







# OPERATIONAL PLAN PROGRESS REPORT

## 1 JANUARY 2021 - 30 JUNE 2021

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Key to activity status	# Activities
 Ongoing Activity (for business as usual activities)	115
 Project/Program - On Track	77
 Project/Program - Completed	51
 Project/Program - Off Track	21
Total Activities	264





# 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 Councils community consultation and engagement activities and processes

Activity Code	Activity Name	Service Area	Comment	Status
1.1.1.1	Skill staff across Council areas in the use of the Community Engagement Toolkit and update tools where required	Community Engagement	<p>In November 2021, 180 Council Staff completed Community Engagement Toolkit Training which is based on Council's adopted Community Engagement Strategy. A further 28 new employees completed an abridged version which has been integrated into the Employee Induction Course in March 2021. From the initial training, a cohort of 25 'engagement champions' has been formed representing program areas across Council. In April 2021, 23 of the 25 engagement champions completed IAP2 Certificate in Engagement Essentials to further support them to embed community engagement integration into all major projects and reports.</p> <p>Tools to support engagement have been made available and are continually being updated, based on identified needs. All Council reports now have a Community Engagement Planned and Completed section measured against the IAP2 Public Participation Spectrum. A new Councillor induction module on the Community Engagement Strategy is currently being prepared. All major projects are required to complete a Communication and Engagement Template which is reviewed by the Communications and Community Engagement Teams.</p> <p>A Customer Experience Improvement project plan has been developed for implementation in 2021-22. This project aims to better understand customer needs, preferences and expectations and generate improvements to systems, processes and organisational culture to further support a positive customer experience.</p>	

## 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	Promote partnerships and collaborations which increase community wellbeing	Community Engagement	Partnerships strengthened with NSW Health, Public Health Network, Department of Communities and Justice and a wide range of social service providers including Social Justice Advocates, Southern Cross Housing, Headspace etc.	
1.1.2.2	Support cultural development activities including South East Arts	Community Engagement	Cultural development activities were supported under the Memorandum of Understanding (MOU) with South East Arts over this period. Cultural activities include the Bega Valley Harmony Week Festival, Youth Week and Seniors Festival activities. Harmony Week celebrations culminated in a day at the Bega Valley Commemorative Civic Centre where over 500 community members came to experience a range of performances, talks and other entertainment displaying the rich cultural diversity of the shire. Youth Week saw a range of activities held via grants to small organisations plus two skateboard workshops at Tathra and Bega that were booked out. Small grants were also delivered for Seniors Festival events and the 'Never Too Late to Make it Expo'. Despite the impact of COVID, over 19 community groups were present at the Expo, highlighting the broad range of activities and groups available to seniors in the shire.	
1.1.2.3	Explore opportunities and provide online resources to enable volunteers to increase their contribution to community life	Community Engagement	Development and promotion of the Community Directory has continued with over 50 new or updated registrations received in the last six months. The Community Project Portal is progressing through development stages with consultation undertaken with community groups and software designers in the last quarter of 2020-21. Funding has been received through the Bushfire Community Recovery and Resilience Fund (BCRRF) Round 2 to further develop and enhance this tool. In May 2021 National Volunteers Week was celebrated by a media campaign with community members invited to post photos recognising volunteers who have made a difference in their community. This was well received, with photos obtained from across the shire. Over 400 Council volunteers were acknowledged by receiving a 'Have a Cuppa on Us' gift to thank them for their contribution.	
1.1.2.4	Review Council funded grants and scholarships to support community outcomes	Community Engagement	A review of the community grants, scholarships and awards program has been undertaken taking into consideration feedback from previous applicants. Opportunities have been identified to improve the operation, delivery, governance and recognition of these programs. Several improvements were endorsed by Council for public exhibition in March 2021. The results of this consultation, and further recommendations will be considered by Council in July 2021.	

Activity Code	Activity Name	Service Area	Comment	Status
1.1.2.5	Develop Disability Inclusion Action Plan 2021-25	Community Engagement	The draft Disability Inclusion Plan (DIAP) 2021-25 was endorsed by Council for public exhibition on 25 November 2020. A long consultation period was scheduled to cater for the potential impacts of the COVID pandemic on people with disability and their carers. Public feedback and the draft DIAP will be presented to Council for endorsement in August 2022.	
1.1.2.6	Commence development of an Affordable Housing Strategy	Community Engagement	A Project Reference Group has been established and a contractor engaged to develop an Affordable Housing Strategy. A Councillor briefing was held in June 2021. The strategy will be finalised early in the term of the new Council.	
1.1.2.7	Support bushfire recovery community engagement activities	Community Engagement	A range of bushfire recovery community engagement activities have been held throughout the year. In the second quarter these have included the ongoing coordination of the Community Development Network for funded services working in bushfire impacted communities, and a Community Connectors group which links and supports emerging community leaders. Other activities include the Green Shoots program in Quaama and Kiah, and support for community events and planning days in Cobargo, Bemboka, Kiah, Tathra and Towamba. The Community Recovery Contribution Program grants supported 23 community-led initiatives to the value of \$53,967.50. Training in Asset Based Community Development was held in June 2021 for local services working in bushfire recovery. Funding has been secured from BCRRF Round 2 for a Community Resilience and Youth Resilience Officer for programs to run from July 2021 - December 2022 and an agreement made with Catholic Social Services Australia to collaborate on resilience programs where there is a strong alignment in activities. In June 2021, a forum was facilitated for recipients of BCRRF Round 2 funds who will be delivering projects in the Bega Valley Shire. Representatives of 40 organisations were in attendance and a strong foundation for mutual information and resource sharing was established.	


### 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	Regional Gallery	The Bega Valley Regional Gallery (BVRG) continues to deliver high quality visual art programs and activities. The launch of a third exhibition space at Eden Welcome Centre BVRG:PORT provides an outpost to another town centre for display of collection exhibitions and for use during the BVRG redevelopment, forging stronger	







Activity Code	Activity Name	Service Area	Comment	Status
	touring exhibitions of national significance		relationships with distant communities. The program continues to be recognised nationally with the website and branding for BVRG initiated exhibition 'Gangguan Tenggara Indonesia' receiving two Highly Commended awards at the recent Museums Australasia Multimedia & Publication Design Awards. BVRG:TARMAC continues its annual program of presenting local artists' works at the departure lounge of the Merimbula Airport Terminal and works from the BVRG collection are now permanently exhibited at the Bega Valley Commemorative Civic Centre (BVCCC). Considerable planning has been undertaken for ART MONTH Sapphire Coast and MOTEL Art Fair. These two shire wide events involving local creatives from multiple art forms will launch in August 2021 for its first in real life edition after 2020's digital debut. Funded externally from the National Bushfire Recovery Agency, Bendigo Bank and Destinations NSW the event is designed to promote arts and cultural tourism to the area while providing models to build economic capacity for professional art practitioners within the community.	
1.1.3.2	Deliver public art programs	Regional Gallery	The BVRG supports and provides expertise, devolved funding and advice to local arts organisations and community groups to facilitate their public art projects. Over the last six months the BVRG has sought and delivered funding on behalf of the Panboola Ephemeral Arts Festival and the Candelo Village Festival through the NSW Government Summer Fund. BVRG provided expert advice on the commissioning process for the Pambula Chamber of Commerce street art mural project. BVRG managed and delivered a temporary public art project at the Port of Eden on behalf of Council for NSW Government Crown Lands that showcased local photographer David Rogers' work on a 60 metre mural.	
1.1.3.3	Build the Regional Gallery's partnerships within the Australian arts sector, local organisations and services and support cultural projects at a national and local level	Regional Gallery	BVRG continues its existing partnerships and builds stronger connections to organisations consistent with its ambitions and repositioning as a leading cultural organisation nationally. Key pending partnerships include the National Gallery of Australia, Bundanon Trust and the Museum of Contemporary Art Australia.	
1.1.3.4	Complete new strategic plan for Bega Valley Regional Gallery	Regional Gallery	The development of a strategic plan has slowed in this period as efforts to secure funding for the redevelopment of the BVRG have been prioritised and multiple grant applications submitted. During the closure of the physical main BVRG site in 2021-22 the BVRG team will continue to research and develop the new 2021-31 BVRG Strategic Plan.	



#### 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	Undertake renewal of Regional Gallery on existing site	Regional Gallery	Multiple funding applications have been made to grant programs for elements of this project. The project schedule was modified pending announcement of the Bushfire Local Economic Fund in June 2021. With the detailed design now complete, procurement documentation is being finalised, and the tender for the build will be opened in August 2021.	



#### 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	Review and implement Facility Management Plans for regional, district and local level sporting facilities and public amenities	Leisure and Recreation	Majority of Council's sportsground Facility Management Plans (FMPs) were adopted by Council in November 2020. Council is continuing to work with the site committee for the draft FMP for Colombo Park, Bemboka. Council's Public Toilets Strategy has been completed and adopted by Council.	
1.2.1.2	Develop concept design and look to identify funding and/or other opportunities to deliver a specialised change facility such as 'Changing Places' for people with disability	Leisure and Recreation	A concept design for installation of a specialised high needs amenities at Taylor Square, Tathra was endorsed by Council. Grant funding applications have been submitted for the Stronger Country Communities Round 4 funding program.	
1.2.1.4	Undertake a review of management methods and tenure of BVSC sites principally managed by other groups	Leisure and Recreation	Council staff completed initial meetings with all tennis clubs and Tennis NSW. Further discussion and meetings with key user groups will continue with a focus to develop management models and plans. Once complete they will be reported to Council.	
1.2.1.5	Continue to administer sportsgrounds bookings through the bookings system to continue to improve understanding of use, needs and demands on ovals and facilities	Leisure and Recreation	Online booking application form fully implemented with all bookings processed. Dual use requests for sportsgrounds successfully managed.	




Activity Code	Activity Name	Service Area	Comment	Status
1.2.1.6	Annual asset renewal program ground-truthed and projects prioritised. Include renewal contributions to grant programs	Leisure and Recreation	Council's Leisure and Recreation team are strongly focused on delivery of a range of recreation projects across the shire. Further review of the Recreation Asset Management Plan and program will be undertaken as part of the development of the next Resourcing Strategy once the new Council is elected. Council look at recreation assets from a holistic perspective especially in determining contributions to grant funded programs to maximise external funding opportunities.	
1.2.1.7	Continue project to identify, recommend and implement a BVSC Online Bookings System	Leisure and Recreation	This project is continuing but has been delayed due to IT resourcing and workloads. The system needs to be established and tested internally through software platform Civica. Ongoing internal testing will be required prior to launch of the system.	

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



Activity Code	Activity Name	Service Area	Comment	Status
1.2.2.2	Undertake Asset Revaluations for Recreation assets as per Office of Local Government Asset valuations program	Leisure and Recreation	Due to the high capital project delivery workload for the Leisure and Recreation team, asset revaluations for recreation assets will be based on existing asset inventory data and capitalisation of 2020-21 completed projects. Detailed revaluation will be undertaken with the review of the Recreation Asset Management Plan in 2021-22.	
1.2.2.3	Develop walking tracks and trails specifications, service agreements and service delivery auditing program	Leisure and Recreation	The development of a Natural Areas Management Plan (NAMP) has identified trail hierarchy and priority works. A Councillor workshop on the NAMP was conducted in May 2021. Further ground-truthing on the NAMP is still required. Council recruited a Natural Assets Officer to implement the NAMP. A priority works plan is in development with specifications for tracks and trails.	

### 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	Continue to develop and implement priority vegetation protection, rehabilitation and	Leisure and Recreation	The Natural Areas Management Plan (NAMP) has been finalised with an initial works plan outlined. A Natural Assets Officer has been engaged to implement the plan and action the on-ground works programs. The works plan will be a 'live' document and will	






Activity Code	Activity Name	Service Area	Comment	Status
	restoration projects in public reserves		require monitoring and updating as and when works/results/controls are achieved or mitigated. A Councillor workshop on NAMP was conducted in May 2021.	
1.2.3.2	Undertake programmed bi-annual inspections of sports field lighting and viewing platforms and boardwalks	Leisure and Recreation	The Colombo Park floodlight posts renewal project has and structural assessments of Merimbula boardwalk have been completed. Preliminary assessment of Camel Rock and Horseshoe Bay viewing platforms has been undertaken with grant funding for renewal of these assets being successful. Reactive isolated assessments have been completed due to land slips and erosion from substantial rain or as part of project upgrade/renewal work. Further assessments still to be conducted more broadly across the shire for minor structures and floodlighting.	
1.2.3.3	Develop and implement annual maintenance programs for sports ovals, parks, gardens and boat ramps	Leisure and Recreation	<p>The sportsground and regional park turf renovation and maintenance tender was conducted, and contracts implemented after endorsement by Council at the 30 June 2021 Council meeting. The tendered works are for development and delivery of turf maintenance and renovation programs within Council allocated budgets. The tender process resulted in two contractors being appointed, with one servicing the Bermagui region, and the second servicing the central and southern areas of the shire. The contracts are for a five-year period.</p> <p>A marine recreation cleaning Request for Quote (RFQ) was conducted in this reporting period with response assessment pending. The appointed contractor/s will be contracted for a three-year period to deliver works programs in accordance with Councils maintenance specification and frequencies. Assets include boat ramps, pontoons, fish cleaning tables, pedestrian access stairs/ramps in marine environments, and any information signs at each site. The gardens maintenance programs and specifications are currently being developed. An RFQ process will be conducted to appoint contractors. The contract will likely be for three or five years and will be structured into geographical areas to reduce travel costs.</p>	
1.2.3.4	Continue to support volunteers assisting BVSC with works on BVSC managed assets	Leisure and Recreation	The active 'Friends' groups at Bermagui Saltmarsh, Bar Beach and Warren's Walk continue to provide much valued volunteer services. Volunteer input into the management of Littleton Gardens has ceased with the retirement of both volunteers. Two new members to the Friends of Warren's Walk will be inducted in July. The Friends of Blue Pool volunteers are currently taking a break. Sportsgrounds site committee volunteer input and involvement fluctuates. Council intends to form new membership of this S355 committee once new Councillors are inducted. New volunteers will be inducted into Council's volunteer program.	




Activity Code	Activity Name	Service Area	Comment	Status
1.2.3.5	Continue programmed management of Asset Protection Zones as directed by the Hazard Management Program adopted by the Bega Valley District Bushfire Management Committee	Leisure and Recreation	<p>Work continues on hazard reduction on operational Asset Protection Zones (APZ). Recently acquired NSW Drought Funding has resulted in substantial works being delivered, particularly around areas still vulnerable to fire including Tura Beach, Merimbula, Pambula and parts of Eden. Many APZs requiring hand clearing have received much needed attention. A recent winter (June 2021) slashing pass has been conducted which will see APZs adequately maintained until the weather warms in spring.</p> <p>Substantial rainfall has seen high sub-soil moisture levels, which may result in strong regrowth over the coming years. Adequately maintaining and resourcing of works, in addition to capacity of external contractors will need close managing. A new RFS portal (Guardian) has been launched. The portal has access to funding which may make resourcing works more achievable. Council staff are scheduled to receive RFS training on how to use the system.</p>	
1.2.3.7	Assess, develop and implement APZ program for BVSC Critical Infrastructure	Leisure and Recreation	<p>Drought relief grant funding enabled Council to appoint an adequately experienced Bushfire Mitigation Officer to carry out APZ audits on critical infrastructure and urban interface APZs. The project resulted in much needed APZ hazard reduction works being undertaken across the shire to provide adequate protection for urban areas. Council managed APZs were the focal point of the project, to ensure compliance with the Code and make improvements where possible. Factors contributing to the priority works undertaken include:</p> <ul style="list-style-type: none"> <li>- respecting the psychological well-being of the community, still affected by the Black Summer Bushfires and the Tathra bushfires</li> <li>- understanding the internal resourcing capabilities of Council to fund this volume of work</li> <li>- undertaking low cost improvements which could be absorbed within recurrent funding for further resilience to critical infrastructure. Council has received much positive feedback where works have been achieved. The final funding report is in development and due for submission at the end of July 2021.</li> </ul>	

#### 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	Progress detailed planning and construction of the Merimbula Ford Park Courts Project	Leisure and Recreation	The occupation certificate for Ford Park Courts in Merimbula was issued on 16 June 2021, with project handover to the Merimbula Basketball and Netball Clubs on 17 June 2021. The court surfacing is to be completed at a later date as autumn-winter is too cold	


Activity Code	Activity Name	Service Area	Comment	Status
			for the application of the multi-coat surface system. It is currently scheduled for January 2022 when the courts are not in use over the summer holidays to avoid disruption to court usage. This element of the project delivery was agreed to by both the Project Control Group and funding partners (NSW Office of Sport).	
1.2.4.2	Progress with detailed planning, approvals and procurement for the sports infrastructure projects at the Bega and Pambula Sporting Complexes	Leisure and Recreation	Ongoing meetings and design development for the Bega and Pambula Sporting Complexes continues. The concept plans for the Pambula Sporting Complex were endorsed by Council on 21 April 2021 and for the Bega Sporting Complex on 16 June 2021. Work continues on the relevant documentation required for the development applications.	
1.2.4.3	Progress with detailed planning and approvals for the Eden Skate Park Project	Leisure and Recreation	The concept design for the Eden Skate Park is currently underway. The plan is to report to Council in early August 2021. Aboriginal Heritage approvals are currently being worked through.	
1.2.4.4	Progress with concept planning and investigate funding options for the Merimbula Skate Park Project	Leisure and Recreation	The Merimbula Skate Park project has seen multiple reports to Council and a Councilor workshop was held in the 2020-21. At the 30 June 2021 Council meeting, Council noted there may be additional negative traffic impacts in the broader Fishpen area if a new skatepark is constructed at Ford Park, Merimbula. Council also noted the estimated cost of \$60,000 to undertake a traffic and transport study and resolved to defer this study to a later date when funding becomes available noting the outcomes of the study may lead to infrastructure upgrade requirements. Council also agreed that Sapphire Skate Association could prepare concepts for a Skate park at Ford Park noting this does not confer endorsement to construct a Skate park at that site with further consideration to be given once concepts are developed.	
1.2.4.5	Begin project development and concept planning and investigate funding options for the Merimbula Boardwalk renewal project	Leisure and Recreation	Council has commenced the concept design process for the renewal of the Merimbula Boardwalk and is currently canvassing a number of options with the community on what they would like to see happen with this asset renewal. More detail regarding this community consultation and its outcome will be available in Q1 2021-22.	
1.2.4.6	Progress detailed planning and construction of the Eden Inclusive Playspace Project	Leisure and Recreation	Detailed designs for the Eden Inclusive Playspace project are complete. Council is working on procurement of the play equipment. Construction is scheduled to occur in Q3 2021-22.	

Activity Code	Activity Name	Service Area	Comment	Status
1.2.4.7	Deliver successful 2020-21 grant projects for recreation facilities (SCCR3 and others)	Leisure and Recreation	The delivery of multiple grant funded recreation infrastructure projects continues. Projects completed during this reporting period include the Bermagui River and Kalaru boat ramp upgrades, Bruce Steer Pool Coastal Accessibility Project, Pambula Beach Coastal Accessibility Project, Merimbula Ford Park Courts, Apex Park Bermagui Playground and Wallaga Lake and Camel Rock Walking Trail. Multiple other recreation infrastructure projects are well underway in terms of approvals, design and/or procurement.	
1.2.4.8	Complete funding applications for Round Three of the Boating Now program to continue to implement the Far South Coast Regional Boating Plan	Leisure and Recreation	Funding applications complete. Council was successful on both projects applied for under Round 3 (Broadwater and Bermagui Harbour). Grant documentation has been executed by both parties and up-front progress claim has been approved and paid.	
1.2.4.9	Support Infrastructure Services-RRR as needed to rebuild bushfire destroyed toilet blocks	Leisure and Recreation	Council's Leisure and Recreation team continue to provide information and support as requested by the Infrastructure Services - RRR team. The Wonboyn toilet block replacement project has been completed. The concept design for the Cobargo main street public toilets will be on exhibition in July 2021. The concept design for the additional amenities for Apex Park, Cobargo as per Council resolution will also be on exhibition in July 2021.	



### 1.2.5: Plan and manage swimming pools and the Sapphire Aquatic Centre

Activity Code	Activity Name	Service Area	Comment	Status
1.2.5.1	Supervise or contract manage seasonal pools and the Sapphire Aquatic Centre and provide aquatic programs	Leisure and Recreation	Seasonal pools and Sapphire Aquatic Centre operated, and programs delivered according to COVID safe requirements. There has been an increase in programs offered to the community at Council managed seasonal pools.	
1.2.5.2	Develop and monitor programs at Council-run seasonal pools	Leisure and Recreation	There has been an increase in programs offered and attended at Council managed outdoor pools (increase in program attendance from 576 in 2019-20 to 1140 in 2020-21).	

**1.2.6: Review the Leisure and Recreation Asset Management Plan for aquatic facilities**

Activity Code	Activity Name	Service Area	Comment	Status
1.2.6.1	Annual asset renewal program ground-truthed and projects prioritised including renewal contributions to grant programs	Leisure and Recreation	The asset renewal projects identified for 2020-21 have been completed including Cobargo Pool lining removal and renewal, SAC UV control renewal, Candelo Pool filtration pump and SAC Lane ropes. Non-critical renewals have been deferred based on budget considerations. The asset renewal program for 2021-22 has been ground-truthed and funding requirements identified.	
1.2.6.2	Council consider if and when to progress with development of a BVSC Swimming Pools Strategy including direction on further actions on the Swimming Pools SRV application	Leisure and Recreation	This is a complex project relating to long term asset management, asset provision and future funding of those assets. This activity is unable to be completed within the time frames of the current Council term. It is recommended this item is deferred to the next term of Council.	



**1.2.7: Construct and maintain swimming pools**

Activity Code	Activity Name	Service Area	Comment	Status
1.2.7.1	Continue concept planning process for renewal of Bega War Memorial Pool as directed by the adopted BVSC Recreation Asset Management Plan	Leisure and Recreation	Council endorsed the Bega War Memorial Pool Concept Plan. A grant funding application was submitted through the Federal Government's Building Better Regions Fund.	
1.2.7.2	Develop a practical and workable operating system for the Littleton Garden Fountain	Leisure and Recreation	An options report is to to be developed and presented to Council. The report will include Council resource and risk implications.	

## 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	Investigate further monetisation of available spaces at Regional Learning Centre	Learning and Civic Centres	<p>Council officers provided a report to Council's Meeting of 31 March 2021 which detailed the financial performance, ownership and other options relating to the Bega Valley Regional Learning Centre (BVRLC). Council resolved as follows:</p> <ul style="list-style-type: none"> <li>- Council noted and received the report.</li> <li>- Council is calling for expressions of interest to purchase the freehold property known as the Bega Valley Regional Learning Centre.</li> <li>- Property Officers are obtaining a valuation of the property.</li> <li>- A condition of any sale would be that any current leases be honoured for the remaining term.</li> <li>- If an existing tenant requests an extension of their commercial lease, Council officers may grant a single extension until 30 June 2023.</li> <li>- Council officers will seek suitable tenancy arrangements until 30 June 2023.</li> <li>- Prior to the expiry of all lease agreements on 30 June 2023, Council officers will report operating results of the facility back to Council.</li> </ul> <p>Following the above resolution, Council officers obtained a formal market valuation for the property from a registered Valuer. LJ Hooker Bega has been engaged following a formal request for quotation (RFQ) process to run an expression of interest (EOI) process for the purchase of the freehold property.</p> <p>Concurrently Council officers are seeking further leasing opportunities for the site as and when suites become available. Currently all suites utilised as permanent rental space are occupied.</p>	
2.3.1.2	Promote the COVID Safe operation and offerings of the Bega Valley Commemorative Civic Centre's facilities to encourage event bookings	Learning and Civic Centres	<p>The Bega Valley Commemorative Civic Centre (BVCCC) has been adversely impacted by the disruptive effects of COVID. The BVCCC is registered as a COVID safe business and maintains a COVID safe plan, fulfilling our obligations under Public Health Orders and minimising the risk of transmission of COVID in the premises.</p> <p>A total of 246 bookings were held from January to June 2021. With logistical difficulties</p>	



Activity Code	Activity Name	Service Area	Comment	Status
			<p>due to travel and capacity restrictions, event organisers have had to consider the viability of their events, resulting in cancellations and postponements of large-scale events. A total of 76 bookings were cancelled between January and June 2021 due to COVID.</p> <p>A notice of motion was implemented to temporarily reduce the venue hire fees of the BVCCC for not-for-profit community organisations, until capacity restrictions under the Public Health Orders were eased. That resolution was revoked following a report to Council's meeting of 31 March 2021.</p>	

### 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
2.3.2.2	Leverage economic growth from innovation programs, infrastructure and commercial investments in the region	Economic Development	Council has progressed the launch of the Innovation Hub 2.0, including an introductory event with presentations from Barry Irvin, Chairman of Bega Cheese and Leanne Barnes, Council's General Manager. The first cohort through the iAccelerate incubator program has been confirmed with 12 businesses to participate.	
2.3.2.3	Participate in the Canberra Region Joint Organisation's Economic and Tourism Working Groups and other regional collaborations that support economic growth	Economic Development	Council has participated in the Canberra Region Joint Organisation (CRJO) Economic Working Group, the NSW Government's South East Skills, Training & Workforce Sub-Committee, the Illawarra South Coast Local Government and Employment Working Group, and the Far South Coast Employment Forum chaired by National Indigenous Australians Agency.	
2.3.2.4	Support education and training programs and networks that work in partnership with local major employment groups, agencies and educational institutions	Economic Development	Council continues to contribute to a number of working groups and committees that focus on employment and training outcomes including the Far South Coast Employment Forum and Local Jobs Program 'Active'. We continue to support the Bega Valley Innovation Hub steering committee that helps to build Council's relationship with the University of Wollongong and provides Council an ability to ensure the project delivers employment opportunities and education suitable for local opportunity creation.	
2.3.2.5	Identify and apply for external funding opportunities for Council projects and support the community to identify and access grants	Economic Development	In the period of 1 January 2021 to 30 June 2021 Council has applied for 14 grants for external funding opportunities with a total funding request of \$4,06,4271. Council successfully won 10 grants with a total received funding of \$5,671,510. Council was unsuccessful with 15 grants with a total of \$40,952,961 not received.	

Activity Code	Activity Name	Service Area	Comment	Status
2.3.2.6	Administrative management of identified Council Community Grant Programs	Economic Development	<p>Council has supported the community to identify and access grants through the provision of the Bega Valley Funding Finder and grant writing training. In the period of 1 January 2021 to 30 June 2021, 33 community members and business owners were trained in how to write successful grant applications and how to find funding.</p> <p>Council administered 10 Community Grant Programs and provided assistance with the Mumbulla Foundation grants program. Improvements to grant program management include developing and launching a new grants application portal with software providers Enquire. The system has been configured for almost all Council grant programs.</p> <p>Summary of grant programs for 2020-21</p> <p>ClubGrants  Number of applicants - 59  Number of grants awarded - 29  Amount awarded - \$79,968</p> <p>International Women's Day Scholarship  Number of applicants - 3  Number of grants awarded - 3  Amount awarded - \$1,500</p> <p>Higher Education Scholarships  Number of applicants - 59  Number of grants awarded - 29  Amount awarded - \$79,968</p> <p>Youth Week Grants  Number of applicants - 6  Number of grants awarded - 5  Amount awarded - \$4,150</p> <p>Seniors Festival Grants  Number of applicants - 8  Number of grants awarded - 8  Amount awarded - \$7,620</p>	

Activity Code	Activity Name	Service Area	Comment	Status
			Access Grants Number of applicants - 4 Number of grants awarded - 4 Amount awarded - \$15,600	
			Heritage Grants Number of applicants - 12 Number of grants awarded - 9 Amount awarded - \$16,150	
			Environment Grants Number of applicants - 10 Number of grants awarded - 10 Amount awarded - \$49,795	
			Waste - Community Assistance Grants (CAT B) Number of applicants - 6 Number of grants awarded - 4 Amount awarded - \$9,064	
			Waste - Schools - Provided to schools (CAT A) Number of applicants - 5 Number of grants awarded - 5 Amount awarded - \$7,270	
			Waste - Schools - Bournda payment (schools program) Amount awarded - \$26,350	
			Waste - Schools - Provided to schools (CAT A) Number of applicants - 5 Number of grants awarded - 5 Amount awarded - \$5,700	
			Totals for 2020-21 Total number of applicants - 138	

Activity Code	Activity Name	Service Area	Comment	Status
			Total number of grants awarded - 92 Total amount awarded - \$222,467	
2.3.2.7	Promote major projects - Merimbula Airport, the Port of Eden and other economic drivers within the shire, to other levels of government and stakeholders	Economic Development	Council has advocated and applied for funding to support the Merimbula Airport, supported the inclusion and promotion of Merimbula in the recent discount flights announced by the Australian Government and continues to work with stakeholders to promote opportunities to support economic growth in the shire.	
2.3.2.8	Develop a Bega Valley Shire Priority Projects document to target State and Federal funding programs	Economic Development	Council has finalised an Investment Prospectus which is an evolution from the successful 2017 Infrastructure Prospectus. The Investment Prospectus has been workshopped with Councillors and is awaiting a resolution from Council for final publication.	
2.3.2.10	Coordinate Council's economic development related engagement and activities that support businesses to recover from bushfires and other economic impacts	Economic Development	Council coordinates a business support group, bringing together agencies and organisations offering support to local businesses. Council has developed and implemented a common landing page on Council's website for businesses to register for business support referral to appropriate business recovery services. Council maintains regular contact with business and tourism associations, provides information on a range of support services and business opportunities through the fortnightly Business News direct email newsletter, and seeks additional funding to deliver projects that continue to support businesses in bushfire and COVID related recovery. Council was recently successful with a funding application under the Bushfire Local Economic Recovery Fund to support business and tourism recovery in the Bega Valley.	

### 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	Coordinate tourism management services through support to Council's contracted tourism service provider and local tourism organisations	Tourism	Council continues to coordinate tourism services management through the current tourism contract, which is in its third year. Additional funds have been secured, as part of recovery work, that will leverage the base contract investment and increase positive impact in the increasingly competitive domestic tourism sector.	

Activity Code	Activity Name	Service Area	Comment	Status
2.3.3.2	Advocate and support tourism infrastructure projects that assist in maximising experiences for the shire's visitors	Tourism	Council continues to advocate to State and Federal government contacts/agencies for investment in tourism-related infrastructure, especially those damaged by the bushfires. Council is prioritising project funding listed in its Investment Prospectus, including projects that improve tourism infrastructure. Council has delivered infrastructure projects that support visitation such as path signage and improved waterway access. Council is delivering projects using State and Federal grant funding sources that enhance tourism experiences and attraction to the region.	
2.3.3.3	Develop strategic partnerships with, and support projects from, Destination Southern NSW, Regional NSW, Port Authority NSW and other stakeholders that support the visitor economy	Tourism	Council continues to maintain relationships with its key stakeholders including Destination Southern NSW, Regional NSW and Port Authority NSW to support the visitor economy.	

## 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 children's learning, development and growth

Activity Code	Activity Name	Service Area	Comment	Status
2.4.1.1	Provide early childhood education services inclusive of Aboriginal cultural activities	Children's Services	Despite the challenges of COVID, early childhood education and care services continued to operate throughout the year with enrollments remaining very high at both Bandara and Eden Early Learning Centre. Aboriginal cultural programs also continued, with some modifications due to COVID impacts. Funding has been secured for the continuation of Pre-School Liason Officers based in Eden and Bega.	




### 2.4.2: Implement the Children's Services Action Plan

Activity Code	Activity Name	Service Area	Comment	Status
2.4.2.1	Implement identified 2020-21 priorities in Children's Services action plan	Children's Services	A range of priority areas outlined in the Children's Services action plan have progressed in this period including improved budget monitoring, ongoing progress in the review of procedures, ongoing work undertaken in the maintenance and repairs of facilities and significant progress in finalising staffing structures in Eden Early Learning Centre.	



### 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	Library Services	Key improvements in the four library sites across the shire for this period include the introduction of new video and audio streaming service Hoopla and the bedding in of mobile print solution and EFTPOS payments for visitors. The home library service, Library Link, has been redesigned to support community members impacted by COVID and is now delivering to 25 clients at home or at a hub. In 2020-21 there were 132,034 visitors to the library service and 206,152 loans of library items (physical and electronic). There are currently 31,434 library members and 22 active library volunteers aged between 15 and 79 who delivered 1,046 volunteer hours. Staff recorded 35,401 customer information or tech queries over the year.	
2.4.3.2	Deliver and facilitate library programs and partnerships for a range of user groups	Library Services	New library services and programs for 2021 include online storytime, online multicultural language storytime and live storytime accompanied by Auslan. Council libraries also delivered new STEM programs for kids including Ozobots, Makey Makey and electrodough. New tech training programs for adults were also delivered including MyGov and My Health Record. Other programs delivered include live and livestreamed storytelling event for International Women's Day, chair yoga (live and online), online writing workshops, poetry workshops and fly tying and fly-casting workshops. In all, 291 live programs were delivered to 3,930 attendees in 2020-21.	
2.4.3.3	Deliver services under the Memorandum of Understanding with the University of Wollongong	Library Services	A new 3-year contract with the University of Wollongong (UOW) was negotiated and completed. This includes an extension of permissions for the broader community to access the UOW collection. Under this agreement UOW students are supported by both face to face and online individual support. In this reporting period there were 142 UOW students enrolled at the Bega campus.	
2.4.3.4	Implement priority actions in the Library Services Strategic Plan	Library Services	Priority actions delivered from the Library Services Strategic Plan include the addition of new collections of historic or cultural significance including a bushfire oral history collection, Sydney Morning Herald photographic archive and further digitisation of Wallaga Lake Koori Village historic photographs. Council's partnership with 2Pi software continues to ensure delivery of the Bega Makerspace providing learning opportunities in the STEM area. Sustainability focused programs were also introduced to the library's annual program. A new free WIFI service, subsidised by NSWNet, was expanded to Candelo Town Hall.	





Activity Code	Activity Name	Service Area	Comment	Status
2.4.3.5	Upgrade Bermagui Library to include Maker Space	Library Services	A development application for the upgrade of the Bermagui Library to include a Maker Space has been completed and approved and a request for quote for building works carried out. The project budget and project scope are now being reviewed due to lack of suitable tender responses for building works.	
2.4.3.6	Scope upgrade of ground floor of Tura Marrang Library and Community Centre	Library Services	The ground floor of the Tura Marrang Library has been cleaned out and materials stored there have been removed. An architect has been engaged for the project and drafted two options. A structural engineering contractor has been engaged to prepare final documentation for the development application. This project has been delayed some months due to the ongoing unavailability of the engineering contractor to complete these drawings.	
2.4.3.8	Review the current and potential future uses of the Eden gateway building and plan for the renewal of the Eden Library subject to available funding	Library Services	Engagement has been held with key stakeholders including the Eden Access Centre, youth services and other community service providers. Models for co-location have been explored with potential stakeholders to determine their level of interest, and potential funding opportunities. A scoping document is being developed to inform this design. In the shorter term, plans for the expansion of library services into the former Visitor Information Centre from July 2021 are underway. The Eden Access Centre is seeking to increase their footprint on site to cater for an expansion of their bushfire recovery services. Arrangements to enable this from July 2021 are progressing.	

## 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	Environment and Sustainability Services	Environmental assessment, legislation and management services provided to internal and external customers including development assessment, infrastructure development and replacement, biodiversity offset scheme implications for private property owners and ongoing advice to bushfire affected residents. Advice provided to Recovery and Works sections of Council regarding waterway management, soil and water management, rehabilitation and revegetation requirements at numerous locations across the shire as part of clean up and bridge replacement programs. Over 400 requests for service from customers were received relating to tree and vegetation management in 2020-21. New workflows were implemented to streamline the assessment of public and private tree management requests.	
3.5.1.2	Implement key actions from Climate Resilience Strategy and BVSC Clean Energy Plan	Environment and Sustainability Services	Contractors engaged to implement lighting retrofits across 12 Council facilities including libraries, halls and the welding workshop. These priority sites were identified, by the review of all Council's sites by consultants, as they presented greater energy and cost saving opportunities and short pay back periods. Solar arrays were also installed on Quamma, Wyndham and Bemboka Halls as part of the Cooler Places in a Warming Climate project, which also saw the installation of batteries at each site.	
3.5.1.3	Project manage environmental restoration and rehabilitation programs including the Bega River Tathra Project, Green Shores Project, Dry River Quaama Project and coastal dune restoration projects across the shire.	Environment and Sustainability Services	Council continue to deliver a range of restoration initiatives throughout the shire and continue to innovate with new local plant species and maintaining provenance standards by working closely with local nurseries and Seedbank. Significant bush regeneration works were undertaken in the Council managed foreshore reserves between Rotary Park and Bar Beach in Merimbula as part of the completion of the Greenshores project. This project saw consistent numbers of up to a dozen volunteers attending planting and weeding working bees. Other revegetation projects of note include bushfire rehabilitation plantings at Narira Creek in Cobargo, Dry River in Quaama and ongoing works in Wonboyn. Soil and sediment control works were implemented in key drainage lines in the catchments of the Wonboyn, Towamba and Nullica Rivers and also in the smaller Shadrachs Creek catchment.	

Activity Code	Activity Name	Service Area	Comment	Status
			Council is partnering with Landcare on initiatives to increase environmental volunteerism across the shire and remove barriers to volunteers participating in the management of our extensive natural asset network across the shire.	
3.5.1.5	Completion of Bega Valley Shire Coastal Management Scoping Study	Environment and Sustainability Services	Extensive body of work has been undertaken in the development of the draft Bega Valley Shire Coastal Management Scoping Study. The extent of Bega Valley Shire's coastline and number of estuary's in our coastal zone has made the draft Scoping Study a complicated and detailed process. A forward work plan and business case is being finalised. Council expect to have the draft Scoping Study completed in August 2021.	
3.5.1.6	Complete Lake Street Merimbula Foreshore Reserve Restoration Project	Environment and Sustainability Services	Funds expended on the Environmental Trust grant component of the project funding bush regeneration, weed control and revegetation activities throughout the Lake Street Foreshore Reserve (5ha). 1300 rainforest plants planted in the rainforest gully. Community engagement activities undertaken including working bees and a walk and talk delivered by a local botanist. Signage and brochure being finalised and further revegetation sites being identified to complement the new boardwalk including the weedy road batters along Lake Street.	
3.5.1.7	Complete Pambula / Yowaka Rivers Flood Study	Environment and Sustainability Services	Council adopted the Pambula/Yowaka Rivers Flood Study at its 21 July 2021 meeting. The study has been subject to an extensive public exhibition and community engagement process. The flood mapping developed through the study will be used to guide land use planning and 10.7 Certificates will be issued for properties in the Pambula and Yowaka catchments.	
3.5.1.8	Deliver Black Summer Environmental Restoration Projects	Environment and Sustainability Services	Works continue to be delivered at Quaama, Cobargo, Wonboyn with ongoing monitoring of sites occurring with ecologist. Further sites being scoped, and stakeholders engaged at Fisheries Beach, Bemboka, Kiah and other priority locations. Eden Local Aboriginal Land Council engaged and are planning works with Council involving Land Council workers for training and capacity building outcomes. Collaboration with regional stakeholders such as Local Land Services and Landcare a focus to more effectively deliver fire recovery funding. The Green Shoots initiative being rolled out across various areas in collaboration with local communities.	

**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	Monitor and report Council's energy usage and greenhouse gas emissions	Environment and Sustainability Services	Ongoing energy consumption monitoring occurring with key stakeholders being engaged across Council through Azility's quarterly energy reporting. Council completed LED lighting upgrades of 6 Council facilities including the Sapphire Aquatic Centre, fabrication workshop and Bega depot which saw a reduction in Council's energy consumption at those facilities by 22,000 kWh per annum or 69 tonnes of annual carbon emission abated. Supported negotiations on the Power Purchase Agreement for Council to consider purchase of green power for future power contracts to save money and reduce emissions.	
3.5.2.2	Complete Cooler Places in a Warming Climate Project - Climate Resilience Project	Environment and Sustainability Services	Solar and batteries installed at Quaama, Bemboka and Wyndham Halls. Inductions undertaken with hall committee members on the operation of new systems. The above halls are currently running 80% of power needs from solar and batteries and have the ability to run independently from the grid if needed. Further sustainability and resilience measures are being explored at each hall with planning underway for a trial cool refuge period during summer of 2021 to inform hall operation manuals. A promotional video was developed and posted on the Local Government NSW website and Council's website. Council officers have attended multiple forums to present and sharing knowledge and learning from the project.	

**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	Environment and Sustainability Services	The Community Environment Grant Program has been in operation since 2011-12 and has supported over 90 projects to date to the approximate value of \$450,000. In 2020-21 Council awarded grants to nine community groups totalling \$51,995. Projects included the riparian plantings in Cobargo, reserve rehabilitation and conservation works at Wallaga Lake Heights and Pambula Beach, nest box building and placement throughout the Pambula and Merimbula area and the trialling of stormwater litter control nets along the Merimbula Lake foreshore.	







### 3.5.4: Develop and deliver Councils 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 and prioritise inspections on fire-affected lands for introduced weed incursions	Biosecurity Services	Program completed for this financial year. Inspected and educated fire effected landholders on emerging post fire weeds and potential spread of new priority weeds brought in by donated fodder.	
3.5.4.2	Implement 2020-21 actions of the South East Regional Weed Management Committee	Biosecurity Services	All SEWAP (South East Regional Weeds Action Plan) grant targets met.	
3.5.4.3	Continue to investigate new technology for weed inspections using drones and drone weed mapping using algorithm software	Biosecurity Services	Investigations continuing with IT on a new weed mapping program ESRI mobile reporting according to the NSW BIS (Biosecurity Information System) guidelines. Drone mapping to be investigated by IT as a council wide program.	
3.5.4.4	Support agricultural bushfire recovery efforts working with key sector stakeholders	Biosecurity Services	Post-fire weed management program in partnership with Local Land Services complete. Financial assistance grant funds dispersed to landholders across fire-affected localities to assist with weed management.	



### 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	In February 2021 Council resolved to support strategic recommendations by Council officers that were outlined in the Waste Facility Consolidation and Modernisation Project. The report provided an update on earlier council workshops which detailed proposed changes to waste and resource recovery in the Bega Valley and included actions to deliver the objectives of Councils adopted Waste Strategy. Council officers have now commenced with delivering actions that will see a reduction in the amount of	




Activity Code	Activity Name	Service Area	Comment	Status
			material sent to landfill. As part of diversion from landfill, it will be necessary for Council to look at innovative ways to recover and reuse materials.	
3.6.1.2	Manage risks to Council's waste operations and future strategic direction	Waste Services	Council have identified and documented the various risks that are relevant to Waste Services. Risks rated as high are prioritised and either actioned immediately or tasks put in place to facilitate ongoing management (i.e. budget allocated in upcoming financial year to fund rectification works). Identification and management of all risks related to Council's waste operations is an ongoing activity for Council.	
3.6.1.3	Audit Council's streams of waste generation and commence consolidation of services and contracts to maximise efficient collection, transfer and diversion	Waste Services	Waste audits have been conducted with a further audit later this year. A draft memo is in progress providing recommendations for approval via the CEO delegation with regard to the Kerbside Collections Contract and possible contract extension. The memo includes the required additional resources to deliver the proposed collections changes.	
3.6.1.4	Support bushfire recovery with capacity building at the Central Waste Facility	Waste Services	Staff have constructed a disaster recovery (emergency) cell at the Central Waste Facility, with capacity of 100,000 cubic metres. Waste from the Black Summer Bushfires has been received at the site and an intermediate cap now installed to cover the emergency cell. The emergency cell has significant remaining capacity to take bush fire impacted waste, and is supported by key infrastructure (haul roads, processing area, weighbridge) that are ready to be stood up and made operational with minimal notice.	



### 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	Resource and implement the waste strategy	Waste Services	Two project managers have been working on delivering the Waste Strategy, commencing in January 2019. The expansion of the landfill, the relocation of the organics processing facility and the kerbside/bin bank expansion project are all underway.	
3.6.2.2	Build a comprehensive asset register and value the waste portfolio	Waste Services	An existing asset register for waste services has been partially updated to 2020, however it does require further attention. Once this is complete, staff will be able to work towards completing a valuation of the registered assets. Currently, the role	

Activity Code	Activity Name	Service Area	Comment	Status
3.6.2.3	Update the waste asset management plan and develop a long-term financial plan	Waste Services	principally delegated to complete this task is vacant and staff are in the process of recruiting a new employee to the role.  A long-term financial plan has been prepared and presented to Council in February 2021. However, the plan requires updated information from the existing asset register for waste services, which is only partially up to date. Once the asset register is up to date, staff will be able to work towards updating the long term financial plan to enable better forecasting for capital and operating expenses. Currently, the role principally delegated to complete the asset register review is vacant and staff are in the process of recruiting a new employee to the role.	
3.6.2.4	Deliver cell four at the central waste facility	Waste Services	Delivery of Cell 4 is complete.	

### 3.6.3: Deliver strategic waste minimisation programs




Activity Code	Activity Name	Service Area	Comment	Status
3.6.3.1	Identify barriers for the uptake of FOGO service for commercial customers	Waste Services	The FOGO for Business team (grant funded) are making real headway with this project. Barriers have been identified with partial solutions due to commence in 2021-22. Some of the more challenging problems will be tackled as part of the next kerbside collections contract. New challenges have been identified including the need for both public place recycle and FOGO bins.	
3.6.3.2	Continue campaign to increase engagement with businesses on waste management	Waste Services	Council is trialing for a 12-month period a dedicated behavior change staff member who will deliver and monitor campaigns to increase awareness on waste management. A full-time staff member has been identified to work in the Commercial and Industrial space from 2023 onward. The greatest gains in diversion from landfill will occur when Council fund a position to work directly with businesses.	
3.6.3.3	Continue to deliver whole-of-Council waste operations to become the leader in our community	Waste Services	In February 2021 Council resolved to support strategic recommendations by staff outlined in the Waste Facility Consolidation and Modernisation project. The report provided an update on earlier Council workshops which detailed proposed changes to waste and resource recovery in the Bega Valley and included actions to deliver the objectives of Councils adopted Waste Strategy. One aspect of the strategy is to review	

Activity Code	Activity Name	Service Area	Comment	Status
3.6.3.4	Draft a development application for the central waste facility upgrade	Waste Services	and improve operations including a reduction in the number of waste transfer stations, investing in those remaining transfer stations to increase resource recovery.  Work on the draft development application for the Central Waste Facility (CWF) upgrade commenced in May 2021. A Constraints Analysis is in progress for the whole CWF site with this being the first step in moving forward. A project charter has been developed.	
3.6.3.6	Research and concept design Eden and Bermagui transfer station layouts and central waste facility organics layout	Waste Services	These projects have been scheduled for commencement in 2022-23 with hydrological assessments then remediation action plans in 2024-25. Facility delivery is scheduled for 2026-27 for Bermagui and 2027-28 for Eden.	



## 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, Pambula, Merimbula, Tathra and Bermagui	Leisure and Recreation	Program delivered as per service specification and dates for 2020-21 summer holiday period. Tathra Chamber of Commerce provided funding to extend service to February.	
4.7.1.2	Review the Beach Lifeguard Services contract including considerations to implement service recommendations from lifesaving service provider's annual report as the basis for utilising the available funding	Leisure and Recreation	Service provision and funding allocated in consultation with service provider. Information provided by Surf Lifesaving NSW on Coastal insights: Safer coasts for the future program. This will be used to inform future service provision once completed.	
4.7.1.3	Investigate options and opportunities with other agencies to improve rock fishing safety at popular locations	Leisure and Recreation	Council has undertaken investigation and liaison with Council's risk management specialist and Statewide Mutual. An information signage template is to be developed for review and trial in key risk locations. Council continues to monitor for related government agency rock fishing safety programs.	


#### 4.7.2: Support older people and people with 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 disability with their personal support goals	Brighter Futures, Ageing and Disability Services	Services continued to be brokered under the Commonwealth Home Support Program to older people in the Bega Valley. The program provides personal care, domestic assistance, allied health services or social support to clients to assist them to achieve their personal support goals and live independently in the community.	
4.7.2.2	Assist people with disability to live more fully through the National Disability Insurance Scheme	Brighter Futures, Ageing and Disability Services	There has been continued growth in the NDIS plan management and support coordination services and the service has reached its current capacity. As of June 2021, there are 141 clients who have plan management in place and 31 who receive	








Activity Code	Activity Name	Service Area	Comment	Status
4.7.2.3	Review viability and role of Council in continuing to provide National Disability Insurance Scheme services	Brighter Futures, Ageing and Disability Services	support coordination services. In 2020-21 Council's NDIS team have continued to participate in professional development activities to keep abreast of evolving NDIS legislation. These improvements will continue to assist NDIS clients to achieve their goals and participate more fully in the community.  NDIS plan management and support coordination services have been expanded in this period. In 2020-21 a new Client Management System was implemented, improved payment processing procedures have been established, and professional development activities provided to the NDIS team as part of a broader business improvement project. The impact of these improvements and review the viability of NDIS service delivery will continue in 2021-22.	

#### 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	Brighter Futures, Ageing and Disability Services	Council has continued to deliver the 'Brighter Futures' family preservation program providing case management and early intervention activities to vulnerable families in the Bega Valley. The second half of 2020-21 saw Council deliver the parenting education programs that had been postponed during the pandemic. Council has secured a further 3-year contract for the delivery of the Brighter Futures program and at close of 2020-21, had no vacancies.	




#### 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, disseminate public health information regarding, and enforce regulation of food premises, public pools and spas, and other health premises	Environmental Health and Building Services	Responding to COVID-19 safety enquiries and including safety inspections in routine food inspections continued to be a strong focus in the second half of this financial year following requests from the Food Authority and Public Health Unit. There was a local increase in the number of detailed enquiries regarding home-based food, mobile food, beauty premises, and burial on private property. All high-risk public pools, new skin penetration premises, new food businesses were inspected, and routine inspections of food businesses continued. No prohibition orders, or improvement notices were required to be issued in this financial year, as inspections show the majority of businesses are operating at a high public health standard.	



Activity Code	Activity Name	Service Area	Comment	Status
4.7.4.2	Approve and monitor on-site sewage management systems	Environmental Health and Building Services	The routine onsite sewage management inspection program remains strong. There has been an increase in low risk inspections due to the increased number of point of sale inspections in the shire, and an increase in compliance around a number of waterways due to catchment specific auditing. The bushfire rebuilding support program continues, with new systems providing better health and environmental outcomes.	
4.7.4.3	Undertake a sampling program of potable water supply and water quality at swimming sites	Environmental Health and Building Services	The routine sampling program of the potable water supply continues, with microbiological samples taken weekly and chemical and fluoride samples taken monthly. All sample results have been within the Australian Drinking Water Guidelines requirements. The voluntary Beachwatch program sampling of swimming sites were not undertaken due to a lack of resourcing.	
4.7.4.4	Engage with stakeholders to improve awareness of environmental health responsibilities	Environmental Health and Building Services	The Environmental Health team has worked closely with the Public Health Unit and the Food Authority to ensure that accurate and up to date information is passed on quickly to local businesses. Internal and external engagement continues, from collaboration with Water and Sewer Services and Economic Development, to ongoing engagement with the local oyster industry to streamline catchment pollution response.	
4.7.4.5	Respond to environmental pollution events	Environmental Health and Building Services	Council has responded to all internally and externally notified pollution events in this period. The pollution events in the second half of the financial year have been limited to a small number of sewage overflow events due to periods of heavy rainfall. The on-call roster for after hours pollution response continues.	


#### 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	Environmental Health and Building Services	Non-bushfire or employment generating applications that are not considered a priority continue to experience long delays due to the increased complexity of assessment (e.g. bushfire, biodiversity, Infrastructure SEPP) and supporting documentation.	




Activity Code	Activity Name	Service Area	Comment	Status
4.7.5.2	Undertake construction inspections of environmental health premises.	Environmental Health and Building Services	All construction inspections required prior to trade have been completed, including food, home based food, skin penetration, beauty and hairdressing premises. There has been an increase in the number of pre-trading inspections required for Bega and Merimbula.	
4.7.5.3	Investigate identified non-compliance against building and development standards	Environmental Health and Building Services	This is an ongoing part of the team's obligations as a Certifier under their individual registrations with NSW Fair Trading. Progress has been limited in this area other than the most serious breaches due to budget limitations and the inability to recruit a suitable officer.	
4.7.5.4	Fast-track development applications, certification and inspections for bushfire rebuilding	Environmental Health and Building Services	Prioritised approvals for bushfire rebuilds and employment generating applications proceed as per Council's direction. The fast track system is being managed internally until Council can get a gauge on the NSW Planning Portal, where all new development applications are required to be submitted post 1 July 2021. It is intended to revisit a fast track approval process once the effects of the NSW Planning Portal are better understood and when fiscal constraints to operational budgets have eased.	

#### 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	Complete a community education program to encourage responsible companion animal ownership	Community Safety and Compliance Services	Council completed a community education program to encourage responsible companion animal ownership and installed improved signage to reflect the current dog control procedure and produced pamphlets specific to each local area within the shire, highlighting leash free and prohibited areas as well as reminding dog owners of their responsibilities in relation to lifetime registration. A streamlined process for trapping cats was completed, which allows for the community to safely trap and surrender feral cats which cause large amounts of damage to the natural environment each year. A new tool is in development for the Council website which allows the community to easily report lost and found companion animals, change of address for their companion animals and deceased animals.	
4.7.6.2	Collaborate with the Southern Region Illegal Dumping Program	Community Safety and Compliance Services	This long standing relationship continued in 2020-21. Rangers have recently completed a Surveillance Device training course to undertake covert surveillance at illegal dumping 'hot spots'. Council worked closely with State Land Managers to clean up illegal dumping waste where no responsible person has been found to discourage	





Activity Code	Activity Name	Service Area	Comment	Status
4.7.6.3	Undertake priority illegal dumping, illegal clearing and illegal building compliance action	Community Safety and Compliance Services	further dumping, keep our natural environment clean and satisfy community angst when dumping has occurred on land not managed by Council.  Reactive investigation and enforcement being carried out by Manager Certification and Compliance in the absence of Compliance Specialist (position currently vacant).	

#### 4.7.7: Deliver support services for people affected by the Black Summer Bushfires


Activity Code	Activity Name	Service Area	Comment	Status
4.7.7.1	Support individuals and communities to further develop their strengths, resilience, connections and capacity as they recover from the disaster	Health and Wellbeing - RRR	The Recovery Support Service has eight case managers who are currently working with 126 clients. The support varies across a range of issues which include mental health, rebuilding, financial, legal, sanitation, relationships and working with children.	
4.7.7.2	Complete a Needs Assessment, analyse data and respond appropriately through targeted Case Management	Health and Wellbeing - RRR	Outreach survey has been completed and report is currently being finalised for presentation to Councillors and the community.	
4.7.7.3	Support a range of community engagement measures to ensure people impacted by the bushfires are engaged in Case Management services	Health and Wellbeing - RRR	The Recovery Support Service continues to work collaboratively with other agencies both within and external to the Bega Valley including the Salvation Army, Pambula Rotary, Social Justice Advocates, All Hands and Hearts, Disaster Relief Australia and mental health clinicians. Council is focused on delivering support to people impacted by the Black Summer bushfires including through chairing of the Health and Wellbeing Sub Committee, sanitation project and referral to agencies for specialised support.	

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 Services	A high level of enquiries, pre-lodgement discussions and applications for assessment continue to be experienced. Staff continue to focus efforts on assessment of bushfire rebuilds and employment generating developments. For the period Jan-Jun 2021: Total applications received: 210 Total applications determined: 282 Estimated Development Cost: \$78.2M % Applications determined within 40 days: 32.3% % Applications determined between 40-60 days: 30.5% % Applications determined over 60 days: 36.9% Total number determined Subdivision Certificates: 16	
4.8.1.2	Coordinate planning advice to the community, developers and government departments	Planning Services	The Development Hub team ensure they provide consistent advice to our customers and whilst the workload continues to be high, we are seeing a little less activity than the previous 6 months. We have been working with our Communications team to update our website from 1 July 2021 to ensure we provide relevant and up to date information on the new ePlanning Portal to help customers through this new process.	
4.8.1.3	Transition the development application process to e-Planning	Planning Services	Council is on track for the commencement of ePlanning Portal on 1 July 2021 as per the legislative requirements. There will still be further process changes once the Department of Planning make further refinements to the Portal.	
4.8.1.4	Carry out Native Title Assessments for development or use of Crown Land	Planning Services	Native Title Assessments continue to be processed by Property Services. No peer reviews were conducted by Planning Services in the reporting period.	



**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	Operate and promote the Development Hub for development enquiries	Planning Services	The Bushfire rebuild enquiries have reduced and only a small number are being submitted at this stage. Bushfire enquiries and employment generating enquiries continue to be a priority for the Development Hub team. The Hub Team will continue to offer advice to all our customers on all their development enquiries. We are still experiencing a high number of general planning enquiries.	

**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 Services	Recruitment of the vacant Development Engineer position was successful in early Q3 which has assisted in addressing a backlog of development engineering assessments, including Section 1383 Certificates, Subdivision Works Certificate and Engineering Compliance Certificates. A high level of enquiries is currently being experienced due to strong development industry interest and staff are focusing efforts on bushfire rebuilds and employment generating developments wherever possible.	

**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 including Boydtown deferred lands, deferred land opposite Merimbula Airport, Eden Heritage precinct and finalise the Bunnings Planning Proposal	Strategic Planning	Staff continue to prepare and assess Planning Proposals including amendment of the Bega Valley Local Environmental Plan (BVLEP) 2013 to implement the recommendations of the Commercial Lands Strategy and Department of Planning, Industry and Environment (DPIE's) planning improvement initiatives. The Eden Heritage Precinct is to be reported to the Council meeting to be held on 21 July 2021 and Boydtown deferred lands to the Council meeting to be held on 4 August 2021. The Bunnings planning proposal continues to be on hold pending resolution of biodiversity issues. The land opposite the airport has not been finalised at this time while discussions continue regarding future uses.	
4.8.4.2	Provide European Heritage assessments and advice	Strategic Planning	Heritage Advisor engaged to provide advice to property owners planning new development and alterations, Council's transport assets section regarding curb and gutter management and Council's planners through the development assessment process.	


Activity Code	Activity Name	Service Area	Comment	Status
4.8.4.3	Prepare a report by the end of this calendar year, to allow Council to consider the issue of deemed concessional lots	Strategic Planning	Report submitted in 2020 to commence planning proposal and publicly exhibited in 2021. Report to Council meeting on 4 August 2021 to finalise planning proposal.	

#### 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 Plans of Management for Council managed Crown reserves in accordance with the Crown Land Management Act 2016	Strategic Planning	A draft Generic Plan of Management was presented to the Council meeting held on 21 April 2021 and subsequently placed on public exhibition. Council officers are finalising consultation with Crown Lands, following an extension of time to complete plans across NSW. A further report to Council for adoption is scheduled for October 2021.	
4.8.5.3	Review of Use of Public Land Procedure	Strategic Planning	The draft Policy was presented to the Council meeting held on 10 March 2021. The draft was publicly exhibited and is currently under review by staff. The report for finalisation of the policy is scheduled for the Council meeting in October 2021.	

#### 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 (MOU) with Local Aboriginal Land Councils	Strategic Planning	Council officers continue to deliver upon the MOU with Local Aboriginal Land Councils through providing input into the development of a new MOU Action Plan, providing assistance to Local Aboriginal Land Council's regarding development options for properties and commenced discussions regarding a new referral protocol for development applications.	
4.8.6.2	Prepare revised Memorandum of Understanding with Local Aboriginal Land Councils	Strategic Planning	A revised MOU with Local Aboriginal Land Councils has been deferred for consideration by the new Council in 2022, due to postponement of local government election.	
4.8.6.3	Provide Aboriginal and historic heritage advice	Strategic Planning	The Development Control Plan (DCP) chapter for consideration of Aboriginal Cultural Heritage was implemented and subsequent advice and guidance was provided to the development professional industry and other staff about the process of consideration of Aboriginal cultural heritage in the development assessment process.	


Activity Code	Activity Name	Service Area	Comment	Status
4.8.6.4	Administer the local heritage assistance grants program	Strategic Planning	This is an annual grant funding program. Of the eleven successful applicants in this year's funding round nine projects were completed.	



#### 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	<p>Over the last six months Council's Water and Sewerage Network Operations teams have safely met our level of service requirements completing 472 'Take 5' pre-work assessments and 216 contractor/developer site inspections. The team has experienced high natural turnover with seven team leader positions experiencing change in the period. Most new team leader appointments have come from internal staff. Council have implemented a re-structure of the team this period. There is a new Maintenance Coordinator to recognise the least-cost asset management requirements that go with our aging asset base.</p> <p>In water supply: Our crews have repaired 44 leaks to water supply infrastructure. Staff have maintained our water meters including 34 new connections, 64 damaged meters, 8 customer upgrades and 1,255 renewed meters. This is double the average renewal rate requirement as we catch up from under-delivery over several years. A new water meter reading system has been introduced significantly increasing efficiencies particularly for Councils Revenue team. Our dams ended the period 99.5% full. Power use: 925.6 MWh. Our staff have conducted 1,638 chlorine residual tests. The Eden area received 837 mm of rain in the past 6 months. On 2 occasions the Kiah borefields were affected by flooding and the Eden system was supplied via Ben Boyd Dam. The Bega area received 724 mm of rain in the past 6 months. This resulted in the Bega bore fields being affected by flooding. The bores needed to be cleaned and purged twice. Due to component failure the Fluoride dosing system in Bega was offline for four weeks. It was reported to NSW Health with no further regulator actions required. Tantawangalo creek weir was heavily affected by floods causing damage to water and access infrastructure so Candelo and Wolumla were supplied by Yellow Pinch Dam for a significant amount of time. Merimbula area received 847 mm of rain resulting in a rare Yellow Pinch Dam spillway overflow. Turbidity was increased in Yellow Pinch Dam through these heavy rainfall events resulting in increased customer complaints from Merimbula and Tura. Bermagui received 853 mm of rain. On 4 occasions Brogo River became too turbid and</p>	









Activity Code	Activity Name	Service Area	Comment	Status
			supply from Couria creek occurred for around 60 Days.	
			In sewerage services: Our crews have cleared 36 significant sewer pipe blockages. One dry weather spill reported to the Environment Protection Authority occurred in Pambula Beach causing the Pambula River to be shut down for 21 days. This was caused by incorrect inlet and outlet pipework heights in the receiving manhole at SPS 6, after an error during a renewal. This was rectified by re-installing pipework to the correct heights. Our staff have cleaned up and disinfected around 18 spill events. Heavy rainfall in all areas caused the sewage pump stations to run to capacity on several occasions. SCADA upgrades were performed on 3 sewage pump stations in the Eden area.	
			In maintenance services: A new Maintenance Management System was procured for implementation in the next period. 239 Maintenance requests to the sewage treatment facilities were raised and 85% closed. 707 hours were spent on preventative maintenance and 74 hours on reactive maintenance due to breakdowns.	
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>Water Treatment: At Bemboka Water Treatment Plant new irrigation pipes and sprinklers have been installed reducing the risk of uncontrolled overflow from the lagoons to the environment and increasing the number of hours the plant can produce water each day after wet weather. Brogo Temporary Water Treatment Plant has been activated 4 times over the last 6 months for a period of 39 days. A total of 11.5 ML was produced during this time.</p> <p>Flows: 1,610 ML of bulk water was supplied from all our water sources to our network assets. Down only slightly from 5-year average of 1,644 ML despite COVID and relatively wet summer. 18 ML of this bulk water was filtered and disinfected with Chlorine. 478 ML of this water was disinfected with Chlorine and had Fluoride added. 1,069 ML of this water was disinfected with Chlorine only. 45 ML of this water was not treated.</p> <p>Performance: 2 Critical Control Point excursions were recorded at Bemboka Water Treatment Plant. Both were faulty instrumentation. 12 Critical Control Point excursions were recorded relating to chlorine dosing facilities. All excursions were chlorine high/low alerts and were controlled satisfactorily with no health impact. Power - Bemboka Water Treatment Plant 22.6 MWh used on site (down from 23.6 MWh in the last period). 8.2 MWh generated by solar system was fed back into the electricity grid (16% down from last period).</p>	

Activity Code	Activity Name	Service Area	Comment	Status
4.8.7.3	Coordinate water resource investigations, drought management, water quality monitoring programs, drinking water management system, recycled water management system and performance monitoring reporting activities	Water and Sewer Services	<p>Water supply: The hydro-geological model for the Bega River sands aquifer was improved for drought scenario modelling. The model was endorsed by the Department of Planning, Industry and Environment (DPIE) with further model runs agreed to understand future prolonged drought. The reviews of three Water Sharing Plans has continued with the Natural Resources Commission and DPIE on issues for town water extraction. Bega Water Treatment Plant jar testing, Brogo Water Treatment Plant Hazard and Critical Control Points assessment, the Monitoring and Laboratory Services Tender, Integrated Water Cycle Management and flowmeter servicing projects were supported by the water resources team. A conference paper for OzWater 2021 was researched and co-written on Brogo-Bermagui water supply post bushfires and catchment rainfall. A review of our Drinking Water Quality Management System was coordinated to identify and plan updates and improvements required. Three rain events in January, March and May required Water Resources team involvement for Brogo Settling Plant operation and management of drinking water quality issues, including water restrictions management. 90 water quality monitoring runs of drinking water supply sources were undertaken and assessed. An investigation into disinfection by-products in the water network after construction of Bemboka water treatment plant showed within-guideline concentrations with further testing planned after subsequent operational tweaks. Water Act 2008 national performance reporting to the Bureau of Meteorology was completed on-time.</p> <p>Sewerage services: A review of our Recycled Water Management System has begun with improvements implemented using internal resources. A Recycled Water Supply and Use Agreement was finalised with Tura Beach Country Club. Recycled water supply and use on Sapphire Coast Turf Club, Tathra Beach Country Club, Pambula Merimbula Golf Club and Eden Gardens Country Club was discussed on-site with clubs, with irrigation upgrades occurring at Tathra and Sapphire Coast Turf Club. New guidelines for Liquid Trade Waste Management were issued by DPIE and adopted in the Council Revenue Policy for 2021-22. 19 liquid trade waste inspections were performed, and 12 approvals issued (down from target due to staff shortages). 23 water quality monitoring runs of effluent disposal and recycled water use receiving environment locations were undertaken. Five Effluent Management Action Requests were issued for Candelo and Cobargo sewage treatment plants to manage the impact of wet weather on recycled water irrigation areas. Two Liquid Trade Waste Approvals were issued to Council's Waste Services for carting of Merimbula organics leachate and Central Waste Facility</p>	



Activity Code	Activity Name	Service Area	Comment	Status
4.8.7.4	Complete annual review of Asset Management Plan and Long-Term Financial Plan	Water and Sewer Services	leachate to Merimbula STP due to high leachate dam levels. The approvals required obtaining the concurrence of the DPIE.  Council has completed an update of the 30-year financial planning model. The results from this financial modelling now need to be updated in the Long-Term Financial Plan. Council has also started reviewing the Asset Management Plans for water and sewer assets. Reviews have been completed on the sewerage pump stations, dams and reservoir asset classes. The remaining asset classes need to be reviewed and the results then to be updated in the Asset Management Plan.  The Strategic Business Plan project underway also includes the scope to complete the entire asset portfolio plan as part of the financial planning.	
4.8.7.5	Support bushfire recovery by ensuring water and sewer services are effective in the context of the impacts of fires including security of water quality	Water and Sewer Services	Council has carted 3.2 million litres of water to Bermagui to maintain supply during one major event and operated the temporary treatment plant after rain to maintain supply.	

#### 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	The Environmental Impact Statement (EIS) has been lodged with the Department of Planning for agency review. The public exhibition of the EIS will occur in Q1 2021-22. Council will then address submissions in a Submissions Report and an Amendment Report if required.	
4.8.8.2	Construction and commissioning of Bermagui Sewage Treatment Plant upgrade	Water and Sewer Services	Construction of the Bermagui Sewage Treatment Plant upgrade continues with a civil contractor awarded the construction contract for the drying beds, digester decommissioning, new septic commercial dump point and outfall renewal.	
4.8.8.4	Commence construction of Brogo Water Treatment Plant	Water and Sewer Services	Construction of the Brogo Water Treatment Plant will commence in Q1 2021-22 after the 100% design milestone was reached and the contractor engaged.	

Activity Code	Activity Name	Service Area	Comment	Status
4.8.8.5	Complete Water Treatment Options Assessment and tender documentation for Bega Water Treatment Plant	Water and Sewer Services	The options assessment for the Bega Water Treatment Plant is complete and the tender documentation and specification is on track for tender in Q1 2021-22. The depot facility is due to commence construction in Q1 2021-22.	
4.8.8.6	Complete Water Treatment Options Assessment for Yellow Pinch Dam Water Treatment Plant	Water and Sewer Services	Council has identified preferred sites and are negotiating with landholders. Council will now acquire land and begin preparing the land and approvals for a future water treatment plant.	
4.8.8.7	Complete Integrated Water Cycle Management Strategy checklist topics 4-14	Water and Sewer Services	Work continues on the Integrated Water Cycle Management checklist with Council writing a draft issues paper considering the system performance and constraints now and into the future as part of the technical review. A specialised community consultation consultant has been appointed. Council are conducting short online and telephone surveys to hear what our residential customers think and how this feedback can shape the future of our service delivery. Non-residential and business customers will be targeted in later rounds. Residential customers will later be tested for willingness to pay for changes to levels of service.	

#### 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	Installation Supervisory Control and Data Acquisition (SCADA) systems at 4 facilities have been completed, out of the 20 included in Stage 1 works (Eden system). Council have implemented tighter operational procedures with contractors and our network operators now have greater control than what was achieved during the implementation trials. Delivery of the infrastructure was slowed by COVID. Stage 2 will commence in Q2 2021-22 (Merimbula and Bermagui systems).	
4.8.9.2	Complete strategic water resource assessment of Bega River aquifer and construct new water supply bores	Water and Sewer Services	The hydro-geological model of Bega River and sands has allowed scenario modelling. The Department of Planning, Industry and Environment has endorsed the model and is considering the model in the water sharing plan currently under review.	


**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	Incorporate energy efficiency and renewable energy initiatives into asset renewal projects	Water and Sewer Services	Project complete.	
4.8.10.2	Incorporate climate change adaptation measures into asset management plans for assets within high bushfire and coastal hazard areas	Water and Sewer Services	Project complete.	


## Outcome 5: Connected Communities

### 5.9: We have opportunities to work, learn and socialise through the provision of affordable public transport and telecommunications services


#### 5.9.1: Investigate future demand for Merimbula Airport

Activity Code	Activity Name	Service Area	Comment	Status
5.9.1.1	To continue to monitor and track airport usage and investigate opportunities to increase regular passenger travel	Property and Project Services	<p>The impacts of COVID with travel restrictions and lockdowns has impacted passenger numbers and services at Merimbula Airport.</p> <p>In the period of July - December we had 4,184 passengers about 90% down on previous years with reduced services due to the COVID impacts; however on a positive note Qantas commenced regular Sydney services in December increasing options for regular passenger travel at Merimbula Airport.</p> <p>The second half of the year saw a steady increase of passenger numbers across both Qantas and REX services with 20,261 passengers during the January to June period. The REX flight schedule has been reinstated to the pre-COVID levels and Qantas has committed to a regular Melbourne route providing further options for regular passenger travel for our community.</p>	


#### 5.9.2: Review Merimbula Airport management arrangements

Activity Code	Activity Name	Service Area	Comment	Status
5.9.2.1	Conduct regular meetings with airport operation and management contractors to ensure regulatory compliance and process improvement	Property and Project Services	<p>Council staff undertake regular monthly meetings with Council's Airport Management and Operations contractor in order to monitor regulatory compliance. During the past 12 months Council has submitted its updated Aerodrome Manual in accordance with the revised Part 61 Manual of Standards (MOS). This is a requirement from the Civil Aviation Safety Authority (CASA) for registered aerodromes.</p> <p>Merimbula Airport was subject to CASA surveillance in December 2020 and during this surveillance event it identified two (2) safety findings and nine (9) safety observations which were all addressed and closed out by CASA.</p>	


**5.9.3: Deliver capital works programs for Merimbula Airport**

Activity Code	Activity Name	Service Area	Comment	Status
5.9.3.1	Delivery of funded capital works programs in accordance with the airport masterplan	Property and Project Services	<p>Currently there are three major capital works projects underway at the airport which are joint funded by Council, the NSW State Government and the Federal Government.</p> <ol style="list-style-type: none"> <li>1. Runway Extension - Development Approval was obtained in May 2021 and this is currently out to tender to be delivered in 2022.</li> <li>2. General Aviation Precinct - All design is complete and is currently out to tender to be delivered in 2022.</li> <li>3. Runway Overlay and Strengthening - All design is complete and is currently out to tender to be delivered in 2022.</li> </ol>	

**5.9.4: Prepare a Sub-Regional Transport Strategy for adoption by Council**

Activity Code	Activity Name	Service Area	Comment	Status
5.9.4.1	Complete the development of a draft Sub-Regional Transport Strategy for community consultation by 1 June 2021	Works and Assets	This project was deferred due to lack of resources and change in scope. It will be initiated in the 2021-22 financial year.	

**5.9.5: Promote improvements to the Princes Highway, public transport and transport logistics**

Activity Code	Activity Name	Service Area	Comment	Status
5.9.5.1	Continue advocacy in regional forums and collaboration with key stakeholders	Works and Assets	Advocacy has been maintained at intervals through the year including regular engagement with South East Australian Transport Strategy, Transport for NSW, Canberra Region Joint Organisation and State and Federal members.	

## 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	<p>Merimbula Airport continues to provide regular passenger services to both Melbourne and Sydney services by both Qantas and REX with daily flights to both destinations the past 12 months have been challenging for the aviation industry as a whole but the last 6 months has seen an increase in passenger numbers.</p> <p>A project is currently underway to expand the General Aviation facilities on site by creating a General Aviation Precinct to the northern end of the site and construction is expected to commence in late 2021.</p>	




### 5.10.2: Review Airport Master Plan and update Asset Management Plan

Activity Code	Activity Name	Service Area	Comment	Status
5.10.2.1	Progress the Airport Runway Extension project to the delivery phase	Property and Project Services	Development Approval was obtained in May 2021 and the project is to be delivered in two stages; an early works package which will see the construction of the southern end platform for the 120m extension and a larger package which will incorporate the northern end sealing and the existing runway strengthening and components of the General Aviation Precinct. Both packages are currently out to tender and it is expected construction will commence in the 2nd half of 2021.	



### 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	Deliver a proactive investigation and assessment regime and schedule of maintenance for drainage infrastructure prior to failure	Works and Assets	Assessments and planning for the current bridge and culvert stock has continued through both grant funded programs and regular planned maintenance activities. Major bridge works have been undertaken as part of the recovery funding following the Black Summer Bushfires. Extensive CCTV inspections across the drainage network have informed both the current and future relining programs.	




Activity Code	Activity Name	Service Area	Comment	Status
5.10.3.2	Develop concept design estimates for 10-year bridge program	Works and Assets	This has continued in line with Asset Management Plan refresh and the National Heavy Vehicle Register (NHVR) funded inspection and assessment program.	
5.10.3.3	Develop and review the 30-year bridge replacement program emphasising the use of contemporary technologies	Works and Assets	This is a work in progress and will take some time to reach the 30-year plan using contemporary materials. It will continue as planned work in the 2021-22 financial year.	
5.10.3.4	Plan for renewals of major wharves and jetties in line with needs assessments undertaken	Works and Assets	Grant funded works now in detailed planning stage with an appointed project manager.	


#### 5.10.4: Construct and maintain bridges, culverts and causeways, town centre carparks, 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 and structures while maximising the use of reclaimed timber and other materials wherever possible	Works and Assets	Routine timber bridge maintenance and repair work, particularly for fire damage bridges has utilised a significant amount of recovered bridge timber. Additionally, deck sections have been used as temporary access for flood affected areas.	
5.10.4.2	Maintain, renew and upgrade rural culverts	Works and Assets	All planned works completed in financial year.	



#### 5.10.5: Plan and manage cycle network infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.5.1	Plan and develop detailed scopes for priority cycleway renewals and improvements and seek external funding	Works and Assets	Bega Kalaru detailed design reviewed, and comments are being incorporated into the final design. Lake Street boardwalk handover meeting and road safety audit completed.	


**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	Works and Assets	Lake Street Merimbula boardwalk completed. Tathra Kalaru Bike Track completed to Lawrence Park.	


**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	Works and Assets	Inspection program complete and material handed over.	
5.10.7.2	Continue urban stormwater catchment delineation program	Works and Assets	Pambula Flood Study completed for final adoption at 21 July Council meeting. Consideration of urban catchments was undertaken during the project.	


**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	Works and Assets	Stormwater relining program completed. Drainage works completed adjacent Bandarra Children's Services and at Government Road Eden. Some design projects still in progress.	



**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	Works and Assets	Inspection frequency review completed.	

#### 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	Works and Assets	Lake Street Boardwalk and Tathra Kalaru bike Track to Lawrence Park completed.	


#### 5.10.11: Manage the delivery of major transport infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.11.1	Management, design and delivery of funded major Council infrastructure projects	Property and Project Services	<p>Council has successfully delivered a range of externally funded major infrastructure projects including:</p> <ul style="list-style-type: none"> <li>- Completion of accessibility and parking improvements to Pambula Beach</li> <li>- Completion of Lake Street Shared Path in Merimbula</li> <li>- Completion of the Bike Track from Kalaru to Tathra</li> <li>- Completion of Pretty Point Bridge replacement</li> <li>- Commencement of the upgrades to Albert and Imlay Street in Eden</li> <li>- Commencement of the sealing of Towamba Burragate Road</li> <li>- Commencement of the construction of Plumb Street Carpark in Bega</li> </ul>	
5.10.11.2	Delivery of the sealing of Towamba and Burragate Roads	Property and Project Services	<p>The sealing of Towamba Burragate Road is progressing well with over three quarters of the road current sealed.</p> <p>This project has been impacted by several flooding events in the past 12 months and these are being addressed under the Disaster Recovery Arrangements.</p> <p>The project is due for completion in early 2022 in accordance with the State Government Funding deed.</p>	

**5.10.12: Design transport capital works project**

Activity Code	Activity Name	Service Area	Comment	Status
5.10.12.1	Undertake design and investigation of funded capital transport works projects	Property and Project Services	<p>Council has been progressing the design of a range of both internally funded and externally funded capital transport works projects including:</p> <ul style="list-style-type: none"> <li>- Design of Sapphire Coast Drive and Berambool Drive intersection</li> <li>- Design of Plumb Motors Carpark</li> <li>- Design of drainage and footpath network for Kalaru Township</li> <li>- Investigation and design Stormwater Water relining program</li> </ul>	


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

Activity Code	Activity Name	Service Area	Comment	Status
5.10.13.1	Continue to refine and improve Project Management Framework for the delivery of capital works projects	Property and Project Services	Council are in the process of implementing Pulse Project Management reporting tool and the current Project Management Framework has been refined to assist in the roll out of this reporting tool. The framework will be continued to be refined as the reporting tool is rolled out for all projects delivered by Council.	


**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
5.10.14.3	Continue renewal of program for roadside barriers	Works and Assets	Safer Roads program still in progress and nearing completion.	
5.10.14.4	Commence implementation of identified slope stability projects	Works and Assets	RFQ for detailed design and investigation has been awarded and works are in progress.	
5.10.14.5	Support bushfire recovery transport activities	Works and Assets	Regular liaison and dialogue with Recovery, Resilience and Rebuilding team is ongoing and input given into scoping or technical issues where required.	




#### 5.10.15: Collaborate with Canberra Region Joint Organisation of Council's to investigate and progress improving the energy efficiency of street lighting


Activity Code	Activity Name	Service Area	Comment	Status
5.10.15.1	Participate in Southern Lights project to facilitate uptake of LED street lights	Works and Assets	Project completed. Tenders awarded for LED and smart controllers. Essential Energy delivering roll out of technology in 2021-22.	

#### 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	Maintain, renew and upgrade roads; manage guardrail, roadside infrastructure and associated hazards; and deliver street sweeping of the central business districts	Works and Assets	Maintenance of relevant asset road and roadside related assets and CBD street sweeping occurred in accordance with Service Level Agreements. A number of State and Federal grants have assisted in this activity this financial year including installation in various locations of planter boxes, street art and benches.	

#### 5.10.17: Map and maintain information on Councils assets


Activity Code	Activity Name	Service Area	Comment	Status
5.10.17.1	Develop and maintain the Asset Registers for Council's buildings and transport related assets	Works and Assets	Collation of works-as-executed data and system updates are in progress and ongoing. Procurement and evaluation for a new asset management system is nearing completion.	
5.10.17.2	Ensure Council maintains a functional and fit for purpose data management and viewing system for its assets	Works and Assets	Data viewing system revitalised. Asset Management System implementation, procurement and evaluation in progress and nearing completion.	
5.10.17.3	Simplify asset data reports for Council's transport asset classes	Works and Assets	Transport asset data report simplification in progress and under review as ongoing activity as part of end of year reporting processes.	

Activity Code	Activity Name	Service Area	Comment	Status
5.10.17.4	Implement the recommendations of the Maritime Infrastructure Internal Audit for major marine infrastructure	Works and Assets	Completed	



#### 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	Works and Assets	A one-year gravel resheeting program has been completed, stormwater CCTV condition assessments completed and extension of 4 year forward program required. The NHVR bridge condition assessment project completed and Fixing Country Roads bridge assessments in progress.	
5.10.18.2	Conduct Merimbula Transport Study to inform place-based Area Plan	Works and Assets	Little progress other than data collection activities in period due to competing finance end of year process priorities.	
5.10.18.3	Complete annual identified Road Safety Audits	Works and Assets	Site inspections completed and draft reports provided for 2 of 3 identified sites.	
5.10.18.4	Develop grant applications for key Federal and State Government infrastructure programmes to support identified capital works	Works and Assets	Grants submitted to Fixing Local Roads Rd 2 and Rd 3, BLER, Floodplain Management Program, School Zone Infrastructure program and Local Land Services Marine Estate Management Strategy program.	


#### 5.10.19: Review and update the Asset Management Plans

Activity Code	Activity Name	Service Area	Comment	Status
5.10.19.2	Complete revaluation of assets for Transport Asset Management Plan review	Works and Assets	Completed.	


**5.10.20: Identify and complete floodplain risk management projects**

Activity Code	Activity Name	Service Area	Comment	Status
5.10.20.1	Continue delivery of Merimbula and Back Lake Floodplain Risk Management Study and Plan	Works and Assets	Completed.	
5.10.20.2	Commence Bega and Brogo rivers catchment flood study warning system scoping and feasibility	Works and Assets	Initial community consultation has been completed. An initial options report has been developed with subsequent public exhibition of options report being planned.	

**5.10.21: Review and update stormwater renewal program**

Activity Code	Activity Name	Service Area	Comment	Status
5.10.21.1	Review and update stormwater renewal program, including consideration of climate change impacts	Works and Assets	Ongoing activity including preparation of floodplain planning and risk mitigation strategies. Supporting stormwater CCTV inspection program now completed, Pambula Flood Study now completed incorporating climate change impacts.	





**5.10.23: Construct and maintain town centre carpark infrastructure**

Activity Code	Activity Name	Service Area	Comment	Status
5.10.23.1	Maintain, renew and upgrade carparks	Works and Assets	Maintenance activities carried out as required. Tanja Hall carpark works being undertaken in conjunction with Country Passenger Transport Infrastructure Grant Scheme.	

## 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	Communication and Event Services	Regular media releases were published throughout the 2020-21 financial year to ensure the community was aware of key updates and announcements. This information was also shared through Council's website, social media platforms and newsletters. In 2020-21, Council issued over 260 media releases (an average of one per week day); responded to multiple daily media enquiries and interview requests; and posted upwards of 30 Facebook posts per week on average (with 22,600 followers). Council also held a number of media briefings to provide background information to journalists on a range of topics.	
6.11.1.2	Deliver 'Council News' publication	Communication and Event Services	Council News was distributed fortnightly via email. Following a review in May and June 2021, Council News will be merged with Bushfire Recovery News into one, fortnightly newsletter called 'Bega Valley Together', providing shire relevant news, information, grant opportunities and events, including a focus on ongoing recovery information. The new newsletter will start from July 2021.	
6.11.1.3	Develop and maintain web services and social media, incorporating the web improvement project	Communication and Event Services	Website and social media have been maintained and proactively updated, with good social media engagement achieved. Council's main Facebook account has 22,600 followers. More than 30 Facebook posts were published each week, on average. The website improvement project has commenced to improve the layout and usability of the website for the community, with completion currently planned for December 2021.	
6.11.1.4	Administer the Community Festivals and Events grants program (Note: Council resolved Nov 2020 to not deliver as competitive program and instead support community bushfire commemoration events)	Communication and Event Services	The Community Recovery Contribution Program supported 23 significant and meaningful events and activities across the shire.	





Activity Code	Activity Name	Service Area	Comment	Status
6.11.1.5	Coordinate civic events	Communication and Event Services	Civic events including Australia Day and a citizenship ceremony were held by Council. Planning for the 20th anniversary of the MOU with local Aboriginal communities was also undertaken, with the event due to occur in July 2021. Event support was also provided for Council's Harmony Day celebrations.	
6.11.1.6	Support bushfire recovery communications	Communication and Event Services	Communication support for bushfire recovery included media releases and enquiries, interview support, social media posts, development and distribution of the fortnightly Bushfire Recovery Newsletters, web content, and support for visiting dignitaries. In May and June 2021, a review of Bushfire Recovery Newsletter was undertaken. Based on the review, from July 2021 Bushfire Recovery News and Council News will be merged into one, fortnightly newsletter called Bega Valley Together, including a focus on ongoing bushfire recovery information.	

### 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	Develop and implement Service Level Agreements for management of Council's Customer Service and Revenue teams that meets Organisational Service Standards	Revenue and Customer Services	<p>As previously reported, Council continues to monitor current service levels and identify improvements through available information. Council's customer service call centre maintains our frontline service providing the first point of contact. We have had a number of new team members join Council in our Customer Service team which is a great way for people to learn about the breadth and depth of services provided by Local Government.</p> <p>Our management of various systems are underpinned by the adopted Organisational Service Standards, including the oversight of our third-party provider who enable us to have a 24/7 hour service available.</p> <p>The Business and Governance team provide monthly reporting to Leadership Executive Group to promote monitoring and oversight of our Customer Request Management system and have commenced the inclusion of our "Snap Send Solve" subscription service.</p>	
6.11.3.2	Organisational Service Standards are met by our Customer Service team	Revenue and Customer Services	<p>The organisational service standards for the Customer Service Team are as follows:</p> <ul style="list-style-type: none"> <li>- Answer calls within 5 rings</li> <li>- 80% calls resolved by Customer Service</li> </ul>	



Activity Code	Activity Name	Service Area	Comment	Status
			<ul style="list-style-type: none"> <li>- Call transfers once only</li> <li>- Greeting at front counter within 5 minutes</li> </ul> <p>The leadership executive group consider customer service statistics on a monthly basis, which includes call management, complaints and compliments. For the period July 2020 to June 2021, the averages per month are: 3,568 calls; 27 seconds spent in queue, 3.17 minutes duration, 89% calls resolved on first contact. A total of 112 complaints a decrease of 1% on previous year and 144 compliments were recorded an increase of 40% on previous year. Council uses an after-hours call provider that handled 2,631 calls for Council a decrease from previous years of 22%</p>	
6.11.3.3	Our after-hours call centre service meets Councils organisational service standards	Revenue and Customer Services	Council after hours call centre handles on average 203 calls per month. Council moved to a new provider in July 2020 and continues to improve service provision through the regular review of the types of calls, referrals and information collected. It is important that the services provided are kept updated and can be responsive to the broad and changing nature of Councils services.	

#### 6.11.4: Conduct day to day management of Council


Activity Code	Activity Name	Service Area	Comment	Status
6.11.4.1	Support Events and Communication Officer to arrange civic functions	General Manager and Mayoral Support	No assistance has been required to be given to Civic Functions from the Executive Office in this period. The Communications team are managing Council events.	
6.11.4.2	Coordinate an Organisation Culture Review and Staff Satisfaction Survey in partnership with UniSA; reporting findings and preparing an improvement plan based on observations/feedback received	People and Culture	The first of three Organisational Culture and Staff Satisfaction surveys has been delivered. A response rate of 41% was recorded, with 233 employees participating in the survey process. The survey report has been recorded and distributed to the Strategic Leadership Group (SLG), who participated in a focus group process, the purpose of which was to identify improvement areas and generate ideas on how to make these improvements. Further focus groups are planned and will include the Consultative Committee, as well as targeted cohorts from across the organisation - in particular, field-based employees. The outcome of the focus group will be to develop an improvement plan that will focus on our top three target areas being, internal communication, recognition of staff, and how to support and maintain health and well-being of our employees. A further two surveys will be delivered during the 2021-22 financial to record and measure any improvements made.	

Activity Code	Activity Name	Service Area	Comment	Status
6.11.4.3	Undertake Joint Organisation GMAG and projects, particularly integrated planning work focussing on a regional CSP	General Manager and Mayoral Support	After a competitive tender process Projectura were engaged to lead the community engagement and development of the Canberra Region Joint Organisation Regional Community Strategic Plan. Community engagement launched on 25 June and includes community events, an online survey and a deliberative phone survey. Engagement will conclude in July/August with results from the engagement to be available in September. The revised Community Strategic Plan will be presented to the newly elected Council in October.	

#### 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	Council meetings are planned, advertised, minuted and conducted in accordance with the Code of Meeting Practice	General Manager and Mayoral Support	Council Meetings for 2021 scheduled in Councillors Calendars, on Council's website and communicated where necessary. All business papers were published on our website within the required time frames (minimum 3 days before the meeting). Minutes taken as per standard and uploaded to Council's website accordingly. Council Meetings returned to the face-to-face (in person) format in March 2021 following a significant period of Council meetings, workshops and public forums being held virtually on the Zoom platform.	
6.11.5.2	Arrange requested Councillor Professional Development in accordance with approved individual plans	General Manager and Mayoral Support	Regular communication and support provided to Councillors by way of email, weekly Communique (newsletter) and responding to requests and inquiries as they are received.	


#### 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 and develop the next iteration of Council's CSP, Integrated Planning and Reporting	General Manager and Mayoral Support	Strategic gap analysis session held with Council's leadership team prior to commencing the next round of Integrated Planning and Reporting to identify what strategies and plans in the development, what we are missing, what we need to archive and how we use these to inform the Operational Plan each year. Improvement underway to use our corporate reporting system Pulse to capture all	


Activity Code	Activity Name	Service Area	Comment	Status
	and Strategy and Delivery Program and Long-Term Financial Plan		actions from our existing strategies and plans and build improved accountability in delivery of those actions. Council's next CSP will be presented to the newly elected Council in October 2021. The revised CSP will inform the development of the next Delivery Program and Resourcing Strategy. Project planning is underway for developing both of these documents including revision of our existing Asset Management Plans. Council adopted its Long Term Financial Plan in May 2021 to support loan borrowings for 2020-21. The LTFP outlined options for a future Special Rate Variation which will be guided by the newly elected Council.	



#### 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 requirements of GIPA, PPIP and Local Government Act	Governance	For the Period 1 April 2021 to 30 June 2021, 17 Government Information Public Access (GIPA) Applications were received. Nine were dealt with formally and 8 were able to be dealt with informally. All were responded to within GIPA legislation timeframes. No request for personal information (PPIPA applications) were received during this period. Statistical information will be reported for the 2020-21 year to the Information Privacy Commission (IPC) by the end of October 2021.	
6.11.8.2	Quarterly program of governance related training is provided to staff	Governance	Council's face to face induction programs for staff recommenced in 2021, following suspension during COVID restrictions. All new starters are required to read and acknowledge relevant governance procedures. Managers and coordinators attended targeted training on Fraud and Corruption run by the Independent Commission Against Corruption. Several governance staff attended protected disclosures training through the NSW Ombudsman's office in March 2021. Council's Code of Conduct and Risk Management procedures were reviewed. The Governance Sharepoint page is updated regularly and messaging is provided to staff via the General Manager's weekly updates. Specific Code of Conduct refresher training will be developed in Council's Learning Management System (LMS) during 2021-22.	
6.11.8.3	Coordinate the updating of Council's procedures in accordance with review schedule	Governance	A major review of Council's procedures has been undertaken over the previous 12 months and these are now available to staff and the public via Council's corporate management software Pulse. Council has 63 policies and 202 procedures that are actively managed through Pulse. Over this reporting period, we have moved to an automated system which alleviates some of the pressures around timing of reviews. Council Procedure - Creation and amendment of Policies and Procedures will be	


Activity Code	Activity Name	Service Area	Comment	Status
6.11.8.4	Support the Bega Valley Community Disaster Relief Fund (BVCDRF) through the MOU with Social Justice Advocates of the Sapphire Coast	Governance	<p>updated. Procedures related to the Local Government election have been updated and reported to Council in June 2021. All of Council's Policies as well as relevant procedures can be viewed by the public on Council's website. We are making a conscious effort to ensure that references and availability of old procedures are not available on our website to reduce confusion for users.</p> <p>Since July 2020, the BVCDRF committee has initiated four rounds of funding. The fourth round of funding was announced in June 2021 and applications will continue to be accepted until the fund reaches a balance of \$50,000 with this amount to be retained for the perpetual fund.</p> <p>The fund has so far supported 405 individual applications and 12 community led projects, programs and events that focus on alleviating community anxiety and stress.</p> <p>Funds distributed to the community so far are as follows:  Cobargo Pilot \$35,724.08  Round 1 \$158,000.00  Round 2 (extension of round 1) \$16,500.00  Round 3 \$71,183.70  Total funds distributed \$281,407.78</p> <p>50 donations were received by the fund in the 2021 financial year totalling \$147,028.85. Bringing the total donations (including \$50,000 contribution from Bega Valley Shire Council) to \$761,660.60</p> <p>Fund balance at 30 June 2021 \$480,527.84</p>	

#### 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	General Manager and Mayoral Support	The service summaries for each area of Council's business were used to develop the 2021-22 Operational Plan. Council will continue to report on the measures outlined in the Operational Plan and will seek to improve our measurement across the business as part of the development of the next Delivery Program and Resourcing Strategy. Council has commenced a project with MBA program participants from Ducere on performance measurement. The project will review how	






Activity Code	Activity Name	Service Area	Comment	Status
6.11.9.2	Develop an updated level of service document to inform future strategic organisational plans	General Manager and Mayoral Support	Council and the Local Government industry currently measure performance, what sector-wide performance improvement initiatives have been developed but not eventuated and how we can improve on measuring what we do.  Improvements undertaken in the budget development process for the 2021-22 financial year to better reflect the true costs of each service area and link the levels of service being provided and the cost to Council. The current Organisation Service Standards are being reviewed as part of the customer experience improvement project and will be considered as part of the development of the next suite of Integrated Planning and Reporting documents.	
6.11.9.3	Prepare the next IPR Framework with liaison of CRJO and all Directors	General Manager and Mayoral Support	The 2021-22 Operational Plan, Revenue Policy and Budget were adopted by Council on 30 June. Extensive work was undertaken by staff, commencing in late 2020, to undertake a zero-based budgeting approach. Significant budget reductions were made to move towards a balanced consolidated position. In February 2021, Morrison Low prepared and delivered an Asset Management Strategy (AMS) for Council that informed the Long Term Financial Plan that was adopted in May 2021. The next focus will be for the Asset Management Group to review and consider the research, analysis and assumptions made in the (AMS) prior to developing the next iteration of the Resourcing Strategy and Asset Management Plans. The Canberra Region Joint Organisation also produced a Regional Workforce Strategy that will help inform the workforce element of the next Resourcing Strategy. Work has also commenced on a revised IT strategy as another key element of the next Resourcing Strategy.	

#### 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	Assets and Operations Coordination	A recent handover of the LEMO role has taken place. For this reporting period 100% compliance with activity was achieved.	







## 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 State Road network within and linking to the shire	Assets and Operations Coordination	Recent handover of role however for this reporting period 100% compliance was achieved with lobbying and advocacy at all levels being conducted on a regular basis.	
6.12.1.3	Devise and implement a refined Assets and Operations Directorate structure and operational model	Assets and Operations Coordination	Completed	
6.12.1.4	Maintain an accountabilities and reporting model for operational issues within the Directorate	Assets and Operations Coordination	Regular reporting structures in place, capital reporting framework being refined through Pulse system.	
6.12.1.5	Review all Directorate Asset Management Plans and ensure they remain relevant and achievable	Assets and Operations Coordination	Asset Management Plans are still currently being revised/developed and are expected to be in position by the end of the 2021-22 financial year. This will be assisted with the imminent role out of a new asset management software system.	
6.12.1.6	Collaborate and support the Waste and Infrastructure Services- RRR team to deliver Councils bushfire response	Assets and Operations Coordination	Continued liaison at director and managerial level throughout this reporting period to assist in the RRR deliverables.	

### 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 Access and Inclusion Advisory Committee	Community, Environment and Planning Coordination	Regular meetings of the Access and Inclusion Advisory Committee held throughout the year.	

Activity Code	Activity Name	Service Area	Comment	Status
6.12.2.2	Advocate to government for measures to support the community and environment of the Bega Valley Shire	Community, Environment and Planning Coordination	Advocacy work included submissions to a wide range of planning reform, housing strategy and environmental regulation, particularly in relation to bushfire recovery.	
6.12.2.3	Undertake customer service improvement project	Community, Environment and Planning Coordination	Project underway, with new baseline for completion in 2021-22.	
6.12.2.4	Contribute to CRJO regional planning working group	Community, Environment and Planning Coordination	Actively participated in regular meetings of the CRJO Planners group, including leadership role and participation in contaminated land and bushfire recovery projects.	
6.12.2.5	Facilitate the Bega, Eden, Merrimans Aboriginal Liaison Committee	Community, Environment and Planning Coordination	Regular meetings of the Bega, Eden Merrimans Aboriginal Liaison Committee held. Celebration of 20 years of partnership, due in June 2021, deferred to July 2021.	
6.12.2.6	Support bushfire recovery planning, building and environment activities	Community, Environment and Planning Coordination	Planning, building and environment bushfire recovery program for 2020-21 completed and recovery sub-committee disbanded. Ongoing recovery activity to be continued under business as usual governance structure.	
6.12.2.7	Develop Contaminated Land Policy	Community, Environment and Planning Coordination	Draft Contaminated Land Policy developed for public exhibition in early 2021-22.	



### 6.12.3: Oversee Business and Governance services, programs and finances


Activity Code	Activity Name	Service Area	Comment	Status
6.12.3.1	Business and Governance strategies are achieved by result	Business and Governance Coordination	The Business and Governance Directorate have a focus on three key result areas: - We provide advice to help people make good decisions - We work across teams to help reduce waste and duplication of effort	





Activity Code	Activity Name	Service Area	Comment	Status
	driven work plans that focus on benefits for our community		<p>- We build capability through shared knowledge</p> <p>Over the past six months, the following items have underpinned the way we deliver our services to internal and external stakeholders:</p> <p>- Work across teams   Internal business partnerships reduce duplication - Process mapping. We have completed four (4) process map workshops and updated our improvement plans.</p> <p>- Provide advice   Engagement in project scoping creates value in efficiency - Project management culture. The Pulse Project Management Module (automation of our framework) has been initiated and delivered by our team. In addition, Business and Governance have been using the corporate project management framework. Many members of our team are qualified in project management and share the skills and expertise with others when involved in delivering corporate projects.</p> <p>- Provide advice   Community values council services - Service improvement plans. Our teams have reviewed and developed improvement plans and projects that add value to the overall Delivery Program Strategies. In addition, our directorate is providing regular monthly and quarterly reporting on all services to the Leadership Executive Group with a focus on improvement, risk and legislative compliance.</p> <p>- Build capability   We operate as one entity for the benefit of all - Quadruple bottom line (QBL) reporting. Over the reporting period, report writers in the business and governance directorate have focused attention on providing context of recommendations and the impacts across the QBL. During this Operational Plan period we also introduced a more thorough approach for financial impacts of recommendations, which has seen mixed use and varied results. Despite this, we have seen an improvement in reporting with demonstrated increase in understanding and acknowledgement from budget managers of funding streams and life-cycle costing.</p>	

## 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	Implement a Human Resource Information System that meets organisational needs	People and Culture	<p>Following recommendations provided through internal audits concerning corporate governance and work health and safety the People and Culture team commenced investigation into introducing a Learning Management System (LMS).</p> <p>In April 2021, a license agreement was entered between Council and its preferred provider. A project plan was established for the development and implementation of the LMS. The initial set up of the system commenced in May. A group of key users currently are being trained in how to administer the system and will be responsible for building and publishing course content.</p> <p>The LMS will provide a platform for employees to be engaged in mandatory and compliance related training as well as ongoing professional development, all of which can be delivered online and course content developed by subject matter experts within the organisation. It is expected that the system will be launched in October 2021 and will work in conjunction with Council's payroll, recruitment and on-boarding, policy and procedure register, and delegations management systems.</p> <p>The Governance and Records team also introduced a new electronic platform to help manage Council's policies and procedure and delegations register. These modules were introduced in late 2020. In the lead up to introducing the new registers, a review of all procedures was undertaken. The review process is complete and all documents now recorded, published and accessible via the online platform. The documents can be accessed via the policies and procedures page on Council's website.</p>	
6.12.4.2	Implement the actions of our Workforce Management Plan for 2021	People and Culture	<p>Council has continued to consider the regional plan of the Canberra Regional Joint Organisation (CRJO) that was adopted in late 2020. Key priorities are to ensure that as an organisation, our workforce strategy includes actions that promote succession planning, indigenous employment, diversity and inclusion, mentoring, and cadet/trainee/apprentice programs. We have also participated as a stakeholder in the South East Skills, Training &amp; Workforce Committee hosted by Department of Regional NSW.</p> <p>Following Council elections, the workforce strategy will be reviewed within the IPR suite of documents. The CRJO regional strategy identified key drivers and</p>	



Activity Code	Activity Name	Service Area	Comment	Status
6.12.4.3	Prepare and implement a Learning Management System project	People and Culture	<p>challenges with regard to employment in local government in the South East Area, which will underpin our strategy. Our review of Council's workforce strategy will commence in October 2021.</p> <p>Refer to progress for action 6.12.4.1 which is linked to this project. A group of key users has been identified and established. Members of the group are currently engaging in online training on how to administer the Learning Management System (LMS). The LMS will enable us to create, upload, and publish course content that will be delivered to employees of Council. A train the trainer model is being applied, whereby the employees initially trained as super users in the systems administration, will train other key users.</p> <p>The intended launch date of the LMS is 1 October 2021.</p>	

#### 6.12.5: Improve the provision of corporate financial services



Activity Code	Activity Name	Service Area	Comment	Status
6.12.5.1	Develop and implement Service Level Agreements for management of Council's investment portfolio, accounts payable and payroll	Finance Services	<p>Council continues to monitor current service levels and identify improvements through available information. A process mapping workshop was completed with a group of key stakeholders that has resulted in system improvements that will inform a future project and generate efficiencies in this process.</p> <p>During the reporting period, Council also considered our investment procedures and have expanded the opportunity to diversify investments across a portfolio. We have seen positive performance from this diversification. Our investment reports have been presented to Council each month as required by Section 625 of the Local Government Act 1993, clause 212 of the Local Government (General) Regulation 2005 and Council's Investment Policy. Our management of various systems are underpinned by the adopted Organisational Service Standards and statutory requirements.</p>	
6.12.5.2	Prioritise actions of Finance Improvement Plan and deliver agreed milestones	Finance Services	<p>Council continues to add to the improvement program as further indicators become known for example recommendations made through internal and external audit findings. The Financial Improvement Plan (FIP) was formalised and all identified actions prioritised with time frames agreed. Quarterly updates on the progress against the improvement plan is provided to Finance Briefing sessions with Councillors and independent oversight of the Audit, Risk and Improvement</p>	



Activity Code	Activity Name	Service Area	Comment	Status
			Committee (ARIC).	
			The 2020-21 financial year improvements focused on the provision of additional financial reporting, changes to Councils LTFF, policy and procedure reviews, management of reserves, improving Council's cash position, external audit recommendations, meeting reporting deadlines and preparing and monitoring annual budgets.	
6.12.5.3	Implement online payments project	Finance Services	Council has made significant progress in this project with a new banking provider approved and all accounts now transitioned. Improvements are continuing to be made with the introduction of Councils own internet payment page and phone payment service expected to be available by September. The next phase of the project is commencing and will be targeting other online payment options including DA and certificates.	

#### 6.12.6: Provide record and document management for Council


Activity Code	Activity Name	Service Area	Comment	Status
6.12.6.1	Organisational Service Standards and legislative requirements are met by our Records Management team	Records Management	Council's records officers process all incoming electronic and hard copy correspondence to Council within Council's Organisational Service Standards. In the last 12 months over 150,000 documents were registered and 50,000 Customer Request Management Tasks were created. An Information Management Sharepoint page has been created to provide training resources for staff.	
6.12.6.2	Develop and implement a project plan for the digitisation of hard copy property and building files	Records Management	A 12-month project to digitise hard copy Development Application Files was completed with 5,922 files converted to electronic records. Procedures have been developed and records staff trained in the process.	

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


Activity Code	Activity Name	Service Area	Comment	Status
6.12.7.1	ICT Service Level Agreement documents, organisational computer systems, network infrastructure and user support	Information, Communication and Technology	<p>Employing Service Level Agreement documents when engaging with new third party technology companies, particularly Software as a Service (SaaS) companies, has become standard when finalising contracts.</p> <p>In partnership with Hitech Support, Council server infrastructure has been identified as in need of a mid-life-cycle upgrade as part of Council's IT Disaster Recovery plan. This is a flow on effect of the extra server resources which have been required due to the working-from-home change of policy, post COVID-19 pandemic. Extra servers are required to provide adequate systems to staff working at any location. The new server upgrades have been procured and are scheduled for installation in July 2021.</p> <p>With a view to become a more flexible workplace, and with new recruitment particularly in the Recovery, Resilience and Rebuilding directorate, acquisition of new laptops for staff has become a logistical challenge during a time of global chip shortage. These shortage challenges will be overcome in time however as the silicon chip industry repositions itself to cope with the increase in global demand.</p> <p>Implementation of the the new GIS system for Council, ESRI ArcGIS, is in the final stages after months of negotiation, planning and resourcing.</p> <p>Installation of network infrastructure in the new Bega Gipps St office has finalised. This involved installation of network cabling throughout the building, connection of a new microwave link to bridge the Zingel PI office with the Gipps St office, and configuration and installation of a new Cisco Meraki network switch and Wi-Fi access points.</p>	
6.12.7.2	Deliver 2021 priorities of Authority Road Map business system upgrades and associated data maintenance	Information, Communication and Technology	<p>Director Business and Governance has a planned meeting with Civica management to review contracts and services. This has been postponed due to COVID, however significant research has been undertaken to ensure Council has clear objectives and business requirements from our enterprise resource planning system.</p> <p>The Authority Road Map has been placed on hold while research and implementation of other software has been explored or implemented. External, independent third-party advice from Gartner has provided Council with industry context and assisted to explore technology options based on current and desired future state.</p>	

Activity Code	Activity Name	Service Area	Comment	Status
6.12.7.3	Windows Server 2019 Migration and AD '19 server platform upgrades and associated migration with minimal disruption	Information, Communication and Technology	Due to the current global chip storage combined with increased recruitment at Council, PC replacement for older machines running legacy operating systems is taking longer than expected. This has a negative impact on the ability to provision newer Windows 2019 servers. Once the final legacy systems can be replaced in the first quarter of 2021-22, upgrades to server versions will commence.	
6.12.7.4	Manage network upgrades and telephony system end of contract	Information, Communication and Technology	Cisco Meraki rollout in the new Gipps St office has proved successful. This ensures future network upgrades will be compatible with Council's existing legacy Cisco network equipment but will also allow for cheaper network upgrades.  The mobile phone contract has been awarded to Optus. The is currently in the pre-planning phase for rollout across the organisation.	

#### 6.12.8: Improve Council's business systems


Activity Code	Activity Name	Service Area	Comment	Status
6.12.8.1	Finalise Council's Information and Communication Technologies Strategy	Information, Communication and Technology	Documenting a revised Information and Communication Technologies Strategy has not been completed. Advice for a contemporary industry approach has been sought over several months. The IT Steering Committee has not met during this period however a number of IT projects that align with our Operational Plan have been undertaken. The IT Committee and key stakeholders completed the Gartner Technology Maturity Assessment in July 2020 and the results of this survey was work shopped with the Leadership Executive Group August 2020. This work has informed the current review of the existing IT Strategy and served as a foundation for Council's 2021 Investment Prospectus (Technology). The next iteration of the IT strategy will be as a complementary document within the Resourcing Strategy as part of the IPR Framework.	

#### 6.12.9: Ensure effective expenditure for purchasing goods and services



Activity Code	Activity Name	Service Area	Comment	Status
6.12.9.1	Undertake a review and implement improvements to our	Procurement and Contracts	The WHS team and procurement and contracts team continue to work together towards improvements in contractor management. Both are investigating	

Activity Code	Activity Name	Service Area	Comment	Status
	contractor management processes		complimentary training in Contract management (management of the legally enforceable agreement), and Contractor Management (day to day management of contractors in a range of Council's operational settings, with a strong focus on safety and risk management). The WHS inspector is also helping achieve compliance with existing systems requirements, an action previously unable to be undertaken. Whilst this action did not achieve the benefits intended this year, within resources the processes are demonstrably better, with financial year 2021-22 plans in place to achieve the remaining intended benefits.	

#### 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	Prepare a schedule of review for procurement policy and procedures	Procurement and Contracts	The Procurement and Contracts Improvement Plan approved by the Director Business and Governance, adopts a regular program of review of the holistic "system". It has received strong support and appreciation from the General Manager. The program will phase reviews over the next four financial years to ensure all parts of the system are reviewed and updated to achieve best practice within constraints.	

#### 6.12.11: Implement key recommendations of the Procurement Review


Activity Code	Activity Name	Service Area	Comment	Status
6.12.11.1	Review outstanding key recommendations from the 2015 Procurement Review and consolidate into the Procurement Improvement Plan 2021-2025	Procurement and Contracts	The Procurement and Contracts Improvement Plan has been approved by the Director Business and Governance and has received strong support and appreciation from the Leadership Executive Group. The plan incorporates all outstanding actions from previous reviews and audits of the system and is sensitive to the Council's adopted plans and strategies to support the community. The improvement plan provides a solid foundation for the Procurement and Contracts team with current knowledge and understanding of the organisation's operational needs from this service. The completion of this project now sees the 2015 Procurement Review being superseded.	
6.12.11.2	Prepare a Procurement Improvement Plan for 2021-2025	Procurement and Contracts	The Procurement and Contracts Improvement Plan has been approved by Director Business and Governance and received strong support and appreciation from the Leadership Executive Group. The plan incorporates all outstanding actions from	

Activity Code	Activity Name	Service Area	Comment	Status
			previous reviews and audits of the system and is sensitive to the Council's adopted plans and strategies to support the community.	


#### 6.12.12: Develop and manage Council's owned and managed land portfolio

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	Council's Property Services team have been progressing a number of matters in the management of Council's property portfolio. Since January 2021 there have been approximately twenty (20) leasing and licencing matters that commenced and were finalised prior to 30 June 2021. Three (3) expression of interest (EOI) processes have been run since January in accordance with the management of community land under the Local Government Act 1993 and sixteen (16) Native Title assessments have been completed. Property officers have been progressing nine (9) easement acquisition and three (3) land acquisition matters along with various miscellaneous matters such as land consolidation and land classifications over the past six months. There are currently five (5) active road closure matters in progress with one matter recently finalised on 18 June 2021. The total compensation received in this matter was \$88,750 which will be available for future road maintenance and upgrades.	
6.12.12.2	Progress the divestment of asset and surplus land as resolved by Council	Property and Project Services	Since January 2021 the Property Services team have been actively working towards progressing the disposal of several parcels of surplus land as approved by Council. To date, two (2) of these matters have settled for a total of approximately \$2,500,000 income to Council. It is expected there will be an additional (4) settlements within the coming months. Property Services are also undertaking a project to identify further surplus land which may have been classified community land incorrectly and could be reclassified and sold.	


#### 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	Property and Project Services	From 1 July 2020 to 30 June 2021 Council facilitated 107 burials, 25 ash interments and 35 bronze plaque designs. Council have 26 active volunteers assisting Council in the cemetery network.	






Activity Code	Activity Name	Service Area	Comment	Status
6.12.13.2	Management Plans in conjunction with volunteers Support Infrastructure Services - RRR with the restoration of bushfire impacted cemeteries	Property and Project Services	Officers organised the repair of the entrance fence at Wonboyn and Quaama cemeteries and also the perimeter fence at Cobargo cemetery. We also provided replacement costs information to Councils insurer for the damaged containers and contents at Wonboyn and Cobargo cemeteries. A new pavilion, container and maintenance equipment has been installed at Cobargo cemetery in consultation with community volunteers.	

#### 6.12.14: Review and update the Cemeteries Asset Management Plan



Activity Code	Activity Name	Service Area	Comment	Status
6.12.14.1	Refine asset data and update register for Council's cemetery assets and facilities	Property and Project Services	The Cemetery Asset Management Plan (CAMP) is a key recommendation in the action plan of the Cemetery Strategy 2020-2030 that was adopted by Council on 12 May 2021.	

#### 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	From 1 July 2020 to 30 June 2021 a total of \$73,400 hall hire income was collected from 18 community halls. Community hall maintenance funding of \$71,820 was approved by Council and allocated to Bemboka, Candelo, Eden Log Cabin, Nethercote, Pambula, Quaama, Rocky Hall, Tanja, Tarraganda, Towamba, Wolumla and Wyndham Halls.	
6.12.15.2	Deliver upgrade program for all community halls	Property and Project Services	Solar and battery units have been installed at Bemboka, Quaama and Wyndham Halls under the Increasing Resilience to Climate Change Fund. Candelo, Cobargo and Murrah halls have been allocated \$115,000 from the Special Rate Variation funding for capital upgrade works. Stronger Country Communities grant funding application for capital upgrade works has been submitted for Tarraganda, Wyndham and Towamba Halls.	

Activity Code	Activity Name	Service Area	Comment	Status
6.12.15.3	Support bushfire recovery with planning and rebuilding of disaster damaged community halls	Property and Project Services	Council has organised a new Pavilion at Kiah Hall to support the community until the hall is rebuilt. Council also organised repairs to the composting toilet and BBQ shelter at Wandella Hall to support the community until a new hall is built. Council has provided communication to Kiah and Wandella Hall committees regarding progress on hall rebuilds and funding. Land has been acquired at Kiah as requested by the community for additional, level space to accommodate the new hall.	


#### 6.12.16: Review and update the Buildings Asset Management Plan


Activity Code	Activity Name	Service Area	Comment	Status
6.12.16.1	Develop asset rationalisation plan and commence actions to dispose, upgrade or renew buildings	Works and Assets	Rationalisation, renewal and upgrade plans being developed as part of Buildings Asset management Plan review in conjunction with current Integrated Planning and Reporting process following local government elections.	
6.12.16.2	Undertake comprehensive review of Buildings asset management plan to reflect data collected during building's revaluation	Works and Assets	Buildings Asset Management plan under review in conjunction with current Integrated Planning and Reporting process following local government election	


#### 6.12.17: Deliver workplace health and safety management programs

Activity Code	Activity Name	Service Area	Comment	Status
6.12.17.1	Deliver a training schedule for Council's work, health and safety systems across all directorates	Risk Management	All mandatory and compliance related training, including work health and safety, have been scheduled for the calendar year. The People and Culture and Safety Teams have been working together to identify high risk training areas, which have been given priority in the schedule. In the period of January-June 2021, the organisation provided mandatory/compliance and safety training to 185 of its employees across 24 different courses. The People and Governance Team are also in the process of setting a Learning Management System (LMS), which will enable the business to deliver online training and development to all employees. The launch date of the LMS is 1 October 2021. One of the key areas of focus regarding course content for the launch is safety awareness and culture.	


## 6.12.18: Deliver enterprise risk management and audit control programs

Activity Code	Activity Name	Service Area	Comment	Status
6.12.18.1	Implement priorities of Enterprise Risk Management Road Map	Risk Management	<p>The purpose of Council's Risk Management Road Map 2020 is to summarise the direction that Council wants to take to improve proactively managing enterprise wide risks over 12 months. To accomplish this there were four main milestones:</p> <ol style="list-style-type: none"> <li>1. Assess councils existing risk management maturity - this was accomplished by reviewing the findings contained in the Internal Audit and Issues Management Review as well as the Risk Maturity Assessment and developing key projects aimed at completing the auditor's recommendations. Key projects included building a risk management body of knowledge into SharePoint, defining Council's risk appetite and improved risk reporting and development at Strategic Leadership Group (SLG) Meetings.</li> <li>2. Develop a risk management framework and resources - this was accomplished by consulting with key stakeholders in developing a risk management framework and develop risk management resources based on that feedback. Key outcomes here included the creation of Council's risk registers into PULSE. This will be an ongoing project as risk by its nature requires regular monitoring and review. The key task on our road map was the implementation of an enterprise risk capture system.</li> <li>3. Promoting risk management concepts and create a risk aware culture - once again this was directed at the SLG with increased discussion and facilitated sessions at all SLG meetings.</li> <li>4. Assess, review and report on the effectiveness of the improvements made to Council risk management approach - this final task required assessing Council's enhanced risk management approach and incorporating lessons learnt along the way back into the improved risk framework. Once again, the nature of risk is a continuous process but the system and framework is now established to allow Council to better manage and report on enterprise risks.</li> </ol> <p>Ultimately the main objective of this undertaking has been to enhance Councils risk management framework and promote a risk aware culture among staff. The groundwork done will serve Council into the future continuing to enhance and improve systems and frameworks.</p>	


Activity Code	Activity Name	Service Area	Comment	Status
6.12.18.2	Undertake audits identified in the Internal Audit Strategic Plan	Risk Management	<p>Internal auditing is defined as an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.</p> <p>Bega Valley Shire Council under a mandate from the Audit, Risk &amp; Improvement Committee scoped out and went to market for the following internal audits which were designed to determine whether the internal controls of Council, such as policies, procedures, systems and practices are sufficient to produce an optimum level of efficiency, compliance and effectiveness :</p> <p>1. Work Health and Safety (WHS) - The purpose of this audit was to determine the effectiveness of Council's safety management systems, to identify the strengths and opportunities for improvements and to ensure compliance with the Work Health and Safety Act (WHS Act) 2011 and Work Health and Safety Regulation 2017 (WHS Legislation), the Safe Work Australia Codes of Practice, and Council safety policies and procedures.</p> <p>2. Grant Funding - The scope of the audit was to ensure Council has effective management systems in place to ensure that grants received are appropriately scoped, planned, expended and that Council staff exercise due diligence in applying for grants ensuring that when a grant is funded Council can complete the project on time and within allocated budget.</p> <p>3. Procurement - This review was undertaken to ensure Council's approach to procurement is guided by effective risk management, internal controls (which are applied by all staff), value for money and compliance with all appropriate legal requirements.</p> <p>To date the review of WHS is fully complete and the auditors have presented their findings to ARIC during the June 2021 Committee meeting, the Grant Funding Audit is substantially complete as Council has received a draft report of findings and the Procurement Audit is still underway. All audits will be expected to be fully resolved by the end of August 2021.</p> <p>In addition to the reviews identified in the Operational Audit Plan, Council was advised</p>	

Activity Code	Activity Name	Service Area	Comment	Status
6.12.18.3	Complete the annual StateWide Mutual Continuous Improvement Pathway	Risk Management	<p>in April that we are required to undertake a Performance Audit with the Audit Office of NSW. This performance audit is examining Local Government business and service continuity arrangements for natural disasters. This review is still underway with preliminary findings expected in July 2021 and a draft report in August 2021.</p> <p>As part of the 2020-21 Continuous Improvement Pathway program, Statewide Mutual retained a self-assessment audit to facilitate the capture of bench-marking information. The current program looks at how Council has integrated the operational management of key risk exposure areas against the integrated planning and reporting requirements and best practice principles.</p> <p>The 2020-21 Statewide Mutual Continuous Improvement Pathway topics were:</p> <ol style="list-style-type: none"> <li>1. Building Assets</li> <li>2. Event Management</li> <li>3. Footpaths</li> <li>4. Motor Vehicle (using MyZurich platform)</li> </ol> <p>Participation within this program currently makes up 40% of any discretionary risk initiative distribution of surplus funds and entitles councils to access the board funded initiative program for the following year. The bench-marking exercise relies upon Council's undertaking a self-assessment against the nominated topics followed by a random check by the Regional Risk Manager. Although voluntary, completion of the self-assessment workbooks helps Council fulfill its commitment to risk management and obligations under the deed. Council fully completed the self assessment review process as requested by Statewide Mutual and the self identified findings will be used as improvement areas within Council as appropriate.</p>	


#### 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 and Assets	Renewal projects incorporated into adopted operational plan and budget.	


**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 and Assets	All activities continued as a scheduled despite the COVID restrictions and further work is now required to redefine the notional SLAs for discussion with the incoming councillors and formalise them to include key reporting metrics.	


**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 and Assets	These activities continued throughout the year with nothing extraordinary to report. Despite COVID restrictions both the depots and stores always remained fully functional.	

**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	Works and Assets	Fleet Facilities capital and operational targets were met for the 2020-21 financial year. External plant hire contract has been completed with function now being managed internally. A user system has been established within SharePoint. Fleet Management software tender process almost complete with the contract expected to be awarded late July 2021. Bulk fuel distribution software has been implemented utilising an in-field application and web base data management and reporting system	

**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	Works and Assets	The latest light vehicle fleet procedures have been released and will continue to be revised to meet changing needs of the organisation following the introduction of 'Working from Home' and wider access to leaseback arrangements.	




Activity Code	Activity Name	Service Area	Comment	Status
	and sustainable, including consideration of climate change impacts			

#### 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 and Assets	Quarry has not operated this financial year as not deemed cost effective for current suite of projects. Routine inspections and returns are ongoing including WHS and EPA licence checks. Some remedial work following floods as undertaken to mitigate the potential for sediment to escape the site.	

#### 6.12.25: Coordinate the planning and implementation of the disaster recovery infrastructure program

Activity Code	Activity Name	Service Area	Comment	Status
6.12.25.1	Inspection of impacted assets post 2020 fire and flood events	Infrastructure Services - RRR	Inspections of impacted assets post 2020 fire and 2020 Flood events have been completed for this action. Work remains on inspections for damage relating to the May 2021 Flood event.	
6.12.25.2	Identification and delivery of emergency works (make safe) relating to the 2020 fire and flood impacted assets	Infrastructure Services - RRR	All Section 44 RFS Make Safe work has been completed. All Disaster Recovery Funded Emergency Works for fire and flood impacted assets in 2020 have been completed. A small number of emergency works remain for flood event in 2021 (May) and these are on-track to be completed by due date. (Note this action pertains to Emergency Works only). Restoration of Essential Public Assets and Immediate Reconstruction Work as stipulated under NSW Disaster Recovery Funding Arrangement guidelines still continue for both Fire and subsequent flood events.	
6.12.25.3	Identification, scoping and approval from administering agencies for restoration works relating to the 2020 fire and flood events	Infrastructure Services - RRR	For 2020 events (fire and five floods) = 898 identified damages were scoped at end of 2020. Subsequent damage to infrastructure has occurred from the 2021 flood events therefore any outstanding scopes must now be inspected and reviewed. For 2021 events (two floods) = 290 damages currently identified. Damage inspection has just begun after completing emergency repairs following the flood events at 671 damage sites. The entire road network needs to be inspected again and damage numbers will increase.	

Activity Code	Activity Name	Service Area	Comment	Status
6.12.25.4	Delivery of funded restoration projects	Infrastructure Services - RRR	There have been 1188 total damages identified to date. 107 damages have been completed for 2020-21 events. Delivery of projects has been held up for the majority of 2021 due to the consistent wet weather and flooding. A number of projects have been put on hold, including work issued to contractors and damages ready for procurement. A large number of the previous damages have changed resulting in re-inspection and re-scoping. This additional damage has resulted in a change in priority for many projects. Major projects completed include 2 x concrete bridges on The Snake Track, Kiah, Stage 1 Towamba Road embankment stabilisation project involving construction of 18 rock walls and Wonboyn accessible amenity block.	
6.12.25.5	Coordination of project activities with other Council departments undertaking infrastructure restoration projects	Infrastructure Services - RRR	Ongoing engagement with Council assets owners continues. Assistance is provided by team were required.	
6.12.25.6	Assessment of the key locations for evacuation centres across the shire	Infrastructure Services - RRR	Further progress has been made to gather information. New recovery programs and funding grants have resulted in communities seeking funding for evacuation centres. This information will be compiled and included in the report.	





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