



2014-15 Operational Plan

Half Yearly Update



: A Liveable Place

Community Ambition L1 : Wellbeing and safety *By 2030 we feel safe in our community, with access to health, social and community services, and have appropriate community infrastructure provided to support a high quality of well-being and safety.*

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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

Strategic Action	Annual Activity 2014-15	Status	Comment
Public amenity and safety maximized through development of proactive regulatory programs.	Review the Companion Animal Control Areas procedure and develop community information booklet	Progressing	Community consultation commenced.
	Implement the 'Regional Illegal Dumping' project	Completed	
	Develop projects for NSW Companion Animal Funding	Not Due To Start	

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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

Strategic Action	Annual Activity 2014-15	Status	Comment
Identify funding opportunities to develop health and wellbeing education programs and healthy ageing programs	Actively seek appropriate funding opportunities	Progressing	Seeking of appropriate funding opportunities is ongoing. The opportunities for funding is limited.
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	
Foster partnerships to provide health education opportunities in the Shire.	Continuing support of Mobile Health Clinic with Australian National University and University of Canberra	Progressing	Liaison occurs with ANU and University Australian National University and University of Canberra via mobile health clinics and the Rural Medical school.

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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. Bega Valley Shire Council will continue to work in partnership with Cancer Council on project focussed initiatives as opportunities arise.
	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	Progressing	Mobile Health Clinic operating out of Eden every 3-6 weeks. Staff continue to liaise with the University of Canberra about the services/locations

Community Ambition L2 - Access to learning and creativity – *By 2030 we are an inspired community with expanded access to life-long learning and skill development, and have creativity and celebration integrated into our community life.*

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	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

Strategic Action	Annual Activity 2014-15	Status	Comment
	recognised Diploma qualifications.		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 Area L2.2 Strengthen Bega Valley Library service as a centre for life-long learning

Strategic Action	Annual Activity 2014-15	Status	Comment
Optimise Bega library and branch libraries to provide services and spaces for children, young people, students and older people and develop as a learning centres.	Development of community hub programs to enable point of contact, communication and engagement through branches	Progressing	Existing activities to optimise library spaces are ongoing and include a range of children's programs in all hubs, local history programs, Tech Talks and Tech Savvy for Seniors classes. An external review of Bega Valley library services has been conducted and through the finalisation of this review will enable strategic initiatives to enhance community hub initiatives.
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	Ongoing support of students, home schoolers and U3A students is provided. No new partnerships have been developed due to library services review.
	Current partnerships with UoW, ANU, TAFE further developed and strengthened.	Ongoing program - service meeting expectations	
Review program and new technologies for	Delivery of computer classes to seniors,	Ongoing	Technology for Seniors program continues in an ongoing basis

Strategic Action	Annual Activity 2014-15	Status	Comment
library service provision.	students and those with disabilities	program - service meeting expectations	in all branches as requested.
	Provide the latest in computer technologies with current software and hardware including the purchase of 5 iPads	Ongoing program - service meeting expectations	

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	Two programs held, feedback received by all participants and partners, very successful. this program was exceptional and delivered expectations fully. As a result a number of young people partook in the opportunity for further development and completed work experience programs. The program was aimed at high school students from the Bega Valley Shire as well as long term unemployed - mature age people.
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	Two programs held, feedback received by all participants and partners, very successful. this program was exceptional and delivered expectations fully. As a result a number of young people partook in the opportunity for further development and completed work experience programs. The program was aimed at high school students from the Bega Valley Shire as well as long term unemployed - mature age people.

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	Ongoing support provided both in libraries and on campus for students of UoW
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	Progressing	Grant funding has just been received for a proposal developed in partnership with CTP for 'Net Gen Youth Entrepreneurs' project. This project will commence by April 2015.
	Continue delivery of Youth Scholarship program	Progressing	Youth Scholarship program is delivered each year and forms part of the Community development work plan

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	Ongoing program - service meeting expectations	
	Ongoing support to the Renew the Valley program to encourage and support local creative industries	Ongoing program - service meeting expectations	
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	Ongoing program - service meeting expectations	'Yoofube' project was a success with high publicity and high response from across the Shire.
Develop promotion program for all cultural facilities and activities.	Continue to host and maintain online calendar to promote community and cultural events	Completed	Ongoing, however a significantly improved events calendar is being developed for the new Council website due for launch by mid 2015.

Outcome Area L2.7 Cultural services and facilities provided

Strategic Action	Annual Activity 2014-15	Status	Comment
Consult, assess, develop and adopt strategies for cultural facilities incorporating	Strategic plan for Regional Gallery developed	Progressing	

Strategic Action	Annual Activity 2014-15	Status	Comment
long term plan for cultural facilities with funding sources identified.			
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
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	Completed	community consultation completed and Masterplans adopted by Council
	Consultation reported to Council to guide design process	Progressing	
Shire-wide performance centre constructed	Advocate for Twyford Hall development	Ongoing	Advocacy role only
	Finalise construction of Bega Civic Centre	Progressing	
	Advocate for Four Winds development site	Ongoing	Advocacy role only

Outcome Area L2.8 Cultural industries supported and developed

Strategic Action	Annual Activity 2014-15	Status	Comment
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. NAIDOC week activities supported. Promotion of these activities has provided an increase in gallery attendees and program participants.

Strategic Action	Annual Activity 2014-15	Status	Comment
	Ongoing in-kind support of cultural events including traffic control, waste management and land use advice	Ongoing program - service meeting expectations	

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	Extension of SRA funding secured until June 2015. Substantial funding application submitted to the Indigenous Strategy Advancement scheme targeting Indigenous parental engagement and fee subsidies. Indigenous Preschool literacy and numeracy levels at met targets for children in the year prior to school. Numeracy for 3 year old children was identified as future target. Lower number of Indigenous and Non-

Strategic Action	Annual Activity 2014-15	Status	Comment
			Indigenous children enrolled in Preschool as an effect of the new NSW Preschool funding guidelines.
	Continue two Indigenous traineeship positions	Completed	Indigenous traineeship in place for the Eden Preschool. Recruitment to the traineeship at Bandara Children's Services will undertaken in March 2015. An Indigenous Early Childhood Policy is also being developed to provide a framework for improved partnerships with the Indigenous local communities.
	Recruitment of Aboriginal traineeship	Completed	Aboriginal traineeship recruited in Community Development team.
	Liaise with Aboriginal communities on Council projects and services	Ongoing program - service meeting expectations	On project specific activities.
	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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	

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

Strategic Action	Annual Activity 2014-15	Status	Comment
Work with young people to increase youth-related activities and opportunities in the Shire.	Ongoing support and coordination of Youth Council	Ongoing program - service meeting expectations	
	Develop calendar of events and activities to operate from Youth Space	Progressing	PCYC is currently operating from the Youth Space. The process of engaging other services to delivery activities within this space has been challenging, however work continues in this area.
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)

Strategic Action	Annual Activity 2014-15	Status	Comment
Strengthen cross-sector partnerships on issues related to young people in particular in coordination of mental health and	Participate in homelessness forum	Ongoing program - service meeting	Council continues to participate in local and regional homelessness forums.

Strategic Action	Annual Activity 2014-15	Status	Comment
homelessness services.		expectations	

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

Strategic Action	Annual Activity 2014-15	Status	Comment
Promote information and awareness on "Access for All" across the built environment	Adopt 'Disability Inclusion Plan'	Progressing	Scope of Inclusion plan being revised in consultation with key stakeholders. Inclusion plan to be finalised in 2015/16 2nd quarter
	Implement key actions of Disability Inclusion Plan	Progressing	Scope of Inclusion plan being revised in consultation with key stakeholders. Inclusion plan to be finalised in 2015/16 2nd quarter

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	
Develop and promote programs, services, activities and facilities for older people and people with a disability.	Adopt 'Disability Inclusion Plan'	Progressing	Scope of Inclusion plan being revised in consultation with key stakeholders. Inclusion plan to be finalised in 2015/16 2nd quarter

Strategic Action	Annual Activity 2014-15	Status	Comment
	Implement key actions of the Disability Inclusion Plan	Progressing	Scope of Inclusion plan being revised in consultation with key stakeholders. Inclusion plan to be finalised in 2015/16 2nd quarter

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	Partnership developed with NSW Office of Communities to implement the Volunteer Time Banking project - Time banking is a free community program that allows the voluntary exchange of services between members.
	Training needs of volunteers identified and training delivered	Progressing	Volunteer induction training program developed and implemented. Volunteer training needs assessment in progress
	Identify partnerships to engage new volunteers including young people, working people and retirees	Ongoing program - service meeting expectations	Partnerships developed with local job service providers to identify volunteering opportunities within Council

Outcome Area L4.6 Barriers to volunteering identified and resolved

Strategic Action	Annual Activity 2014-15	Status	Comment
Streamline and rationalise bureaucratic burdens on volunteers in order to maintain	Review and refine Committee processes	Completed	Hall and Cemetery guidelines and operating procedures adopted by Council and in place with committees managing community assets. Management models to be reviewed

Strategic Action	Annual Activity 2014-15	Status	Comment
and grow volunteer base.			2015/16.
	Volunteer Database maintained and linked into Council records system	Progressing	Volunteer database developed - linking to Council records system in progress

An Enterprising Place

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	CRM in place for BG enquiries.
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.
Develop and implement an annual business confidence survey	Develop and implement the business confidence survey during 2014.	Completed	Surveys conducted. Findings collated.
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	Actions completed. However, due to staff leaving programs have been placed on hold until staffing can be resumed.

Outcome Area 1.2 Providing the foundations

Strategic Action	Annual Activity 2014-15	Status	Comment
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	
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.	Progressing	
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	Action implemented - due to staff leaving program on hold.
Support the implementation of the S35 Business Growth Committee	Review Business Growth Plan actions and strategies to align with community needs	Completed	Business Growth Action Plan adopted by Council.
	Implement Business Growth S355 Committee	Delayed With Reason	Committee delayed due to staff turnover. Once staffing is resumed Committee will be formed.

Outcome Area 1.3 Partnerships for success

Strategic Action	Annual Activity 2014-15	Status	Comment
Utilising key economic driver information and relevant data, assist stakeholders by sector in gap analysis planning	Utilise and provide REMPLAN economic modelling data to business initiatives to show potential or realised impact for business development or community	Completed	Remplan implemented. Remplan used on major development in the shire.

Strategic Action	Annual Activity 2014-15	Status	Comment
	initiatives		
Work with local business and industry groups to promote business education opportunities	Implement business support programs, including: -- Economic Gardening, -- 'Out of Hours' forums, -- Business education workshops.	Completed	Actions completed. However, due to staff leaving programs have been placed on hold until staffing can be resumed.
	Publish and implement training calendar for businesses.	Completed	Program implemented but on hold due to staff turnover.

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 E2.1 Promoting our region as a vibrant and desirable place

Strategic Action	Annual Activity 2014-15	Status	Comment
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 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.

Strategic Action	Annual Activity 2014-15	Status	Comment
Develop in conjunction with stakeholders,	Implement business support programs,	Completed	Actions completed. However, due to staff leaving programs

Strategic Action	Annual Activity 2014-15	Status	Comment
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	including: -- Economic Gardening, -- 'Out of Hours' forums, -- Business education workshops.		have been placed on hold until staffing can be resumed.
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	Website complete
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.	Completed	Service implemented and live.
	Create a GAP report detailing required businesses. Present strategy to make contact with identified industries	Delayed With Reason	Action rolled into Economic Strategy review. Consultant engaged to develop in Q3 2015.
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	Implemented but on hold due to staff turnover.
Work with industry partners to improve route options at Merimbula airport	Improve alliance with ACT Tourism and Canberra Airport to demonstrate market potential	Progressing	In progress. We have met with Canberra Airport to greater strengthen our ties and our understanding of our ongoing needs in aviation.
Appoint management model ensuring that lease requires management of the airport in a manner appropriate to suit all users - cargo, Regular Public Transport (RPT),	Consider operating models and seek resolution of Council as to most appropriate model	Progressing	Council adopted operating model and leases executed Q3 2015.

Strategic Action	Annual Activity 2014-15	Status	Comment
General Aviation, and ancillary aviation support industries and businesses			
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 gathering information to form a long term proposal.

Outcome Area E2.3 - Promoting investment opportunity

Strategic Action	Annual Activity 2014-15	Status	Comment
Promote the capabilities, products and services of the regions businesses and suppliers to key opportunities	Update Live Work Invest website	Completed	Website complete
	Create and produce collateral for relocation events across Australia	Completed	Promotional material created, website live. Council attended a Sea Change event in Sydney promoting the region.

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

Strategic Action	Annual Activity 2014-15	Status	Comment
Support implementation of Australia's Coastal Wilderness program and encourage tourism operators to benefit from and contribute to the experiences that ACW	Work with ACW to develop local promotions and to support operators	Ongoing program - service meeting expectations	

Strategic Action	Annual Activity 2014-15	Status	Comment
will bring.			
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	SCT providing function.
	Maintain a high standard of visitor information on the Visitor Information Centre website.	Ongoing program - service meeting expectations	SCT providing function.
	Inform and promote regional events and regional arts events.	Progressing	SCT Providing function.
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.	Progressing	SCT Providing function.
	Provide monthly Visitor Information Centre door statistics including total number and international visitors.	Progressing	Information provided
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.	Progressing	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

Strategic Action	Annual Activity 2014-15	Status	Comment
Support the development of the Bundian Way and Monaroo Bobberra Gudu Keeping	Continue advocate and support role	Ongoing program -	

Strategic Action	Annual Activity 2014-15	Status	Comment
Plance		service meeting expectations	
Implement tourism and facility signage plan	Complete 'Australia's Coastal Wilderness' Drive signage project	Completed	Program rejected by Tourism regulatory authority.

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	Program rejected by Tourism regulatory authority
	Draft and exhibit plan for Tourism infrastructure requirements for the next 5 years	Progressing	Tourism Infrastructure projects integrated with Town Centre masterplans. Masterplans adopted Q3 2015.
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	Tourism Infrastructure projects integrated with Town Centre masterplans. Masterplans adopted Q3 2015.

: An 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

Strategic Action	Annual Activity 2014-15	Status	Comment
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.
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)	Continue representation on Southern Councils Group	Ongoing program - service meeting expectations	
	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”.

Strategic Action	Annual Activity 2014-15	Status	Comment
Guided by 'Access Committee', install ramps, amenities and other access options to facilities and paths	Development and Council endorsement of Disability Inclusion Plan	Progressing	Scope of Inclusion plan being revised in consultation with key stakeholders. Inclusion plan to be finalised in 2015/16 2nd quarter

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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)	Progressing	Approvals secured and works commenced
	Install energy efficient street lighting	Progressing	
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	Currently reviewing Asset Management Plans for adoption Financial Year 2015-16

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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. Management models to be reviewed 2015/16.
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 is currently under review - enabling a refocus on priorities. To be exhibited May 2015

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.

Strategic Action	Annual Activity 2014-15	Status	Comment
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	

Outcome Area 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.

Strategic Action	Annual Activity 2014-15	Status	Comment
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 - *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.

Strategic Action	Annual Activity 2014-15	Status	Comment
Fluoridation of water supply for Bermagui area, Merimbula, Tura, Pambul area and Eden	Complete community consultation process	Progressing	
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	Progressing	REF for reservoir and mains completed. Geotechnical work completed. NSW PW commissioned to complete detailed design and tendering for reservoir construction. New inlet and outlet mains construction works have commenced.
	Call for tenders and finalise contracts	Progressing	REF for reservoir and mains completed. Geotechnical work completed. NSW PW commissioned to complete detailed design and tendering for reservoir construction. New inlet and

Strategic Action	Annual Activity 2014-15	Status	Comment
			outlet mains construction works have commenced.
	Commence construction	Progressing	Construction to commence early 2015/16 and be completed in that year.
Construct a new water main to improve water pressure and fire fighting capacity to Quaama customers	Complete construction of new water main	Completed	Water main completed
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.
	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.
Provision of filtered and treated water for Bemboka customers	Complete design options study	Progressing	Source water sampling and analysis carried out. Treatment types investigated. Proposal for concept design, REF and tendering has been provided by NSW Public Works. Land acquisition underway.
	Call for tenders and finalise construction contract.	Progressing	Source water sampling and analysis carried out. Treatment types investigated. Proposal for concept design, REF and tendering has been provided by NSW Public Works. Land acquisition underway.
	Commence construction	Progressing	Source water sampling and analysis carried out. Treatment types investigated. Proposal for concept design, REF and tendering has been provided by NSW Public Works. Land acquisition underway. Construction expected to commence

Strategic Action	Annual Activity 2014-15	Status	Comment
			3rd quarter 2015/16 year.
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.
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	Ongoing program - service meeting expectations	Ongoing program to support future water treatment plant designs. Bemboka complete.
	Complete water quality risk assessment	Progressing	Sampling and testing of source water program to support future water treatment plant designs has commenced. This will support the formal risk assessment process.
Renewal of electrical, mechanical and civil system asset	Complete the 2014-15 renewal program	Progressing	Program commenced.

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.

Strategic Action	Annual Activity 2014-15	Status	Comment
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 Government funding partners.
	Commence Environmental Impact Statement (EIS) for ocean outfall preferred	Progressing	Expressions of interest process commenced. Data gathering

Strategic Action	Annual Activity 2014-15	Status	Comment
	option		to support EIS commenced.
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	Progressing	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.
Provide the west Pambula area with a reticulated sewerage system	Complete concept design	Progressing	Design for pressure sewer has commenced following initial investigations indicating that conventional gravity sewer is not suitable for the site.
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 with a view towards tendering for detailed design in 2014/15.
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 with a view towards tendering for detailed design in 2014/15.
	Commence construction	Progressing	Options report from GHD has been completed and it is currently under peer review with a view towards tendering for detailed design in 2014/15.
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 work commenced.
Renewal of electrical, mechanical and civil system assets	Complete the 2014-15 renewal program	Progressing	Tenders have been awarded in January/February 2015 for the entire 2014/15 program of works for sewer pump station upgrades, mains relining and pipe bursting. Work has commenced on the SPS upgrades (20% complete).

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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'	Progressing	
	Finalise the strategic objectives of the 2020 Vision on Waste through consultation with the Council and the community	Progressing	One workshop held. 2020 Vision on Waste drafted with public exhibition to be scheduled.
Manage waste disposal facilities in accordance with land fill environmental management plans.	Implement landfill closure plans	Progressing	Merimbula landfill activity closed. Preliminary designs completed for the Bermagui Waste Transfer station. Next step in this process is to call for tenders for construction.

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	Not Updated	

Strategic Action	Annual Activity 2014-15	Status	Comment
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	
Join with RFS and SES in trial runs	Assist state response agencies during emergency events	Ongoing program - service meeting expectations	

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 staff working closely with the project manager, particularly in relation to accessibility to key features in the Cocora Beach - Quarantine Bay section of the project.
Tathra Foreshore - Viewing Platform and Landscape improvements	Completed	New foreshore viewing platform built by Tathra Sunshine Club, renewal of picnic tables, landscaping improvements and electrical design for carpark lighting.
Lake Curalo walking track	Progressing	Ground investigation progressing for footbridge foundation design. Design and procurement for bridge decks, paths, underway. Site works planned for May 2015.
Pambula sporting complex - Squash Courts	Delayed	Review of Development Approval required post Council resolution of 1 October 2014. Courts repositioned from original DA, courts reduced to 2, changes to amenities access.
Merimbula rock wall	Progressing	Completion due before Easter 2015. Landscaping works to be incorporated with road improvements.
Pambula River Mouth	Progressing	Phase 1 complete. Phase 2 to include renewal of toilets and provision of access ramp to beach. Consultation regarding phase 2 works pending.
Dickinson Park Pavilion renewal	Progressing	Pavilion construction underway and going well. Due for completion early April 2015.
Bega Park Playground renewal	Progressing	Consultation concept agreement with core community drivers. Detail specifications being developed with construction to commence May 2015.

George Griffen Club House	Delayed	Regional Sportsgrounds Master planning project to define scope of works. Project scope and details will reflect Master plan when completed.
Colombo Park - Pavilion & utilities improvements	Progressing	Improvements & renewals across park, including septic system, change rooms, canteen, floodlighting, new coaches shelters, etc. Works part funded by matching external funding.
Barclay St Sports Ground, Eden	Delayed	Project need and scope of works to be assessed pending Asset Management Plan review currently underway.
Pambula Sports Ground/SAC - (Sewer Upgrade)	Progressing	Review of sewerage system at Sporting Complex & Aquatic Centres complete. Design & specification for necessary improvements to SAC sewer progressing. Construction due to complete by June 2015.
Bruce Steer pool, Bermagui	Progressing	Concept planning underway with consultation with stakeholders planned for March 2015.
Eden foreshore	Progressing	Linked to package of works to complete shared pathway around Lake Curalo.
Kianinny, Tathra	Not Due to Start	Project need and scope of works to be assessed pending Asset Management Plan review currently underway.
Additional Projects	Status	Comment
Wonboyne Boat Ramp	Progressing	Complete upgrade. Site works underway. Due for completion March 2015.

Regional Sportsgrounds Master planning - Bega Rec and Pambula Sportsground.	Progressing	Regional Sportsgrounds Masterplanning project. Advertising of Open Request for Tender pending.
Bar Beach - Pathway Improvements	Progressing	Improvements to works completed in 2008 including improved access to BBQ & picnic amenities and improve access to foreshore rock shelf and protect eroding midden.
Ford Park Playground, Merimbula	Progressing	Consultation phase complete. Works scheduled for construction May 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. Turf establishment progressing.
Recreation Asset Management Plan - Review	Progressing	Review and update of asset data, inventory, condition and valuation to guide future asset renewal projects

Transport Projects Identified under Core Functions - 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.
Dry Creek, Towamba	Completed	
Charlotte St, Cobargo	Delayed	Following completion of condition assessment for all timber bridges, schedule of works has been re-prioritised.
Regional Bridges		
Murrah Bridge	Progressing	
Regional Roads		
MR91 South Pambula	Not Due to Start	Will commence April 2015
RR7621 Tura Hill	Progressing	
MR275 Tantawangalo	Not Due to Start	
Rural Roads		
Nethercote Rd, renewal	Completed	
Kerrisons Ln, renewal	Delayed	Following completion of the condition assessment for pavement renewal program, this project has been re-prioritised.
Oaklands Rd, renewal	Delayed	Following completion of the condition assessment for pavement renewal program, this project has been re-prioritised.
Upper Brogo Rd, renewal	Not Due to Start	

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
Imlay St, Eden	Not Due to Start	Will be completed this FY
Bega St, Candelo upgrade	Not Due to Start	Will be completed this FY
Kameruka, Pambula, Togo St Candelo	Not Due to Start	Will be completed this FY
Merimbula Bypass roundabout, upgrade	Progressing	Communications, power, water and sewer

: A Sustainable Place

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	Not Due To Start	This project has not yet commenced.
	Integrate Tree protection & management measures in Local Environment Plan (LEP) with broader vegetation management.	Completed	
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.	Progressing	This activity is underway with a MoU for vegetation in development.
Develop a Natural Resources and Biodiversity Strategy for the Shire that	Develop a Biodiversity Strategy with relevant stakeholders.	Progressing	Scoping of the Biodiversity Strategy to take place over 2014-15 period. Development of strategy to be delivered 2015-16

Strategic Action	Annual Activity 2014-15	Status	Comment
prioritises areas for habitat expansion and for corridors to improve the survival of threatened species and compliments the new LEP			period.
	Partner with LLS in developing a Koala Recovery Plan	Progressing	Scoping of the Koala Recovery Plan to take place over the 2014-15 period. Development of Koala Plan to take place in 2015-16.
	Review wildlife protection zones in the companion animal control areas procedure.	Progressing	Community consultation commenced.

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.

Strategic Action	Annual Activity 2014-15	Status	Comment
Administer Coastal Zone Management Program.	Complete & adopt the Coastal Processes & Hazard Definition Study	Progressing	Draft study has been completed. Awaiting adoption
	Complete & adopt the Pambula Lake Coastal Zone Management Plan.	Progressing	Draft Pambula Lake Coastal Zone Management Plan has been completed.
	Complete and adopt Entrance Management Policies for estuaries opened by Council.	Progressing	Policies in development.
Catchment management programs developed for small estuaries, based on Wapengo model.	Implement the Wapengo Lake Foreshore Management Plan.	Progressing	
	Undertake rapid catchment assessments for Cuttagee Lake, Nelson's Lagoon & Middle Lake.	Progressing	

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

Strategic Action	Annual Activity 2014-15	Status	Comment
Support community education initiatives that promote the economic and social values of our natural environment	Implement the 'Love our Lakes' program	Ongoing program - service meeting expectations	Implementation of the 'Love our Lakes' program is ongoing.
	Develop and implement environmental interpretive signage across key natural areas	Ongoing program - service meeting expectations	This activity is ongoing. Signage for Blue Pools completed.
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	In development with EOI in progress. Training to be implemented 4th quarter of 2014-15 period.

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

Strategic Action	Annual Activity 2014-15	Status	Comment
Ensure bushfire hazard mapping is current and consistent with current fire science.	Review with Rural Fire Service (RFS) Bushfire Prone Land mapping	Not Due To Start	

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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

Strategic Action	Annual Activity 2014-15	Status	Comment
Review effectiveness of environmental zonings in LEP in protecting environmental values, specified in Natural Resources Strategy	Strategic Action Completed	Completed	
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	Not Due To Start	

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

Strategic Action	Annual Activity 2014-15	Status	Comment
Develop integrated weed management strategy to include revegetation.	Develop a Pest Species / Biosecurity Strategy	Not Due To Start	Awaiting the new Biosecurity Act.
Targeted catchment rehabilitation works on Council managed land to enhance natural system storage of water.	Implement the Kisses Lagoon Rehabilitation Project	Progressing	In progress and ahead of schedule.

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.

Strategic Action	Annual Activity 2014-15	Status	Comment
Develop and implement sustainability strategy.	Sustainability procedure / guideline adopted	Completed	
Define and reduce Council's environmental footprint and demonstrate community leadership.	Executive report to include corporate energy consumption	Ongoing program - service meeting expectations	December report completed.
Implement energy efficiency opportunities through the Energy & Resource Efficiency Fund and Energy Saver Audits.	Efficiency Fund projects reported in Executive Reports	Ongoing program - service meeting expectations	December report completed.

Strategic Action	Annual Activity 2014-15	Status	Comment
	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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	Progressing	
	Finalise the strategic objectives of the 2020 Vision on Waste through consultation with Council and the community	Progressing	One workshop held. 2020 Vision on Waste drafted with public exhibition to be scheduled.
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	Progressing	New shed at Merimbula completed. Ongoing engagement of staff to enhance operations.
	Ongoing participation in broader community education opportunities including Clean Up Australia Day, National Recycling Week and the 'Trashformation' event at Eden Whale Festival	Progressing	Support was provided to Eden Whale Festival - 'Trashformation' event. Clean Up Australia Day activities to be promoted - scheduled for March 2015.
Review waste minimisation and management programs through the regional co-operation model	Through the South Coast Resource Recovery Network (SCRRN) with Southern Councils Group (SCG) and South East Region of Councils (SEROC) active	Progressing	E-waste services with SEROC through National scheme has now finalised as the scheme has finished due to National Targets being met. Currently reviewing opportunities to continue with SEROC.

Strategic Action	Annual Activity 2014-15	Status	Comment
	participation in E-waste collection services, house-hold chemical collection days and 'Drum Muster' chemical collections for agricultural services		

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	Progressing	Cycling and pedestrian plan will be exhibited in May 2015 as a appendix to the Transport Asset Management Plan

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

Strategic Action	Annual Activity 2014-15	Status	Comment
Council will partner groups and provide support to community based sustainability projects and activities	Tathra Sewer Treatment Plant (STP) Solar farm pilot project established	Progressing	Approvals secured and works commenced.

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.

Strategic Action	Annual Activity 2014-15	Status	Comment
Ensure development controls in DCP are consistent with community values and reinforce the individual character of each settlement.	Strategic Action Completed	Completed	
Landscape guidelines developed for inclusion in development consent conditions.	Strategic action completed	Completed	completed and adopted by Council.
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, FMP's inform reviews of Council's asset management plans.

Outcome Area S3.2 Town themes determined and in place

Strategic Action	Annual Activity 2014-15	Status	Comment
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	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 and natural environment

Outcome Area S4.2 Effluent reuse across the area maximised

Strategic Action	Annual Activity 2014-15	Status	Comment
Upgrade treatment process elements at Eden and Tura sewage treatment plants to enhance beneficial effluent reuse	Complete construction of new process elements	Progressing	95% completed. A process of eliminating operational problems has commenced.

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

Strategic Action	Annual Activity 2014-15	Status	Comment
Develop and implement climate change strategy, incorporating priority actions from Corporate Climate Change Risk Assessment.	Procedure / guideline and action plan adopted	Completed	

: A Leading Organisation

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

Outcome Area LO1.1 - Knowledgeable, skilled and connected community leaders elected as Councillors.

Strategic Action	Annual Activity 2014-15	Status	Comment
Provide professional development opportunities to support current and future community and organisational leaders.	Completed - To be undertaken in new Council term 2016	-	Completed - To be undertaken in new Council term 2016
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 - To be undertaken in new Council term 2016

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

Strategic Action	Annual Activity 2014-15	Status	Comment
Review and adopt Code of Conduct and Code of Meeting Practice after Councillor elections.	Completed To be undertaken in new Council term 2016	-	Completed - To be undertaken in new Council term 2016

Outcome Area LO1.3 Council articulates its role (leader, advocator, partner, facilitator, regulator, promoter, provider) to agencies and the community as appropriate to the activity

Strategic Action	Annual Activity 2014-15	Status	Comment
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	Progressing	Reviews underway to be reported to Council May 2015

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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 L02 - Business excellence *Bega Valley Shire Council is an organisation that embraces and demonstrates best practice governance and workplace excellence*

Outcome Area L02.1 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

Strategic Action	Annual Activity 2014-15	Status	Comment
Refine Long Term Financial Plan (LTFP)	Review Long Term Financial Plan,	Progressing	Currently being prepared. Scheduled to be workshopped in

Strategic Action	Annual Activity 2014-15	Status	Comment
process to ensure financial sustainability and the provision of quality data	incorporating findings from Resourcing Strategy review		March.
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	Delayed With Reason	Project re-scheduled to 2016 financial year. Fit for Future and Resourcing Strategy review has delayed this project.
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	Responsibility shifted to ODG. Program in progress.
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	Progressing	Independent review of procurement engaged in Q2. Review underway and finalised Q3.
	Continue to collaborate regionally on procurement templates and practices	Ongoing program - service meeting expectations	Council meeting SCG on regional procurement. ArcBlue review engaged through SEROC.
	Development of contract management system for tenders and contracts	Progressing	This action is an element being reviewed under the independent procurement review. Contract Management outcomes to be explored through review implementation plan.

LO2.2 Councils financial reporting enables strategic decision making

Strategic Action	Annual Activity 2014-15	Status	Comment
Develop the intergration 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.

Strategic Action	Annual Activity 2014-15	Status	Comment
Provide more effective business reporting to Councils functional areas	Development and implementation of Budget Policy	Progressing	Budget Policy being presented to Council through the Financial Strategy. Document being prepared and will be workshopped with Council in March 2015.
	Development of real time business snapshot reports providing information from a variety of sources such as financial, HR, procurement, environmental.	Progressing	Best fit platform still being investigated.

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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 being met. Continuous Improvement on reporting underway. Finance Committee Implemented.
	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.

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

Strategic Action	Annual Activity 2014-15	Status	Comment
Develop Enterprise Risk Plan, processes	Continue to embed enterprise management	Progressing	Completed roll out of education programs. Embedding risk

Strategic Action	Annual Activity 2014-15	Status	Comment
and procedures	into organisation culture		management culture into everyday management behaviour is still in transition.
	Mentor staff in risk aware behaviour	Progressing	Enterprise Risk Management processes have been developed to accommodate all 'business' and support area's needs. An Enterprise Risk Committee exists and Managers have commenced actively reviewing risk plans and registers. Future activities aim to improve the collaborative approach to Enterprise Risk Management and mechanisms to report important risk issues to the Leadership Executive Group.
	Develop training program on project and contractor management	Delayed With Reason	This action item is linked to the procurement review being undertaken by the Business Services Manager. To date audits of both Project and Contractor Management have been completed; working group meetings and a risk workshop (culminating in a comprehensive risk register) have also been undertaken. Findings of the procurement review will be reported to the Leadership Executive Group in early March. Once the findings are adopted it is anticipated that updated policies / procedures will be released and training to complement the newly adopted practices will also take place.
Update and test Business Continuity Plan	Run test exercise on the Business Continuity Plan	Progressing	The Business Continuity Plan (BCP) was reviewed in 2013, with the current version being adopted in January 2014. Council intends to participate in Statewide Mutual's Business Continuity and Gap Analysis Review in March 2015. The programme involves a desktop review and analysis of Council's BCP, with the results of the evaluation being used to report key findings and relevant recommendations.

L02.5 Council promotes concept of provision of helpful guidance by staff to community on appropriate matters (e.g. permits, rights, DAs) consistent with regulatory requirements.

Strategic Action	Annual Activity 2014-15	Status	Comment
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	Ongoing program - service meeting expectations	
	Internal training opportunities undertaken	Ongoing program - service meeting expectations	

L02.6 Council's organisational culture encourages integrity, responsiveness and innovation.

Strategic Action	Annual Activity 2014-15	Status	Comment
Negotiate Enterprise Wide Collective Agreement	Agreement framework designed and approved by December 2014	Progressing	This actions is being considered as a part of the revised Workforce Strategic Plan.
	Commence negotiations on Enterprise Wide Collective Framework by March 2015	Delayed With Reason	This actions is being considered as a part of the revised Workforce Strategic Plan.

L02.7 Council attracts retains and develops a skilled workforce that meets the needs of the organisation.

Strategic Action	Annual Activity 2014-15	Status	Comment
Phased retirements, succession plans achieved, pre-retirement mentoring	Succession planning in place with	Progressing	Council currently employs over 40 trainees / cadets, providing employment opportunities for youth within our region and

Strategic Action	Annual Activity 2014-15	Status	Comment
provided to staff. -	traineeship / cadetship program continuing		opportunities for succession planning. The ongoing future direction of the traineeship/cadetship program will be further evaluated post review of the Workforce Strategy.
Expand initiatives to support training and employment of young people in Council	Aspiring Leaders and Mentor program delivered for staff with training opportunities	Delayed With Reason	Both Aspiring Leaders and Mentor programs commenced with initial workshops and selected training opportunities for identified staff. This program was placed on hold during the organisation restructure and is currently being re-evaluated to enable the strategic development of both these programs to take place within new organisation structure.
	Support to staff to partake in external training and education opportunities	Ongoing program - service meeting expectations	Council has an active program of external studies assistance and actively supports staff to seek training and development opportunities.
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	Recently recruited Organisational Development Coordinator is tasked developing a new framework for position descriptions in BVSC. The project integrates closely with implementation of the revised Employee Performance Review system and overhaul of the Authority HRIS system. This activity is anticipated to be completed by end calendar year 2015.

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	

Strategic Action	Annual Activity 2014-15	Status	Comment
	Drug and alcohol policy adopted and in place	Completed	Development and adoption of policy completed. Currently training staff in how this will be implemented.
	Emergency management plans in place	Progressing	Emergency Management Plans are completed for Council Zingel Office. Staff of Zingel Place have undertaken training. Regular drills have been held. Monthly testing of evacuation system occurs. Manuals are in place for the depot. Training still to be delivered for depot staff
	Lone worker policy adopted and in place	Progressing	Lone worker policy drafted. Awaiting approval.
	Proactive support of mental health program with development of peer support group	Progressing	Specialised training has been provided to ODG team members to support and manage suicide and crises management. Mental health awareness programs have been rolled out across the organisation with an refresher course to be held 2015 calendar year.
	'Move for Life' initiative, a manual handling accredited training program delivered and embedded in organisational culture	Completed	'Move for Life' training program delivered to all Council staff.

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.*

Outcome Area LO3.1 Residents are informed about and involved in Council’s decision making

Strategic Action	Annual Activity 2014-15	Status	Comment
Implement Council’s community engagement policy and report annually to	Finalisation and endorsement of Communications and Community	Progressing	Report being drafted. To go before Reference Group in Feb 2015 and before Council in early March 2015.

Strategic Action	Annual Activity 2014-15	Status	Comment
Council on action and impact.	Engagement Action Plan in consultation with community reference group		
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

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	Progressing	Action plan being finalised with Communications Reference Group Feb 2014
	Delivery of training for Council staff on identified areas of Communications and Community Engagement Action Plan	Not Due To Start	
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	

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	Progressing	Report being drafted. To go before Reference Group in Feb 2015 and Council in early March 2015.

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	Ongoing program - service meeting expectations	Ongoing monthly reviews / call backs in place

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

Strategic Action	Annual Activity 2014-15	Status	Comment
Implement and report against Bega Valley 2030 Strategic Plan as required by DLG	Implementation of corporate reporting system to enable collection and collation of	Ongoing program -	Corporate reporting software system in use

Strategic Action	Annual Activity 2014-15	Status	Comment
including a review following each Council term	strategic and operational activities	service meeting expectations	
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	
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	Waiting endorsement of NSW Performance Management Framework
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	

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

Strategic Action	Annual Activity 2014-15	Status	Comment
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	