressing	Options report from GHD has been completed and it is currently under peer review. Detailed design halted pending peer review by NSW Water Solutions.
		Commence construction	Progressing	Options report from GHD has been completed and it is currently under peer review. Detailed design halted pending peer review by NSW Water Solutions.
A3.2.6	Increase beneficial effluent reuse at Bermagui County Club	Complete effluent re-use study to support the 2017-18 capital works program	Progressing	Consultant engaged and works now 80% complete. Geotechnical investigation now required to allow effluent storage design to proceed.
A3.2.7	Renewal of electrical, mechanical and civil system assets	Complete the 2014-15 renewal program	Progressing	90% of infrastructure renewals completed for the 14/15 year.

Outcome Area A3.3 Manage waste in accordance with waste strategy and land fill management plans in a financially and environmentally sustainable manner to meet public health needs

Code	Strategic Action	Annual Activity	Status	Comment
A3.3.1	Review 2020 vision on waste and implement infrastructure actions and recommendations	Use the completed waste audits to inform and develop strategic objectives of the '2020 Vision on Waste'	Ongoing program - service meeting expectations	Implemented improvements to organic waste management process. Received \$146k grant for household problem waste drop off facility.
		Finalise the strategic objectives of the 2020 Vision on Waste through consultation with the Council and the community	Completed	Meeting strategic objectives
A3.3.2	Manage waste disposal facilities in accordance with land fill environmental management plans.	Implement landfill closure plans	Progressing	

Community Ambition A4 - Emergency Planning *Emergency funding and resource support is planned for and made available*

Outcome Area A4.1 Support RFS and SES during emergency weather events to protect community and property and provide support through emergency planning and development control measures

Code	Strategic Action	Annual Activity	Status	Comment
A4.1.1	Complete Flood Study and develop flood plain management plan.	Bega / Brogo River catchments - flood study completed	Completed	Flood Study Completed.
		Commence Merimbula catchment flood study	Progressing	
A4.1.2	Establish general emergency planning protocols to be initiated/followed by Council when circumstances dictate.	Administer the Local Emergency Management Committee	Ongoing program - service meeting expectations	
A4.1.3	Join with RFS and SES in trial runs	Assist state response agencies during emergency events	Ongoing program - service meeting expectations	

Schedule of Works- Transport Services 2014-15 Operational Plan

Identified Project Area	Status	Comment
Local Bridges		
Pretty Pt, Wyndham	Completed	Stage 1 complete
Carpenters Bridge, Bemboka	Delayed	Following completion of condition assessment for all timber bridges, schedule of works has been re-prioritised. Carpenters Bridge has had a load limit placed on, but access is still available.
Murrabrine Ln, Cobargo	Completed	
Slatters Ln, Candelo	Delayed	Following completion of condition assessment for all timber bridges, schedule of works has been re-prioritised. Slatters Ln has had a load limit placed on, but access is still available. To be upgraded in 2018-19.
Dry Creek, Towamba	Completed	
Charlotte St, Cobargo	Delayed	Following completion of condition assessment for all timber bridges, schedule of works has been re-prioritised. To be scheduled 2017-18
Regional Bridges		
Murrah Bridge	Progressing	Two piers have been concrete encased.
Regional Roads		
MR91 South Pambula	Completed	Completed – final seal to be applied
RR7621 Tura Hill	Completed	
MR275 Tantawangalo	Completed	
Rural Roads		
Nethercote Rd, renewal	Completed	Completed with additional segments stabilised
Kerrisons Ln, renewal	Delayed	Following completion of the condition assessment for pavement renewal program, this project has been re-prioritised. Rescheduled for 2016-17
Oaklands Rd, renewal	Delayed	Following completion of the condition assessment for pavement renewal program, this project has been re-prioritised.
Upper Brogo Rd, renewal	Completed	

Eden Towamba Rd (Mtn) renewal and upgrades	Completed	
Urban Roads		
Bega St, Bega, (Auckland to East) renewal	Completed	
Beach St, Merimbula (Main to Alice) renewal	Delayed	This project will be undertaken in the 15-16 FY, rockwall needed to be completed prior to commencement of this project
Sanctuary Place, Tathra renewal	Delayed	Re-prioritised
Ravenswood St, Bega renewal	Not Due to Start	This project was replaced by Carp St Bega and has now been scheduled for 2016-17
Imlay St, Eden	Progressing	
Bega St, Candelo upgrade	Completed	
Kameruka, Pambula, Togo St Candelo	Completed	
Merimbula Bypass roundabout, upgrade	Completed	

Recreational Projects Identified under Core Functions - Recreation Services 2014-15 Operational Plan

Identified Project Area	Status	Comment
Bundian Way	Progressing	Project being led by Bundian Way project team. Council involvement in the Cocora Beach - Quarantine Bay section of the project has contributed to improved accessibility to key features in this section of the trail. Staff will continue to provide advice to the Bundian Way project team
Tathra Foreshore - Viewing Platform and Landscape improvements	Completed	New foreshore viewing platform built by Tathra Sunshine Club, renewal of picnic tables, landscaping improvements.

Lake Curalo walking track	Progressing	Complex project requiring Review of environmental factors, environmental approvals, ground investigations and engineering design and acquisition of easement over private land. Construction works currently on public tender. Site works expected to commence in October 2015.
Pambula sporting complex - Squash Courts	Deferred	The project has been deferred pending the outcome of the Sports Facility Master planning currently underway for Pambula Sporting Complex. The master planning process will identify key needs and priorities for future projects at Pambula Sporting Complex.
Merimbula rock wall	Complete	Rock wall and access ramp completed. Additional Landscaping works to be incorporated with road improvements.
Pambula River Mouth	Progressing	Consultation regarding phase 2 works complete. Site works to including renewal of toilets, provision of access ramp to beach and improved stormwater control. Works to commence September 2015. Completion early December.
Dickinson Park Pavilion renewal	Complete	Completed. Formally opened in July 2015. Community happy with a very good result.
Bega Park Playground renewal	Progressing	Works linked to Ford Park playground upgrade to increase scale. Public tender for equipment supply completed and equipment ordered. Construction works currently on public tender. Site works expected to commence in November 2015 with completion before Christmas.
George Griffin Club House	Deferred	Deferred pending outcome of Regional Sportsground Master planning. Master plan will reflect project scope and details will when completed. Ground users are being consulted to develop temporary measures to overcome immediate issues.
Colombo Park - Pavilion & utilities improvements	Completed	Improvements & renewals across park, including septic system, change rooms, canteen, floodlighting, new coach's shelters, etc. Works part funded by matching external funding. Very good outcome delivered largely by volunteers.

Barclay St Sports Ground, Eden	Progressing	Project scope of works to be assessed referring Asset Management Plan. Initial discussions held with users to work on defining scope of works. Plans to submit funding application through Club grants.
Pambula Sports Ground/SAC - (Sewer Upgrade)	Complete	Project included review of sewerage system at Sporting Complex & Aquatic Centres. Design & specification for necessary improvements to SAC sewer. Completed and commissioned in September 2015.
Bruce Steer pool, Bermagui	Delayed	Unfortunately funding application unsuccessful. Deferred pending completion of other committed projects. Refer projected capital works program identified in the adopted Recreation AMP. Consultation and project design works planned to commence in October 2015.
Eden foreshore	Progressing	Linked to package of works to complete shared pathway around Lake Curalo. Refer Lake Curalo walkway progress above.
Kianinny, Tathra	Deferred	Deferred pending completion of other committed projects. Refer projected capital works program identified in the adopted Recreation AMP.
Additional Projects	Status	Comment
Wonboyn Boat Ramp	Completed	Completed and opened.
Regional Sportsgrounds Master planning - Bega Rec and Pambula Sportsground.	Progressing	Procurement and consultant engagement complete. First round of community workshops and consultation complete. Workshops for draft plans October. Public exhibition November 2015.
Bar Beach - Pathway Improvements	Completed	Improvements to works completed in 2008 including improved access to BBQ & picnic amenities and improve access to foreshore rock shelf and protect eroding midden. Completed and positive feedback from access committee.

Ford Park Playground, Merimbula	Progressing	Works linked to Bega Park playground upgrade to increase scale and value. Public tender for equipment supply completed and equipment ordered. Construction works currently on public tender. Site works expected to commence in November 2015.
Bermagui Skate Park	Completed	Skate park complete. Shelter structure designed by BVSC, awaiting committee update on availability of funding for shelter.
Evans Park, Kalaru	Completed	Construction of turfed recreation area completed. There is currently allocation to undertake any further works on the Park or to construct a formal entrance. The Park is available for passive recreation and is mowed on a regular basis.
Seasonal Pools Contracts Review	Completed	Existing contracts extended including options for shire wide pools pass. Strategic review of pools programed for early 2016.
Review Community Project proposal Procedure	Progressing	Improved procedure to provide clear direction to community groups proposing to undertake works on public land. Community Workshop planned for September 2015
Recreation Asset Management Plan - Review	Completed	Review and update of asset data, inventory, condition and valuation to guide future asset renewal projects Completed and Adopted by Council.

Sustainable

Community Ambition S1 Valued natural environments – *by 2030 the natural environment and ecosystems are appropriately protected and enhanced.*

Outcome Area S1.1 Threatened communities, flora and fauna species are protected and enhanced through the provision of buffers, landscapes scale corridors and recovery action

Code	Strategic Action	Annual Activity	Status	Comment
S1.1.1	Increase awareness and understanding of values of biodiversity.	Coastal weeds Endangered Ecological Community (EEC) project implemented with Local Lands Services (LLS)	Completed	
		Environmental education factsheets and a 'preferred vegetation species guide' produced	Progressing	
		Integrate Tree protection & management measures in Local Environment Plan (LEP) with broader vegetation management.	Completed	
S1.1.2	Develop partnerships with NSW Local Lands Services, State and Federal Government to facilitate investment in Biodiversity and Natural Resource Programs'	Establish BVSC and Local Lands Service Liaison & partnership Committee.	Ongoing program - service meeting expectations	Initial meetings and discussion held with LLS. Strong relationships developed at staff level and good leverage of funding and project initiation has occurred. As SELLS develops and matures as an Agency this action will continue as an ongoing action.
S1.1.3	Develop a Natural Resources and Biodiversity Strategy for the Shire that prioritises areas for habitat expansion and for	Develop a Biodiversity Strategy with relevant stakeholders.	Progressing	Action delayed due to the delay in the development of the new NSW Biodiversity Act.

Code	Strategic Action	Annual Activity	Status	Comment
	corridors to improve the survival of threatened species and compliments the new LEP	Partner with LLS in developing a Koala Recovery Plan	Progressing	NSW new Biodiversity Act has been delayed. This will impact the delivery of this Action. The legislation is expected during late 2015 2016.
		Review wildlife protection zones in the companion animal control areas procedure.	Progressing	

Outcome Area S1.2 The coastal zone remains our premier natural asset and is protected through appropriate land use planning, infrastructure siting and regulated resource usage.

Code	Strategic Action	Annual Activity	Status	Comment
S1.2.1	Administer Coastal Zone Management Program.	Complete & adopt the Coastal Processes & Hazard Definition Study	Progressing	Draft report completed, presented to Council's Coastal Planning & management Committee and resolved by Council to be advertised. Exhibition closes 1st quarter 2015 2016.
		Complete & adopt the Pambula Lake Coastal Zone Management Plan.	Completed	Council resolved to exhibit draft report during June 2015. Exhibition of report completed. Adoption August 2015.
		Complete and adopt Entrance Management Policies for estuaries opened by Council.	Progressing	Draft Policies completed and will be workshopped with community during first quarter 2015 2016 for reporting back to Council for adoption 2nd quarter 2015 2016.
S1.2.2	Catchment management programs developed for small estuaries, based on Wapengo model.	Implement the Wapengo Lake Foreshore Management Plan.	Completed	Major works completed. In addition minor additional funding obtained (SELLS) for saltmarsh protection during 4th quarter 2014 2015.
		Undertake rapid catchment assessments for Cuttagee Lake, Nelson's Lagoon & Middle Lake.	Progressing	Works nearing completion. Will be reported during 2nd quarter 2015 2016.

Outcome Area S1.3 Our environmental qualities provide the Shire with a “natural advantage” over other coastal destinations and reinforce the “Wilderness Coast” brand.

Code	Strategic Action	Annual Activity	Status	Comment
S1.3.1	Support community education initiatives that promote the economic and social values of our natural environment	Implement the 'Love our Lakes' program	Completed	Implementation of the 'Love our Lakes' program is ongoing. Milestones for Grant now completed with Estuary Forum held May 2015.
		Develop and implement environmental interpretive signage across key natural areas	Ongoing program - service meeting expectations	
S1.3.2	Ensure land use and infrastructure and planning decisions do not impact upon our 'Natural Environment'	Develop and implement soil and water management training for staff and the development industry	Progressing	Training scoped and sourced and funded. Targeted for Works , Waste, Water and Sewer and Development and Compliance staff for early 2015 2016 (1st Quarter.)

Outcome Area S1.4 Natural hazards are identified and mapped to provide greater certainty for the siting of development and implementation of community safety measures

Code	Strategic Action	Annual Activity	Status	Comment
S1.4.1	Ensure bushfire hazard mapping is current and consistent with current fire science.	Review with Rural Fire Service (RFS) Bushfire Prone Land mapping	Progressing	Progressing well with RFS and Strategic Planning input

Outcome Area S1.5 Lands having key natural or cultural heritage values set aside

Code	Strategic Action	Annual Activity	Status	Comment
S1.5.1	Undertake Heritage program review to ensure Aboriginal and European cultural heritage management reflects legislative requirements as well as community expectations and values	Through a Memorandum of Understanding (MoU) develop protocols for Indigenous review and consultation on strategic and development control matters	Progressing	

Outcome Area s1.6 Planning controls reflect environmental values and minimise cumulative impact from development

Code	Strategic Action	Annual Activity	Status	Comment
S1.6.1	Review effectiveness of environmental zonings in LEP in protecting environmental values, specified in Natural Resources Strategy	Strategic Action Completed	Completed	
S1.6.2	Council's service provision, infrastructure development and operation does not impact on environmental values.	Develop a BVSC Native Seed Mix for use in soil and water management works rehabilitation.	Not Due To Start	
		Develop and undertake environmental audits of Council effluent re-use schemes	Progressing	Staff training completed and first targeted audits on Council's Effluent Reuse Schemes has been programmed for 1st Quarter 2015 2016.

Outcome Area S1.7 Healthy landscapes based on protection of natural resources, innovative land use policies and Government & Community partnerships.

Code	Strategic Action	Annual Activity	Status	Comment
S1.7.1	Develop integrated weed management strategy to include revegetation.	Develop a Pest Species / Biosecurity Strategy	Not Due To Start	Awaiting the new Biosecurity Act
S1.7.2	Targeted catchment rehabilitation works on Council managed land to enhance natural system storage of water.	Implement the Kisses Lagoon Rehabilitation Project	Completed	Stage 1 Completed.

Community Ambition S2 - Sustainable communities – *by 2030 our community has the services, opportunities and support to live sustainably*

Outcome Area S2.1 Draw on natural resources per capita (water, land, energy and fuel) is managed for reduction by Council.

Code	Strategic Action	Annual Activity	Status	Comment
S2.1.1	Develop and implement sustainability strategy.	Sustainability procedure / guideline adopted	Completed	
S2.1.2	Define and reduce Council's environmental footprint and demonstrate community leadership.	Executive report to include corporate energy consumption	Completed	
S2.1.3	Implement energy efficiency opportunities through the Energy & Resource Efficiency Fund and Energy Saver Audits.	Efficiency Fund projects reported in Executive Reports	Completed	
		Planet Footprint Energy Anomaly 'Push Reporting' trialled with Asset Managers	Not Due To Start	

Outcome Area S2.2 Waste generated per capita (domestic and construction waste and carbon emissions) reduced and waste sent to landfill minimised

Code	Strategic Action	Annual Activity	Status	Comment
S2.2.1	Review 2020 Vision on Waste program, including landfill site and transfer station operations, kerbside collection and community education.	Use the completed waste audits to inform and develop strategic objective of the 2020 Vision on Waste	Ongoing program - service meeting expectations	Strategic direction to be set by Council under CSP
		Finalise the strategic objectives of the 2020 Vision on Waste through consultation with Council and the community	Ongoing program - service meeting expectations	ongoing
S2.2.2	Education to encourage waste minimisation behaviour to ensure Council waste management goals can be achieved and contamination of recycling is reduced	Enhancement of 'tip shops' at waste facilities to encourage the view of waste as a resource and to help reduce waste to landfill	Ongoing program - service meeting expectations	Bermagui tip shop to be redeveloped as part of the waste transfer station construction
		Ongoing participation in broader community education opportunities including Clean Up Australia Day, National Recycling Week and the 'Trashformation' event at Eden Whale Festival	Ongoing program - service meeting expectations	
S2.2.3	Review waste minimisation and management programs through the regional co-operation model	Through the South Coast Resource Recovery Network (SCRNN) with Southern Councils Group (SCG) and South East Region of Councils (SERO) active participation in E-waste collection services, house-hold chemical collection days and 'Drum Muster' chemical collections for agricultural services	Ongoing program - service meeting expectations	ROC structure under review as part of FFTF. Some uncertainty

Outcome Area S2.3 Community's reliance on cars for transport within and between urban centres is reduced.

Code	Strategic Action	Annual Activity	Status	Comment
S2.3.1	Cycling and pedestrian strategy developed, identifying key needs and opportunities for infrastructure development and linkages.	Cycling and pedestrian strategy placed on public exhibition and community feedback reported to Council	Completed	Cycling and pedestrian plan was placed on public exhibition May 2015 through the Transport Asset Management Plan. Reported back to Council and adopted June 2015

Outcome Area S2.4 Community-based sustainability initiatives are supported and implemented across Shire.

Code	Strategic Action	Annual Activity	Status	Comment
S2.4.1	Council will partner groups and provide support to community based sustainability projects and activities	Tathra Sewer Treatment Plant (STP) Solar farm pilot project established	Completed	

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

Outcome Area S3.1 The existing open space areas and landscape features of our towns and villages are retained and have expanded with population growth.

Code	Strategic Action	Annual Activity	Status	Comment
S3.1.1	Ensure development controls in DCP are consistent with community values and reinforce the individual character of each settlement.	Strategic Action Completed	Completed	
S3.1.2	Landscape guidelines developed for inclusion in development consent conditions.	Strategic action completed	Completed	Completed and adopted by Council.
S3.1.3	Implement Recreation Strategy and complete plans of management for all major reserve areas	Complete Facility Management Plans for all key sportsgrounds	Completed	Facility Management Plans for all key sportsgrounds reported to Council in July 2014, Facility Management Plans informed reviews of Council's Asset Management Plans.

Outcome Area S3.2 Town themes determined and in place

Code	Strategic Action	Annual Activity	Status	Comment
S3.2.1	Develop key themes and design concepts for each key town, village and locality that are articulated through the shire's planning scheme and reflect the cultural tourism heritage strategy	Community consultation for CBD Masterplans with SPIIRE consultancy	Completed	
		Consultation reported to Council to guide design process	Completed	

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

Outcome S4.1 Effluent reuse across the area maximised

Code	Strategic Action	Annual Activity	Status	Comment
S4.2.1	Upgrade treatment process elements at Eden and Tura sewage treatment plants to enhance beneficial effluent reuse	Complete construction of new process elements	Completed	Disinfection infrastructure works completed at Eden and Tura STP's.

Outcome Area S4.2 Council plans integrate mitigation and adaptation measures in respect of climate change into operations and strategic planning

Code	Strategic Action	Annual Activity	Status	Comment
S4.3.1	Develop and implement climate change strategy, incorporating priority actions from Corporate Climate Change Risk Assessment.	Procedure / guideline and action plan adopted	Completed	

: Leading Organisation

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

Outcome Area L01.1 Knowledgeable, skilled and connected community leaders elected as Councillors.

Code	Strategic Action	Annual Activity	Status	Comment
1.1.1	Provide professional development opportunities to support current and future community and organisational leaders.	Completed - To be undertaken in new Council term 2016	Completed	
1.1.2	Hold awareness sessions for potential candidates in six months leading up to each Council election and ensure information packages are available	Completed To be undertaken in new Council term 2016	Completed	

Outcome Area L01.2 Council conducts its affairs in an open, transparent and accountable manner within a sound governance framework.

Code	Strategic Action	Annual Activity	Status	Comment
1.2.1	Review and adopt Code of Conduct and Code of Meeting Practice after Councillor elections.	Completed To be undertaken in new Council term 2016	Completed	

Outcome Area L01.3 Council articulates its role (leader, advocator, partner, facilitator, regulator, promoter, provider) to agencies and the community as appropriate to the activity

Code	Strategic Action	Annual Activity	Status	Comment
1.3.1	Determine criteria to assess what role Council operates in for key priorities.	Undertake review of Resourcing Strategy, Service Levels review and Asset Management Plan review	Completed	Completed and exhibited through May 2015. Adopted by Council June 2015

Outcome Area L01.4 Council has partnerships with government agencies and other parties to address priority issues.

Code	Strategic Action	Annual Activity	Status	Comment
1.4.1	Initiate partnerships (with community, business, State and Federal agencies) to ensure integration of outcomes.	Work with State Agencies in revision of strategic plans and alignment of CSP	Ongoing program - service meeting expectations	

Community Ambition LO2- Business excellence *Bega Valley Shire Council is an organisation that embraces and demonstrates best practice governance and workplace excellence*

Outcome Area LO2.1 Council plans for its financial future to ensure it maximises alternate sources of funding, minimises the transfer of costs to ratepayers while meeting community expectations on assets and services

Code	Strategic Action	Annual Activity	Status	Comment
2.1.1	Refine Long Term Financial Plan (LTFP) process to ensure financial sustainability and the provision of quality data	Review Long Term Financial Plan, incorporating findings from Resourcing Strategy review	Completed	
2.1.2	Comprehensively review fees and charges and implement four year regime of approaching full cost recovery.	Review of Councils fees and charges. Analyse the cost recovery ratio of Councils fees and charges	Progressing	Project commenced in January 2015. Due for completion October 2015.
2.1.3	Council to seek additional and enhanced funding through a centrally coordinated and strategic approach	Development of Grant and Funding policy to enable effective and efficient seeking of funds that represents value for community needs	Ongoing program - service meeting expectations	
2.1.4	Implement procurement best practice to ensure cost effective expenditure throughout Council	Undertake review of procurement policy, incorporate local and social procurement initiatives into Council practices Continue to collaborate regionally on	Progressing Ongoing program - service meeting	Social procurement actions included in procurements processes. Procurement strategy in process of being drafted.

Code	Strategic Action	Annual Activity	Status	Comment
		procurement templates and practices	expectations	
		Development of contract management system for tenders and contracts	Progressing	Investigations continuing into most appropriate Contracts system.

Outcome Area LO2.2 Councils financial reporting enables strategic decision making

Code	Strategic Action	Annual Activity	Status	Comment
2.2.1	Develop the integration of Asset Management Financial Reporting systems	Complete implementation / integration of Asset Management System	Completed	Asset Management Program Implemented. Software is now operational and now the responsibility of the TUG group.
2.2.2	Provide more effective business reporting to Councils functional areas	Development and implementation of Budget Policy	Completed	Finance Strategy adopted by Council. Budget policy incorporated into that Strategy.
		Development of real time business snapshot reports providing information from a variety of sources such as financial, HR, procurement, environmental.	Progressing	Base system acquired and configured. Measures have been calculated. Currently being programed to allow for real time refresh. Aiming for go live 2016/2017 financial year.

Outcome Area LO2.3 Council communicates and shows leadership and transparency in financial decision making

Code	Strategic Action	Annual Activity	Status	Comment
2.3.1	Effective processes established to enable community engagement and understanding of Council decision making	Highlighting of unplanned budgetary impacts and reported to Council and community	Ongoing program - service meeting expectations	QBRS provided on time. Councils overall budget position for 2015 was positive.
		Implementation of finance committee with Councillor representation	Completed	Finance Committee established. Quarterly meetings underway.
		Quarterly community finance meeting to enable Question and Answer session	Completed	Public Meetings held as per action.

Outcome Area LO2.4 Council has an integrated enterprise risk management approach.

Code	Strategic Action	Annual Activity	Status	Comment
2.4.1	Develop Enterprise Risk Plan, processes and procedures	Continue to embed enterprise management into organisation culture	Progressing	Revised IAC Charter / Improved Risk Management Reporting tool (Heat Map) implemented
		Mentor staff in risk aware behaviour	Progressing	Risk Committee Focus Group - improving reporting tools - and "Risk Ready Reckoner" cards developed and implemented
		Develop training program on project and contractor management	Progressing	Reviewing Recommendations from Procurement Review - regarding Contractor Management - working with SBS to improve Contractor Frameworks including Risk Management/WHS - Vendor Panel system implemented (replacing BNG system)
2.4.2	Update and test Business Continuity Plan	Run test exercise on the Business Continuity Plan	Completed	Completed - positive feedback from Echalon (consultant) on our high standard of BCP documentation and protocols

Outcome Area LO2.5 Council promotes concept of provision of helpful guidance by staff to community on appropriate matters (e.g. permits, rights, DAs) consistent with regulatory requirements.

Code	Strategic Action	Annual Activity	Status	Comment
2.5.1	Council will proactively embrace and develop Organisational Excellence strategies that will place us in the top quartile performing NSW Councils for Customer Service by 2016	Continue internal review and monitoring of Customer Service	Completed	Call back surveys conducted and reported quarterly to executive.
		Internal training opportunities undertaken	Completed	Handling difficult customer training completed for key staff. Regular information session held with other departments to ensure information is accurate and up to date.

Outcome Area LO2.6 Council's organisational culture encourages integrity, responsiveness and innovation.

Code	Strategic Action	Annual Activity	Status	Comment
2.6.1	Negotiate Enterprise Wide Collective Agreement	Agreement framework designed and approved by December 2014	Delayed With Reason	This initiative has been overtaken by FFtF - and review into Local Government. Industrial Frameworks are being reviewed Local Government Sector Wide.
		Commence negotiations on Enterprise Wide Collective Framework by March 2015	Delayed With Reason	See previous comments in relation to FFtF impact on industrial frameworks.

Outcome Area LO2.7 Council attracts retains and develops a skilled workforce that meets the needs of the organisation.

Code	Strategic Action	Annual Activity	Status	Comment
2.7.1	Phased retirements, succession plans achieved, pre-retirement mentoring provided to staff. -	Succession planning in place with traineeship / cadetship program continuing	Progressing	Workforce Strategy - Initiative platform - a Strategic Plan for Succession Planning will be in place by June 2015. Transition to Retirement Procedure revamped.
2.7.2	Expand initiatives to support training and employment of young people in Council	Aspiring Leaders and Mentor program delivered for staff with training opportunities	Completed	Our initial Mentoring Program has been completed. As part of Workforce Strategy - a Strategic Succession Plan (incorporating mentoring/coaching) will be developed by June 2015
		Support to staff to partake in external training and education opportunities	Ongoing program - service meeting expectations	
2.7.3	Review Position Descriptions, essential criteria and performance objectives ensuring that all recruitment is reflective of our strategic and operational needs	Position descriptions reviewed in alignment with Integrated Planning and Reporting framework.	Progressing	Revised Framework for Employee Performance Reviews implemented - all PD's will be amended to reflect new IRP KPIs and Organisational Values Commitment Statement - in place by August 2016

Outcome Area LO2.8 Council provides a safe, healthy working environment and takes a pro-active approach to all WHS matters

Code	Strategic Action	Annual Activity	Status	Comment
2.8.1	Workforce trained in safe work practices, work method statements updated and communicated, and updated	Ongoing emergency training for all staff	Ongoing program - service meeting expectations	
		Drug and alcohol policy adopted and in place	Completed	

Code	Strategic Action	Annual Activity	Status	Comment
		Emergency management plans in place	Progressing	EM Plans in place for all Depots/ Main Council admin buildings.
		Lone worker policy adopted and in place	Progressing	Final document with Manager Group - for consultation prior to sign off by Leadership Group
		Proactive support of mental health program with development of peer support group	Progressing	Key staff have completed Applied Suicide Intervention Skills Training (ASIST) - Mental Health at the Workplace - refresher training program being implemented - for completion by December 2015
		'Move for Life' initiative, a manual handling accredited training program delivered and embedded in organisational culture	Completed	

Community Ambition LO3 Informed and engaged community *Our community is informed and engaged with opportunities to determine the direction of the shire with effective and accountable leadership.*

LO3.1 Residents are informed about and involved in Council's decision making

Code	Strategic Action	Annual Activity	Status	Comment
3.1.1	Implement Council's community engagement policy and report annually to Council on action and impact.	Finalisation and endorsement of Communications and Community Engagement Action Plan in consultation with community reference group	Completed	Communications and Community Engagement Toolkit presented to the Reference group in March 2015 and endorsed by Council. Training for staff on toolkit implementation has been delivered.
3.1.2	Develop and conduct an annual program of community/ Councillor forums	Minimum four community / Councillor forums to be hosted with publishing of issues raised on Council website	Completed	Forums held in major towns - July through to December 2014

LO3.2 Effective community engagement uses varied communication channels relevant to the community in planning, responding to and informing the community and individuals

Code	Strategic Action	Annual Activity	Status	Comment
3.2.1	Develop and implement a suite of tools and mechanisms for providing opportunity for community to access information and provide input.	Finalisation and endorsement of Communications and Community Engagement Action Plan in consultation with community reference group	Completed	Community Engagement Toolkit launched June 2015.
		Delivery of training for Council staff on identified areas of Communications and Community Engagement Action Plan	Progressing	Training provider secured. Training to be delivered August 2015
3.2.2	Map out major consultation/information program across year, managed centrally.	Develop and publish consultation and engagement calendar on website to make accessible through library branches	Ongoing program - service meeting expectations	

LO3.3 There is better understanding within the community of services and facilities available through Council.

Code	Strategic Action	Annual Activity	Status	Comment
3.3.1	Develop and implement a communications strategy to profile Council services and facilities and the key directions of this plan.	Finalisation and endorsement of Communications and Community Engagement Action Plan in consultation with community reference group	Completed	Community Engagement Toolkit launched June 2015.

LO3.4 Staff are customer focused, proactive and highly trained

Code	Strategic Action	Annual Activity	Status	Comment
3.4.1	Customer service culture embedded across all facets of the organisation	Continue to implement measures to build and embed a culture of Customer Service throughout the organisation as identified in the organisational Customer Service Charter	Completed	Customer Service training delivered at Organisation wide training day November 2014.

LO3.5 Council's community strategic planning process is clearly visible and the plans accessible and written in plain English.

Code	Strategic Action	Annual Activity	Status	Comment
3.5.1	Implement and report against Bega Valley 2030 Strategic Plan as required by DLG including a review following each Council term	Implementation of corporate reporting system to enable collection and collation of strategic and operational activities	Ongoing program - service meeting expectations	
3.5.2	Set up mechanism for gaining community input to annual strategic plan review process.	Develop and maintain community consultation calendar and promote through print, web and social media	Ongoing program - service meeting expectations	
3.5.3	Develop training for managers in developing and reporting against key result areas, key performance indicators	Develop training program to facilitate delivery against the Integrated Planning and Reporting framework of NSW	Delayed With Reason	State-wide framework was placed on hold during NSW Fit for the Future process
3.5.4	Incorporate Key Result Areas (KRAs) Key Performance Indicators (KPIs) and Performance Indicators (PIs) in Council reporting processes	Work with NSW Division of Local Government (DLG) data reference group to establish core set of indicators for use through IPR framework	Completed	

LO3.6 Performance management concepts are embedded in the organisational culture and routines/ processes understood by all staff.

Code	Strategic Action	Annual Activity	Status	Comment
3.6.1	Internal executive, group, service and personnel performance reporting will be aligned to the IPR and will reinforce service delivery and customer Service.	Develop executive reporting and performance management in alignment with Council's Integrated Planning and Reporting framework	Progressing	