







OPERATIONAL PLAN PROGRESS REPORT

1 JANUARY 2020 - 30 JUNE 2020

Key to activity status

	Ongoing Activity (for business as usual activities)	121
	Project / Program - On Track (in terms of deliverables, scope, timeframe)	39
	Project / Program - Completed	45
	Project / Program - Off Track (in terms of deliverables, scope, timeframe)	43
Total Activities		248


Contents

Outcome 1	
Active and Healthy Communities	2
Outcome 2	
Employment and Learning	
Opportunities	10
Outcome 3	
Sustainable Living	16
Outcome 4	
Liveable Places.....	21
Outcome 5	
Connected Communities.....	31
Outcome 6	
Strong, Consultative Leadership	39



Outcome 1: Active and Healthy Communities




1.1: We are cooperative, caring and enjoy a culturally rich community life


1.1.1: Design and implement processes to support Council's community consultation and engagement activities and processes

Activity Code	Activity Name	Service Area	Comment	Status
1.1.1.1	Develop Community Engagement Strategy, including a Community Participation Plan for planning matters	Community Connections	Council's Community Engagement Strategy, which included a Community Participation Plan for planning matters, was adopted by Council in November 2019.	




1.1.2: Deliver programs that build the wellbeing, resilience and strength of communities

Activity Code	Activity Name	Service Area	Comment	Status
1.1.2.1	Coordinate and support the Access and Inclusion Advisory Committee	Community Connections	Access and Inclusion Advisory Committee (AIAC) met regularly throughout the year and awarded improvement grants to Cobargo School of Arts for accessible parking, Bemboka Lions Club for accessible toilets, On the Perch Bird Park for accessible parking and pathway and Bega Showground Trust for an access ramp. The AIAC also invested surplus grant funds to upgrade path links and the amenities, BBQ and playground at Cocora Beach, construction of accessible furniture and paths at Merimbula boat ramp surrounds and improve access from the carpark to the BBQ facilities at Kianinny.	
1.1.2.2	Facilitate implementation of Council's Disability Inclusion Action Plan	Community Connections	<p>A range of activities set out in Council's Disability Inclusion Action Plan (DIAP) were progressed. Some highlights are:</p> <ul style="list-style-type: none"> - The ongoing role of the AIAC in determining the Community Access Improvement Grant program, providing advice to Council on projects and programs and advocating on matters such as improvements to emergency procedures and evacuation centres. - Several inclusive and accessible events held in partnership with disability services including BVRG exhibitions with Tulgeen and Parklight in Bega. Libraries have held intergenerational playgroups and storytimes and delivered a program for people with memory loss in preschools, libraries and community settings. 	


Activity Code	Activity Name	Service Area	Comment	Status
			<p>- Recreational infrastructure delivered to improve accessibility; A Destination for All Coastal Accessibility Project (Bruce Steer Pool Bermagui, Short Point Merimbula and Pambula Beach Reserve), Tathra Everyone Can Play Playspace, Tathra Headland walk and replacement of fire damaged viewing platform, application of Everyone Can Play guidelines for rural village playgrounds (Wyndham, Bemboka, Cobargo, Mogareeka). Work is progressing on planning for an accessible nature trail at Tura Coastal Reserve, Tathra Wharf amenities, sportgrounds and skateparks facilities.</p> <p>- Several work and study placements and volunteer opportunities have been provided to people with a disability across Council areas.</p>	
1.1.2.3	Facilitate community grants and scholarships	Community Connections	Awards and scholarships provided this year include: International Women's Day Youth Week Scholarships; 7 applications received and 5 awarded. Higher Education Scholarships; 27 applications received and 5 awarded. Youth Week Grants; 9 applications and 6 awarded (events postponed in 2020 due to COVID 19). Seniors Festival Grants; 12 applications and 12 awarded (events postponed in 2020 due to COVID 19). Clubs Grants were administered by BVSC and attracted 52 applications with 38 grants awarded to a broad range of community organisations.	
1.1.2.4	Administer the Access Improvements Grant Program	Community Connections	Access Improvement Grants were provided to; Cobargo School of Arts for accessible parking, Bemboka Lions Club for accessible toilets, On the Perch Bird Park for accessible parking and pathway, and Bega Showground Trust for access ramp. The AIAC also invested surplus grant funds to upgrade path links the amenities BBQ and playground at Cocora Beach, construction of accessible furniture and paths at Merimbula boat ramp surrounds and improve access from the carpark to the BBQ facilities	
1.1.2.5	Contribute funding to support South East Arts and Mumbulla Foundation	Community Connections	Funding provided in line with Memorandum of Understanding (MoU) with both organisations. Council's partnership with the Mumbulla Foundation saw \$51,941 in grants provided to support community driven projects across the Shire. 32 applications for grants were received 10 small grants awarded, and 7 large grants awarded. Programs funded addressed a range of social issues, adolescent health, mental health, children with disabilities, and cultural heritage. South East Arts (SEA) continued to provide support to artists and arts and cultural organisations across the Shire through collaborative projects, promotion, microgrants, advice, training and advocacy. In early 2020 SEA conducted a survey into impacts of bushfire on the arts and cultural sector and has advocated for increased support to the sector from State and Federal governments.	

Activity Code	Activity Name	Service Area	Comment	Status
1.1.2.6	Identify funding and/or other opportunities to deliver a specialised change facility for people with disabilities	Community Connections	Concept designs are planned for facilities at Tathra however funding was not identified for capital works this year.	


1.1.3: Stimulate and enhance Australia's visual culture and deliver the outcomes of the Regional Gallery Strategic Plan

Activity Code	Activity Name	Service Area	Comment	Status
1.1.3.1	Manage, develop and exhibit the Bega Valley Regional Gallery collection, work with local professional artists and facilitate touring exhibitions of national significance	Community Connections	Exhibition of works from the BVRG collection were displayed at BVCCC and works from BVRG collection were curated and displayed in BVSC executive offices. 17 artworks donated to the BVRG collection through the Federal Governments' Cultural Gifts Program with a total value of \$247,500. BVRG hosted tour 'Craftivism' from Shepparton Art Museum and The Ambassador from Eugenia Lim at Gallery 4A and Museums and Galleries of NSW. The Shirley Hannan National Portrait Award 2020 attracted 250+ entries from all states and territories and yielded 38 finalists. Online exhibitions and public programs produced during COVID 19 lockdown attracted digital engagement of over 200,000 visits.	
1.1.3.2	Deliver public art programs	Community Connections	New exhibition from local artist Susan Chancellor opened at BVRG TARMAC. Ongoing community consultation with placement of 2020 acquired public art piece 'Landed' in Bemboka town centre. Art Month Sapphire Coast launched to promote and support Fire/COVID affected local artists and performers. Financial support garnered from Create NSW digitise grant and Regional Arts NSW Regional Arts Fund and Destinations NSW - total of \$35,000. Micro grants distributed to local artists etc in conjunction with South East Arts as auspicing body to support participating artists to digitise their practice.	
1.1.3.3	Build the Regional Gallery's partnerships within the Australian arts sector, local organisations and services and support projects at a national and local level	Community Connections	We continue to build partnerships with touring/lending/collection state and national institutions. Recent examples include Museums and Galleries of NSW, Gallery 4A, AGNSW, Shepparton Art Museum, NETS Victoria, Destination NSW, Regional Arts NSW and additional support from Create NSW. Pending partnership with National Gallery Australia Know My Name project.	



1.1.4: Explore opportunities to renew the Regional Gallery either in its current location or other suitable location







Activity Code	Activity Name	Service Area	Comment	Status
1.1.4.1	Seek funding for renewal of Regional Gallery	Community Connections	Successful in Building Better Regions funding and Stronger Communities funding. Create NSW Project application for \$30,000 to support lighting for redeveloped BVRG pending. Funding sought for industry standard storage facility and environmental control.	



1.1.5: Bushfire recovery

Activity Code	Activity Name	Service Area	Comment	Status
1.1.5.1	Deliver case management support service for people affected by Tathra and District and Yankees Gap bushfires through the Recovery Support Service	Community Connections	This project shifted to a community development model of support although case management continued to be available through the broader Bushfire Recovery Team as required.	




1.2: We are an active, healthy community with access to good quality recreation and sporting facilities, and medical health care**1.2.1: Plan and manage boating infrastructure, sporting grounds and facilities, parks and gardens, natural areas and public amenities**


Activity Code	Activity Name	Service Area	Comment	Status
1.2.1.1	Develop, review and implement Facility Management Plans for regional, district and local level sporting facilities and public amenities	Leisure and Recreation	This work has been delayed due to COVID restrictions. Staff have undertaken consultation with sporting site committees for Facilities Management Plans review and received feedback. Revised FMP documents are being finalised for report to Council. Public Toilets Management Plan adopted by Council on 10 June 2020.	
1.2.1.2	Develop operations and maintenance programs for parkland facilities, skate parks and playgrounds	Leisure and Recreation	Tender process conducted to secure turf renovation and maintenance contractors to service sporting facilities and regional parklands across the Shire. The Bermagui Country Club were successful in securing and continuing maintenance of Dickinson Oval, and Pambula-Merimbula Golf Club were successful in securing the remainder of playing fields, where active sport is undertaken. Maintenance plans are developed for each facility against its hierarchy and will start to be implemented through August and September 2020 and aim	

Activity Code	Activity Name	Service Area	Comment	Status
			to improve each facility. Operational service specification for boating and marine recreation assets has been developed to contract regular servicing of these assets externally. This will be an initial six-month trial over the upcoming summer period. Parkland mowing operations continuing as per forecast. Drought conditions through summer slowed mowing necessity, however autumn rains accelerated needs and continued mowing through until winter. Operational playground servicing continuing as per specification.	
1.2.1.3	Develop and implement a Natural Areas Management Program identifying key issues, opportunities and treatments	Leisure and Recreation	Project was delayed due to workloads responding to bushfire enquiries, COVID 19 restrictions and staff recruitment. Project recommenced in June 2020 and will be completed in 2021. Additional staff resources also focussed on supporting North Tura reserve rather than more broadly.	
1.2.1.4	Implement the recommendations of the Maritime Infrastructure Internal Audit for minor marine infrastructure	Leisure and Recreation	Quarantine Bay pontoon extension completed. Tender for upgrade to Bermagui River and Blackfellows Lake completed and additional funding sourced. Boating Now Round 3 funding applications submitted for Broadwater (Pambula Lake) and Bermagui Harbour. Boat ramp cleaning program implemented, and ongoing works specification being developed.	
1.2.1.5	Conduct a BVSC Recreation Needs and Asset Improvements Strategy (budget dependant)	Leisure and Recreation	This is an important project that will be useful in guiding future asset renewals and improvements to align with community needs. 2019 has seen a high focus on project delivery and developing funding applications for current and future funding opportunities and this will continue into 2020. With the current project delivery focus and the resourcing requirements for this activity it is recommended that it is deferred for consideration in future BVSC Delivery and Operational Plans.	
1.2.1.6	Review Bega Sporting Facility Masterplan (Valley Fields)	Leisure and Recreation	Project was delayed due to COVID 19 restrictions. Work has recommenced with a second stakeholder meeting completed. Options review and amendments completed by consultant. Council report to be drafted providing an overview of the review process and recommendation of a revised Valley Fields Masterplan.	
1.2.1.7	Supervise or contract manage seasonal pools and the Sapphire Aquatic Centre and provide aquatic programs	Leisure and Recreation	Outdoor swimming pool season finished 24 March due to COVID 19 restrictions. Sapphire Aquatic Centre closed from 23 March until 15 June due to COVID 19 restrictions.	
1.2.1.8	Develop and monitor programs at Council run seasonal pools	Leisure and Recreation	Programs developed and implemented at each Council run facility. This included building on previous season's programs, holiday intensives and 8 weeks learn to swim program at	





Activity Code	Activity Name	Service Area	Comment	Status
			Bemboka Swimming Pool and Eden Memorial Pool. Due to reduced season length at Candelo, a shorter program will be implemented when facility re-opened.	
1.2.1.9	Develop a Pools Strategy in partnership with the community	Leisure and Recreation	Extensive works were undertaken to develop and finalise a pools strategy which would have seen Council progress an SRV. Project was deferred post 2020 bushfires.	
1.2.1.10	Progress with concept planning and funding applications for Bega Pool renewal, based on the Pools Strategy	Leisure and Recreation	Due to resolution not to proceed with Swimming Pool Strategy and SRV, project status and direction to be re-confirmed in consideration of Council resolution and additional planning required.	


1.2.2: Review the Leisure and Recreation Asset Management Plan for recreation assets

Activity Code	Activity Name	Service Area	Comment	Status
1.2.2.1	Map recreation assets and update the authority asset register and the valuation and condition of assets	Leisure and Recreation	Project was delayed with resources responding to bushfire enquiries and COVID 19 restrictions. Project has recommenced and will be completed in 2021, linking in with deployment of ESRI GIS system.	
1.2.2.2	Annual asset renewal program ground-truthed and projects prioritised. Include renewal contributions to grant programs	Leisure and Recreation	Fencing renewals focus. Tathra Headland to Kianinny trail fencing works completed. Bega Glebe Park (west) works completed. Bega Park works completed. Funding applications submitted in an effort to extend on available renewals funding but unsuccessful. (Dickinson Oval Bermagui & Towamba Sportsground). Further funding applications submitted for Dickinson Oval Bermagui and also lifeguard viewing platforms at Camel Rock and Horseshoe Bay. Continuing to leverage value from BVSC funding through significant external grant applications and approvals linking to existing asset renewals and improvements. Examples include completed rural village playground projects and sportsground lighting projects at Barclay Street Eden, Lawrence Park Tathra, Berrambol Merimbula.	
1.2.2.3	Update the authority systems asset register and the valuation of and condition of leisure and recreation assets	Leisure and Recreation	Asset condition reports and inspection complete prior to end of season, with planning undertaken for 2021 Financial Year. Authority asset register not updated to due to organisational impacts.	



Activity Code	Activity Name	Service Area	Comment	Status
1.2.2.4	Review and develop annual pools asset inspection and seasonal maintenance programs.	Leisure and Recreation	Annual asset inspection completed prior to end of outdoor pool season and maintenance program identified in discussion with key aquatic facilities operational staff.	

1.2.3: Maintain recreation facilities, boating infrastructure, public toilets and sporting grounds and facilities and natural assets with community committees and groups

Activity Code	Activity Name	Service Area	Comment	Status
1.2.3.1	Support parks volunteers through the parks volunteer program	Leisure and Recreation	Active volunteer participation continued through the initial months of the year. Due to the outbreak of Covid-19 in March, for the health and safety of volunteers, commitments were postponed. Due to the unknown nature of the virus and many of the park's volunteers at an age where they may be more vulnerable, many groups have not resumed. Volunteers from Eat the Park, Bega have resumed, and have been advised to follow NSW Health recommendations. Volunteers from Warrens Walk, Eden and Bermagui Saltmarsh and Shorebirds volunteer groups have expressed interested in resuming and will be assisted through this process should they wish to proceed.	
1.2.3.2	Maintain Asset Protection Zones (APZ) and fire trails on natural areas under Council control and continue membership of the Bushfire Management Control Committee	Leisure and Recreation	Drought relief funding application successful (Asset Protection Zone assessment). Recruitment of specialist staff underway to work on that project. Staff have worked through a large number of bushfire hazard enquiries post the 2020 bushfire season. Other APZ operational programs have progressed as programmed. 2020 RFS Risk and Resilience application submitted.	
1.2.3.3	Implement MOU with Crown Lands and RFS to create and maintain APZ's to enable rebuilding of dwellings affected by bushfire	Leisure and Recreation	This action was related to the Tathra area. Further work in APZ review and assessment (development of BVSC critical infrastructure APZs and review of existing APZs) is underway through the Federal Drought Relief funded project.	
1.2.3.4	Identify and implement priority vegetation protection and	Leisure and Recreation	Project was delayed due to resources responding to bushfire enquiries and staff recruitment. Project has recommenced and will be completed in 2021. This work is related to the development of a Natural Areas Management Plan which is underway at present. To be	

Activity Code	Activity Name	Service Area	Comment	Status
1.2.3.5	rehabilitation and restoration projects in public areas Swimming pool asset renewal program ground-truthed and renewal projects prioritised and completed	Leisure and Recreation	completed in 2021 and will include priority vegetation protection, rehabilitation and restoration projects in public areas Asset renewal program completed based on prioritised projects against available funding. 2021 asset renewal program planning complete and budget recommendations submitted.	






1.2.4: Construct recreation facilities, boating infrastructure, public toilets and sporting grounds and facilities



Activity Code	Activity Name	Service Area	Comment	Status
1.2.4.1	Deliver successful 2019/2020 grant projects for sporting facilities, coastal accessibility, tracks and trails, playground and boating infrastructure	Leisure and Recreation	Projects completed include Tathra Lions Park Playground renewal, Cobargo Playground renewal, Bamboka Playground renewal, Wyndham Playground renewal, Quarantine Bay boat ramp pontoon renewal; sportsground lighting projects at Barclay Street Eden, Lawrence Park Tathra, Berrambool Merimbula, Bruce Steer Pool amenities (coastal accessibility project), Tathra Headland Lions viewing platform and Tathra Headland Walk.	
1.2.4.2	Subject to funding, undertake successful grants projects to implement the Regional Sporting Facility Master Plans for Bega and Pambula Sporting Complexes	Leisure and Recreation	Funding deeds finalised in June 2020. Pambula Squash / multi purpose courts request for tender completed and contracts awarded. Merimbula courts request for tender process underway. For Bega and Pambula Project Control groups being formed with Site committee reps and Councillors.	

Outcome 2: Employment and Learning Opportunities




2.3: Our economy is prosperous, diverse and supported by innovative and creative businesses





2.3.1: Provide, manage and promote use of the Bega Valley Regional Learning and Commemorative Civic Centres

Activity Code	Activity Name	Service Area	Comment	Status
2.3.1.1	Promote the facilities in the Regional Learning Centre for youth training and new business development and support	Economic Strategy and Projects	BVCCC and BVRLC have continued to provide services post-bushfires and with modified arrangements due to COVID. Tenancy at the BVRLC is full.	
2.3.1.2	Promote the Civic Centres facilities to not-for profit, private, government and corporate groups and to deliver successful events and functions	Economic Strategy and Projects	The Bega Valley Commemorative Civic Centre has been strongly impacted by the disruptive effects of the recent Bega Valley Bushfires and COVID-19. Following the bushfires, impending events were cancelled, and the Civic Centre was opened as an emergency evacuation venue. The Civic Centre hosted the Bega Valley Bushfire Recovery Centre for three months, with a reduced capacity to host events, before closure due to the pandemic and government restrictions. While Public Health Orders remain in effect, all meetings, functions and events must adhere to the current conditions imposed on the Bega Valley Commemorative Civic Centre by the NSW Government under its protocols for Community Centres, noting this advice may change frequently. Since the onset of the pandemic, a significant number of events scheduled for 2020/21 have been cancelled or postponed by event organisers. The Bega Valley Commemorative Civic Centre has undertaken major operational adjustments and implemented a COVID 19 safety plan.	
2.3.1.3	Develop and implement the Civic Centre and Learning Centre Business Plans	Economic Strategy and Projects	Draft Plan of BVCCC completed but further progress delayed by bushfire and COVID impacts. Services continued to be delivered at the BVCCC and BVRLC post bushfires and with modified arrangements for COVID.	
2.3.1.4	Update the Civic Centre webpage and hire guide	Economic Strategy and Projects	Quotation received for the new Civic Centre website. Waiting on adoption of new financial year budget and manager approval prior to proceeding further. Deferred in qtr4 to complete 20/21 due to bushfire recovery activities impacting staff resources. Plan for 20/21 completion.	
2.3.1.5	Develop an annual entertainment schedule for a diverse range of demographics	Economic Strategy and Projects	While Public Health Orders remain in effect, all entertainment events must adhere to the current conditions imposed on the Bega Valley Commemorative Civic Centre by the NSW Government under its protocols for Community Centres, noting this advice is changing frequently. Since the onset of the pandemic, a significant number of entertainment events	




Activity Code	Activity Name	Service Area	Comment	Status
			scheduled for 2020/21 have been cancelled or postponed. Looking ahead it is becoming increasingly certain that the events and entertainment industry will be severely impacted for the foreseeable future, facing a long road to recovery. The Bega Valley Commemorative Civic Centre can expect considerable decline in entertainment events and revenue for the next financial year.	
2.3.1.6	Develop a Marketing Strategy for the Regional Learning Centre and the Co Workspace.	Economic Strategy and Projects	Marketing strategy not completed due to impact of COVID 19. Review of marketing strategy to be integrated into Strategic Plan.	
2.3.1.7	Establish webpage and social media platforms to promote the Regional Learning Centre	Economic Strategy and Projects	Webpage integrated into BVSC website. Social media platform not required.	

2.3.2: Support projects and opportunities that stimulate sustainable economic growth and align with the Economic Development Strategy


Activity Code	Activity Name	Service Area	Comment	Status
2.3.2.1	Advocate, support and deliver support programs for businesses looking to expand or for new businesses/ start-ups wanting to operate locally	Economic Strategy and Projects	Delivered Retail Revamp program in Bermagui and Bega, rounding out the shire-wide exposure to the program. Continued to assist local business chambers and tourism associations with requests for information, connections to other organisations and attendance at member/executive meetings. Activities blended into business-related disaster response and recovery activities with same stakeholders. Individual businesses received attention on either new business themes or business recovery assistance and connection to support. Business as usual activities increasingly difficult to plan and deliver due to COVID-19 restrictions and volume of business recovery workload.	
2.3.2.2	Leverage economic growth from infrastructure, innovation and commercial investments in the region	Economic Strategy and Projects	Support provided through the Innovation Hub, funding applications prepared on behalf of Council and support for private development proposals / interest. Each activity helps create economic growth.	
2.3.2.3	Participate in the Canberra Region Joint Organisation of Council's Economic and Tourism Working Groups	Economic Strategy and Projects	Regular participation and engagement ongoing.	

Activity Code	Activity Name	Service Area	Comment	Status
2.3.2.4	Support for education and training organisations and local major employer groups	Economic Strategy and Projects	Continued participation in the Far South Coast Employment Forum and supporting the initiatives of the regions Federal Employment Facilitator. Completion of Regional Employment Trials labour market study. Engagement with education and organisations and local major employer groups was focused on business and local economic disaster response and recovery work. Business as usual activities limited by COVID-19 and bushfire recovery work due to limited resourcing.	
2.3.2.5	Identify and apply for external funding opportunities for Council projects and support the community to identify and access grants	Economic Strategy and Projects	During the period of 1st January to 30th June 2020 Council received \$15,728,968 in grant funds for 29 projects with a total project value of \$31,638,759, of which \$7,219,791 is Council contribution and \$8,690,000 is matched from other funding sources. Council submitted 14 grant applications with a total project value of \$12,693,308 of which Council is seeking \$7,087,568 in grant funds and will contribute a total of \$5,605,740 to the projects if successful. Council was unsuccessful with 2 grant applications with a project total of \$49,640. To support Community and businesses in the Bega Valley, Council partnered with GrantGuru to launch the Bega Valley Funding Finder, a free funding search tool for community groups, not-for-profits, local businesses and individuals in our Shire. The Funding Finder is an easy to use portal providing free access to a comprehensive database of grant and funding opportunities including federal, state and local government grants plus local funders like service clubs, building societies and banks. Funding Finder also highlights funding available through loans and subsidies as well as commercial funders and private philanthropic organisations. Since the launch of the Bega Valley Funding Finder in February 2020 the site has been accessed 1,127 times and 720 local users have registered to receive grant and funding opportunity notifications.	
2.3.2.6	Management of identified Council Community Grant Programs pilot	Economic Strategy and Projects	Successful management continuing with progress of integrating into combined grants process identified.	
2.3.2.7	Promote major projects including Merimbula Airport and the Port of Eden within the Shire to other levels of government	Economic Strategy and Projects	Merimbula Airport funding achieved. Promotion of Port of Eden through Special Activation Precincts program and Snug Cove masterplan review.	


2.3.3: Advocate, support and deliver sustainable tourism and visitor experiences to maximise the benefit to the community

Activity Code	Activity Name	Service Area	Comment	Status
2.3.3.1	Deliver contract management services, support to Council's contracted tourism service provider and manage transition to a new service provider contract	Economic Strategy and Projects	Ongoing destination management coordination delivered. Additional funding achieved for tourism activation through bushfire grants programs. COVID 19 impacts are significant on roll out of tourism campaigns.	
2.3.3.2	Support and facilitate tourism infrastructure projects that assist maximising experiences for the Shires visitors	Economic Strategy and Projects	Ongoing Council roll out of recreation program projects. Project identification completed for a range of tourism infrastructure projects to support bushfire related recovery opportunities.	
2.3.3.3	Develop strategic partnerships and projects that support the visitor economy and cruising including Destination Southern NSW, Department of Premier and Cabinet and other stakeholders	Economic Strategy and Projects	Continued relationships built with Port Authority through Cruise Eden and engagement of DNSW on regional project identification for bushfire recovery. Ongoing engagement with DPC (Regional NSW) on tourism related industry development (e.g. cruise coordination)	



2.4: We have meaningful employment and learning opportunities for people in all stages in life**2.4.1: Deliver early childhood education through an approved curriculum to foster childrens learning, development and growth**




Activity Code	Activity Name	Service Area	Comment	Status
2.4.1.1	Provide centre based early years services, early childhood programs, Aboriginal cultural activities and traineeships	Community Connections	Council continue to provide services at Bandara, Eden and Sapphire Mobile Preschool. This has included centre-based programs as well as ' <i>Learning From Home</i> ' programs in response to COVID-19 restrictions. Childrens Services employs an Aboriginal trainee, as well as two other Aboriginal staff who continue to deliver Aboriginal cultural programs to provide children with indigenous cultural experiences and activities.	

2.4.2: Implement the Childrens Services Action Plan

Activity Code	Activity Name	Service Area	Comment	Status
2.4.2.1	Implement the Action Plan priorities identified for the 2019-2020 year	Community Connections	Implementation and review of Action Plan has been delayed by impacts of bushfire and COVID-19 over the past 5 months. Action Plan will be reviewed within the next reporting period.	

2.4.3: Expand the provision of services, information and education resources for the community and students in line with the Library Services Strategic Plan






Activity Code	Activity Name	Service Area	Comment	Status
2.4.3.1	Deliver services across four library sites and a home library service	Community Connections	Library services continue to be delivered across 4 sites and via home library service with modifications made in response to the Black Summer fires and in response to COVID 19 such as the introduction of click and collect service, library link program, the introduction of live chat sessions and move to electronic resources and online programs. The library has 30,602 current members and this year 211,257 items were loaned, comprising 168,167 physical loans (down by 24%) and 43,090 electronic loans - eMagazines, eAudio and eBooks (an increase of 45%). Visitation to libraries was down 17% (162,746) due to COVID 19 closures and transition to Click and Collect. However, there was an increase in social media engagement 16,954 people engaged with a click on Facebook or Instagram. A new library website was launched in March 2020, March-June 2020 saw 11,037page views.	
2.4.3.2	Deliver and facilitate library programs and partnerships for a range of user groups	Community Connections	The library delivered 344 physical events with a total of 8,430 participants. In response to the COVID19 outbreak the library transitioned to online delivery, producing 29 online events with a total of 63,226page views. The Library has 16 partners, with new partners for 2019-20 being Repair Café, Bega Multicultural Centre, PAWS Pet Therapy, and One Book One Community. Key programs for 2019-20: Connected through Memory, intergenerational activities in partnership with Hayley Raynolds, with 8 events and 277 participants. International Womans day, Women in Farming - discussion panel and exhibition - 2 physical events with 4645 visitors and 2 online events with 6735 views. One Book One Community, a partnership with Candelo Books, Tathra Hotel, Anglicare, PHN and Bendigo Bank. 4 live events and 150 participants and 174 loans of the feature book. The National Simultaneous Storytime event transitioned to online this year and featured guest appearances by Mayor Sharon Tapscott, General Manager Leanne Barnes and Communications Manager Ian Campbell. Viewed 2600 times.	




Activity Code	Activity Name	Service Area	Comment	Status
2.4.3.3	Deliver services under the Memorandum of Understanding with the University of Wollongong	Community Connections	The library continued to provide services to UOW from Bega Library and on site at the University campus. These services include the management of the UOW collection, the loan of physical items to students and staff, library orientation presentations (delivered to 85 new students including a cohort of I-accelerate participants at the Innovation Hub), student support (online, by phone and face to face), and research consultations.	
2.4.3.4	Implement the 2019-20 actions in the Library Strategic Plan	Community Connections	Actions progressed across all aspects on the strategic plan. Highlights include: The library introduced 3 new online resources: Mango language an online language learning tool, Storybox an online story time videos, Indyreads - eBook and eAudio platform from independent publishers, New collections and formats acquired included junior and youth in dyslexic friendly font, Collected and recorded 7 oral histories on the Wonboyn Border Fires, Scanning of Ossie Cruses photograph collection commenced, 140 local history documents and newspaper clippings were digitised, New online public access catalogue with a redesign of the interface and new super search tool that searches across our physical collection and our online databases, Implementation of Princh cashless printing, Cultural Competency Training completed for all permanent staff.	
2.4.3.5	Investigate ways to improve the physical spaces in libraries	Community Connections	Eden Library was renovated in August 2019, new mobile shelving was installed, new kids reading nook, reorganisation of the library, painting and carpet cleaning. Bega Library was renovated in July 2019, with new carpet, complete reorganisation of the books, painting and new kids' area furniture and shelving. The WIFI antennae and Control units were upgraded at Bega, Eden and Bermagui improving WIFI signal strength outside of the library buildings. Planning is underway for improvements to Bega workroom and Bermagui library and Maker Space.	

Outcome 3: Sustainable Living



3.5: Our air and water is pristine and our natural environment and rural landscapes are protected


3.5.1: Protect and enhance the Shire's natural environment and biodiversity and manage Council's response to climate change

Activity Code	Activity Name	Service Area	Comment	Status
3.5.1.1	Provide environmental impact assessment of development activities and regulate tree removal on private and public land	Planning and Sustainability	Referrals for Development Application environmental impact assessment reviews have been undertaken as required. Advice has been provided as required to internal and external stakeholders regarding best practice environmental assessment, mitigation and monitoring. Post fire impact assessment and restoration advice has constituted a significant proportion of the workload since the devastating summer bushfires. Tree action requests have been processed and passed on to the relevant land manager as required.	
3.5.1.2	Project manage vegetation and environmental restoration and rehabilitation programs	Planning and Sustainability	Works summary; Revegetation Tathra Headland following completion of walking track. Planting started at Thompsons 500 planted so far 2000 more ready to be deployed. Contractor engaged to continue maintenance works at Kiss' Lagoon (stage 2 works southern side of road). Works scoped and started at Quaama - dry river.	
3.5.1.3	Complete and begin implementation of the Bega Shire Coastal Management Program (CMP) Coastal Hazards	Planning and Sustainability	Coastal hazard study to be amended to reflect new NSW Government Coastal Management Manual.	
3.5.1.4	Complete and begin implementation of the Wallaga Lake, Merimbula and Back Lakes, and Lake Curalo Coastal Management Programs (CMPs)	Planning and Sustainability	Delayed due to changes in the NSW Government's Coastal Management Framework, which has required rework. Final focus group held and Coastal Management Programs being finalised.	
3.5.1.5	Implement key actions from Climate Change Strategy and 100% Renewables Strategy	Planning and Sustainability	Climate Resilience Strategy Adopted by Council in July 2020. The installation of solar arrays on the new Bega Works Depot workshop and Regional Learning Centre and the lighting retrofit at the Regional Learning Centre were the major renewable energy, emission reduction projects undertaken in 2019/20. Project scoping was undertaken for the "Cooler Places in a Warming Climate" project at Bemboka, Wyndham and Quaama Halls ahead of installation of solar arrays, battery capability and air conditioning in 2020/21. An extensive	




Activity Code	Activity Name	Service Area	Comment	Status
			review of Council's existing electricity consumption data and identification of further renewable installation opportunities across Council's asset base was also undertaken by consultants in 2020/21. The data produced from this review will help guide future investments and grant applications for renewable energy installations.	
3.5.1.6	Lake Street Merimbula Foreshore Reserve Restoration detailed site planning completed, and site works commenced	Planning and Sustainability	Stage 2 Progress Report submitted to the Environmental Trust. 80% of the reserve has been treated for weeds, 1000 plants propagated and planted in rainforest gully. Works for Stage 3 (last stage) scoped and going out to contract. Final activities include signage, interpretive walk, working bees and more bush regeneration and revegetation. Working in with shared path works where possible to complement their works.	
3.5.1.7	Commence Biodiversity Assessment of Council owned and managed lands and develop biodiversity framework for Council	Planning and Sustainability	Project suspended due to resources being devoted to biodiversity assessment in support of bushfire recovery.	
3.5.1.8	Continue ongoing Environmental Restoration and Protection Works in Tathra, including Green Shoots community events	Planning and Sustainability	Contracted weed control works continue at key sites including the Tathra Headland coastal cliffs. A community revegetation planting event along the Tathra Headland walking track was also completed prior to COVID 19 lockdown. Project outputs and timeframes are being reviewed in light of restrictions to community gatherings, which has impacted the ability to hold volunteer days and workshops. An amended project plan will be submitted to the Environmental Trust.	

3.5.2: Improve and monitor Council's environmental impacts including energy efficiency



Activity Code	Activity Name	Service Area	Comment	Status
3.5.2.1	Conduct environmental audits of Council operations	Planning and Sustainability	No environmental auditing activities undertaken in previous 6 months. Team focused on bushfire recovery activities including assessment and protection works in bushfire impacted catchments.	
3.5.2.2	Measure and report Council's environmental performance and energy consumption	Planning and Sustainability	1 quarterly energy consumption report facilitated with Azility and key Council asset managers. Future focus on buildings and aquatic centre. Some of our key discussion points include: Fleet emissions likely to be up for Q3 as a result of increased travel across Council due to bushfires, a range of increases/decreases will be attributed to various assets due to impact of bushfires, Sapphire Aquatic Centre - closed 23/3, plant and equipment scaled	

Activity Code	Activity Name	Service Area	Comment	Status
			back from 1st week of April, Bemboka Pool - additional works pre-season, Bega Library - 18% increase - roof collapse, re-carpeted etc. Increase started from May 2019, Wyndham Hall - 579% increase- to be investigated further, Depot (Stores) - 77% decrease, Solar, micro grid and was closed for work for a time, Bega Valley Regional Learning Centre - significant reduction, due to solar and lighting retrofit. Activities undertaken associated with the Cross Organisation Electricity Working Group - improving data management on our Azility platform. Engaged the consultants 'Green Guys' to assess and produce a business case on 30 or more Council for Solar and LED. Participated in CPP regional meetings - currently scoping a regional Power Purchase Agreement between Councils. Participated in several forums including hydrogen energy, solar assessment and installation.	
3.5.2.3	Investigate legacy issues around former Bega gas works site	Planning and Sustainability	Project on hold pending direction from NSW EPA.	

3.5.3: Engage the community to improve the stewardship and management of the Shire's environmental assets

Activity Code	Activity Name	Service Area	Comment	Status
3.5.3.1	Administer the Community Environmental Grants Program	Planning and Sustainability	2019/20 Program completed. 2020/21 grant program advertised, and grants awarded to successful applicants.	
3.5.3.2	Deliver Environmental Education programs across Council's Environment, Water, Wastewater and Waste programs	Planning and Sustainability	The environmental education program has been impacted by both the bushfire recovery process and COVID 19 related restrictions on group activities and gatherings. Despite these restrictions Council has been able to deliver the World Oceans Day photo competition and promotion, Earth Hour and Take 3 for the Sea promotional activities via Council's Facebook and Instagram pages. Limited onground activities were able to be held associated with the Greenshores rehabilitation project in Merimbula, whilst work continued on a range of education and interpretive information to be used as on ongoing Waste, Environment and Renewable Energy initiatives. There has been considerable strategic planning undertaken for future Waste Wise and School War on Waste programs.	
3.5.3.3	Relaunch the Love Our Lakes Program in partnership with the oyster farming industry	Planning and Sustainability	Project was successfully relaunched towards the end of 2019. Meetings have been held with oyster farmers and Local Land Services to identify future program opportunities within the limits of COVID 19 community engagement restrictions.	

3.5.4: Develop and deliver Council's biosecurity duty to protect our agricultural lands and enhance our natural systems

Activity Code	Activity Name	Service Area	Comment	Status
3.5.4.1	Monitor priority weeds on public and private lands.	Certification and Compliance	Private property inspection numbers ceased from Jan 1 to June 30 due to bushfires and staff seconded to other departments to help with fire recovery. Public property and high-risk site inspections were carried out as per the Weed Action Plan funding requirements.	
3.5.4.2	Implement 2019/2020 actions of the South East Regional Weed Management Committee	Certification and Compliance	NSW Invasive Species Plan targets met within the scope of the South East Weed Action Plan program including Local Control Authority skilled workforce development, inspect all high risk pathways (roadsides), LCA participation in public events, re-inspections to ensure sufficient and effective weed controls and inspect high risk pathways. 50% of private property inspections not carried out due to fires and COVID 19 restrictions.	

3.6: We are leaders in sustainable living and support innovative approaches to resource recovery and the production of renewable energy and food



3.6.1: Deliver waste collection, waste disposal and recycling services and infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
3.6.1.1	Provide waste and recycling collection services	Waste Services	On track. Provision of alternatives for fire impacted residences including bin banks.	
3.6.1.2	Collaborate with Canberra Region Joint Organisation of Councils to develop a regional waste project to identify opportunities to create economies of scale	Waste Services	Have not progressed with this due to bushfire recovery and COVID 19. Internal resources did meet with newly appointed Joint Organisation procurement officer to discuss options moving forward.	
3.6.1.3	Administer the Waste Community Assistance Program	Waste Services	Developed a delivery plan to ensure we become leaders in waste management. Presented to Council 29/07/2020 seeking endorsement.	
3.6.1.4	Rehabilitate and stabilise the old Tathra landfill site	Waste Services	Project management & engineering resources commenced January 2020. Project continues to remain on hold due to redirection of these resources to the bushfire recovery effort.	

3.6.2: Review Council's Waste Management Strategy and review and update the Waste Asset Management Plan for the central waste facility and waste transfer facility infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
3.6.2.1	Review waste facility operations and prepare a masterplan for the Central Waste Facility	Waste Services	Asset Management Plan to be created and delivered by newly created waste engineer position.	
3.6.2.2	Develop and review business case for Materials Recovery Facility	Waste Services	On hold until more pressing projects are completed.	
3.6.2.3	Investigate ways to increase diversion of construction and demolition waste from landfill	Waste Services	Delayed with other waste services projects due to bushfires and COVID 19. Delivery plan ready to present to Councillors 29/07/2020.	



3.6.3: Deliver strategic waste minimisation programs

Activity Code	Activity Name	Service Area	Comment	Status
3.6.3.1	Continue WTF Waste the Facts campaign and increase engagement with businesses	Waste Services	Minimal work completed in this space as there is not a resource to manage/deliver and measure behaviour change.	
3.6.3.2	Identify the barriers to food donation (from supermarkets, clubs etc) to organisations, for distribution to those most in need.	Waste Services	Project has been put on hold for 6 months due to bushfire recovery and COVID 19.	



Outcome 4: Liveable Places

4.7: Our Shire continues to be a vibrant, enjoyable, safe and affordable place to live

4.7.1: Improve safety for residents and tourists on the Shire's beaches

Activity Code	Activity Name	Service Area	Comment	Status
4.7.1.1	Provide lifesaving services at seven beaches in Eden, Merimbula, Tathra and Bermagui	Leisure and Recreation	Summer lifeguard program was heavily impacted by this summer's bushfires events. This resulted in additional beach closures due to environmental conditions and reduction in beach attendance due to the subsequent impacts on residents and tourists (approximately 65%) compared to 2018-2019.	
4.7.1.2	Implement funded recommendations from lifesaving service providers annual report	Leisure and Recreation	Service dates implemented as per available funding and provider recommendations. BVSC staff liaison commenced in relation to 'Coastal insights: Safer coasts for the future', a new coastal safety project funded by Resilience NSW to replace the previous 'Project Blueprint'	

4.7.2: Support older people and people with a disability to retain their independence and quality of life


Activity Code	Activity Name	Service Area	Comment	Status
4.7.2.1	Assist older people and people with disabilities with their personal support goals	Community Connections	Council continued to broker support to around 20 older people under the Community Home Support Program and around 130 people with a disability as a registered provider of Support Coordination and Plan Management, under the National Disability Insurance Scheme. During this period staff have varied service delivery to protect both clients and staff from COVID-19.	
4.7.2.2	Assist people with a disability to engage with the National Disability Insurance Scheme	Community Connections	Council has operated as a Support Coordinator and Plan Manager under the National Disability Insurance Scheme (NDIS). These roles allow Council to assist people with a disability to access the services they need and want using the advice of our Support Coordinators. Under the Plan Management role clients pay for services and equipment, make claims in the NDIS portal, and track the budget of each person's NDIS plan.	

4.7.3: Provide specialist support for families with children at risk





Activity Code	Activity Name	Service Area	Comment	Status
4.7.3.1	Deliver case management, home visiting, subsidised childcare, positive parenting education programs and early intervention for families with children at risk	Community Connections	Council has continued to support an average of 20 families in the Bega Valley who need additional help and support. During this period there were additional precautions taken to reduce the risk of COVID 19 to families and Council staff when services were provided.	

4.7.4: Deliver programs and activities to protect our community's environmental health and safety




Activity Code	Activity Name	Service Area	Comment	Status
4.7.4.1	Respond to enquiries, conduct inspections and enforce regulation of food and health premises, pools and spas	Certification and Compliance	Food inspection numbers have been impacted by the recent bushfires and COVID-19 restrictions, however high and medium risk inspections, complaint-based inspections, and new business inspections have continued. On request from NSW Health and the Food Authority, EHOs have been conducting COVID-19 Safety Plan audits in food businesses and have been relaying all changes to Public Health Orders to businesses. All new health premises have been inspected, as have Council's public pools. Public pool and spa inspections are behind due to resource constraints.	
4.7.4.2	Approve and monitor on-site sewage management systems	Certification and Compliance	On-site Sewer Management (OSM) program is on track, although bushfire impact has increased workload. 301 bushfire affected OSM inspections completed and 908 routine OSM inspections - total inspections completed within financial year: 1209.	
4.7.4.3	Undertake a sampling program of potable water supply and water quality at swimming sites	Certification and Compliance	Drinking water monitoring program complete for financial year with compliant results. Beachwatch program complete.	
4.7.4.4	Engage with stakeholders to improve awareness of Environmental health responsibilities	Certification and Compliance	Ongoing community engagement - timely responses provided for enquiries regarding food premises, skin penetration businesses, homebased and temporary food businesses, private water suppliers and water carters.	

Activity Code	Activity Name	Service Area	Comment	Status
4.7.4.5	Respond, investigate and action pollution events	Certification and Compliance	Timely responses provided to pollution events, with improved processes continuing.	



4.7.5: Provide advice, certification and inspections and assess fast track development applications



Activity Code	Activity Name	Service Area	Comment	Status
4.7.5.1	Assess and determine development, construction and complying development applications and issue occupation certificates	Certification and Compliance	Approval times increasing due to ongoing staff & skill shortages. Bushfire rebuild applications increasing.	
4.7.5.2	Undertake construction inspections	Certification and Compliance	Program proceeding, business as usual. Construction Certificates 322 Total. (235) issued by Council (87) issued by private certifier. Occupation Certificates 449 Total.	
4.7.5.3	Investigate identified non-compliance against building and development standards	Certification and Compliance	Compliance business improvement project underway and resourcing identified and engaged for compliance focus.	
4.7.5.4	Fast track development applications, certification and inspections for bushfire rebuilding and demolitions	Certification and Compliance	Triage process established to prioritise bushfire rebuilds and resources dedicated to assisting landowners to navigate bushfire protection and biodiversity requirements. In this period- 2020 Bushfire: Dwellings lodged and approved = 25. Outbuildings lodged and approved = 21. Tathra Bushfire: Dwellings lodged and approved = 5. Outbuildings lodged and approved = 1	
4.7.5.5	Upgrade building inspection software and hardware to meet Building Professionals Board reporting requirements	Certification and Compliance	Awaiting software upgrade to enable new module to be integrated with Council, which will facilitate building inspection upload in field.	

4.7.6: Provide ranger services that protect the amenity and safety of the community


Activity Code	Activity Name	Service Area	Comment	Status
4.7.6.1	Regulation of public car parking, use of public reserves and roadways and use of public lands, domestic and stock animal control and pound facilities	Certification and Compliance	Public Land Use (PLU) policy in development. Permanent resource for the PLU role has been assigned but temporarily deferred for COVID-19 reasons. Regulation of (timed) car parking temporarily deferred but in the interests of public safety, general regulation of parking zones continues. Domestic and stock animal control in public places continue to align with legislative requirements.	
4.7.6.2	Collaborate with the Southern Region Illegal Dumping Program	Certification and Compliance	BVSC continue to be a part of the Southern Region Waste Program (SRWP) through the Illawarra Joint Organisation (IPJO). The program delivers regional waste outcomes which includes identification and subsequent actions in relation to illegal waste in the Bega Valley Shire, reporting and strategies to reduce the incidence of illegal waste on both private and public land.	
4.7.6.3	Review Parking Ranger trial and make recommendations for management of parking compliance	Certification and Compliance	Trial period finalised with positive impacts on parking and traffic flow identified.	

4.8: Our places retain their character and scale, development is well planned, and a range of goods and services are available within our Shire that meet local needs**4.8.1: Provide advice and assess development applications and subdivision certificates**


Activity Code	Activity Name	Service Area	Comment	Status
4.8.1.1	Assess development applications and subdivision certificates	Planning and Sustainability	For the period Jan - Jun 2020: Total Applications Received: 228, Total Applications Determined: 320, Estimated Project Cost of Development: \$94M % Applications determined within 40 days: 55.9% % Applications determined between 40-60 days: 17.8% % Applications determined over 60 days: 26.3%	
4.8.1.2	Coordinate planning advice to the community, developers and government departments	Planning and Sustainability	Ongoing - business as usual	

Activity Code	Activity Name	Service Area	Comment	Status
4.8.1.3	Provide European heritage assessments and advice	Planning and Sustainability	Heritage Advisor scheme continued throughout the year on an as needs basis	
4.8.1.4	Transition the development application process to e-Planning	Planning and Sustainability	The last 6 months have seen considerable advancements in BVSCs e-planning initiatives, particularly as part of Council's response throughout the pandemic. All Development Applications are now received electronically through the DA Hub and managed electronically throughout the assessment process. This has resulted in efficiency gains in terms of document processing, scanning, document quality and record keeping. These efficiencies have been achieved during a period of intense pressure on development and support staff as a result of the Black Summer Fires emergency response effort and the commencement of re-build activities. Council's e-planning journey will continue into the next reporting period, in preparation of the State Governments mandate to require all Development Applications to be submitted through the NSW Planning Portal by July 2021 (for regional councils).	


4.8.2: Implement an action plan based on the Development Assessment Review

Activity Code	Activity Name	Service Area	Comment	Status
4.8.2.1	Launch and promote the Development Hub for development enquiries	Planning and Sustainability	Development Hub services promoted through bushfire recovery focus. Formal launch not held due to COVID restrictions.	



4.8.3: Provide development engineer services

Activity Code	Activity Name	Service Area	Comment	Status
4.8.3.1	Provide engineering advice on development application matters and assess and issue subdivision works certificates and road works approvals	Planning and Sustainability	Ongoing. Subdivision Works Certificates (27), Road Works Approvals (284)	


4.8.4: Provide strategic land use planning services




Activity Code	Activity Name	Service Area	Comment	Status
4.8.4.1	Prepare and assess Planning Proposals and public land reclassifications	Planning and Sustainability	Staff continued to finalise Planning Proposals for 'deferred matter' land under BVLEP during this period. There were no land reclassifications.	

4.8.5: Prepare land use strategies and policies to protect the Shire's existing character and ensure supply of appropriately zoned land


Activity Code	Activity Name	Service Area	Comment	Status
4.8.5.1	Prepare Local Strategic Planning Statements for the Shire	Planning and Sustainability	Local Strategic Planning Statement adopted by Council June 2020	
4.8.5.2	Develop Villages Profiles Future Direction framework	Planning and Sustainability	Project incorporated into Commercial Land Strategy and Local Strategic Planning Statements which have both been completed and adopted by Council	
4.8.5.3	Complete Housing Strategy to inform Local Strategic Planning Statement	Planning and Sustainability	Residential Land Use Strategy completed and adopted by Council	
4.8.5.4	Prepare Plans of Management for Council Managed Crown reserves in accordance with the Crown Land Management Act 2016	Planning and Sustainability	The initial classification of Council managed crown land was completed and forwarded to Crown Lands for approval. Next stage of project to commence September 2020	





4.8.6: Promote and preserve our Aboriginal cultural heritage

Activity Code	Activity Name	Service Area	Comment	Status
4.8.6.1	Implement objectives of the Memorandum of Understanding	Planning and Sustainability	The few existing outstanding objectives have been revised to meet the needs of the 355 Bega, Eden, Merrimans (BEM) Aboriginal Liaison Committee members. There have been many successful milestones set against the objectives. The Rural & Residential Land Strategy, LSPS, Draft DCP have been instrumental in the progress for Cultural Burn	








Activity Code	Activity Name	Service Area	Comment	Status
	(MOU) with Local Aboriginal Land Councils		Practices for the MOU. Review of ongoing and developing issues will formulate healthy objectives that will strengthen our works in promoting the needs of Aboriginal Communities. The COVID 19 pandemic caused major delays in progress.	
4.8.6.2	Prepare revised Memorandum of Understanding with Local Aboriginal Land Councils	Planning and Sustainability	With the new appointments of the two CEO's (Eden and Merrimans LALC's) progression of the revision of the MOU is on target and will be the 20th year since its conception. The current MOU is due to be reviewed in 2021 which will include a broader range of consultation with Aboriginal Community. This will include an official celebration of the new signing of the MOU. The draft revision will be completed by January 2021. Due to COVID-19 the progression of parts of the actions to be completed has been minimised.	
4.8.6.3	Provide Aboriginal and historic heritage advice	Planning and Sustainability	Advice provided on an as needs basis. Significant work in areas of bushfire planning and impact of recent bushfire on Aboriginal Heritage as well as input into cultural burning programs.	
4.8.6.4	Administer the local heritage assistance grants program	Planning and Sustainability	All projects completed and grant acquitted.	

4.8.7: Operate and maintain water supply and sewerage system assets

Activity Code	Activity Name	Service Area	Comment	Status
4.8.7.1	Operate and maintain water supply and sewage network systems to meet health and environmental regulatory and Council Strategic Business Plan (SBP) level of service objectives requirements	Water and Sewer Services	Quarters 2 & 3 of 2019-20 have been challenging for W&SS Network Operations. Drought with low water supply volumes, followed by drought and fire (low supply with high demand), followed then by heavy rainfalls in fire-affected catchments with ash in dams, requiring the trucking of water between systems, has been intense and exhausting for our field staff. However, staff have been excellent, filling 24hr rosters to maintain potable supplies (Brogo/Bermagui), while also working in with external parties (ADF and others). From the end of Q3 (March), we have then worked to address the threat of the COVID-19 pandemic, splitting field teams through to Q4 (April 2020). While water quality suffered as a consequence of drought then fire then rainfall, quality continues to meet Australian Drinking Water Guidelines (AWDG) and remains within BVSC Drinking Water Management System (DWMS) Critical Control Point (CCP) ranges. Sewage also continues to be collected and then delivered to Council's ten Sewage Treatment Plants (STPs) in accordance with the six NSW EPA Environment Protection Licences (EPLs), for treatment and discharge by our W&SS Treatment Operations team. Annual NSW DPIE Performance Reports capture W&SS	

Activity Code	Activity Name	Service Area	Comment	Status
4.8.7.2	Operate and maintain water supply and sewage treatment plants to meet health and environmental regulatory and Council Strategic Business Plan (SBP) level of service objectives requirements	Water and Sewer Services	<p>performance metrics and allow comparison with fellow mid-sized regional Local Water Utilities (LWUs) in NSW.</p> <p>Operate and maintain water supply and sewage treatment plants to meet health and environmental regulatory is an ongoing activity and was successfully performed for 12 months of the year.</p> <p>Highlights include the commissioning and operation of the Brogo Settling Plant. This temporary water treatment plant was designed to treat water for the Brogo-Bermagui water network after the Brogo dam and river was impacted by the bushfires. The decanter at Bega STP (SBR 2) was replaced successfully, and several other important repair works were completed at the 11 treatment plants (plus 1 temporary plant). All sludge lagoons were emptied and cleaned. All biosolids were applied beneficially to farmland.</p>	
4.8.7.3	Coordinate drought response and water supply extraction, water quality monitoring, catchment assessment and recycled water use activities	Water and Sewer Services	<p>Water supply extraction at Brogo River, Bemboka River, Tantawanglo Creek, Kiah Borefield and Ben Boyd Dam in January and early February required day-to-day monitoring and frequent operational changes due to bushfires and drought. Water supply catchments were impacted by the bushfires. Drought Management Action Plans guided drought response to February when welcome rain replenished dam and groundwater storage levels. No water restrictions were required during the drought due to available water in storage and flexibility in water system network supplies. Water carting was required due to the bushfires and February rain impacting on water quality. Further rain in mid-July shifted focus to water quality management for Brogo-Bermagui water supply, impacted by bushfire. Water extraction commenced in March to refill Yellow Pinch and Ben Boyd Dam off-stream storages at 64% and 84% respectively due to the drought. Water quality monitoring programs were expanded to inform operational decisions during the extreme conditions and for water treatment plant design. Recycled water usage was above average in January due to the drought, returning to average usage for the remainder of the reporting period.</p>	
4.8.7.4	Complete annual review of Asset Management Plan and Long Term Financial Plan	Water and Sewer Services	Review underway and annual review due in 2020 - 2021 Q1.	
4.8.7.5	Complete Integrated Water Cycle Management Strategy checklist topics 4-14	Water and Sewer Services	Recruitment process underway for new Project Manager to deliver Integrated Water Cycle Management.	

4.8.8: Deliver water supply and sewerage system capital works (upgrade and new)


Activity Code	Activity Name	Service Area	Comment	Status
4.8.8.1	Complete Environmental Impact Study and concept design for Merimbula Deep Water Ocean Outfall and Sewage Treatment Plant upgrade	Water and Sewer Services	Draft chapters of Environmental Impact Study being reviewed.	
4.8.8.2	Complete concept design, construction and commissioning of Bermagui Sewage Treatment Plant upgrades	Water and Sewer Services	Lack of resources have slowed this project. Shed construction is almost complete with minor fit-out works required. Tender for Civil and Process works expected to be awarded by the end of 2020 - 2021 Q2.	
4.8.8.3	Complete detailed design for Bega Sewage Treatment Plant improvements and obtain Section 60 approval from NSW Department of Industry - Water	Water and Sewer Services	Resource identified and awaiting start date. Progress towards Section 60 approval expected at the end of 2020 - 2021.	
4.8.8.4	Complete construction and commissioning of Bemboka Water Treatment Plant and obtain Section 60 approval from NSW Department of Industry - Water	Water and Sewer Services	Defect rectification meeting delayed due to bushfires and COVID-19. Defect rectification expected by end of 2020-2021 Q2.	
4.8.8.5	Complete detailed design of Brogo Water Treatment Plant and commence construction	Water and Sewer Services	Tender documents being finalised and reviewed. Expected to be released to market 2020 - 2021 Q1.	
4.8.8.6	Complete Water Treatment Options Assessment and tender documentation for Bega Water Treatment Plant	Water and Sewer Services	Engineer engaged. Jar testing has been delayed due to COVID-19 travel restrictions.	
4.8.8.7	Complete Water Treatment Options Assessment for Yellow	Water and Sewer Services	Options assessment underway	

Activity Code	Activity Name	Service Area	Comment	Status
	Pinch Dam Water Treatment Plant			

4.8.9: Deliver water supply and sewerage system capital works (renewal)

Activity Code	Activity Name	Service Area	Comment	Status
4.8.9.1	Complete installation of Supervisory Control and Data Acquisition (SCADA) system Stage 1 works	Water and Sewer Services	New Project Manager and Mechanical Electrical Engineer employed to complete works. Expected to be completed by end of Q2 2020.	
4.8.9.2	Complete strategic water resource assessment of Bega River aquifer and construct new water supply bores	Water and Sewer Services	Report reviewed and improvements being implemented, taking into consideration of recent drought data. Planned completion early 2021. Plan for new bores to be finalised after report is completed and asset assessment is done.	


4.8.10: Enhance the environmental performance of water supply and sewerage system assets

Activity Code	Activity Name	Service Area	Comment	Status
4.8.10.1	Commence investigations and options assessment for solar arrays and energy efficiencies to reduce fossil fuel power usage and greenhouse gas emissions	Water and Sewer Services	We were not successful for funding for the Bega STP, so this project is now on hold awaiting future funding. It has been added to current energy efficiency funding applications. Merimbula STP solar is being investigated and options being reviewed.	


Outcome 5: Connected Communities

5.10: We have a network of good quality roads, footpaths and cycleways connecting communities throughout the Shire and beyond


5.10.1: Manage, construct and maintain Merimbula Airport



Activity Code	Activity Name	Service Area	Comment	Status
5.10.1.1	Provide an airport with regular passenger services to nearby capital cities and general aviation facilities and services	Property and Project Services	The Merimbula Airport continues to be managed and maintained in order to meet legislative requirements and ensure the provision of Regular Passenger Transport and General Aviation Services to the region. A major achievement in the 2019/20 year included the completion of the extension of the Terminal project.	

5.10.2: Review Airport Master Plan and update Asset Management Plan



Activity Code	Activity Name	Service Area	Comment	Status
5.10.2.1	Review and update the Merimbula Airport Master Plan	Property and Project Services	The Merimbula Airport is in the process of being updated to take into account the new Terminal extension, General Aviation Precinct development and runway extension projects. Funding secured to commence General Aviation Precinct as a previously unfunded component of the Airport Masterplan.	

5.10.3: Plan and manage concrete and wooden bridges, culverts and causeways


Activity Code	Activity Name	Service Area	Comment	Status
5.10.3.1	Prioritise and schedule culvert management works within the unsealed road network	Transport Services	All major 'in year' projects completed plus a number of bushfire related tasks that were not scheduled. The majority of bridge projects currently being addressed are over multiple years but are all on track.	
5.10.3.2	Deliver a proactive investigation and assessment regime and schedule of maintenance for drainage infrastructure prior to failure	Transport Services	2019/2020 inspection Program RFQ VP170244 Stormwater CCTV Inspection and Condition Assessment completed. Planned inline maintenance works from 2018/19 inspection Program RFQ 22/20 VP18388 Stormwater Structural Pipe Repairs and Cleaning completed.	

Activity Code	Activity Name	Service Area	Comment	Status
5.10.3.3	Develop concept design estimates for 10-year bridge program	Transport Services	Preliminary estimates available to 2030. Condition assessments for a number of bridges in progress to assist refinement of concepts and estimates.	
5.10.3.4	Develop and review the 30-year bridge replacement program emphasising the use of contemporary technologies	Transport Services	Preliminary estimates available to 2050. 2020 Bridge revaluation and condition assessment used mobile data capture technology.	



5.10.4: Construct and maintain bridges, culverts and causeways, town centre carpark, cycle and pedestrian infrastructure and sealed and unsealed roads and associated infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.4.1	Maintain and renew bridges emphasising the use of reclaimed timber from replaced bridges for the existing timber bridge network	Transport Services	All works completed during the financial reporting period and reclaimed timber has been incorporated in a number of leisure and recreation projects and fire recovery tasks such as temporary access bridges	
5.10.4.2	Commence a culvert replacement program	Transport Services	Rural culverts included in Transport revaluation. Analysis of data required to develop program. Some culverts currently being replaced under Recovery process.	


5.10.6: Construct and maintain cycle network infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.6.1	Maintain, renew and upgrade cycleways	Transport Services	Cycleway maintenance and minor reconstruction expended all of the available allocated funds during the year. The major cycleway project (Bega -Tathra) is ongoing and spans multiple years.	


5.10.7: Plan and manage stormwater infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.7.1	Investigate urban underground stormwater condition in accordance with key sections within budget allowing scheduled maintenance to occur in a manner that benefits the whole catchment	Strategic Asset Services (incorporating Transport)	RFQ VP170244 Stormwater CCTV inspection and condition assessment Program completed for 2019-2020 as scheduled.	
5.10.7.2	Review and update stormwater renewal program, including consideration of climate change impacts	Strategic Asset Services (incorporating Transport)	2019-2020 Stormwater RFQ VP170244 Stormwater CCTV inspection and condition assessment completed. Analysis of data required to develop future forward Program beyond 2026	


5.10.8: Construct and maintain stormwater infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.8.1	Maintain, renew and upgrade stormwater infrastructure	Strategic Asset Services (incorporating Transport)	Extensive network maintenance undertaken, capital renewal programs undertaken in Bega and Pambula as well as some other smaller renewals in other parts of the Shire.	

5.10.9: Plan and manage pedestrian network infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.9.1	Review inspection frequency of footpaths	Transport Services	Frequency currently under review.	


5.10.10: Construct and maintain pedestrian network infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.10.1	Maintain, renew and upgrade footpaths	Transport Services	Some unplanned footpath extensions were constructed this year and all funds allocated to maintenance were expended. One footpath that was funded was not completed due to local issues. This funding has not rolled over during our budget process and any further works will need to be grant funded. We currently have several Active Transport Grant funding applications in and are awaiting confirmation or otherwise so we can program future works.	


5.10.11: Manage the delivery of major transport infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.11.1	Design and project manage the delivery of major Council infrastructure projects	Property and Project Services	Project Services have designed and delivered major Council infrastructure projects. Key achievements during the 2019/20 year include the completion of the Sealing of West Kameruka Road, Tathra Headland Walk and Wolumla School improvements.	
5.10.11.2	Concept design and scope for renewal requirements for Tathra Wharf	Property and Project Services	Structural analysis has progressed with the project nearing completion in the next financial year due to availability of specialist consultant.	




5.10.12: Design transport capital works project

Activity Code	Activity Name	Service Area	Comment	Status
5.10.12.1	Design transport capital works projects	Property and Project Services	All assigned transport capital works have been designed in accordance with delivery program.	


5.10.13: Design, build and implement a Project Management Reporting Framework

Activity Code	Activity Name	Service Area	Comment	Status
5.10.13.1	Design, build and implement a Project Management Reporting Framework	Property and Project Services	This framework continues to be refined with Council currently implementing the Pulse Project Management Module to assist in the roll out across Council functions.	


5.10.14: Plan and manage sealed and unsealed, rural and urban road network and associated infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.14.1	Consider a more proactive gravel re-sheeting program	Transport Services	Condition assessment of select portions of gravel road network completed as part of 2020 transport revaluation. Analysis of data now required to develop forward resheeting Program beyond 2025.	
5.10.14.2	Develop a long-term renewal program for roadside barriers	Transport Services	10-year program in place until year 2030.	
5.10.14.3	Maintain, renew and upgrade roads, manage guardrail, roadside infrastructure and associated hazards and deliver street sweeping of the central business districts	Transport Services	All major roads projects completed satisfactorily and within allocated budgets. In most cases the service levels were met or exceeded which was very encouraging given the fires and floods through the reporting period.	


5.10.15: Collaborate with Canberra Region Joint Organisation of Councils to investigate and progress improving the energy efficiency of street lighting

Activity Code	Activity Name	Service Area	Comment	Status
5.10.15.1	Program and source funds for next bulk LED light replacement	Transport Services	Ongoing activity in conjunction with Canberra Region Joint Organisation.	



5.10.16: Construct and maintain sealed and unsealed, rural and urban road network and associated infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.16.1	Construct and maintain sealed and unsealed, rural and urban road network and associated infrastructure	Works Operations	All roads projects completed within allocated budgets. Projects that span multiple years are proceeding according to schedule.	


5.10.17: Map and maintain information on Council's assets

Activity Code	Activity Name	Service Area	Comment	Status
5.10.17.1	Develop and maintain the Asset Register for Council's transport and associated assets	Strategic Asset Services (incorporating Transport)	Transport assets revalued for 2020, data now requires integration back into Council's systems.	
5.10.17.2	Design and implement a real-time asset and works data management viewer for the Network Operation Centre	Strategic Asset Services (incorporating Transport)	Preliminary architecture developed, current staff vacancy now impacting testing and development but ongoing otherwise.	
5.10.17.3	Simplify asset data reports for Council's transport asset classes	Strategic Asset Services (incorporating Transport)	Preliminary reporting templates developed. Current staff vacancy now impacting refinement and development with end users but ongoing otherwise.	
5.10.17.4	Implement the recommendations of the Maritime Infrastructure Internal Audit for major marine infrastructure	Strategic Asset Services (incorporating Transport)	Action 2.4 Tathra Wharf asset revaluation completed from Maritime Infrastructure internal audit. Merimbula Wharf and Merimbula Public Jetty also revalued. Scoping and feasibility study in progress for Tathra Wharf. Actions 2.1 Asset Plan review and 2.3 Funding still outstanding pending completion of next round of IPR documentation following next LG election, analysis of 2020 revaluation data and condition assessment and Tathra Wharf Scoping and feasibility study.	




5.10.18: Plan for transport Capital work

Activity Code	Activity Name	Service Area	Comment	Status
5.10.18.1	Plan the transport network and develop maintenance schedules and capital works programs for transport assets	Strategic Asset Services (incorporating Transport)	2020 condition assessment completed as part of Transport revaluation. Data now requires analysis to further develop existing future maintenance schedules. 2019-2020 crack sealing program and inline stormwater pipe maintenance programs completed. Development of maintenance schedules is ongoing otherwise.	
5.10.18.2	Merimbula Traffic Study	Strategic Asset Services (incorporating Transport)	Public submissions from TfNSW to draft Local Strategic Planning Statement exhibition recommended completion of Transport Study instead of Traffic Study which changed scope of project. Initial internal stakeholder meeting for technical brief development of the Transport Study on 14th August. Data collection ongoing.	


5.10.19: Undertake a Regional Transport Strategy

Activity Code	Activity Name	Service Area	Comment	Status
5.10.19.1	Lead the development of a Regional Transport Strategy Vision	Strategic Asset Services (incorporating Transport)	Draft report exhibited and submissions received. Finalisation and presentation back to Council still outstanding.	

5.10.20: Review and update the Transport Asset Management Plan


Activity Code	Activity Name	Service Area	Comment	Status
5.10.20.1	Determine impacts on the Transport Asset Management Plan, Buildings Asset Plan and structures such as retaining walls in road reserve	Strategic Asset Services (incorporating Transport)	In progress. Ongoing task based on data collection and data maturity. 2020 Transport revaluation completed, and condition assessment data requires analysis. Some retaining walls are now being replaced as part of Recovery and integration of work-as-executed data is required to determine final impacts.	
5.10.20.2	Develop asset rationalisation plan and commence actions to dispose, upgrade or renew buildings	Strategic Asset Services (incorporating Transport)	Condition assessment completed. Reviewing adopted 2017 Buildings Asset Management Plan. Some assets rationalized and registers require updating.	
5.10.20.3	Footpaths Upgrade and Renewal Program as required in Transport Asset Management Plan	Strategic Asset Services (incorporating Transport)	10-year renewal and upgrade programs in place.	

5.10.21: Identify and complete floodplain risk management projects


Activity Code	Activity Name	Service Area	Comment	Status
5.10.21.1	Continue delivery of commenced Floodplain Risk Management Projects	Strategic Asset Services (incorporating Transport)	Eden, Twofold Bay, Towamba River Flood Study completed and adopted by Council on 29 April 2020. Merimbula Lake and Back Lake Floodplain Risk Management Study and Plan; and the Pambula River, Pambula Lake and Yowaka River Flood Study are still in progress and ongoing. Expect completion of both during 2020-2021 financial year. Pambula River,	

Activity Code	Activity Name	Service Area	Comment	Status
			Pambula Lake and Yowaka River Flood Study being delivered by Community, Engagement and Planning teams.	


5.10.22: Review and update stormwater renewal program

Activity Code	Activity Name	Service Area	Comment	Status
5.10.22.1	Review and update Stormwater Renewal Program	Strategic Asset Services (incorporating Transport)	2019-2020 stormwater CCTV inspection and condition assessment Program completed. Analysis of data required to develop forward Program beyond 2026.	

5.10.23: Plan and manage town centre carpark infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.23.1	Investigate and develop concept for direct to vehicle car parking management using smart technology	Transport Services	Smart parking sensors installed previously. Technical scope yet to be developed as project put on hold and removed from 2020-2021 Operational Plan in light of budget constraints.	





5.10.24: Construct and maintain town centre carpark infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.24.1	Maintain, renew and upgrade carpark	Transport Services	Project completed but was re-scoped to a minor works project encompassing only access and egress and a traffic circuit.	


Outcome 6: Strong, Consultative Leadership

6.11: We are an informed and engaged community with a transparent, consultative and responsive Council


6.11.1: Improve communication about Council activities, decisions and achievements

Activity Code	Activity Name	Service Area	Comment	Status
6.11.1.1	Deliver effective media coverage across various mediums	Community, Environment and Planning Coordination	Ongoing- Communications team is managing an increased workload and flow of information. The team is taking a more proactive approach to sourcing and responding to Council related stories and always looking to expand in the formats and platforms we communicate through encompassing both emerging and traditional methods.	
6.11.1.2	Deliver Council News Publication	Community, Environment and Planning Coordination	The digital version of Council News is being produced fortnightly; work on the printed version has stopped for the time being and is being reviewed as part of Council's bigger advertising budget.	
6.11.1.3	Develop and maintain web services and social media	Community, Environment and Planning Coordination	Staff continue to produce and maintain relevant information via Council's website and social media channels. We are looking to work more closely with responsible parts of Council to improve and update information on an ongoing basis.	
6.11.1.4	Administer the Community Festivals and Events grants program	Community, Environment and Planning Coordination	Due to Bushfire and COVID-19 challenges, the delivery and necessity of event related grants are uncertain for 20/21. NSW Government directives will determine this moving forward.	





6.11.2: Improve Council's brand image and written communication

Activity Code	Activity Name	Service Area	Comment	Status
6.11.2.1	Review Council style guide to ensure consistency in branding and best practice in language	Community, Environment and Planning Coordination	Not completed due to bushfire commitments. Carried forward to 2020-21 program.	

6.11.3: Provide an efficient and high quality first resolution customer service



Activity Code	Activity Name	Service Area	Comment	Status
6.11.3.1	Manage Council's Revenue Policy, respond to enquiries, receipt account payments, process applications, manage bookings and provide an emergency contact service	Financial Management	This is an operational service that provides these tasks as an ongoing activity. During the COVID Pandemic, the revenue team proactively reviewed and developed policy and procedures to implement decisions of Council and responded accordingly.	

6.11.4: Conduct day to day management of Council


Activity Code	Activity Name	Service Area	Comment	Status
6.11.4.1	Exercise the functions of the Council in accordance with the Local Government Act 1993	People and Governance	This is a day-to-day task. Many changes in how we operate have been engaged though due to Bushfire Recovery as well as restrictions in place due to COVID-19. Essential services continue to be provided in accordance with relevant legislation. For example, Council meetings now being undertaken in a virtual space, recruitment ongoing, operational services continue to be delivered.	
6.11.4.2	Arrange and conduct civic functions	People and Governance	This is an ongoing activity completed on a needs basis that has during this period been reduced due to bushfires and COVID 19. With two Executive Officers back in the Mayor and General Manager's Office as well as resources in the Communication and Events Section, the service continues to be delivered when required.	
6.11.4.3	Coordinate the second Organisation Culture Index Review	People and Governance	No formal action has been undertaken due to Bushfire Recovery needs and COVID-19 situation. An employee culture survey project is planned to be undertaken in FY2021. Due to financial and operational constraints, LEG endorsed the recommendation from People and Governance to defer the full Organisation Culture Index Review. Instead, Council will participate in a research project with the University of South Australia which will focus on conducting a series of all staff surveys to measure overall employee satisfaction and identify the strengths and weaknesses of the organisation's culture. The cost of participating in the research project with UniSA is \$5,500 as opposed to a full OCI review which cost approximately \$80K when undertaken in 2016.	
6.11.4.4	Undertake Joint Organisation GMG and projects particularly integrated planning work	People and Governance	Canberra Region Joint Organisation (RJO) resolved to proceed with exploring collaborative Community Strategic Plan (CSP) and community satisfaction surveys. CRJO Working Group members seeking financial commitment from their Council's on participating in the Regional	

Activity Code	Activity Name	Service Area	Comment	Status
			CSP. Bega Valley resolved to proceed with the collaborative CSP project in March 2020. CRJO also working on joint works in infrastructure prospectus, emergency management, planning and waste projects.	


6.11.5: Support Councillors and ensure open and effective Local Government in our Shire

Activity Code	Activity Name	Service Area	Comment	Status
6.11.5.1	Ensure Council meetings are appropriately planned, advertised and minuted and conducted in accordance with the Model Code of Meeting Practice	People and Governance	Meetings continue to be planned for, delivered and recorded in accordance the the Code of Meeting Practice. Recent COVID-19 Pandemic has resulted in a change to the delivery method of council meetings (as per guidelines of the OLG) and are now being undertaken by ZOOM, recorded, and then published to Council website. Also investigating ways for public forums to continue via ZOOM.	
6.11.5.2	Review the Councillor induction and professional development programs	People and Governance	Councillor induction program was on-track and would have continued to progress. Due to COVID-19 restrictions, the 2020 Local Government Elections have been postponed for 12-months, thus pushing the deadline back 12-months for this project.	





6.11.6: Report on progress towards implementing audit recommendations, achieving integrated planning targets and New Works Projects

Activity Code	Activity Name	Service Area	Comment	Status
6.11.6.1	Develop mid-term review reporting framework including audit, risk and continuous improvement	People and Governance	Quarterly dashboard reporting process has been established and implemented. Monthly reports with enterprise risk management content is now provided to Leadership Executive Group (LEG) and Strategic Leadership Group (SLG) by the Risk and Internal Audit Coordinator. This position is now a full-time resource to deliver agreed programs focused on Audit, Risk and Improvement.	




6.11.7: Lead an organisational and community review of asset provision and implement the best and most affordable model for the future

Activity Code	Activity Name	Service Area	Comment	Status
6.11.7.1	Review of all Council Strategies to ensure they are relevant and achievable	People and Governance	A strategy and plan stocktake were undertaken in April-May 2020. An overarching list has now been compiled and strategies and plans located centrally on the Integrated Planning and Reporting SharePoint page. A Strategic Framework diagram is in development to show the connected relationships between strategies and plans. A regular review process has been established and identification of gaps in Council's strategic planning is being undertaken.	


6.11.8: Develop and implement good governance systems

Activity Code	Activity Name	Service Area	Comment	Status
6.11.8.1	Support the organisation to meet its requirements under GIPA and PPIP legislation and Public Officer function under Local Government Act	People and Governance	Formal GIPA applications all processed within 20 working days. GIPA Disclosure log updated and available on Council's website. NIL PID reporting lodged in February 2020.	
6.11.8.2	Deliver governance related training, investigate issues in accordance with Council's Code of Conduct	People and Governance	Code of Conduct investigations are undertaken on a need's basis. Workshops have also been delivered in Fraud and Corruption Prevention, Code of Meeting Practice, and general governance related matters. Governance Coordinator currently researching and developing a proposal to implement a Learning Management System (LMS) for online code of conduct training for all staff, elected officials and volunteers.	
6.11.8.3	Review and update all Council's Procedures	People and Governance	Progress has been made on the review of Council's procedures. Review commenced in November 2019 and is being coordinated by the Governance function in consultation with members of the Strategic Leadership Group. The Bega Valley Bushfires and COVID-19 pandemic has slowed the progress of the review, but also provided an opportunity for the review of all procedures to be completed by document owners whilst working in isolation.	
6.11.8.4	Establish eForms for GIPA/PPIP related enquiries	People and Governance	GIPA/PPIP forms are accessible via Council website. Currently not in an "e-form" template.	



6.11.9: Report on Council's integrated planning framework

Activity Code	Activity Name	Service Area	Comment	Status
6.11.9.1	Refine the performance management reporting framework	People and Governance	Review of the IPR framework and performance reporting is being undertaken prior to the next Local Government elections. Focus is to shift from largely outputs focussed measurement to also include outcomes. Systems to be established to support this transition.	
6.11.9.2	Develop and updated level of service document to inform future strategic organisation plans	People and Governance	Level of Service document delayed with bushfire recovery and COVID. The foundation for this work has commenced and it is intended to be structured in such a way that it directly connects into the next IPR suite of documents, particularly the Operational Plan.	
6.11.9.3	Prepare the next IPR Framework with liason of CRJO and all Directors	Business and Governance Coordination	The next Community Strategic Plan is being delivered as a collaborative project with the Canberra Region Joint Organisation. The next IPR framework is under review with research and analysis undertaken to drive greater accountability and transparency in the planning documents we provide. Development of drafts of the next Delivery Program, Resourcing Strategy and 21/22 Annual Operational Plan and Budget will commence in the second quarter of FY2021.	

6.11.10: Support the provision of emergency services in the Shire




Activity Code	Activity Name	Service Area	Comment	Status
6.11.10.1	Perform the role of Local Emergency Management Officer (LEMO), fund and support emergency services, operate the Emergency Operations Centre, and support the Local Emergency Management Committee	People and Governance	This activity is undertaken on a need's basis (in regard to an EOC) and is being administered by the Director of Assets and Operations (LEMO).	




6.11.11: Local Government Elections

Activity Code	Activity Name	Service Area	Comment	Status
6.11.11.1	Draft end of Term Council Report	People and Governance	Project delayed as a result of the postponement of the Local Government Elections which will now take place in September 2021. The End of Term Report will be compiled and provided to the outgoing Council at their last Council meeting as per the legislative requirements.	
6.11.11.2	Commence preparation for 2020 Local Government Elections in consultation with the Eurobodalla Shire Council	People and Governance	Preparations had commenced for the 2020 Elections. Arrangements were being made to engage NSWEC to coordinate election and the returning officer to be shared with Eurobodalla Shire Council but based in Bega. Due to COVID-19 pandemic, LGNSW has postponed the 2020 Local Government Elections for a period of 12-months. This project will be undertaken in FY2021.	




6.12: Our Council is financially sustainable, and services and facilities meet community need

6.12.1: Oversee Assets and Operations services, programs and finances




Activity Code	Activity Name	Service Area	Comment	Status
6.12.1.1	Advocate to government for improvements to the Princes Highway, public transport and transport logistics (Transport Vision)	Assets and Operations Coordination	Ongoing, submissions made to Princes Highway Corridor Strategy advocating for BVSC priorities including replacement of Brogo River Bridge and improved east west linkages off the corridor. Participation in further consultation sessions around place making with highway as the spine. Advocacy undertaken to both State and Federal Governments post bushfires to have the highway recognised as a Road of Strategic Importance (ROSI) to elevate its priority status for funding for improvements.	
6.12.1.2	Develop comprehensive operational service level agreements for all Directorate areas	Assets and Operations Coordination	Due to the Bushfires and COVID this action will be delayed.	
6.12.1.3	Devise and implement a refined Assets and Operations Directorate structure and operational model	Assets and Operations Coordination	Completed with changes made to integrate works and assets functions as well as scaling up project delivery capacity in a flexible way (through fixed term employment arrangements).	

Activity Code	Activity Name	Service Area	Comment	Status
6.12.1.4	Develop an accountabilities and reporting model for operational issues within the Directorate	Assets and Operations Coordination	Completed.	
6.12.1.5	Special Rate Variation (SRV) proposals and presentation of case to community and IPART	Assets and Operations Coordination	Process was completed, Council had resolved to progress with SRV but due to impact of fires did not proceed.	
6.12.1.6	Review all Directorate Asset Management Plans and ensure they remain relevant and achievable	Assets and Operations Coordination	Ongoing and will be formally completed over the next IPR cycle.	


6.12.2: Oversee Community, Environment and Planning services, programs and finances




Activity Code	Activity Name	Service Area	Comment	Status
6.12.2.1	Facilitate the Bushfire Health and Wellbeing Recovery Subcommittee	Community, Environment and Planning Coordination	Tathra and District bushfire recovery health and wellbeing program completed, and committee wound up. Ongoing community support in 2020-21 provided through grant funded project in Community Connections team.	
6.12.2.2	Explore opportunities to enable volunteers to increase their contribution to community life	Community, Environment and Planning Coordination	Volunteer project is continuing but has been slow due to Bushfire emergency and COVID-19 issues. Strategies to enable volunteers to increase contribution to community life such as the Community Directory, supporting community led projects and initiatives are continuing to be supported and promoted. The Community Directory was recently shared with the Recovery Health & Wellbeing Committee. The Community Development team are supporting a community led initiative called Help Getting Help who support community members access a variety of government and agency support.	
6.12.2.3	Advocate to government for measures to support the community and environment of the Bega Valley Shire	Community, Environment and Planning Coordination	Advocacy undertaken with NSW Government in relation to disability support, management of Crown Land, biodiversity, coastal management, planning reforms and bushfire recovery.	

6.12.3: Oversee Business and Governance services, programs and finances





Activity Code	Activity Name	Service Area	Comment	Status
6.12.3.1	Develop policies and procedures to oversee Council's business and financial management	Business and Governance Coordination	A review of Council procedures commenced in November 2019. Due to Bushfires and COVID-19 restrictions, the review is a work-in-progress but is on track. All operational procedures are reviewed as required or in conjunction with the local government election cycle. 2020 Local Government Election has been postponed for a period of 12-months, which delays the requirement to review corporate policies. Progress in this service area has been made with a move to automate policy and procedure reviews by using industry software.	
6.12.3.2	Implement outcomes of the Canberra Regional Joint Organisation of Councils working groups related to procurement, economic development and integrated planning and reporting	Business and Governance Coordination	Council continues to support and participate in the various working groups that facilitate coordination of projects to leverage the opportunities available as a member of the Joint Organisation. From the Economic Development Working Group perspective work has been completed on a draft on the Canberra Region Economic Development Strategy. The Procurement Working Group is in the midst of establishing its tendering framework, at the conclusion of which will then be in a position to undertake a number of waste initiatives that have been previously identified.	
6.12.3.3	Develop and implement improvements in financial performance outcomes across the organisation	Business and Governance Coordination	Significant investment of time into the review and prioritisation of actions identified in the Financial Improvement Plan. Scoping of a project for strategic financial outcomes has been developed and internal work plans ensure that improvements are being implemented. Finance Manager reviewing systems and outcomes of internal and external audits to inform improved implementation of finance strategy. Introduction of Finance Briefing sessions with Councillors to align decision-making with documented finance strategy. Identification of efficiencies focused on reducing duplication and waste through review of systems.	



6.12.4: Maintain and support Council's workforce and implement the Workforce Strategy

Activity Code	Activity Name	Service Area	Comment	Status
6.12.4.1	Develop and implement strategies to attract new employees and support existing employees	People and Governance	The People and Culture Team have been working in consultation with local high schools and employment agencies and developed a 'Careers at Council' page on Council's website. The page will help attract people to hard to recruit roles. Engagement has also commenced with members of the CRJO to develop a regional workforce strategy to help attract and retain new employees. There have been several actions undertaken to provide support to our workforce through Bushfire response, recovery and public health directions in response to COVID	




Activity Code	Activity Name	Service Area	Comment	Status
6.12.4.2	Implement the Workforce Strategy to deliver resource sharing and program opportunities as part of the Regional Joint Organisation of Councils (CRJO)	People and Governance	<p>pandemic. Internal staff surveys and expansion of our employee assistance program has also been a result of feedback and observation of workforce behaviours and culture.</p> <p>Work has commenced to develop and implement a Regional Workforce Strategy across the Canberra Region Joint Organisation (CRJO). Resource sharing, attraction and retention strategies are being included within this strategy. A draft Regional Workforce Strategy has been released by the CRJO. The draft is based on the data collated by KPMG during their research phase. The draft plan is currently with participating Council's for feedback and further input. This will be a key input into the next Integrated Planning and Reporting cycle of reviewing our Workforce Strategy as a resourcing document to deliver the next Delivery Program of Council contributing towards the Community Strategic Plan.</p>	
6.12.4.3	Develop a Key Position Succession Plan in concert with the Trainee-Apprentices-Cadets Employment Learning Strategy	People and Governance	<p>Additional needs for the organisation in terms of Cadet, trainees and apprentices have been identified and several positions engaged. Further details on this strategy will be included in the Regional Workforce Strategy currently being researched and developed by members of the CRJO - including BVSC. A draft Regional Workforce Strategy has been released by the CRJO. The draft strategy includes a number of recommendations for BVSC to consider implementing to support its own workforce into the future - including succession planning, mentoring plans, and diversity of the staff cohort. Council's policies, procedures and practices also provide financial and non-financial support to the professional development of our staff appointed in these identified positions.</p>	
6.12.4.4	Undertake a gap analysis of the existing human resources system and research systems that meet identified gaps and provide reporting and metrics	People and Governance	<p>Research completed into identifying improvements in Council's recruitment platform. Quotes obtained from potential providers and a decision made to transition to a new provider was taken. Phase one of the of the transition to new platform has been completed, and phase two is well underway. Improvements have also been made to Council's onboarding processes, and research being completed to assess potential to acquire a Learning Management System (LMS). Council has now successfully transitioned to a new recruitment platform - SCOUT. The recruitment and onboarding platforms have been introduced. Key stakeholders across the business has received training in the administration of the new platform. The People and Culture Team are currently working in conjunction with Safety, Risk, and Procurement personnel to develop a business case and potential plan for the introduction of a LMS.</p>	

6.12.5: Improve the provision of corporate financial services

Activity Code	Activity Name	Service Area	Comment	Status
6.12.5.1	Manage Council's investment portfolio, pay creditors and process the payroll	Financial Management	<p>Payroll and Accounts Payable payments are made on alternate fortnights - this is an ongoing activity. There are plans to make process improvements in both of these areas however workloads, backlogs and staffing concerns prevented this from happening. We're currently identifying how to move past this to allow the opportunity to make improvements in our team and throughout the wider organisation.</p> <p>Investments are currently 100% with TCorp, the bank balance is monitored daily and funds invested or withdrawn depending on cash flows. There has been a project working group established in the Finance team to analyse the differences between investing with TCorp and directly investing with banks. This analysis will drive the change to the Council's investment procedure to allow more flexibility and ultimately allow the team to direct invest with local financial institutions as it was done pre-TCorp change. By doing this there will be more control over Council funds and the opportunity to earn more through higher interest rates and therefore better returns. There is also a bank tender process underway to review Council's banking needs and identify the financial institution that is going to met Council's requirements.</p>	
6.12.5.2	Review and update Council's Financial Information System	Financial Management	Council is still in the investigation stage of phase two- improve reporting and budgeting from within the financial system. This has been delayed due to reworking of the operational plan and budget to adjust for the effects of the bushfires and COVID 19. The Financial Improvement Plan will see continued progress in improving our financial systems, analysis and reporting.	
6.12.5.3	Update Council's financial corporate business system and develop budget manuals, processes and procedures	Financial Management	Investigations into business reporting tools commenced with existing reporting capabilities nearing completion. Budget manual development is well underway. This will outline processes and procedures for staff and executive. Additional processes and procedures being developed for the new Monthly Budget Reporting.	
6.12.5.4	Develop and implement an updated Continuous Improvement Project Plan of recommendations arising out of	Financial Management	Continuous improvement project plan has been updated and implementation is continuing. Timeframe to address FY2019 management letter recommendations has been developed and agreed with ARIC. Fieldwork for an internal audit on financial sustainability was commenced in June 2020. A roadmap and improvement plan have been developed in	




Activity Code	Activity Name	Service Area	Comment	Status
	internal and external audits relating to finance services		consultation with Councillors. Further, progress of implementation will be reported at monthly briefing sessions with Councillors.	
6.12.5.5	Review alignment of revenue systems with adopted Revenue Policy	Financial Management	Project Completed.	
6.12.5.6	Implement online payments project	Financial Management	Engagement of subject matter expert to undertake a banking tender has commenced. This work will inform the internal scoping of a project to determine the needs of the community and the organisation for requirements to move to online payments. Investigation into the capacity of the current banking provider and financial system to ensure they can deliver the proposed options is underway. A committee of internal stakeholders to ensure online service delivery impacts across multiple business services has been brought together for this project.	

6.12.6: Provide record and document management for Council



Activity Code	Activity Name	Service Area	Comment	Status
6.12.6.1	Register incoming mail and documentation and allocate customer requests within the organisation and manage Council's records in accordance with Council's record management protocols	Information Services	Day-to-day activity being undertaken on a need's basis by Records Officers and Customer Service Officers.	
6.12.6.2	Archive and dispose of relevant records in document management system and manage Council's records in accordance with Council's record management protocols	Information Services	This is an ongoing activity. Records Team continue to work on archiving of documents from Content Manager as required under the State Records Act and in accordance with Council's records and access to information procedures.	
6.12.6.3	Digitise all hard copy property and building files	Information Services	Some progress has been made on the digitisation process. Council recently went to market under an RFQ for interested parties to provide services to Council to facilitate the digitisation of our records. The RFQ is now closed and will be assessed by the panel.	

Activity Code	Activity Name	Service Area	Comment	Status
			Work to commence on the digitisation of records once the appropriate service provider is appointed.	





6.12.7: Provide and maintain corporate information, communication and technology services in alignment with the Technology Strategy

Activity Code	Activity Name	Service Area	Comment	Status
6.12.7.1	Provide effective and efficient computer systems, network infrastructure and user support	Information Services	This is one of ICT's primary functions. This is a ongoing activity.	
6.12.7.2	Implement the Information, Communications and Technology General Controls Audit recommendations	Information Services	Scheduled to begin following initial meetings with Risk Coordinator.	
6.12.7.3	Finalise implementation of updated corporate business system	Information Services	Civica Authority 7.0 was implemented during 2019. This project is complete.	


6.12.8: Improve Council's business systems

Activity Code	Activity Name	Service Area	Comment	Status
6.12.8.1	Analyse business processes and develop recommendations for improvement	Information Services	This is one of the ICT Coordinator's secondary functions. This is an ongoing activity. This is currently being addressed at the Strategic Technology committee meetings.	
6.12.8.2	Lead the development of Council's ICT and Smart Council's ICT and Smart Council Strategy with all Directorates	Information Services	This is currently being addressed at the Strategic Technology committee meetings.	


6.12.9: Ensure effective expenditure for purchasing goods and services

Activity Code	Activity Name	Service Area	Comment	Status
6.12.9.1	Implement procurement efficiency and cost reduction measures	Financial Management	A full review of the procurement improvement plan has been undertaken with changes implemented to improve service efficiency in areas including bulk purchasing, contract negotiation, and local supplier panels. Improvement actions will continue to be addressed and progress reported on quarterly.	
6.12.9.2	Support and advise operational tendering activities for all Council Business Units	Financial Management	In addition to the provision of professional procurement, tendering and contract advice to all Council Business Units, the Procurement & Contracts service facilitated approximately 75 tendering processes through the eProcurement system. Of those 75 processes, 61 proceeded to contract with a total estimated value of \$15M, of which \$8.8M was awarded to local contractors and \$1.8M in soft savings through tendering cost avoidance.	
6.12.9.3	Collaborate with the Canberra Region Joint Organisation of Councils (CBRJO) Procurement Working Group	Financial Management	The Procurement Working Group is underway in establishing its tendering framework, at the conclusion of which, will create a number of opportunities for participation in regional waste initiatives that have been previously identified through the CRJO Waste Working Group.	
6.12.9.4	Enhance Council's procure-to-pay process to processing times for invoices and purchases and reduce paper	Financial Management	Testing of electronic evaluation tools aimed to assist staff with the evaluation of complex projects has commenced. Actions identified in the Procurement Improvement Plan aimed at increasing efficiency and compliance in the procure-to-pay process. These include, improvements to the OLR/PO workflows, implementation of procurement category codes and visual reporting.	





6.12.10: Ensure good governance practices in relation to procuring goods and services

Activity Code	Activity Name	Service Area	Comment	Status
6.12.10.1	Review and update all procurement related policies and procedures	Financial Management	Procurement related policies and procedures are current. Reporting measures against those procedures are periodically undertaken and issued to the Leadership Executive Group for review and consideration. Development of additional procedures identified in the draft Procurement Improvement Plan.	




6.12.11: Implement key recommendations of the Procurement Review

Activity Code	Activity Name	Service Area	Comment	Status
6.12.11.1	Review activities and progress against the Procurement Review	Financial Management	In accordance with OP Action 6.12.11.1 (FY20/21), remaining actions are to be consolidated into the Procurement Improvement Plan 2021-2025, of which, will then inform the Procurement & Contracts service.	

6.12.12: Develop and manage Council's property portfolio and manage Council's Reserve Trusts

Activity Code	Activity Name	Service Area	Comment	Status
6.12.12.1	Manage Council's property portfolio, building assets, acquisitions, Crown Reserves and road closures	Property and Project Services	Business as usual activities relating to the management of Council's property portfolio are ongoing.	
6.12.12.2	Carry out Native Title Assessments for development or use of Crown Land	Property and Project Services	Native title assessments are carried out on a case by case basis for any new "act" as defined by the Native Title Act on Crown Land that Council manages.	
6.12.12.3	Commence the land negotiation pilot project work with Bega Local Aboriginal Land Council and Crown Lands under the Crown Lands Management Act 2016	Property and Project Services	New Deputy Secretary for Crown Lands, Anne Skewes advised the Land Negotiation Program is under review.	
6.12.12.4	Engage with Canberra Region Joint Organisation regarding resourcing associated with Native Title requirements of the new Crown Lands Management Act and preparation of Plans of Management	Property and Project Services	A report was presented to Council on 11 December 2019 outlining the progress to date on the classification and categorisation of Crown Land under Council management and the next steps in achieving approved Plans of Management.	



6.12.13: Operate and maintain cemeteries and associated services in conjunction with volunteers


Activity Code	Activity Name	Service Area	Comment	Status
6.12.13.1	Manage the Shire's cemeteries in accordance with Cemetery Management Plans	Property and Project Services	From 1 July 2019 to 30 June 2020 we have facilitated 110 burials, 19 ash interments, 14 memorial plaque designs. We have 26 active volunteers assisting Council with the ongoing maintenance and care taking of the cemetery network.	
6.12.13.2	Finalise the Cemetery Mapping Project	Property and Project Services	Draft Cemetery Strategy 2020-2025 includes the cemetery mapping project that will be finalised after the final report from IPART on the Review of the Costs and Pricing of Interment in NSW is completed in October 2020. Civica training completed and due to commence collecting GPS data for digital mapping at Pambula cemetery in next quarter.	
6.12.13.3	Develop a strategic plan for the management of cemeteries	Property and Project Services	Draft Cemetery Strategy 2020-2025 will be finalised after the final report from IPART on the Review of the Costs and Pricing of Interment in NSW is completed in October 2020. The findings from this report will be incorporated in the future strategy of the cemetery network.	

6.12.14: Review and update the Cemeteries Asset Management Plan (*CAMP)

Activity Code	Activity Name	Service Area	Comment	Status
6.12.14.1	Refine asset data and update register	Property and Project Services	Cemeteries Asset Management Plan will be a key recommendation in the action plan of the Cemetery Strategy 2020-2025.	

6.12.15: Maintain and manage community centres and halls in conjunction with hall committees




Activity Code	Activity Name	Service Area	Comment	Status
6.12.15.1	Manage the Shire's community centres and halls in accordance with Facility Management Plans	Property and Project Services	Community Hall maintenance funding of \$70k was adopted by Council and allocated to Bemboka, Brogo, Eden Log Cabin, Murrah, Nethercote, Quaama, Towamba, Wandella, Wolumla and Wyndham Halls to assist with ongoing maintenance.	
6.12.15.2	Audit all community halls and centres and develop a plan to deliver improved access and functionality	Property and Project Services	Wandella and Kiah Hall were destroyed in the summer bushfires. A BBQ pavilion has been constructed at Kiah Hall site and the BBQ pavilion and toilet at Wandella Hall site has been repaired to enable the community to access until the halls are rebuilt.	

Activity Code	Activity Name	Service Area	Comment	Status
6.12.15.3	Deliver kitchen renewal and upgrade program for all community halls	Property and Project Services	Wyndham, Rocky Hall, Brogo, Tarraganda and Candelo Hall kitchen upgrades have been completed.	


6.12.17: Deliver workplace health and safety management programs

Activity Code	Activity Name	Service Area	Comment	Status
6.12.17.1	Provide education and ensure compliance with Councils work, health and safety systems	People and Governance	WHS Advisor has been appointed through a competitive recruitment process. Incumbent to commence on 24 August 2020 on a 2-year fixed-term contract. An initial 90-day plan has been established which includes a prioritized list of actions to be undertaken. The list includes a review of Council's WHS framework; including its policies and operating procedures. A WHS self-assessment has been completed through the StateCover portal. Other items included in the initial 90-day plan are to re-establish WHS committee meetings and have relevant stakeholders attend HSR training.	


6.12.18: Deliver enterprise risk management and audit control programs

Activity Code	Activity Name	Service Area	Comment	Status
6.12.18.1	Develop organisation risk profile and risk management plans	People and Governance	Risk management road map developed which is for 2020 calendar year and is 50% complete. Internal audit program underway and auditors due to commence field work in May. Risk management continuous improvement pathway for insurer 100% complete.	
6.12.18.2	Undertake audits identified in the Internal Audit Strategic Plan	People and Governance	Risk & audit programs developed.	
6.12.18.3	Review insurance providers and premiums in collaboration with Regional Joint Organisation of Councils	People and Governance	There was no benefit seen for leaving StateWide Mutual during a hard insurance market.	


6.12.19: Deliver civil construction and infrastructure works for transport and recreation assets

Activity Code	Activity Name	Service Area	Comment	Status
6.12.19.1	Deliver the approved Capital Works (Renewal) Projects allocated to Works Section	Works Operations	All projects delivered	


6.12.20: Operate and maintain Council amenities, urban streetscapes, public land and public facilities

Activity Code	Activity Name	Service Area	Comment	Status
6.12.20.1	Carry out operation and maintenance activities in accordance with service level agreements (SLA) and budget allocated	Works Operations	All service levels satisfactorily met during the challenging period of fire, flood and COVID 19 restrictions.	

6.12.21: Operate and maintain Council's works depots and stores


Activity Code	Activity Name	Service Area	Comment	Status
6.12.21.1	Operate Council's Works Depots and Stores	Works Operations	Depots and stores all functioning well and minor maintenance occurring.	

6.12.22: Manage and maintain Council and NSW Rural Fire Service vehicles plant and equipment


Activity Code	Activity Name	Service Area	Comment	Status
6.12.22.1	Operate, maintain, renew and upgrade passenger, light, medium and heavy commercial vehicles, trailers and major plant items	Works Operations	<p>Fleet Facilities is currently aligned to this task.</p> <p>Review has been completed of Council's 10-year fleet replacement program. This will provide a capital funding map for future planning.</p> <p>Discontinuation of RMS plant hire services in December 2020 has been announced and</p>	

Activity Code	Activity Name	Service Area	Comment	Status
			resource issues may need to be considered to successfully achieve bringing this function in-house. A business proposal has been developed for approval.	

6.12.23: Develop and implement a Whole-of-Fleet Management Strategy and update the Fleet Management Plan

Activity Code	Activity Name	Service Area	Comment	Status
6.12.23.1	Engage with organisation to ensure Fleet Strategy and Management Plan is appropriate, flexible, affordable and sustainable	Works Operations	This is still ongoing and awaiting more input from LEG. Hybrid vehicles introduced to leaseback fleet to trial comparative costs/benefits for future expansion and to consider whether electric vehicles feasible. A review of external plant/fleet arrangements commenced with a view to bring management of external hired plant/fleet in-house rather than outsourcing management to TfNSW which has been the case in recent years.	

6.12.24: Supply quarry material for Council's construction activities

Activity Code	Activity Name	Service Area	Comment	Status
6.12.24.1	Operate quarry as required to support operational need	Works Operations	No work was carried out in the quarry this year other than hauling from existing stockpiles.	



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