



# 2015-16 Operational Plan

Half Yearly Update



# A Liveable Place

## L1 : Wellbeing and safety

### L1.1 - Improved and realistic perception of Bega Valley as a safe community

Code	Strategic Action	Annual Activity	Action Status	Action Comments
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	Progressing	Police Liaison Committee meetings are held quarterly with Police representatives and members of staff from across Council

### L1.2 - Public safety and amenity Improved through proactive regulation programs

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L1.2.1	Public amenity and safety maximized through development of proactive regulatory programs.	Continue review of Companion Animal control areas with opportunities for community feedback.	Progressing	Community consultation completed, outcomes to be workshopped with Council in March 2016
		Continue implementation of the 'Regional Illegal Dumping' (RID) project - subject to funding from Environmental Protection Authority	Progressing	Funding has been received to continue RIP project until 2016-17
		Project initiatives for NSW Companion Animal funding subject to availability of grants from NSW Government.	Not Due To Start	No grants have been identified

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L1.3.2	Review opportunities to extend summer lifeguard service in partnerships with businesses and surf lifesaving organisations	Strategic Action was completed in 2014-15. Can be considered in 2015-16 if fully, externally funded.	Completed	Strategic Action was completed in 2014-15

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L1.4.1	Identify funding opportunities to develop health and wellbeing education programs and healthy ageing programs	Funding opportunities identified and considered against strategic objectives	Not Updated	No Comments
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	Support provided includes finalisation of planning matters for new hospital, agreement reached on pedestrian access and Council supporting and carrying out signage works for new hospital
		Contribute to Health Infrastructure master planning process for current Bega Hospital site	Ongoing	Meetings have been held with Health Infrastructure and site reports undertaken
L1.4.3	Foster partnerships to provide health education opportunities in the Shire.	'Healthy Communities' project has been delivered. Funding for this project ceased 14-15.	Completed	Project completed 14-15

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L1.5.1	Promote healthy environments and activities.	'Healthy Communities' project has been delivered. Funding for this project ceased 14-15.	Completed	Project completed 14-15

**L2 Access to learning and creativity**

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L2.1.1	Implement transition plan to the National Early Years Learning Framework for children's services workforce and service operations.	Undertake an external review of children's services model and implement recommendations	Progressing	The external Children's Services Review was undertaken by early childhood consultants in 2015. The Review Findings were finalised by the consultants in January 2016 and are due to be presented to Council in March. Alongside the Findings will be an Action Plan - a document created by the Children's Services Management Team in partnership with the consultants outlining the ways in which the section intends to implement improvements to Children's Services in response to the Review Findings. These recommendations and actions will be implemented over a longer period, with some short term actions being completed in 2015/16 and

Code	Strategic Action	Annual Activity	Action Status	Action Comments
		Grow educational leadership at service level in 'Quality Counts' project	Ongoing program - service meeting expectations	<p>2016/17, whilst longer term goals and visions will be set for 2017/18 and beyond.</p> <p>The 'Quality Counts' project continues to operate within the Children's Services, with leadership occurring within monthly Children's Services Management Meetings as well as through quality improvement activities within individual centres. Following the Children's Services external review there has been a renewed focus on the 'Quality Counts' project and a decision to include Quality Programs as a major topic area within which Children's Services review recommendations will be made. All Educators have identified quality actions that they would like to commit to for 2016 and these will be included in the Quality Improvement Plans which are being developed in January/February 2016 for each Children's Service.</p>

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L2.2.1	Optimise Bega library and branch libraries to provide services and spaces for children, young people,	Implement strategies identified in BVSC Library Services Strategic Plan 2015 - with emphasis on priority	Progressing	Strategies for 2015 have been either completed or commenced. Some strategies have multiple actions with

Code	Strategic Action	Annual Activity	Action Status	Action Comments
	students and older people and develop as a learning centres.	actions		numerous due dates. Others are ongoing activities for the duration of the strategic plan period 2015-2017
L2.2.2	Develop partnerships with schools, tertiary institutions and community groups to grow services	Undertake actions as per Memorandum of Understanding (MoU)  Through library branches, deliver HSC lockdown program, offer services for young people who home school and deliver public programs developed in partnership with community groups and other organisations.	Progressing  Completed	  Completed for 2015 however this will continue as an annual activity and expanded to other library locations where possible.
L2.2.3	Review program and new technologies for library service provision.	Develop and implement Technology Plan for Library Services to support access to new technologies  Deliver programs that engage and educate people of all ages and abilities in new technologies	Completed  Ongoing program - service meeting expectations	Reviewed annually  Core library function. Ongoing program to be developed and continued

### 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	Action Status	Action Comments
L2.3.1	Investigate and implement a mentoring and educational support program for trainees and apprentices.	As per Workforce Strategy continue implementation of Council traineeship, cadetship and apprenticeship program	Progressing	A strategy paper has been prepared for consideration by LEG.
L2.3.2	Research new areas of opportunity for training and employment for young	Support provided to Far South Coast Health and Community Support	Completed	Report has been completed and

Code	Strategic Action	Annual Activity	Action Status	Action Comments
	people (e.g. in aged care) and support local training and employment initiatives for young people.	Services sector through working group focussing on pathways to education, training and employment opportunities		available on Council website.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
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.	Strengthen partnerships with training and education providers with support to University of Wollongong students at Bega campus.	Progressing	
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.	Continue delivery of Youth Scholarship program	Progressing	The youth tertiary scholarships program is ongoing and forms part of the annual operations for the Community Development team. The scholarships will be advertised in February 2016

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

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

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L2.6.1	Promote cultural profile of the Shire through tourism, business and general promotions.	Continue to host and maintain online calendar to promote community and cultural events	Ongoing program - service meeting expectations	Council website continues to provide calendar of events for the community to further promote activities across the Shire.
		Investigate opportunities to work with cultural organisations to deliver new partnerships	Progressing	Annual South East Arts agreement signed.
		Review Cultural Issues paper as part of preparation for Community Strategic Plan review	Delayed With Reason	This action has been deferred due to competing priorities.
L2.6.2	Facilitate the development of training and capacity building in the arts, cultural and heritage sectors.	Support creative industry training programs through the Bega Valley Regional Gallery and South East Arts.	Progressing	Creative Industry professional development opportunities identified in annual agreement for 2015/16 with SEA. To be delivered by June 2016
		Provide training and support to community groups, individuals and volunteers through local history programs	Progressing	Frequency of delivery of specific programs has decreased due to removal of a dedicated local history librarian as part of the restructure. Ongoing assistance and support to community groups, individuals and volunteers is provided as necessary.
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	Ongoing program - service meeting expectations	



### L2.7 Cultural services and facilities provided

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L2.7.1	Consult, assess, develop and adopt strategies for cultural facilities incorporating long term plan for cultural facilities with funding sources identified.	Implement Strategic Plan for Bega Valley Regional Gallery	Progressing	Implementation Phase to occur from July 2017
L2.7.2	Implement developer contributions plans providing for the development of community and cultural facilities	Strategic Action Complete. Contribution plans approved by Council February 2015 to be implemented as an ongoing operation.	Completed	
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	CBD Master plans have been adopted by Council. Future town centre initiatives to be delivered in alignment with adopted Master plans	Completed	
L2.7.4	Shire-wide performance centre constructed	Completion and opening of the Bega Civic Centre with management options identified and in place	Progressing	Construction works on the Bega Valley Commemorative Civic Centre nearing completion. Externally Managed operating model adopted and preferred provider identified. Centre schedule to be open by 26 January 2016

### L2.8 Cultural industries supported and developed

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L2.8.1	Support cultural industries and community cultural events as a key	Ongoing in-kind support of cultural events including traffic control, waste	Progressing	Now tracked through grant requests.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
	theme in cultural plan and business growth plan.	management and land use advice		
		Strategic Plan for Regional Gallery developed	Progressing	The Bega Valley Regional Gallery Strategic Plan has been drafted. To be finalised by June 2016
		Investigate opportunities to work with cultural organisations to deliver new partnerships	Progressing	Annual South East Arts agreement signed.

### L3 Respect and inclusion

#### 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	Action Status	Action Comments
L3.1.1	Work in partnership with Aboriginal communities and others to narrow the gap on issues of education, employment and health.	Implement Indigenous traineeship models in childcare services	Completed	Children's Services currently has two Aboriginal staff - one Early Childhood Educator (Certificate III) at Bandara Children's Services, and a Certificate III Indigenous trainee at Eden Preschool who is due to qualify in early 2016. In 2015, Bega Valley Shire Council received Indigenous Advancement Strategy funding under the Department of Prime Minister and Cabinet, which resulted in the employment of an Aboriginal IAS Project Officer who will be on contract until 2017. The IAS Project Officer who works closely with Children's Services Educators and support staff to improve

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				outcomes for Aboriginal children. In 2016 BVSC will also apply under the Elsa Dixon Scholarship to support three Aboriginal school-based trainees within Children's Services. The three trainees are expected to commence in October 2016.
		Implement 2015-16 actions of the Memorandum of Understanding (MoU) Action Plan	Progressing	MOU actions in progress for 2015/16, all actions commenced with 30% finalised.
		Commence Indigenous Advancement Strategy (IAS) funded project	Ongoing program - service meeting expectations	<p>The Indigenous Advancement Strategy (IAS) project, supported by the Department of Prime Minister and Cabinet, was rolled out in July 2015. BVSC has submitted its first performance reports to the funding body and is meeting each of its program targets.</p> <p>In the six months since the beginning of the project, the following outcomes have already been achieved:</p> <ul style="list-style-type: none"> <li>- Fee subsidies have been offered to more than 50 Aboriginal children attending preschool and long day care</li> <li>- Number of Aboriginal children enrolled within Children's Services has increased by 17% since the start of the project</li> <li>- Total days of episodes of care have increased by approximately 10% since the start of the project</li> <li>- Absenteeism for Aboriginal children has decreased by 1% since the project</li> </ul>

Code	Strategic Action	Annual Activity	Action Status	Action Comments
		Continue University of Wollongong (UoW) Early Start Project	Ongoing program - service meeting expectations	<p>started</p> <ul style="list-style-type: none"> <li>- All Aboriginal children due to attend kindergarten in 2016 were school-ready by December 2015</li> <li>- Engagement of Aboriginal parents and families has increased within each Children's Service</li> </ul> <p>The Early Start program continues to be implemented within each Children's Service. The Jump Start research project was undertaken in 2015 the data collection has been completed. Research has provided baseline data about participant children, and researchers visited BVSC's Children's Services in late 2015 to provide inservices to staff and present this data. The intentions of Jump Start are being met within our Much and Move program aimed to increase health and nutrition behaviours within children, and this program will be further rolled out across all Children's Services in 2016.</p> <p>UOW offered BVSC two scholarships to attend the Early Start Conference in 2015, which were utilised by two Children's Services Educators.</p>

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
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	Through partnership with Sapphire Coast Tourism.

**L4 Opportunities for all stages of life**

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L4.1.1	Work with young people to increase youth-related activities and opportunities in the Shire.	Implement the Youth Opportunities Program funded by the NSW Government	Completed	The Youth Opportunities program under the title of the Net Gen project has finalised. A 2 day camp and 10 week program of mentoring and skill development has been delivered. 30 young people were engaged across the two aspects of the project.
L4.1.2	Explore and implement innovative ways in which young people can play a greater role in Council decision-making.	Ongoing support and coordination of Youth Council	Progressing	Review of Youth Council and Youth engagement is currently being undertaken. Report to be finalised by March 31.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
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	Progressing	Participation in quarterly local homelessness forum is continuing.

**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	Action Status	Action Comments
L4.3.1	Promote information and awareness on "Access for All" across the built environment	Develop Disability Inclusion Plan	Progressing	Staff have attended information sessions and Disability Inclusion Plan has been discussed at the Access Committee.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
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	Activities undertaken with agencies as appropriate and with involvement of Mayor, Councillors, staff, & community groups
L4.4.2	Develop and promote programs,	Facilitate the Access Advisory	Progressing	Quarterly meeting of Access Advisory

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	services, activities and facilities for older people and people with a disability.	Committee		Committee held. Wheelchair basketball awareness session held in Bermagui.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
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)	Work with NSW Office of Volunteering to promote the Timebanking Volunteering initiative across the Bega Valley	Progressing	Volunteering Time Banking initiative rolled out and promoted across the Shire as an online volunteer resource centre.

**L4.6 Barriers to volunteering identified and resolved**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L4.6.1	Streamline and rationalise bureaucratic burdens on volunteers in order to maintain and grow volunteer base.	Continue to promote volunteer opportunities to the Shire	Progressing	Promotion of volunteering opportunities form part of the Community Development teams annual operations, both internally with Council and externally for community organisations through the time banking initiative

# An Enterprising Place

**E1 Embracing business and a stronger economy** : A Council that recognises the importance of a strong economy, and fosters a culture that is supportive of business and ensures the business development of the region is a central consideration in all its activities

## E1.1 Embracing business and a stronger economy

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E1.1.1	Advocate, support and deliver support programs for businesses looking to expand or for new businesses wanting to operate locally	Deliver analysis on Home Based Businesses operating in the region	Not Due To Start	EDM commenced 121015. Priority of tasks implementing ED Strategy complete. This task will be attended to in financial year 16/17
		Establish an effective method of enquiry for business opportunities within Council	Progressing	Key relationships with organised business groups established and connections with Federal, State and funded organisations made that facilitate prompt and responsive support when business opportunity enquiries are received.
		Continue to advocate with other Government agencies and utilities to achieve project outcomes and improve development processes	Progressing	Strong relationships established and ongoing communication protocols agreed to with a range of government agencies critical to the support of business and economic development opportunities in the BVSC region
		Provide business education programs to assist business owners navigate	Progressing	Have negotiated agreement for Queanbeyan based Southern Region



Code	Strategic Action	Annual Activity	Action Status	Action Comments
		contemporary business issues		Business Enterprise Centre (Kris Laird) to prepare and deliver targeted education presentations to businesses in the main town areas. Have also an agreement with ESC's Sarah Cooper to extend presenter's scope that they attract to the Eurobodalla to include BVSC region where appropriate,
		Provide collated economic data to assist local businesses make better decisions	Progressing	Have cancelled REM Plan subscription. Will tailor information collated on an agreed and identified needs basis once the Corporate Data Analysis Officer commences. Agreement with Group Manager and relevant coordinator this resource will give dedicated attention to this organisation need to enable service to the business community
		Promote buy local campaigns to support local businesses	Progressing	Inherently a theme that is supported by the EDM and Council generally. No specific marketing or campaigns activated to date. EDM commenced 12/10/15. Priority of tasks implementing ED Strategy complete. This task will be attended to in financial year 16/17
		Undertake a Gap analysis of the local economy to highlight business opportunities such as the projected growth in Health Services.	Progressing	Initial approach by EDM is canvas local views and anecdotal trends through discussion and networking with relevant stakeholders. It is intended that the planned Economic Forum/Conference/Summit will inform the best strategic step forward regarding this action. EDM

Code	Strategic Action	Annual Activity	Action Status	Action Comments
				commenced 121015. Priority of tasks implementing ED Strategy complete.
		Maintain and promote the Live Work Invest website, which is a Council resource dedicated to the business community and issues relevant to the local economy.	Progressing	The previous website was not deemed appropriate for the purpose of satisfying this requirement. A new website will be developed. The need to generate, manage and refresh content is a matter yet to be considered. An economy focussed video or similar has been discussed with relevant producers who possess existing film stock having been involved in filming tourism videos in the region.
		Deliver more effective local support to individual towns and villages to promote their local events and initiatives.	Progressing	The recruitment of Place Based Officers and the Event Officer within Council is addressing this action.
E1.1.2	Advocate and support the regions Start-Up industry	Consider and implement ways of encouraging and attracting start-up businesses in the Region.	Progressing	Key relationships made with start-ups and forums supporting innovation. New website and video to focus on the promotion aspect. Further strategies and objectives to be shaped by the economic development forum/conference. Consideration emphasis on sector seeding ie attracting start-ups the complement/enhance our existing industries or natural advantages.
		Develop a start-up support program including grant & seed funding opportunities.	Progressing	Discussions re a joint funding approach have been discussed with the Parliamentary Secretary for the

Code	Strategic Action	Annual Activity	Action Status	Action Comments
				South Coast. A plan and bid for budget allocation in 16/17

## E2 Providing the foundations: To create a desirable and vibrant place through improved planning, infrastructure and services

### E2.1 Providing the foundations - Infrastructure

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E2.1.1	Road Transport - Optimise town and village traffic infrastructure to enhance business opportunities	Advocate for further upgrading of Princes Highway	Progressing	Ongoing representation on the SEATS forum.
		Construct Merimbula Bypass	Progressing	Stage 1 has completed. Stage 2 in progress.
		Implementation of town master plan main street programs	Progressing	Implementation has commenced with Eden Main Street program in progress.
		Investigate improved car parking options for towns and villages	Progressing	Opening of Littleton Gardens carpark. Land acquired to construct new entrance to Eden town centre carpark. Expanded the Gipps St carpark.
E2.1.10	Public Infrastructure - Deliver appropriately zoned land to attract and retain residents and businesses to assist growing the region.	Publish the Industrial Lands Strategy.	Progressing	Through consultancy draft in development
		Update and publish the Land Investment Strategy.	Progressing	Engaged in assessing both Council held and privately owned land assets suitable for development. Commissioned and completed a high level "use audit" of Council owned unoccupied land in Bega and

Code	Strategic Action	Annual Activity	Action Status	Action Comments
				Merimbula.
		Promote the LEP zoning maps for the business community.	Not Updated	No Comments
E2.1.2	Road Transport - Investigate freight opportunities for the region	Investigate options for improved East West transport routes connecting the Shire to the Hume Highway and thereafter to Sydney, Melbourne and the ACT.	Progressing	The possibilities and advocacy of the benefits of this transport route continues to be highlighted in all export, infrastructure priorities and Port of Eden discussions with stakeholders and other levels of government
E2.1.3	Sea Transport - Support the development of the Eden Breakwater Wharf Extension	Participate in Community Liaison Group	Completed	Recognised and acknowledged membership of the CLG complete
		Participate in Alternate Use Working Group	Progressing	Representation at the Community Liaison Interest Group for the Breakwater Wharf Extension. Advocating the community's interests with project stakeholders.
		Ensure surrounding infrastructure leverages improved services offered by Extension project.	Progressing	Engaged in ongoing discussions, formal and informal, with Parks NSW, Crown Lands and private land holders and businesses
		Continue to support Cruise Eden in coordinating the Cruise Ship industry in the Bega Valley.	Progressing	Effective communication protocols in place with Cruise Eden and Sapphire Coast Tourism as well as direct operational and on occasion, financial support, provided
		Deliver Cruise Visitation Strategy.	Delayed With Reason	Waiting for the release of Destination NSW's Cruise Strategy.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E2.1.4	Sea Transport - Support the Eden Safe Harbour project	Provide support to the NSW State Government as required.	Progressing	Very clear and frequent communication and support provided to NSW Lands, Business and Infrastructure departments
E2.1.5	Sea Transport - Advocate, support and deliver opportunities to further leverage Eden Port for business opportunities	Advocate increased use Eden Port to the NSW Port Authority.	Progressing	Providing advocacy and support in targeted and informal forums in partnership with community, business and NSW government interests
E2.1.6	Sea Transport - Advocate, support and deliver opportunities for Eden Port to provide increased freight services to Sydney, Melbourne and Canberra	Deliver the Bega Valley Freight and Logistics Strategy.	Progressing	Collaborating with Canberra Airport and relevant State Government authorities freight opportunities for the region.
E2.1.7	Air Transport - Advocate and deliver the continuing implementation of the Merimbula Airport Master Plan	Design and implement improved Public Car Park layout.	Completed	
		Form Airport Tenancy group.	Completed	Airport Tenant leases completed. Tenancy group formed, meeting deferred until airport management resolved.
		Seek Government support for Master plan implementation.	Progressing	Funding sought under National Stronger Region's Fund (NSRF) and Restart NSW fund for the implementation of the Airport Masterplan. Successful in obtaining funds for emergency infrastructure, further negotiations underway for funding of runway infrastructure.
E2.1.8	Air Transport - Advocate, support and deliver improved Regular Public Transport (RPT) services connecting the regional with Sydney, Melbourne	Conduct Outbound Aviation demand survey.	Completed	Survey results received , data incorporated into funding applications.
		Conduct Inbound Aviation demand	Completed	An Inbound Aviation demand report

Code	Strategic Action	Annual Activity	Action Status	Action Comments
	and Canberra	survey		completed. Data incorporated into funding applications.
		Prepare and present business case on expanded RPT services in and out of Merimbula Airport.	Progressing	Relationships developed with air carriers.
E2.1.9	Public Infrastructure - Advocate, support and deliver high quality public infrastructure to attract and retain residents and businesses to assist growing the region.	Implement Asset Management Plans assuring that existing infrastructure is maintained at acceptable standards.	Progressing	

## E2.2 Providing the foundations - Technology

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E2.2.1	Advocate and Support the provision of commercial grade connectivity infrastructure throughout the Shire	Advocate for the implementation of the NBN to the Shires towns and villages as expeditiously as possible.	Progressing	
		Work with NBN Co. to try and obtain clear rollout timeframes.	Progressing	
		Update Digital Economy Plan including analysis on the Shire internet coverage and associated opportunities.	Not Due To Start	This activity has been deferred to the 2016-17 period.
E2.2.2	Work with the Community to develop and sustain information technology opportunities throughout the Shire.	Advocate and Support the creation of an ICT knowledge cluster in the Shire.	Progressing	Engaged in discussion with relevant education, private sector and training interests
		Prepare plan on opportunities for a Technology Hub within the Shire	Progressing	Engaged in discussion with relevant education, private sector and training

Code	Strategic Action	Annual Activity	Action Status	Action Comments
				interests
		Deliver opportunities for local businesses to showcase their technology related successes to the broader business community, showing what can be achieved through better used of technology.	Progressing	Engaged in discussion with relevant education, private sector and training interests
		Advocate and support local innovation and collaboration opportunities and successes.	Progressing	Engaged in discussion with relevant education, private sector and training interests
		Deliver community forums showcasing business technology and the education of local businesses as to how technology can improve their business.	Progressing	Have secured an agreement in principle for South Region Business Enterprise Centre to present relevant training and information sessions over the course of the calendar year

**E3 Embracing opportunity : A region that embraces opportunities and attracts investment to create additional jobs and increase the wealth of the region and its residents**

**E3.1 Embracing opportunity**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E3.1.1	Advocate, Support and Deliver forums that allow for connections to be made between businesses and opportunities.	Deliver an Economic Development Summit focusing on connecting producers and distributors both locally and through the Capital cities.	Progressing	A May date was agreed to but will now be held later due to Mayor's unavailability to attend previously agreed date. Progressing.
		Deliver an Economic Development symposium, discussing specific	Progressing	A May date was agreed to but will now be held later due to Mayor's

Code	Strategic Action	Annual Activity	Action Status	Action Comments
		Economic Development issues with industry experts, focusing on real tangible solutions and connections.		unavailability to attend previously agreed date. Progressing.
		Deliver industry/issue workshops to encourage connections among interested parties looking to connect suppliers with purchasers.	Progressing	A May date was agreed to but will now be held later due to Mayor's unavailability to attend previously agreed date. Progressing.
E3.1.2	Deliver collated economic related data to identify key trends, opportunities and gaps in the market and relay this information to business networks and stakeholders.	Provide localised economic data to assist local businesses to make better decisions.	Progressing	Ceased REMPLan. Agreement bin place to utilise services of a to be appointed statistical reseach resource to seek targeted localinformation
		Provide access to Council information and resources, such as mapping data to assist businesses make better decisions.	Progressing	New website platform developed. Content deferred due to temporary lack of resources.
E3.1.3	Deliver realisation of developable Council Assets to seed development through the region.	Update and commence implementation of the Land Investment Strategy, including the availability of useable land.	Progressing	Work has commenced in the review of selected Council held assets in the view to broaden the scope of the review of the Land Investment Strategy. Review to be completed in 2016-17 reporting period.
E3.1.4	Support Entrepreneurs achieve their visions for the region.	Provide support and information to relevant parties in order to take advantage of opportunities as they present themselves.	Ongoing program - service meeting expectations	A network of entrepreneurs living and working from the region is being established with the intention of those willing providing mentoring to emerging and new start up businesses.
		Investigate the opportunity for Council to provide financial support through grants or seed funds to improve	Progressing	Plans for a fully funded Council backed grant program to be implemented financial year 2016-17.



Code	Strategic Action	Annual Activity	Action Status	Action Comments
		community infrastructure and economic development in the region.		
		Support the ICT industry cluster promote and attract job opportunities to support their goal of 1,000 technology jobs by 2030.	Ongoing program - service meeting expectations	Relationship with University of Wollongong (UoW) as a primary driver of this priority underway.
E3.1.5	Advocate, support and deliver on behalf of the region, its strengths and opportunities to attract and expand business opportunities.	Provide high quality online based resources showcasing the Region and the relative business opportunities.	Progressing	A scope of service for the production of a video to headline online showcasing has been distributed to service providers for quote.
		Promote the region at key events around the country.	Ongoing program - service meeting expectations	Opportunities assessed on needs basis.
		Seek out opportunities to promote the region and its strengths to the rest of the country.	Ongoing program - service meeting expectations	Opportunities assessed on needs basis.
		Support programs assisting with business succession planning.	Ongoing program - service meeting expectations	Southern Region Business Enterprise Centre are working closely with Chambers, Council Placed Based Officers and directly with businesses to provide this service.

## E4 Partnering for success : A community that works together to provide the necessary skills to maximise meaningful employment opportunities

### E4.1 Partnering for success

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E4.1.1	Advocate, support and deliver business education opportunities for Shire business owners and their employees.	Develop a 12 month business education program that collates Shire wide programs in one place for business to utilise.	Ongoing program - service meeting expectations	Southern Region Business Enterprise Centre are working closely with Chambers, Council Placed Based Officers and directly with businesses to provide this service.
		Work with local businesses to provide effective educational opportunities on practical matters such as marketing, employment, technology, compliance.	Ongoing program - service meeting expectations	Southern Region Business Enterprise Centre are working closely with Chambers, Council Placed Based Officers and directly with businesses to provide this service.
E4.1.2	Advocate, support and deliver vocational & tertiary educational opportunities for Shire residents.	Advocate for adequate educational services to be delivered in the Shire.	Ongoing program - service meeting	
		Support the tertiary education bodies to expand, keeping as many of our studying residents locally based.	Progressing	Well developed relationships with University of Wollongong established with scope to expand to other institutions.
		Support the tertiary organisations making the region a key training destination for remote rural and regional students.	Progressing	Well developed relationships with University of Wollongong established with scope to expand to other institutions.
		Develop partnerships and programs to encourage both potential workers and employers to work together to achieve	Ongoing program - service meeting	Southern Region Business Enterprise Centre are working closely with Chambers, Council Placed Based

Code	Strategic Action	Annual Activity	Action Status	Action Comments
		positive outcomes.	expectations	Officers and directly with businesses to provide this service
E4.1.3	Advocate, support and deliver opportunities for the region to become a Centre of Excellence in various fields including agriculture, food production, food distribution, education, health services and technology.	Investigate opportunities for a Technology Hub in the region.	Progressing	Working with education, community, business and other levels of government
		Investigate opportunities for an Agriculture Centre of Excellence in the region.	Progressing	Preliminary discussion held with stakeholders.
		Investigate opportunities for a food production and distribution Centre of Excellence in the region.	Progressing	Preliminary discussions held with stakeholders.
		Investigate opportunities for a Tertiary Education Centre of Excellence in the Region.	Progressing	Preliminary discussions held with stakeholders.
		Investigate opportunities to establish the Region as a Centre of Excellence in Health Services.	Progressing	Preliminary discussions held with stakeholders.

**E5 Enhancing visitor experiences: Providing opportunities for local residents and visitors to experience the unique social, cultural and natural attractions of the region**

**E5 Enhancing visitor experiences**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E5.1.1	Advocate, support and deliver visitor experiences to maximize the social, cultural, environmental and economic	Deliver marketing campaigns aimed at attracting new visitors to the region.	Ongoing program - service meeting expectations	Through partnership with Sapphire Coast Tourism.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
	wellbeing of the community through sustainable tourism.	Deliver marketing campaigns aimed to local residents visiting new local destinations.	Ongoing program - service meeting expectations	Print and Social media campaigns run in local and regional media.
		Deliver high quality web resources for the promotion of the Bega Valley.	Ongoing program - service meeting expectations	Print and Social media campaigns run in local and regional media.
		Provide visitation data to industry operators to assist with business decision making.	Ongoing program - service meeting expectations	Through Council's and Sapphire Coast Tourism's (SCT) membership the South Coast Regional Tourism Organisation, visitation data and statistics under Destination NSW is available. SCT makes this data available to the individual Visitor Information Centres (VIC's) and Local Tourism Bodies (LTO's). SCT provides general visitation data through its website and through the individual town websites that it hosts.
		Deliver Visitor Economy Strategy.	Delayed With Reason	Tourism Services and Funding review conducted during 2015/16. Strategy to follow
		Support the National Landscapes program and continue to support the Australia's Coastal Wilderness brand.	Ongoing program - service meeting expectations	As part of regular activities but to be heightened with the commencement of relationships to drive benefit from the direct international flights to Canberra
		Support local tourism operators to deliver high quality products to the regions visitors.	Ongoing program - service meeting expectations	Established a close working partnership with SCT and further nurtured collaboration with ESC
E5.1.2	Visitors to the Shire know where things	Provide support to the regions Visitor Information Centre's, including	Progressing	Established as part of regular activities

Code	Strategic Action	Annual Activity	Action Status	Action Comments
	are and how to get there.	financial, property, and product support.		
		Support and promote regional festivals and events.	Progressing	Informal protocols in place with Place Based Officers with formal "look" at Councils involvement and support of events to be undertaken with Community Services colleagues.
		Deliver Visitor Signage program, including Shire entrances, Town entrances, and local attractions.	Progressing	Creative designs agreed and approved. Design and construct procurement process has commenced.
		Support Sydney to Melbourne Coastal Drive.	Progressing	Part of regular activities
E5.1.3	Plan and implement effective infrastructure to assist maximizing experiences for the Shires visitors.	Deliver a 5 year program of works for the Tourism Infrastructure Special Variation.	Progressing	Project list commenced. Finalisation pending Visitor Economy Strategy
		Deliver the first year of the 5 year program of work for the Tourism Infrastructure Special Variation.	Progressing	Gateway signage designs developed and adopted by Council. Installation to take place following appointment of supplier.

## : Accessibility

**A1 Connecting communities** 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.

**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	Action Status	Action Comments
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, bridge projects for the 2015-16 period include: Pretty Point Bridge (upgrade) Carpenters Bridge (upgrade) McPauls Bridge (renewal) Yowrie Rd Armco culvert (renewal) Jauncey Bridge (renewal) Murrah River Bridge (renewal) Upgrade of drainage - Lake St Merimbula Upgrade of drainage - Bournda CRT Tura	Progressing	Pretty Point Bridge (upgrade) - not due to start Carpenters Bridge (upgrade) - in progress McPauls Bridge (renewal) - complete Yowrie Rd Armco culvert (renewal) - not due to start Jauncey Bridge (renewal) - not due to start Murrah River Bridge (renewal) - additional funding received which increased scope of project. Due to commence March 2016 Upgrade of drainage - Lake St Merimbula - complete Upgrade of drainage - Bournda CRT Tura - complete
		"Maintain and renew road and path surfaces in accord with Asset	Progressing	Burragate Rd (upgrade) - not due to start

Code	Strategic Action	Annual Activity	Action Status	Action Comments
		Management Plan. Projects for the 2015-16 period include: Burragate Rd (upgrade) Nangutta St, Towamba (upgrade) Candelo to Wolumla (renewal) Beach St, Merimbula (renewal) Lake St, Merimbula (renewal) William St, Candelo (renewal) Sharpe St, Candelo (renewal) Lakeside Dr, Eden (renewal) Myrtle Mtn Rd (renewal) Nethercote Rd (renewal) Towamba Mtn (renewal)		Nangutta St, Towamba (upgrade) - not due to start Candelo to Wolumla (renewal) - in progress Beach St, Merimbula (renewal) - to commence March 2016 Lake St, Merimbula (renewal) - to commence March 2016 William St, Candelo (renewal) - to commence May 2016 Sharpe St, Candelo (renewal) - to commence May 2016 Lakeside Dr, Eden (renewal) - to commence March 2016 Myrtle Mtn Rd (renewal) - complete Nethercote Rd (renewal) - replaced by Wonboyn Rd, to commence April 2016 Towamba Mtn (renewal) - in progress
A1.1.2	Advocate to government for improvements to the Princes Highway, public transport and courier services in conjunction with Southern Councils Group and South East Australia Transport Strategy (SEATS)	Actively participate and advocate strategic transport initiatives through membership with South East Australia Transport	Ongoing program - service meeting expectations	

**A2 Facilities and services** Our facilities and services are strategically planned, designed and maintained to meet the community needs.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
A2.1.1	Guided by ‘Access Committee’, install ramps, amenities and other access options to facilities and paths	Accessibility standards met with ongoing works programs	Ongoing program - service meeting expectations	

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
A2.2.1	Partner with community groups and utility providers to facilitate renewable energy supply and reduce asset operating costs	Install energy efficient lighting during replacement programs	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	

**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	Action Status	Action Comments
A2.3.1	Consolidate partnerships with community groups in managing and maintaining some community assets	Implement a place based approach for engaging with the community.	Completed	A place based approach was adopted and implementation commenced in July 2016. Four full time Place Based



Code	Strategic Action	Annual Activity	Action Status	Action Comments
	such as halls, playgrounds and sporting grounds/facilities			Officers were employed in August 2016 and are based across the shire at Bermagui, Bega, Tura/Merimbula and Eden and will be working from the Shire Libraries at each of those locations.
A2.3.2	Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan	Maintain and renew recreation infrastructure in accordance with Recreation Asset Management Plan. Project areas over the 2015-16 period include: Regional Sportsground Master Planning for Bega Recreation Ground & Pambula Sporting Complex Finalisation of Facility Management Plans Construction of Pambula Squash Courts Barclay Street Pavilion Improvements Mogareeka Boating Facilities Short Point Headland improvements to pathways and Ecological Landscaping Bega Park and Ford Park Upgrades Bruce Steer Pool access, amenities and parkland improvements	Progressing	Sporting Complex Master Plans - Draft plans adopted by Council for exhibition. Final plans to be reported to Council in Feb 2016. Sports Facility Management Plans - Final consultation underway. FMPs to be reported to S355 Sportsground Committee in Feb 2016. Pambula Squash Courts - Deferred pending outcome Pambula Sporting Complex Master Plan Barclay Street Sports Pavilion - Working towards an agreed project scope between users. NSWClub Grant unsuccessful . Coastal Reserve Planning Projects - Initial Online consultation going well. Consultants SPIIRE to commence January 2016. Bega Park Playground - Installed and opened. Ford Park Playground - Construction commencing Feb 2016. Mogareeka Boating Facilities - Construction commencing Feb 2016. BVSC Aquatic Facilities Strategy - Leisure planning consultant Optium engaged.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
				Lake Curalo Walking Track - Complete; due to formally open Feb 2016. Pambula River Mouth Amenities and Parkland Improvements - Complete.

**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	Action Status	Action Comments
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	

**A2.5 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	Action Status	Action Comments
A2.5.1	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	

### A3 Essential services - Our water, sewer and waste services and facilities meet the need of our local and tourist community

#### A3 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	Action Status	Action Comments
A3.1.1	Fluoridation of water supply for Bermagui area, Merimbula, Tura, Pambul area and Eden	Complete community consultation process on fluoridation	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	Commence construction of water supply reservoir at Nutleys Creek Rd, Bermagui	Progressing	Design and tender documents completed. Construction procurement 95% complete with a report to Council expected in February 2016. Reservoir site has been cleared of vegetation.
A3.1.3	Construct a new water main to improve water pressure and fire fighting capacity to Quaama customers	Water main construction completed	Completed	
A3.1.4	Review options to improve water pressure and quality to Tarraganda customers	Finalise preferred option for Tarraganda water pressure following investigation and review	Progressing	Review of capital works underway.
		Complete construction of preferred Tarraganda water pressure option	Progressing	Review of capital works underway.
A3.1.5	Provision of filtered and treated water for Bemboka customers	Complete design options study for filtered and treated water for Bemboka customers	Progressing	Procurement of suitable Options Study consultants 95% completed with a report to Council in February 2016. Land purchase completed.
		Call for tenders and finalise construction contract for delivery of	Progressing	

Code	Strategic Action	Annual Activity	Action Status	Action Comments
		Bemboka filtered and treated water		
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 for upgrade of water transfer main	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	All data collection completed.

### 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	Action Status	Action Comments
A3.2.1	Complete treated effluent reuse and disposal options study for Merimbula STP	Options study completed for Merimbula STP	Completed	Options study completed
		Seek Government subsidy funding	Progressing	Options study completed. Ongoing initiative with State and Federal Governments. Nil subsidy currently available for the project due to pending sale of poles and wires.
		Commence EIS for effluent reuse and disposal options for Merimbula STP	Progressing	Expressions of interest process finalised with 5 potential consultants appointed to tender for EIS and concept design. Part 5.1 approval sought and gained from NSW Planning however there have been delays in

Code	Strategic Action	Annual Activity	Action Status	Action Comments
				gazettal of the SSI Order.
A3.2.2	Provide additional storage capacity in Eden sewage reticulation system to enable capture and temporary storage of stormwater during wet weather events	Nil action ( Project completed)	Progressing	Progressing
A3.2.3	Provide the west Pambula area with a reticulated sewerage system	Nil action ( Project completed)	Progressing	Concept design completed.
A3.2.4	Provide additional storage capacity at Bega STP to enable temporary capture of stormwater due to wet weather events	Nil action ( Project completed)	Progressing	GHD Options Report completed. Peer review of report now underway.
A3.2.5	Increase the biosolids treatment capacity of Councils ten sewage treatment plants (STPs)	Commence construction of biosolids treatment capacity for Councils ten STPs , commencing with Tura Beach site	Progressing	Peer review of Biosolids strategy underway.
A3.2.6	Increase beneficial effluent reuse at Bermagui Country Club	Complete effluent re-use study to support the 2017-18 capital works program	Progressing	Report at 95% completion stage.

### 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	Action Status	Action Comments
A3.3.1	Review 2020 vision on waste and implement infrastructure actions and recommendations	Adopt NSW government 2014-21 waste strategy targets into council's 2020 Vision on Waste. Obtain Council	Ongoing program - service meeting expectations	

Code	Strategic Action	Annual Activity	Action Status	Action Comments
		endorsement of strategy		
		Adopt NSW government 2014-21 waste strategy targets into council's 2020 Vision on Waste. Obtain Council endorsement of strategy	Ongoing program - service meeting expectations	Revised strategy document in preliminary draft form.
A3.3.2	Manage waste disposal facilities in accordance with land fill environmental management plans.	Finalise closure works at Merimbula Landfill. Construct waste transfer station and commence closure works at Bermagui Landfill	Progressing	Waste transfer station a Bermagui near completion by March 2016

#### A4 Emergency Planning Emergency funding and resource support is planned for and made available

##### 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	Action Status	Action Comments
A4.1.1	Complete Flood Study and develop flood plain management plan.	Commence Risk Management study for Bega / Brogo River catchments	Progressing	Stage 1 in progress. Data review and model review has been completed. Community consultation to take place in April 2016.
		Continue Merimbula catchment flood study	Progressing	Community consultation completed. Computer flood study models in progress
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	Ongoing program - service meeting	

Code	Strategic Action	Annual Activity	Action Status	Action Comments
		emergency exercises	expectations	

## : A Sustainable Place

### S1 Valued natural environments

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	Action Status	Action Comments
S1.1.1	Increase awareness and understanding of values of biodiversity.	Finalise a standardised Review of Environmental Factors (REF) template for use for Council works and projects	Progressing	Draft completed and being reviewed by operational staff.
S1.1.2	Develop partnerships with NSW Local Lands Services, State and Federal Government to facilitate investment in Biodiversity and Natural Resource Programs'	Develop partnerships with Regional Local Government bodies and South East Local Land Services to secure ongoing Weed Action Program funding	Completed	5 year Weed Action Program funding negotiated and commenced for period 2015 to 2020.
S1.1.3	Develop a Natural Resources and Biodiversity Strategy for the Shire that prioritises areas for habitat expansion and for corridors to improve the survival of threatened species and complements the new LEP	Develop a BVSC Biodiversity Strategy with relevant stakeholders	Delayed With Reason	Strategy deferred pending commencement of provisions of new NSW Biodiversity Act.
		Finalise review of wildlife protection reserves in the companion animal control areas procedure and report to Council	Progressing	This has been delivered through the review of Companion Animal Control areas.



**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	Action Status	Action Comments
S1.2.1	Administer Coastal Zone Management Program.	Revise the Entrance Management policy and protocols	Progressing	Surveys and draft policies completed and community and agency consultation underway.
S1.2.2	Catchment management programs developed for small estuaries, based on Wapengo model.	Develop an Estuary Management Plan for the Bermagui River	Progressing	NSW OEH funding was delayed, but now received and scope drafted.

**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	Action Status	Action Comments
S1.3.1	Support community education initiatives that promote the economic and social values of our natural environment	Continue to develop and implement coastal natural areas promotional signage	Progressing	Signage program nearing completion with wading bird signage being implemented as part of review of Companion Animal Control areas.
S1.3.2	Ensure land use and infrastructure and planning decisions do not impact upon our 'Natural Environment'	Review the tree protection measures within the Bega Valley Local Environment Plan (LEP) 2013 and the Bega Valley Development Control Plan (DCP)	Progressing	Revised Tree Protection Measures drafted.

#### 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	Action Status	Action Comments
S1.4.1	Ensure bushfire hazard mapping is current and consistent with current fire science.	Review bushfire prone land mapping with Rural Fire Service (RFS)	Progressing	Draft mapping completed and under review by NSW RFS and planning staff prior to issue.
		Develop and implement bushfire hazard management schedules for all Council Asset Protection Zones (APZ)	Completed	APZ maintenance schedules revised, mapped & in place.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
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	Draft protocols for Aboriginal and European cultural heritage management prepared and consultation undertaken	Ongoing program - service meeting expectations	Draft protocols being prepared

#### S1.6 Planning controls reflect environmental values and minimise cumulative impact from development

Code	Strategic Action	Annual Activity	Action Status	Action Comments
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,	Develop a framework for	Progressing	Environmental audit framework for

Code	Strategic Action	Annual Activity	Action Status	Action Comments
	infrastructure development and operation does not impact on environmental values.	environmental audits across Council's operations and activities		Council operations has been drafted and audits have commenced.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S1.7.1	Develop integrated weed management strategy to include revegetation.	No operational action 2015-16.	Completed	
S1.7.2	Targeted catchment rehabilitation works on Council managed land to enhance natural system storage of water.	Continue to implement programs to deliver the NSW Government Weeds Action Program	Completed	Weeds Action Plan 2015 2020 negotiated and program in place for ongoing implementation.
		Develop Salvinia Management Plan	Completed	Salvinia Plan has been established & with Council and SE-LLS funding implemented at Kisses Lagoon and properties at Brogo.

## S2 Sustainable communities

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S2.1.1	Develop and implement sustainability strategy.	Strategic action completed 2014-15	Completed	
S2.1.2	Define and reduce Council's environmental footprint and	No operational activity to take place 2014-15. Review of the Corporate	Ongoing program - service meeting	

Code	Strategic Action	Annual Activity	Action Status	Action Comments
	demonstrate community leadership.	Energy Efficiency fund operations to take place 2016-17	expectations	
S2.1.3	Implement energy efficiency opportunities through the Energy & Resource Efficiency Fund and Energy Saver Audits.	Support 'Clean Energy For Eternity' (CEFE) in the management of the Tathra Sewerage Treatment Plant Community Solar Farm and consider other appropriate opportunities	Ongoing program - service meeting expectations	This project won the NSW Green Globe award 2015 & the MoU for the operation of the scheme has been finalised. Other opportunities are now also being explored
		Investigate opportunities to expand the 'Community Solar Farm' model to other Sewerage Treatment Plants	Progressing	

## S2.2 Waste generated per capita (domestic and construction waste and carbon emissions) reduced and waste send to landfill minimised

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S2.2.1	Review 2020 Vision on Waste program, including landfill site and transfer station operations, kerbside collection and community education.	Undertake two yearly waste audit winter 2015 and Summer 15/16	Delayed With Reason	Proposed for winter 15-16 and summer 16-17
S2.2.2	Education to encourage waste minimisation behaviour to ensure Council waste management goals can be achieved and contamination of recycling is reduced	Construct tip shop at Bermagui landfill as part of waste transfer station and landfill closure works.  Engage with the community on waste minimisation issues face to face at waste depots, through media and enhanced promotion and support of waste minimisation at community events in line with waste management community assistance programme.	Progressing  Ongoing program - service meeting expectations	

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S2.2.3	Review waste minimisation and management programs through the regional co-operation model	Continued engagement in regional waste programmes via SEROC, SCG and EPA	Ongoing program - service meeting expectations	currently engaged with CBRJO resource recovery working group.

**S2.3 Community’s reliance on cars for transport within and between urban centres is reduced.**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S2.3.1	Cycling and pedestrian strategy developed, identifying key needs and opportunities for infrastructure development and linkages.	Strategic action completed - Cycle Plan developed and exhibited.	Completed	Strategic Action completed

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S2.4.1	Council will partner groups and provide support to community based sustainability projects and activities	Continue annual implementation of community environmental grants program	Ongoing program - service meeting expectations	Community Environmental Grants program operating successfully.

### S3 Character and amenity

**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	Action Status	Action Comments
S3.1.1	Ensure development controls in DCP are consistent with community values and reinforce the individual character of each settlement.	Strategic Action Completed in 2014-15	Completed	
S3.1.2	Landscape guidelines developed for inclusion in development consent conditions.	Report landscape guidelines to Council for adoption	Completed	
S3.1.3	Implement Recreation Strategy and complete plans of management for all major reserve areas	Finalise Facility Management Plans (FMP's) for sporting facilities	Progressing	Well progressed. Final consultation underway with sportsground committees. The aim is for them to be endorsed by the S355 Sportsground Committee in 2016.

### S3.2 Town themes determined and in place

Code	Strategic Action	Annual Activity	Action Status	Action Comments
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	Strategic Action completed in 2014-15 through the development of CBD Masterplans and Comprehensive Development Control Plan	Completed	

## S4 Proactive support and planning

### S4.2 Effluent reuse across the area maximised

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S4.2.1	Upgrade treatment process elements at Eden and Tura Sewage Treatment Plants to enhance beneficial effluent reuse	Sewage Treatment Plant upgrade works completed	Completed	Disinfection works completed

### S4.3 Council plans integrate mitigation and adaptation measures in respect of climate change into operations and strategic planning

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S4.3.1	Develop and implement climate change strategy, incorporating priority actions from Corporate Climate Change Risk Assessment.	Strategic action complete	Completed	

## : Leading Organisation

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

**LO1.1 Knowledgeable, skilled and connected community leaders elected as Councillors.**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO1.1.1	Provide professional development opportunities to support current and future community and organisational leaders.	Implement annual program for current Councillors	Completed	
LO1.1.2	Hold awareness sessions for potential candidates in six months leading up to each Council election and ensure information packages are available	Program to commence in April 2016 in preparation for elections to be held October 2016	Not Due To Start	Was not due to start in first half of reporting year.

**LO1.2 Council conducts its affairs in an open, transparent and accountable manner within a sound governance framework.**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO1.2.1	Review and adopt Code of Conduct and Code of Meeting Practice after Councillor elections.	Completed To be undertaken in new Council term 2017	Not Due To Start	



**LO1.3 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	Action Status	Action Comments
LO1.3.1	Determine criteria to assess what role Council operates in for key priorities.	Development of ongoing program to review Council service delivery and a key set of criteria for the Integrated Planning and Reporting review process	Ongoing program - service meeting expectations	

**LO1.4 Council has partnerships with government agencies and other parties to address priority issues.**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO1.4.1	Initiate partnerships (with community, business, State and Federal agencies) to ensure integration of outcomes.	Work with State Agencies and regional organisations of Councils in revision of strategic plans and alignment of CSP	Progressing	

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

**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	Action Status	Action Comments
LO2.1.1	Refine Long Term Financial Plan (LTFP) process to ensure financial	"Review of Long Term Financial Plan through the review of Asset Usefull	Progressing	

Code	Strategic Action	Annual Activity	Action Status	Action Comments
	sustainability and the provision of quality data	Life"		
		Review of Long Term Financial Plan through the Integration of Headline Projects into Long Term Financial Plan	Progressing	
LO2.1.2	Comprehensively review fees and charges and implement four year regime of approaching full cost recovery.	Finalise the Review of Fees and Charges	Completed	
LO2.1.3	Council to seek additional and enhanced funding through a centrally coordinated and strategic approach	Use crossfunctional teams for Grant Funding to establish organisational guidelines and procedures on grant funding.	Progressing	Members of Finance team are currently developing a procedure for Grant Funding. This procedure being developed in consultation with Governance Coordinator. Once drafted, will be circulated to the Manager's Group and LEG for approval.
LO2.1.4	Implement procurement best practice to ensure cost effective expenditure throughout Council	Implement recommendations from Procurement Review	Progressing	Procurement review completed 2015 and implementation will be ongoing. Procurement team have greater input to Council tender process and currently reviewing procedures and processes. Discussions have commenced regarding the scheduling of a supply forum to improve communications and understanding of working with Council.
		Continue to collaborate regionally on procurement templates and practices	Progressing	Staff representation in a non-member representation (observation only) at the Canberra Joint Organisation Procurement forum.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
		Implement Contract Management system,	Progressing	Progress was recently reported to the Internal Audit Committee. Implementation of Civica Contract Management Module is underway.

**LO2.2 Councils financial reporting enables strategic decision making**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.2.1	Develop the intergration of Asset Management Financial Reporting systems	Complete implementation / integration of Asset Management System using a cross functional Asset Management Team	Progressing	A cross functional Asset Management Team has been established with regular meetings held to work towards the integration of Asset Management System
LO2.2.2	Provide more effective business reporting to Councils functional areas	Scope dashboard reporting process to embed into Council's Intranet to enable managers to have greater budgetary visibility	Progressing	

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.3.1	Effective processes established to enable community engagement and understanding of Council decision making	Review of process and presentation of budget templates for Council quarterly reporting	Progressing	
		Coordinate Finance Committee meetings to address specific financial issues/concerns	Ongoing program - service meeting expectations	
		Facilitate open Q&A session to answer public questions/concerns	Ongoing program - service meeting expectations	Public quarterly meetings held with promotion through media.

**LO2.4 Council has an integrated enterprise risk management approach.**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.4.1	Develop Enterprise Risk Plan, processes and procedures	Develop Enterprise Risk Management Framework and review procedures to ensure consistency with overarching Policy.	Progressing	
		Establish and delivery targeted training programs for Managers, Coordinators, Supervisors and staff aimed at improving risk culture	Progressing	
		Develop risk reporting tools and processes for Managers, Coordinators and supervisors.	Progressing	
LO2.4.2	Update and test Business Continuity Plan	Conduct and finalise a review and analysis of the existing Business Continuity Plan. Once finalised conduct a new half-day desk top exercise; with key findings/recommendations to be implemented.	Completed	

**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	Action Status	Action Comments
LO2.5.1	Council will proactively embrace and develop Organisational Excellence strategies that will place us in the top quartile performing NSW Councils for	Continue internal review and monitoring of Customer Service with community feedback calls undertaken each month and reported to executive	Progressing	Call back statistics collected and collated each month showing positive feedback in interaction with Customer Service.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
	Customer Service by 2016			

**LO2.6 Council’s organisational culture encourages integrity, responsiveness and innovation.**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.6.1	Negotiate Enterprise Wide Collective Agreement	Strategic Action under review	Delayed With Reason	No longer a priority -

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.7.1	Phased retirements, succession plans achieved, pre-retirement mentoring provided to staff. -	Succession planning in place with traineeship / cadetship opportunities to be implemented in alignment with Workforce Strategy	Progressing	We are continuing to assist people with pre-retirement information and a number of staff who were eligible for retirement have taken that option in the recent months and more have indicated their intention to also do so in the first half of 2016. The positions that are freed up will then provide opportunities for employing trainees/apprentices/cadets and developing a succession plan of key positions in the organisation.
LO2.7.2	Expand initiatives to support training and employment of young people in Council	Ongoing support to staff to partake in external training and education opportunities	Ongoing program - service meeting expectations	With a static Full Time Equivalent (FTE) number and no compulsory retirement it is proving difficult to employ and train young people. It is hoped that pre-retirement education strategies will assist in moving this

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.7.3	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 and new Employee Performance Review process	Progressing	objective forward in the future. Work has commenced to pilot the new employee feedback system (EKaS) in first half of 2016. All position descriptions are being reviewed for currency and translated into a new template.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.8.1	Workforce trained in safe work practices, work method statements updated and communicated, and updated	Ongoing emergency training and drills for staff	Ongoing program - service meeting expectations	
		Emergency management plans in plans	Progressing	
		Proactive support of mental health programs and initiatives	Delayed With Reason	

**L3 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	Action Status	Action Comments
LO3.1.1	Implement Council’s community	Adopted Community Engagement and	Completed	Community Engagement and

Code	Strategic Action	Annual Activity	Action Status	Action Comments
	engagement policy and report annually to Council on action and impact.	Communications Toolkit implemented with staff training undertaken		Communications Toolkit adopted, staff training delivered in September 2015
LO3.1.2	Develop and conduct an annual program of community/ Councillor forums	Four community / Councillor forums to be hosted with the publishing of issues raised on Council website	Progressing	

**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	Action Status	Action Comments
LO3.2.1	Develop and implement a suite of tools and mechanisms for providing opportunity for community to access information and provide input.	Report back to community reference group on effectiveness of the Community Engagement and Communications Toolkit to date. Take on board feedback from group and take appropriate action if needed.	Completed	Community Engagement and Communications Toolkit was developed in consultation with the reference group, and feedback gained through development. Following adoption of report, follow up meeting (post 6 months) was held with the reference group to gain further feedback.
		Implement staff training on Community Engagement and Communications Toolkit. Update toolkit based on feedback from staff and the community.	Completed	Staff training delivered September 2015. Toolkit to be continuously monitored and updated based on stakeholder feedback.
LO3.2.2	Map out major consultation/information program across year, managed centrally.	Develop and publish consultation and engagement calendar on website and 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	Action Status	Action Comments
LO3.3.1	Develop and implement a communications strategy to profile Council services and facilities and the key directions of this plan.	Deliver Community App and revamped Community link section in newspapers.	Delayed With Reason	This activity has been cancelled/ Option of Community App has been reviewed, with investigations into an online community portal for Council website. Community App was not cost effective. Community Link has been redesigned and is in publications

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO3.4.1	Customer service culture embedded across all facets of the organisation	Deliver workshops to staff on records management, GIPA, PIPPA and Code of Conduct	Progressing	Training for Code of Conduct training program developed and will be delivered to all staff commencing March 2016 GIPA training delivered to targeted staff on as needs basis.

**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	Action Status	Action Comments
LO3.5.1	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	Progressing	
LO3.5.2	Set up mechanism for gaining community input to annual strategic	Develop and maintain community consultation calendar and promote	Ongoing program - service meeting	

Code	Strategic Action	Annual Activity	Action Status	Action Comments
	plan review process.	through print, web and social media	expectations	
LO3.5.3	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 New South Wales	Delayed With Reason	NSW IPR reporting framework has been delayed due to Fit for the Future activity.
LO3.5.4	Incorporate Key Result Areas (KRAs) Key Performance Indicators (KPIs) and Performance Indicators (PIs) in Council reporting processes	Work with NSW Office of Local Government (OLG) data reference group to establish core set of indicators for use through IPR framework	Delayed With Reason	NSW IPR reporting framework has been delayed due to Fit for the Future activity

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO3.6.1	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	