




Delivery Program 2017- 2022

Operational Plan 2021-2022



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Bega Valley Shire Council acknowledges the Traditional Custodians of the lands and waters of the Shire, the people of the Yuin nations, and shows our respect to elders past, present and emerging.

Many of the wonderful images in this document, including this one from Haycock Point in Ben Boyd National Park are from David Rogers. More of his impressive work is at davidrogersphotography.com

From the Mayor and CEO



Recovery is an ongoing process, where it often feels like we take one step forward and two steps backwards.

In 2020, the Bega Valley experienced more natural disasters than any other local government area in Australia. These impacts affected everyone in our community; no sector was free from challenges.

But local government—particularly when managing services, infrastructure and support for a community impacted by adversity—cannot afford to move backwards.

Disasters, however, can provide opportunities, and we continue working towards improving process, planning, and legislation as pathways out of difficult times.

The pages that follow outline how Bega Valley Shire Council will provide for a community still very much on the path to rebuilding and recovery, while reaching forward to be stronger, more resilient and to grow in directions sometimes dictated by the changing world around us.

In this Operational Plan, we list more than 200 projects and activities that continue to deliver the core services of Council along with bolstering strength and resilience throughout the community.

Working collaboratively with funding agencies and all levels of government

we are delivering resilient road networks, improved water quality and security, and we are continuing our advocacy of renewable energy use with plans to install solar arrays at some of our most power-hungry assets.

We are addressing key community needs through development of an affordable housing strategy, the keeping of local money in local pockets by supporting a circular economy, expanding waste collection to an additional 1100 rural customers, and we are working to connect businesses with food donation programs across the shire.

Our commitment to working hand-in-hand with the community to deliver projects and activities in line with the Community Strategic Plan is strong. Through this diverse set of actions we remain adaptable and able to provide high service levels, even when faced with uncertain times.

This adaptive approach helps us deliver a broad range of projects through collaborating with state and federal governments to secure funding opportunities beyond our annual budget.

With the local government election in early September, our 2021-2022 Operational Plan sets the foundation for the new elected Council to continue delivering priorities reflecting community needs.

We have eyes on an exciting future while simultaneously allowing for recovery, even if this means taking a slower and more thoughtful approach. We understand that if and when adversity rears its head again, we will need a strong foundation to support us.

With green grass and regrowth all around, and as society adapts to the impacts of COVID-19, we will continue to walk with those who have been impacted by the challenges we've faced, while planning for a more resilient, diverse and prosperous Bega Valley Shire into the future.

Together, we will move ahead.

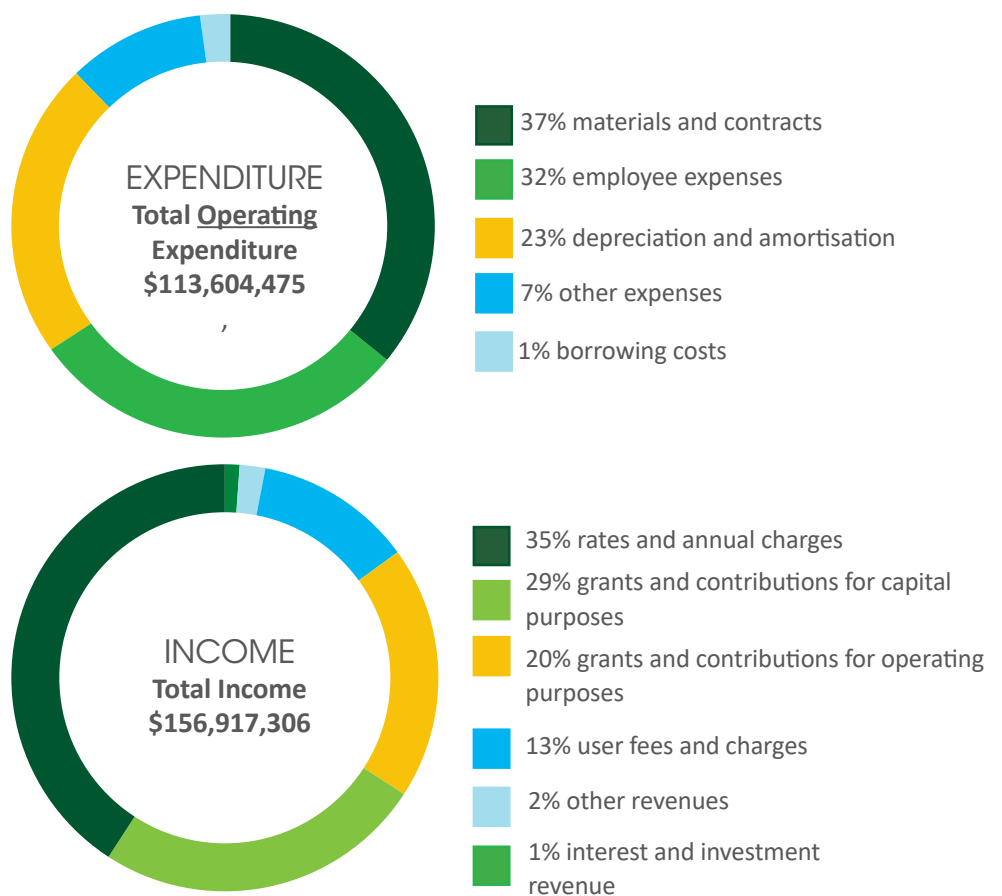
Cr Russell Fitzpatrick, Mayor
Leanne Barnes OAM, PSM CEO





Financial snapshot

Council generates income to fund services and maintain our assets through rates on property, government grants, developer contributions, interest on investments and user charges. These funds are used to maintain and improve the Bega Valley community including the delivery of a range of quality services. The following diagrams show the projected 2021-2022 operating expenditure categories and income sources. Capital expenditure is outlined from Page 109 onwards.





2021-2022 OPERATING EXPENDITURE

\$41,857,212	materials and contracts
\$36,311,629	employee expenses
\$26,239,000	depreciation and amortisation
\$7,791,802	other expenses
\$1,404,832	borrowing costs

NET OPERATING RESULT \$43,312,831



2021-2022 INCOME

\$55,592,245	rates and annual charges
\$44,884,429	grants and contributions for capital purposes
\$31,326,941	grants and contributions for operating purposes
\$20,592,274	user fees and charges
\$3,366,184	other revenues
\$1,155,233	interest and investment revenue

NET OPERATING RESULT (\$1,571,598)
(before grants and contributions provided for capital purposes)



Our Bega Valley

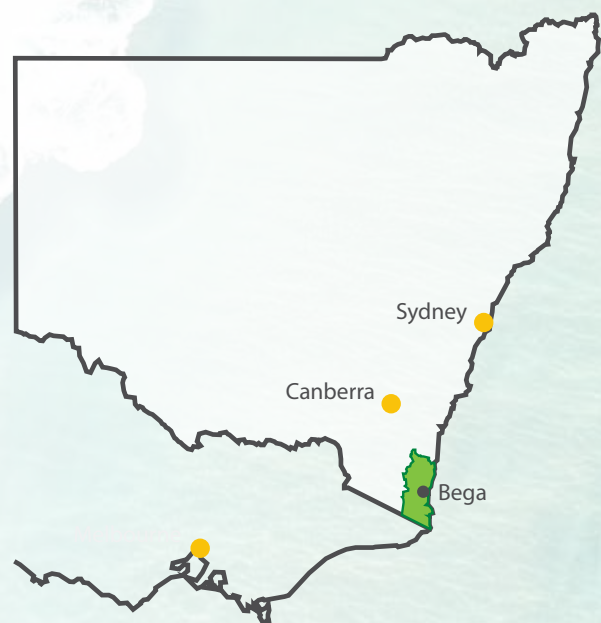
The Bega Valley Shire is located at the south-eastern corner of New South Wales, half way between Australia's two largest cities, Sydney and Melbourne and three hours' drive from the nation's capital, Canberra. At over 6,200 km², the shire is the largest local government area in coastal NSW and has the longest coastline, stretching 225-kilometres forming the beautiful Sapphire Coast, the heart of Australia's Coastal Wilderness. Almost 80% of the shire is National Park, State Forest or public reserve and large areas are used for agriculture. The shire's combination of natural beauty, temperate climate and its range of towns, villages and recreational opportunities and commercial enterprises have attracted visitors and new residents for many years.

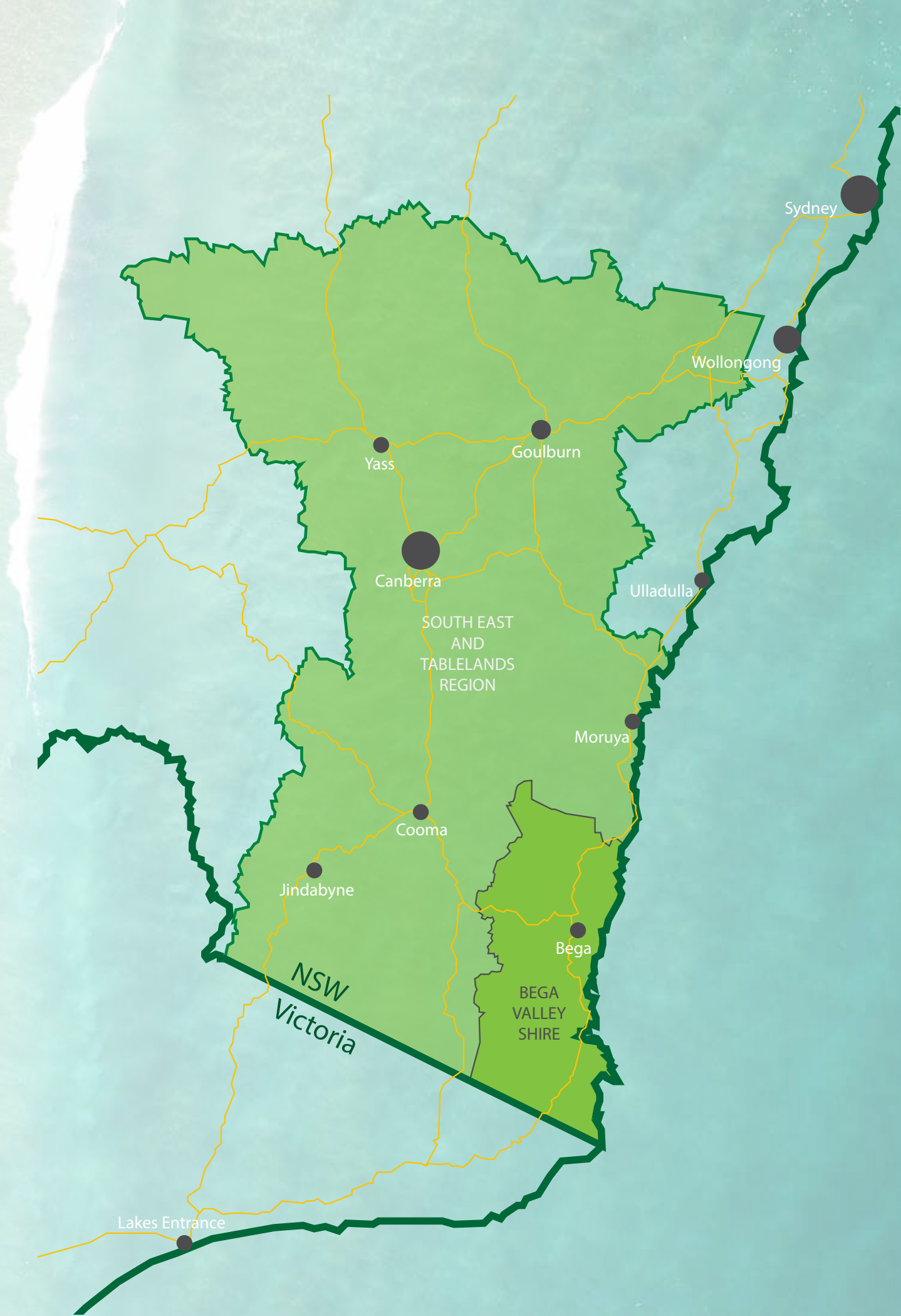
The Yuin people are the traditional custodians of the shire. Ancient stories, ceremonies, special places and sacred objects are embedded in the landscapes, trees, hills and waterways of the shire, and form the basis of traditional lore, custom, spiritual connection and custodial obligations.

The small population of around 35,000 is dispersed, with a third of us living in rural areas and the remaining two thirds spread amongst 12 villages, 4 major towns and adjacent urban settlements. Our main industries are agribusiness including fishing and aquaculture, health and social services, and tourism. Transport is predominantly by private car with limited bus services. Merimbula Airport provides air transport connectivity to Melbourne and Sydney and the Port of Eden is an important working port able to berth large cruise ships.

We are a regional centre for schools and higher education institutions. There are currently 18 primary and 4 high schools which include a mixture of private and public facilities. The University of Wollongong operates a campus in Bega. In addition, vocational courses and trade skills are offered by the Bega TAFE Illawarra campus.

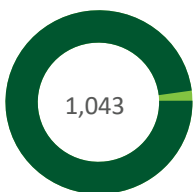
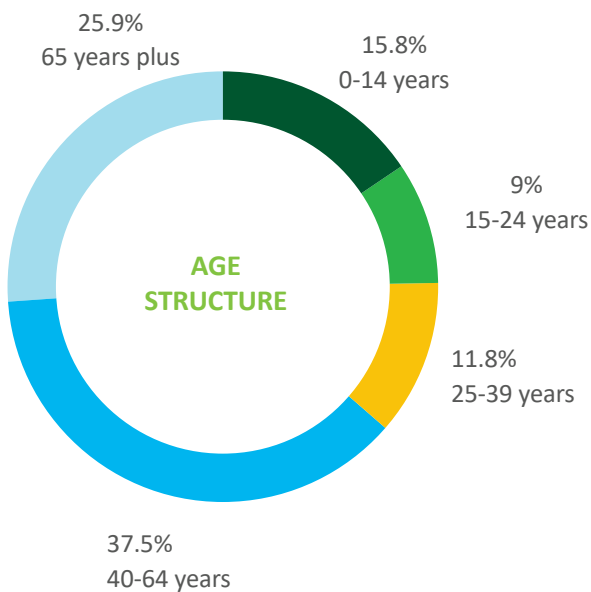
Bega Valley Shire Council manages over \$1.5 billion in assets that allows visitors and community alike to live, work and play in this beautiful part of the world.







POPULATION
34,746



ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE
1,043
3.1%



EDUCATION

15% bachelor degree or higher
8.3% advanced diploma or diploma
23.8% certificate III or IV



INDIVIDUAL WEEKLY INCOME

42% between \$0-\$499
42% between \$500- \$1,749
5% above \$1,750



BUSINESSES

3,155 registered businesses



HOUSING TENURE

17,457 dwellings
43% households owned
26% households with a mortgage
22% households renting



TRAVEL TO WORK

69.7% drive to work
7.4% work from home
6% walk, cycle or use public transport



VOLUNTEERING

25.8% of population involved in volunteering

Source: Profile ID April 2021. Where percentages do not total 100, this reflects a non-response to that question during the census.





Our community vision

By working together, the Bega Valley Shire community integrates quality of life, enterprising business, sustainable development and conservation of the environment.



Our organisation

Bega Valley Shire Mayor and Councillors

The Bega Valley Shire is governed by an elected Council currently comprising seven Councillors, after two Councillors concluded their service in 2020. Councillors provide leadership and establish policy and strategic direction for the organisation and the future of the Shire. The Councillors elect the Mayor and Deputy Mayor and all Councillors serve as representatives of the whole shire. The current term of Council commenced in September 2017 and will conclude with the next local government election in September 2021.

Councillors have taken an active role in the development of this year's Operational Plan through budget and priority setting workshops, and ongoing engagement with the community and Council staff about service delivery and key projects.

Council Meetings and Committees

Council meetings are generally held every three weeks on a Wednesday in the Bega Valley Commemorative Civic Centre. The agenda for meetings is available from 5pm on the Thursday prior to the meeting. In the weeks Council meetings are not held, Councillors attend briefing sessions with the General Manager and senior staff.

Council also has a range of Section 355 Committees that provide advice and make recommendations to Council. These include the Access and Inclusion Advisory Committee, Bega Eden Merrimans (BEM) Aboriginal Liaison Committee, Bega Valley Medallion Committee, Cemetery Advisory Committee, Halls and Building Committee, Sportsgrounds Committee and the Montreal Goldfields Committee. Council also has an Audit, Risk and Improvement Committee.



(L to R) Councillor Mitchell Nadin, Councillor Robyn Bain, Councillor Tony Allen, Councillor Russell Fitzpatrick, (Mayor) Councillor Cathy Griff, Councillor Liz Seckold, Councillor Jo Dodds.

Council Management

Leadership and management of Bega Valley Shire Council is a collaborative effort between the Mayor, Councillors, the Chief Executive Officer (formerly General Manager) and staff. Council resolved in February 2021 to change the General Manager title to Chief Executive Officer (CEO) to better reflect industry practice. Council's CEO, Leanne Barnes is responsible for the effective and efficient delivery of Council's day-to-day operations. The CEO reports to the Council (Councillors) and is supported in the role by three Directors who, with the CEO, form the Leadership Executive Group. Commencing March 2020, with a 2-year appointment, Chris Horsburgh joined Council to lead the Bushfire Recovery, Rebuilding and Resilience team.

<p>Mayor and Councillors</p> <p>CEO</p>				
	<p>Anthony McMahon</p>	<p>Alice Howe</p>	<p>Illiada Bolton</p>	<p>Chris Horsburgh</p>
	<p>Director Assets and Operations</p>	<p>Director Community, Environment and Planning</p>	<p>Director Business and Governance</p>	<p>Project Lead Recovery, Rebuilding and Resilience</p>
	<ul style="list-style-type: none"> - Assets and Operations Coordination - Recreation and Natural Assets - Aquatic and Leisure Facilities - Project Services - Property Services - Civil Assets - Works Operations - Waste Services - Water and Sewer Services 	<ul style="list-style-type: none"> - Community, Environment and Planning Coordination - Community Safety and Compliance - Environmental Health and Building Services - Biosecurity Services - Library Services - Regional Gallery - Families, Ageing and Disability Services - Children's Services - Community Development and Engagement - Communication and Event Services - Strategic Planning - Environment and Sustainability Services - Planning Services - Development Support Services - Economic Strategy and Projects - Tourism 	<ul style="list-style-type: none"> - Business and Governance Coordination - Risk Management - Information, Communication and Technology - Purchasing, Procurement and Contracts - Finance and Revenue Services - Customer Service - People and Culture - WHS and Employee Wellbeing - Governance and Records - CEO and Mayoral Support 	<ul style="list-style-type: none"> - Infrastructure Services - Health and Wellbeing



What do my rates and charges pay for?



Rates, annual charges and fees and charges, paid by ratepayers will make up 48% of Council's total income. The diagram above shows how \$100 of your rates and charges is budgeted to be spent across Council services for 2021-2022.

Corporate Coordination includes a range of our service areas and related cost centres including Assets and Operations Coordination; Community, Environment and Planning Coordination; Business and Governance Coordination including Integrated Planning and Reporting, Emergency Response, Fire and Emergency Services;

People and Culture, WHS and Employee Wellbeing, Risk Management, Finance and Revenue Services, Customer Service, Purchasing, Procurement and Contracts, Governance and Records, CEO and Mayoral Support and ICT. Environmental Health and Building Services and Property Services are budgeted to provide a return to Council for 2021-2022. Children's Services and Families, Ageing and Disability Services are provided at a zero cost to ratepayers. The Environmental Health and Building Services are predicted to provide a return to Council.





How we plan and report

Bega Valley Shire Council, like all other councils in NSW, operates within the Integrated Planning and Reporting Framework established by the NSW Government. This framework requires preparation and adoption of the following plans to assist councils in their ongoing delivery of services to residents and ratepayers.

A **Community Strategic Plan** - a 10 year + strategic direction for the Bega Valley Shire.

A **Resourcing Strategy**, details Council's approach to long term financial planning, workforce planning and asset management. It provides a vital link between the Community Strategic Plan and Delivery Program.

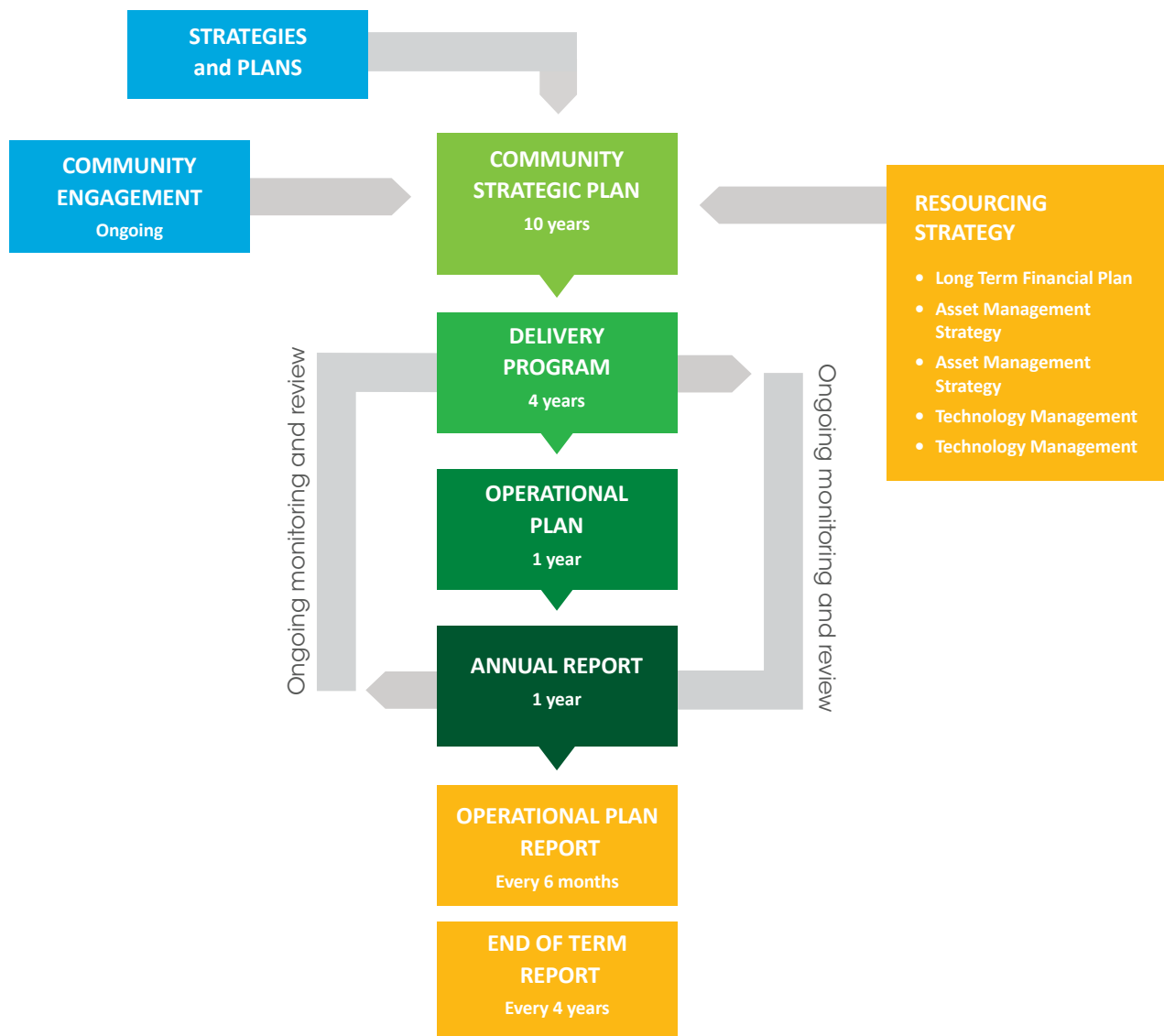
A **Delivery Program** - aligning with the four year term of the Council, it details Council's response and commitment to implementing, within available resources, the long term vision contained in the Community Strategic Plan.

A one year **Operational Plan and Budget** - outlining the activities Council will carry out in the coming financial year to achieve the Delivery Program and the long-term vision identified in the Community Strategic Plan.

An **Annual Report**, which provides an overview of Council's performance and activities during the financial year and includes audited financial statements.

A six-monthly **Operational Plan Report**, provides an overview of Council's progress in delivering the Operational plan activities and projects.

An **End of Term Report**, prepared at the end of each Council term to outline progress against the four-year Delivery Program.



How to read this plan

This plan combines Council's Revised Delivery Program 2017-2022 and Operational Plan 2021-2022. Together they show how Council will contribute to delivering on our community's vision and goals outlined in the Community Strategic Plan.

Our current adopted Revised Delivery Program 2017-2021 will be extended for another year in line with the delay of the Local Government elections to take place in September 2021. It will be referenced as the Revised Delivery Program 2017-2022.

This plan is divided into the the service areas of Council, under three Directorates along with the Recovery, Rebuilding and Resilience project team. Each service area has identified the core business and key projects they will deliver, with the money and people they have. The Delivery Program 2017-2022 actions are listed in each service area connected to the key Operational Plan projects for 2021-2022.

This plan also includes Council's financial information for 2021-2022 including budgets, capital program and revenue policy. The 2021-2022 Fees and Charges are provided in a separate document.

Example page

FTE is Full Time Equivalent- it's the number of staff in this service area with some working part-time

Income also includes capital income and transfers from reserves

Net spend/impact on Council, where positive it will show +

Service area overview

Service area core business

Community Strategic Plan Outcomes and Goals

Delivery Program action

Operational Plan key project/s

Delivery Program and Operational Plan measures

Key strategies and plans supporting the service area

Service area name

Bioresecurity Services

3 FTE
Community Safety and Compliance Manager

Manager responsible for the service area

Adopted Budget for 2020-2021 at 1 July 2020

Proposed Budget for 2021-2022

Bioresecurity	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$168	\$183
Expenditure	\$607	\$659
Operating Spend	\$607	\$659
Capital Spend	\$0	\$0
Net Spend	\$439	\$476

The Bioresecurity Services team provide control of priority weeds and pests through the provision of services, information and education in accordance with Council's policies and relevant legislation including the *Bioresecurity Act 2015*.

Core Business

- » Monitor priority weeds on public and private lands for introduced incursions
- » Control and regulate targeted priority weeds through a systematic inspection, notification and control program
- » Provide information and community awareness programs regarding weeds identification and control techniques
- » Continue to investigate new technology for weed inspections and weed mapping
- » Contribute to agency and community partnerships through involvement with the South East NSW Regional Weed Management Committee

OUTCOME 3: Sustainable Living
GOAL 5: Our air and water is pristine and our natural environment and rural landscapes are protected

Delivery Program: 3.5.4- Develop and deliver Council's bioresecurity duty to protect our agricultural lands and enhance our natural systems

Link Operational Plan 2021-2022 Project

3.5.4.1	Support agricultural bushfire recovery efforts working with key sector stakeholders
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Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Community satisfaction with: <ul style="list-style-type: none"> - Weed control on farmland and in sensitive locations 	<ul style="list-style-type: none"> » No. weed inspections » Km. of road reserves sprayed » No. high risk bioresecurity sites inspections

Supporting Documents

South East Regional Weed Management Committee Action Plan



Assets and Operations Directorate



Assets and Operations Coordination



3 FTE
Director of Assets and Operations

Assets and Operations Coordination	Budget 2020-2021 (\$'000)	Budget 2020-2021 (\$'000)
Income	\$670	\$68
Expenditure	\$1,192	\$670
Operating Spend	\$1,192	\$670
Capital Spend	\$0	\$0
Net Spend	\$522	\$602

*Note \$744k of income from Developer Contributions comes into and out of this cost centre to fund capital projects.

The Assets and Operations Coordination service ensures that future infrastructure and council owned, and managed land planning aligns with Council expectations and the present environmental, regulatory and customer service needs. The Director oversees human resources, financial allocations, program implementation and strategic development of all areas of the Assets and Operations Directorate. This team also manages Council's role on the Local Emergency Management Committee.

Core Business

- » Coordinate the resourcing of the Assets and Operations (A+O) Directorate
- » Advocate to government for improvements to the State Road network within and linking to the Shire
- » Maintain comprehensive operational service level agreements for all A+O Directorate areas
- » Develop policies and procedures to support the function of the A+O Directorate
- » Review all Directorate Asset Management Plans and ensure they remain relevant and achievable
- » Maintain an accountabilities and reporting model for operational issues within the Directorate
- » Support emergency services and when required operate the Emergency Operations Centre



OUTCOME 6: Strong Consultative Leadership

GOAL 11: We are an informed and engaged community with a transparent, consultative and responsive Council.

GOAL 12: We are financially sustainable, and services and facilities meet community need.

Delivery Program: 6.11.10 - Support the provision of emergency services in the Shire	
Link	Operational Plan 2021-2022 Project
6.11.10.1	Perform the role of Local Emergency Management Officer (LEMO), and support the Local Emergency Management Committee

Delivery Program: 6.12.1 - Oversee Assets and Operations services, programs and finances	
Link	Operational Plan 2021-2022 Project
6.12.1.1	Review all Asset Management Plans with input from facility users as part of the development of the new Resourcing Strategy

Supporting Documents



Asset Management Plans
Bega Valley Local Emergency Management Plan



Recreation and Natural Assets



8 FTE

Recreation and Leisure Manager

Parks and Gardens		Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income		\$3,158	\$1,244
Expenditure		\$5,891	\$3,068
Operating Spend		\$2,184	\$1,919
Capital Spend		\$3,707	\$1,149
Net Spend		\$2,733	\$1,824
Sporting Grounds and Facilities		Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income		\$2,569	\$8,162
Expenditure		\$3,738	\$9,082
Operating Spend		\$864	\$994
Capital Spend		\$2,874	\$8,088
Net Spend		\$1,169	\$920
Wharves, Jetties and Boatramps		Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income		\$1,221	\$7,648
Expenditure		\$1,480	\$7,824
Operating Spend		\$341	\$395
Capital Spend		\$1,139	\$7,429
Net Spend		\$259	\$176
Public Amenities		Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income		\$0	\$592
Expenditure		\$1,221	\$1,430
Operating Spend		\$791	\$838
Capital Spend		\$330	\$592
Net Spend		\$1,221	\$838

The Recreation and Natural Assets team are responsible for the management of recreation and natural assets which includes parklands, sporting fields, playgrounds, skateparks natural areas, boating facilities and public toilets. They also conserve and rehabilitate natural areas and maintain bushfire Asset Protection Zones (APZ's) on Council managed land in accordance with Council's policies, direction from the Bega Valley Bush Fire Management Committee and relevant legislation including the *Rural Fires Act 1997*.

Core Business

- » Plan, manage, maintain and construct boating infrastructure, sporting grounds and facilities, parks and gardens, playgrounds, skateparks, natural area assets and public amenities
- » Coordinate with community groups, committees and volunteers to oversee the management and maintenance of community sporting and recreation facilities
- » Carry out recreation planning for the Bega Valley
- » Develop, implement and review policies aligned to the management and maintenance of recreation and natural assets

- » Review and implement Facility Management Plans for regional, district and local level sporting facilities
- » Administer sportsgrounds bookings through the bookings system Annual review of asset management plans and prioritisation of projects
- » Undertake programmed inspections and develop and implement annual maintenance programs
- » Develop specifications, service agreements and service delivery auditing program for recreation and natural assets
- » Develop and implement priority vegetation protection, rehabilitation and restoration projects in natural areas (public reserves)
- » Undertake programmed management of APZ's
- » Pursue additional funding opportunities to support renewal, provision and maintenance of recreation and natural assets



OUTCOME 1: Active and Health Communities

GOAL 2: We are an active, healthy community with access to good quality recreation and sporting facilities, and medical health care

Delivery Program: 1.2.1- Plan and manage boating infrastructure, sporting grounds and facilities, parks and gardens, natural areas and public amenities	
Link	Operational Plan 2021-2022 Project
1.2.1.1	Commence tracks and trails review and improvement plan project
1.2.1.2	Commence sportsgrounds lighting review and improvement plan development
Delivery Program: 1.2.2- Review the Leisure and Recreation Asset Management Plan for recreation assets	
1.2.2.1	Review and update the Recreation Asset Management Plan
1.2.2.2	Rollout implementation of the organisation's new Asset Management System for leisure and recreation assets
Delivery Program: 1.2.3- Maintain recreation facilities, boating infrastructure, public toilets and sporting grounds and facilities and natural assets with community committees and groups	
1.2.3.1	Develop and implement shire wide Asset Protection Zone management contracts
1.2.3.2	Undertake inspections of sports field lighting and viewing platforms and boardwalks
Delivery Program: 1.2.4- Construct recreation facilities, boating infrastructure, public toilets and sporting grounds and facilities	
1.2.4.1	Progress detailed planning, tendering and construction of the Bermagui Outdoor Courts
1.2.4.2	Progress detailed planning, tendering and construction of the Eden Inclusive Playspace
1.2.4.3	Progress detailed planning, tendering and construction of the Eden Skate Park
1.2.4.4	Progress detailed planning, tendering and construction of the Bega Sporting Complex Project
1.2.4.5	Progress detailed planning, tendering and construction of the Pambula Sporting Complex Project
1.2.4.6	Progress detailed planning, tendering and construction of the Bermagui Harbour Boat Ramp Renewal
1.2.4.7	Progress detailed planning, tendering and construction of the Pambula Lake (Broadwater) Boat Ramp renewal

Delivery Program Measures	Operational Plan Service Measures
» \$ funding secured from sources other than rates or charges - recreation and natural assets	» No. sportsfield bookings
» Area Asset Protection Zones managed	» No. programmed inspections undertaken
» No. parks volunteers	» No. Community Project Proposals received
	» No. parks and natural area volunteers
	» No. public toilet services completed
	» No. Sect 355 Sportsgrounds Committee meetings held
	» \$ of external funding received for capital works related to recreation and natural assets
	» \$ of recreation and natural assets delivered



Supporting Documents



Asset Management Plan - Leisure and Recreation 2017
Bega Valley Coastal Accessibility Plans
Bega Sporting Complex (and Valley Fields) Masterplan 2016
Pambula Sporting Complex Masterplan 2016
Barclay Street Sporting Precinct Masterplan 2020
Public Toilets Strategy 2020
Climate Resilience Strategy
Local Environmental Plan
Development Control Plan
Local Strategic Planning Statement
Clean Energy Plan
Community Land Plans of Management
Natural Areas Management Plan (In development)
Rabbit Management Policy and Plan (In development)
Sportsgrounds Facility Management Plans (Sporting Facilities – all sites)
Tura Head Coastal Reserve (The Point) and Dolphin Cove Reserve Site Management Plan



Aquatic and Leisure Facilities



7 FTE
Recreation and Leisure Manager

Swimming Pools	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$598	\$902
Expenditure	\$2,099	\$2,411
Operating Spend	\$1,896	\$2,249
Capital Spend	\$203	\$162
Net Spend	\$1,501	\$1,509

Beach Lifeguard Services	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$0	\$211
Expenditure	\$200	\$211
Operating Spend	\$200	\$211
Capital Spend	\$0	\$0
Net Spend	\$200	\$0

The Aquatic and Leisure Facilities team manage six public swimming pool facilities that provide a range of opportunities for residents and visitors of all ages and abilities to participate in recreational, educational, social, fitness, rehabilitation, therapy, swimming club and skill development activities. The team also supervise our professional beach lifesaving services to enable residents and visitors' opportunities to enjoy the Shire's beaches more safely during the most popular time of year.

Core Business

- » Supervise and manage seasonal pools and the Sapphire Aquatic Centre, including contract management and provision of aquatic programs
- » Develop and monitor programs at Council-run pools
- » Annual review of asset management plans and prioritisation of projects
- » Undertake future planning for provision of swimming pool facilities including strategy, policy and plan development
- » Provide summer holiday lifesaving services at eight beaches in Bermagui, Eden, Merimbula and Tathra



Active and healthy communities

OUTCOME 1: Active and Health Communities

GOAL 2: We are an active, healthy community with access to good quality recreation and sporting facilities, and medical health care



Liveable places

OUTCOME 4: Liveable Places

GOAL 7: Our Shire continues to be a vibrant, enjoyable, safe and affordable place to live

Delivery Program: 1.2.5- Plan and manage swimming pools and the Sapphire Aquatic Centre	
Link	Operational Plan 2021-2022 Project
1.2.5.1	Review contract to operate seasonal swimming pools (possible +1 yr to extend to June 2022)
1.2.5.2	Further review and development of aquatic facility management plans and service level specifications
1.2.5.3	Review swimming pool season duration/ operating hours and provide recommendations to achieve value, in consideration of service provision, resource allocation and facility use



Delivery Program: 1.2.6- Review the Leisure and Recreation Asset Management Plan for aquatic facilities	
1.2.6.1	Annual asset renewal program ground-truthed and projects prioritised based on affordability including renewal contributions to grant programs
Delivery Program: 1.2.7- Construct and maintain swimming pools	
1.2.7.1	Investigate external funding opportunities for Bega War Memorial Swimming Pool and undertake further project development
Delivery Program: 4.7.1- Improve safety for residents and tourists on the Shire's beaches	
4.7.1.1	Review summer beach lifeguard contract including implementing recommendations from the lifesaving service provider's annual report where funding permits

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » \$ Community satisfaction with: <ul style="list-style-type: none"> - Councils provision of aquatic facilities » \$ funding secured from sources other than rates or charges – swimming pools » No. significant rescues by lifeguards 	<p>SEASONAL POOLS</p> <ul style="list-style-type: none"> » No. members at seasonal pools » No. attendances at seasonal pools » No. swimming program attendees at seasonal pools » No. operating days scheduled for pool season » No. operating days closed seasonal pools <p>SAPPHIRE AQUATIC CENTRE</p> <ul style="list-style-type: none"> » No. operating days for SAC » No. operating days closed SAC » No. swimming program attendees SAC » No. members of SAC » No. attendance at SAC » No. swimming program attendees SAC <p>BEACH LIFEGUARD SERVICES</p> <ul style="list-style-type: none"> » No. beaches professionally patrolled » No. BVSC lifeguard service patrol hours » No. BVSC lifeguard service beach closures » No. BVSC lifeguard service rescues » No. BVSC lifeguard service significant incidents

Supporting Documents

- Asset Management Plan- Leisure and Recreation 2017
- Bega Valley Shire Aquatic Facilities Review- Otium Planning Group
- Draft Swimming Pools Strategy
- Clean Energy Plan

Project Services

 8 FTE
Project Services Manager

Merimbula Airport	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$5,118	\$13,183
Expenditure	\$6,790	\$16,432
Operating Spend	\$685	\$738
Capital Spend	\$6,105	\$15,694
Net Spend	\$1,672	\$3,249

Project Development Services	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$24	\$22
Expenditure	\$1,039	\$576
Operating Spend	\$0	\$244
Capital Spend	\$1,039	\$332
Net Spend	\$1,015	\$554

*The loan income for the Airport is received as general revenue so not listed in the above table as Income. The loan is outlined on Page 111.

The Project Services team provide civil design and surveying capabilities and the provision of project management services for the delivery of major infrastructure projects across Council. The team also provide management and operation of Merimbula Airport to enable the movement of people and goods into and out of the Shire to support social, economic and environmental outcomes for residents and visitors.

Core Business

- » Management, design and delivery of funded major Council infrastructure projects
- » Undertake civil design and investigation of funded transport works projects
- » Manage Council's Project Management Framework
- » Provide an airport with regular passenger services to nearby capital cities and general aviation facilities and services
- » Monitor and track airport usage and investigate opportunities to increase regular passenger travel
- » Conduct regular meetings with airport operation and management contractors to ensure regulatory compliance and process improvement
- » Delivery of funded capital works programs in accordance with the airport masterplan
- » Manage airport assets and update the Asset Management Plan as required



OUTCOME 5: Connected Communities

GOAL 9: We have opportunities to work, learn and socialise through the provision of affordable public transport and telecommunications services


GOAL 10: We have a network of good quality roads, footpaths and cycleways connecting communities throughout the Shire and beyond

Delivery Program: 5.9.1- Investigate future demand for Merimbula Airport	
5.9.1.1	Continue to work with both Rex Airlines and Qantas to provide regular services to Melbourne and Sydney from Merimbula Airport within the COVID-19 pandemic restrictions
Delivery Program: 5.9.2- Review Merimbula Airport management arrangements	
5.9.2.1	Ensure regulatory compliance and process improvement with airport operation and management contractors
Delivery Program: 5.9.3- Deliver capital works programs for Merimbula Airport	

5.9.3.1	Progress the runway extension, runway strengthening and general aviation capital projects into the construction delivery phase
Delivery Program: 5.10.1- Manage, construct and maintain Merimbula Airport	
5.10.1.1	Update the Airport Manual of Standards to meet the new Federal aviation legislative requirements
Delivery Program: 5.10.2- Review Airport Master Plan and update Asset Management Plan	
5.10.2.1	Update the Airport Masterplan to take into account the current capital works program
Delivery Program: 5.10.11- Manage the delivery of major transport infrastructure	
5.10.11.1	Complete the sealing of Towamba Burragate Road
5.10.11.2	Deliver the upgrade of Tathra Wharf
5.10.11.3	Complete the upgrade of Albert and Imlay Street works
5.10.11.4	Complete the upgrade of Murrabrine and Whipstick bridge replacements
Delivery Program: 5.10.12- Design transport capital works projects	
5.10.12.1	Undertake design for capital works program
5.10.12.2	Progress the design for the replacement of Cuttagee Bridge
5.10.12.3	Complete the feasibility study for the Kalaru to Bega Bike Study
Delivery Program: 5.10.13- Design, build and implement a Project Management Reporting Framework	
5.10.13.1	Implement the use of the Pulse Project Management Module across all new capital works projects

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Improved community satisfaction with: <ul style="list-style-type: none"> - Councils overall performance - Councils management of Merimbula Airport » No. general aviation movements » No. airport passengers 	<ul style="list-style-type: none"> » Scheduled capital works renewal, upgrade and new works program > 85% completed » No. projects managed » No. airport passengers » No. general aviation movements » No. meeting with airport operation and management contractors

Supporting Documents

-  Merimbula Airport Masterplan 2033
- Asset Management Plan- Merimbula Airport 2017
- BVSC Project Delivery Framework 2018-2019
- Climate Resilience Strategy
- Local Strategic Planning Statement
- Clean Energy Plan

Property Services

 7 FTE
Property Manager

Cemeteries	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$546	\$374
Expenditure	\$633	\$444
Operating Spend	\$450	\$444
Capital Spend	\$183	\$0
Net Spend	\$87	\$70

Community Halls	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$1,166	\$736
Expenditure	\$1,573	\$1,753
Operating Spend	\$211	\$278
Capital Spend	\$1,362	\$1,475
Net Spend	\$407	\$1,017

Property Services	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$56	\$277
Expenditure	\$339	\$362
Operating Spend	\$339	\$362
Capital Spend	\$0	\$0
Net Spend	\$283	\$85

Saleyards	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$15	\$11
Expenditure	\$15	\$11
Operating Spend	\$15	\$11
Capital Spend	\$0	\$0
Net Spend	\$0	\$0

Civic Centre	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$154	\$312
Expenditure	\$697	\$513
Operating Spend	\$677	\$513
Capital Spend	\$20	\$0
Net Spend	\$543	\$201

Community Halls has insurance income not stated above related to the rebuild of bushfire impacted halls.



Regional Learning Centre	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$205	\$206
Expenditure	\$247	\$170
Operating Spend	\$227	\$170
Capital Spend	\$20	\$0
Net Spend	\$42	(\$36)

The Property Services team provide a range of facilities that enable the community to engage in activities which strengthen the social and cultural fabric of the Shire. The team manage the Bega Valley Regional Learning Centre (BVRLC), the Bega Valley Commemorative Civic Centre (BVCCC) and also manage burial and grounds maintenance services to support the community's cultural bereavement needs. The team purchase, develop and manage Council's property portfolio in accordance with relevant legislation and Council's policies and procedures.

Core Business

- » Manage Council's property portfolio, acquisition and disposal of land and easements, road closures and road openings and any other land dealings ensuring Council's legal obligations are met
- » Manage all aspects of the lease and licence process for Council owned and managed land and buildings
- » Lead the effective operation and management of Council's community halls, cemeteries, museums, saleyards, BVRLC and BVCCC
- » Arrange valuations, surveys, development applications and subdivision certificates in relation to Council's property
- » Classify land upon acquisition and dedication
- » Ensure Council's property registers are maintained and updated, and Title Deeds and other key property documents are appropriately managed
- » Ensure compliance with Native Title and Aboriginal Land claims over all Crown land under the direct management of Council
- » Process road naming applications in accordance with current legislation and guidelines
- » Evaluate current and future operational needs, and develop creative property strategies, responses and solutions that enable Council to deliver valuable property services and projects to the organisation and community



OUTCOME 2: Employment and Learning Opportunities

GOAL 3: Our economy is prosperous, diverse and supported by innovative and creative businesses



OUTCOME 6: Strong Consultative Leadership

GOAL 12: Our Council is financially sustainable and services and facilities meet community need

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

Link Operational Plan 2021-2022 Project

2.3.1.1 Develop strategic business plan for the Bega Valley Commemorative Civic Centre

2.3.1.2 Develop standard operating procedures for Bega Valley Commemorative Civic Centre

Delivery Program: 6.12.12- Develop and manage Council's owned and managed land portfolio

Link Operational Plan 2021-2022 Project


6.12.12.1 Progress the divestment of asset and surplus land as resolved by Council

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

6.12.13.1	Manage the Shire's cemeteries in accordance with Cemetery Management Plans in conjunction with volunteers
Delivery Program: 6.12.14- Review and update the Cemeteries Asset Management Plan	
6.12.14.1	Refine asset data and update register for Council's cemetery assets and facilities
6.12.14.2	Implement actions as outlined in the Cemetery Strategic Plan 2020 - 2030
6.12.14.3	Develop cemetery guidelines for the Shire's lawn cemeteries to be incorporated into Council's cemetery operations procedure
Delivery Program: 6.12.15- Maintain and manage community centres and halls in conjunction with hall committees	
6.12.15.1	Manage the Shire's community centres and halls in accordance with Facility Management Plans
6.12.15.2	Deliver upgrade program for all community halls
6.12.15.3	Support bushfire recovery with planning and rebuilding of disaster damaged community halls
6.12.15.4	Review Hall Committee guidelines
6.12.15.5	Progress an Expression of Interest process and induct all new hall committee volunteers in line with the hall committee guidelines
6.12.15.6	Support the development of Asset Management Plans for the Shire's community halls
6.12.15.7	Develop Facility Management Plans for the Shire's community centres and halls

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Improved community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance - Council's management of cemeteries - Council's management of community halls - Council's management of the BVRLC and BVCCC » No. Cemetery volunteers 	<ul style="list-style-type: none"> » No. leases and licences managed » No. property parcels managed » No. property legal transactions managed » No. Native Title assessments conducted » No. burials, ash interments, memorial plaque designs » No. active volunteers assisting Council with the ongoing maintenance and caretaking of the cemetery network » No. active volunteers appointed as Section 355 Hall Committee Members » % occupancy rate at BVRLC » No. BVCCC bookings

Supporting Documents

-  Asset Management Plan- Cemeteries 2017
-  Asset Management Plan- Buildings 2017
-  Cemeteries Strategic Plan 2020-2030
-  Community Land Plan of Management
-  Climate Resilience Strategy
-  Clean Energy Plan

Civil Assets



7 FTE

Works and Assets Manager

Asset Services	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$17	\$15
Expenditure	\$1,418	\$1,186
Operating Spend	\$1,408	\$1,186
Capital Spend	\$10	\$0
Net Spend	\$1,401	\$1,171

Street Lighting	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$53	\$55
Expenditure	\$410	\$420
Operating Spend	\$410	\$420
Capital Spend	\$0	\$0
Net Spend	\$357	\$365

The Civil Assets team, incorporating transport, develop and implement Council's strategies for asset management of civil assets and transport services. The team map future transport infrastructure projects to ensure they are sequenced logically and are managed in a financially sustainable manner. The team also provide advice and information to Council managers of non-transport and utilities assets in accordance with the *Local Government Act 1993*, the *NSW Roads Act 1993* and other statutory requirements.

Core Business

- » Plan, manage, construct and maintain bridges, major wharves and public jetties, culverts and causeways, town centre carparks, street lighting and sealed and unsealed roads and associated infrastructure to enable movement of people, vehicles and goods into and throughout the Shire
- » Plan, manage, construct and maintain infrastructure to enable the movement of pedestrians and cyclists within the Shire and promote passive, active and personal transport
- » Develop and deliver maintenance schedules and capital works programs for civil and transport related assets
- » Promote improvements to the Princes Highway, public transport and transport logistics
- » Develop and implement infrastructure-based projects for managing floodplain risk to allow the safe inhabitation of lands
- » Plan, manage and provide the operation of Council's rural drainage network to allow the safe inhabitation of lands
- » Plan, manage, construct and maintain urban stormwater infrastructure
- » Develop grant applications for key Federal and State Government infrastructure program to support identified capital works for civil and transport assets
- » Manage information related to all of Council's buildings, urban stormwater and transport related assets, including up keep of associated asset registers
- » Review and update Asset Management Plans



OUTCOME 5: Connected Communities

GOAL 10: We have a network of good quality roads, footpaths and cycleways connecting communities throughout the Shire and beyond



OUTCOME 6: Strong Consultative Leadership

GOAL 12: We are financially sustainable, and services and facilities meet community need

Delivery Program: 5.9.4- Prepare a Sub-Regional Transport Strategy for adoption by Council	
Link	Operational Plan 2021-2022 Project
5.9.4.1	Complete Merimbula Transport Study
5.9.4.2	Continue development on the draft Sub-Regional Transport Strategy
Delivery Program: 5.10.3- Plan and manage bridges, culverts and causeways	
5.10.3.1	Continue a proactive investigation and assessment regime and schedule of maintenance for drainage infrastructure prior to failure and source additional funding for projects
Delivery Program: 5.10.4- Construct and maintain bridges, culverts and causeways	
5.10.4.1	Deliver 2022 capital and maintenance program
Delivery Program: 5.10.5- Plan and manage cycle infrastructure	
5.10.5.1	Complete condition assessment and commence Active Transport Strategy
Delivery Program: 5.10.6- Construct and maintain cycle infrastructure	
5.10.6.1	Deliver 2022 capital and maintenance program for cycle network infrastructure
Delivery Program: 5.10.7- Plan and manage stormwater infrastructure	
5.10.7.1	Undertake 2022 CCTV condition assessment and inspection program according to Asset Management Plan needs
Delivery Program: 5.10.8- Construct and maintain stormwater infrastructure	
5.10.8.1	Deliver 2022 capital and maintenance program for stormwater infrastructure
Delivery Program: 5.10.9- Plan and manage pedestrian infrastructure	
5.10.9.1	Complete network condition assessment
Delivery Program: 5.10.10- Construct and maintain pedestrian infrastructure	
5.10.10.1	Deliver 2022 capital and maintenance program for pedestrian network infrastructure
Delivery Program: 5.10.14- Plan and manage roads infrastructure	
5.10.14.1	Complete additional unsealed road condition assessment
5.10.14.2	Continue and progress conservation management plan
5.10.14.3	Complete road safety audits
Delivery Program: 5.10.17- Map and maintain information on Council's assets	
5.10.17.1	Assist implementation of GIS and Asset Management System implementation projects
Delivery Program: 5.10.18- Plan for transport capital work	
5.10.18.1	Commence preparation of 2023 capital and maintenance programmes
Delivery Program: 5.10.19- Review and update the Asset Management Plans	
5.10.19.1	Review and update existing Transport Asset Management Plan using recent transport revaluation information
Delivery Program: 5.10.20- Identify and complete floodplain risk management projects	
5.10.20.1	Complete active floodplain risk management projects and apply for grants for further projects and implementation of infrastructure related actions in adopted Floodplain Risk Management Plans
5.10.21- Review and update Stormwater Renewal Program	
5.10.21.1	Incorporate information from CCTV inspection programme into stormwater renewal program
5.10.22- Plan and manage carpark infrastructure	
5.10.22.1	Assess existing carpark infrastructure demand as part of Transport Asset Management Plan review
6.12.16- Review and update the Buildings Asset Management Plans	



6.12.16.1	Review and update existing Transport Asset Management Plan using recent building condition assessment information
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Delivery Program Measures	Operational Plan Service Measures
» \$ funding secured from sources other than rates or charges – transport	» No. km. urban stormwater infrastructure constructed/ renewed, maintained and inspected
» Km. growth of pathway network	» Km. cycleways, footpaths or shared paths constructed / renewed
» No. bridges replaced	» Km sealed roads / unsealed roads constructed / renewed
	» Km. rural drainage infrastructure constructed / renewed
	» No. roadside signs / signs replaced
	» No. carparks maintained

Supporting Documents

- Sub-Regional Transport Strategy (in development)
- Merimbula Transport Study (in development)
- Bega Valley Shire Active Transport Plan (in development)
- Merimbula and Back Lake Floodplain Risk Management Study and Plan
- Asset Management Plan 2017-2021
- Asset Management Plan- Transport 2017
- Climate Resilience Strategy
- Local Environmental Plan
- Development Control Plan
- Local Strategic Planning Statement
- Clean Energy Plan
- Community Land Plans of Management

Works Operations



97 FTE

Works and Assets Manager

BUDGET 2020-2021 (\$,000)	INCOME \$	EXPENDITURE \$	Operating Spend \$	Capital Spend \$	NET SPEND \$
Bridges On Sealed Rural Roads-Local	\$1,100	\$1,676	\$76	\$1,600	\$576
Bridges On Sealed Rural Roads-Regional	\$325	\$1,800	\$64	\$1,736	\$1,475
Bridges On Sealed Urban Roads-Local	\$500	\$564	\$9	\$555	\$64
Bridges On Unsealed Rural Roads-Local	\$400	\$2,263	\$243	\$2,020	\$1,863
Roads Rural Sealed Local	\$332	\$2,185	\$1,371	\$814	\$1,853
Roads Rural Sealed Regional	\$5,479	\$5,040	\$1,709	\$3,331	(\$439)
Roads Rural Unsealed Local	\$583	\$8,506	\$2,196	\$6,310	\$7,923
Roads Rural Unsealed Regional	\$0	\$118	\$118	\$0	\$118
Roads Urban Sealed Local	\$2,923	\$6,445	\$1,447	\$4,998	\$3,522
Roads Urban Sealed Regional	\$0	\$1,022	\$199	\$823	\$1,022
Roads Urban Unsealed Local	\$0	\$68	\$68	\$0	\$68
Cycleways Not On Road Reserve	\$5,004	\$5,237	\$103	\$5,134	\$233
Footpaths	\$30	\$640	\$103	\$537	\$610
Street Cleaning	\$0	\$652	\$652	\$0	\$652
Town Centre Carparks	\$0	\$60	\$50	\$10	\$60
Council Depots	\$0	\$365	\$287	\$75	\$362
Fleet	\$128	\$516	\$2,947	\$3,463	\$388
Supply Services	\$0	\$403	\$403	\$0	\$403
Works Administration	\$12	\$966	\$966	\$0	\$954
Quarry	\$0	\$0	\$0	\$0	\$0
Stormwater Management	\$303	\$1,062	\$270	\$792	\$759
Administration Buildings	\$28	\$551	\$406	\$145	\$523



Works Operations

BUDGET 2021-2022 (\$,000)	INCOME \$	EXPENDITURE \$	Operating Spend \$	Capital Spend \$	NET SPEND \$
Bridges On Sealed Rural Roads-Local	\$1,913	\$2,100	\$95	\$2,005	\$187
Bridges On Sealed Rural Roads-Regional	\$1,024	\$1,153	\$66	\$1,087	\$129
Bridges On Sealed Urban Roads-Local	\$1,184	\$1,233	\$1,193	\$40	\$49
Bridges On Unsealed Rural Roads-Local	\$2,050	\$2,361	\$296	\$2,065	\$311
Roads Rural Sealed Local	\$3,076	\$4,429	\$2,021	\$2,408	\$1,353
Roads Rural Sealed Regional	\$7,168	\$6,878	\$4,871	\$2,007	(\$290)
Roads Rural Unsealed Local	\$5,498	\$7,840	\$4,672	\$3,168	\$2,342
Roads Rural Unsealed Regional	\$658	\$773	\$628	\$145	\$115
Roads Urban Sealed Local	\$3,061	\$5,231	\$1,371	\$3,860	\$2,170
Roads Urban Sealed Regional	\$1,129	\$1,325	\$168	\$1,157	\$196
Roads Urban Unsealed Local	\$36	\$102	\$93	\$9	\$66
Cycleways Not On Road Reserve	\$220	\$320	\$100	\$220	\$100
Footpaths	\$621	\$711	\$100	\$611	\$90
Street Cleaning	\$0	\$639	\$639	\$0	\$639
Town Centre Carpark	\$25	\$73	\$48	\$25	\$48
Council Depots	\$27	\$317	\$242	\$75	\$290
Fleet	\$1,508	\$1,508	(\$1,963)	\$3,471	\$0
Supply Services	\$0	\$263	\$263	\$0	\$263
Works Administration	\$61	\$1,133	\$1,133	\$0	\$1,072
Quarry	\$55	\$55	\$55	\$0	\$55
Stormwater Management	\$298	\$588	\$293	\$295	\$290
Administration Buildings	\$86	\$472	\$408	\$64	\$386

The Works Operations team is one of the primary implementation arms of the Assets and Operations Directorate. It is responsible for carrying out the physical functions such as cleaning; repairing; constructing; maintaining and rehabilitating transport infrastructure; urban streetscapes; and recreation assets. This includes the operation of four depots to supply stores and equipment, managing and maintaining Council’s vehicles and plant equipment, operation of workshop facilities, and managing quarry operations.

Core Business

- » Deliver civil construction and infrastructure works for transport and recreation assets
- » Operate and maintain Council amenities, urban streetscapes, public land and public facilities
- » Carry out operation and maintenance activities in accordance with service level agreements and allocated budget
- » Operate and maintain Council’s works depots and stores
- » Manage and maintain Council and NSW Rural Fire Service vehicles, plant and equipment
- » Provide fleet management that meets the operational needs of the organisation
- » Supply quarry material for Council’s construction activities as needed



OUTCOME 5: Connected Communities

GOAL 10: We have a network of good quality roads, footpaths and cycleways connecting communities throughout the Shire and beyond



OUTCOME 6: Strong Consultative Leadership

GOAL 12: We are financially sustainable, and services and facilities meet community need

Delivery Program: 5.10.15.1- Collaborate with Canberra Region Joint Organisation of Councils to investigate and progress improving the energy efficiency of street lighting	
Link	Operational Plan 2021-2022 Project
5.10.15.1	Commence LED street lights upgrade program
Delivery Program: 5.10.16- Construct and maintain sealed and unsealed, rural and urban road network and associated infrastructure	
5.10.16.1	Deliver 2022 capital and maintenance program for road and associated infrastructure
Delivery Program: 5.10.23- Construct and maintain town centre carpark infrastructure	
5.10.23.1	Deliver 2022 capital and maintenance program for carpark infrastructure
Delivery Program: 6.12.19- Deliver civil construction and infrastructure works for transport and recreation assets	
6.12.19.1	Deliver the approved capital works (renewal) projects allocated to works section
6.12.19.2	Continue grant funded bridge renewals at Murrabrine Creek, Wandella Road and Whipstick Creek, Mt Darragh Road
Delivery Program: 6.12.20- Operate and maintain Council amenities, urban streetscapes, public land and public facilities	
6.12.20.1	Carry out operation and maintenance activities in accordance with service level agreements and allocated budgets
Delivery Program: 6.12.21- Operate and maintain Council’s works depots and stores	
6.12.21.1	Operate Council’s works depots and stores
Delivery Program: 6.12.22- Manage and maintain Council and NSW Rural Fire Service vehicles plant and equipment	
6.12.22.1	Operate, maintain, renew and upgrade passenger, light, medium and heavy commercial vehicles, trailers and major plant
Delivery Program: 6.12.23- Develop and implement a Whole-of-Fleet Management Strategy and update the Fleet Management Plan	
6.12.23.1	Participate in the review of light fleet procedures and include fleet management in the ‘Asset Management Strategy’ for the next cycle of Integrated Planning and Reporting
Delivery Program: 6.12.24- Supply quarry material for Council’s construction activities	



Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Increased community satisfaction with: <ul style="list-style-type: none"> - Council’s overall performance - Value for money of Council services - Presence of town centres - Quality of road network - Quality of shared path network 	<ul style="list-style-type: none"> » \$ spend on asset improvement » \$ spend on maintenance tasks undertaken » Litres and \$ fuel consumed by fleet » No. vehicles/plant mechanical serviced » % service level agreements and budget parameters met by Works Operations team » % scheduled capital works renewal, upgrade and new works program completed

Supporting Documents

- Asset Management Plan 2017-2021
- Climate Resilience Strategy
- Local Strategic Planning Statement
- Clean Energy Plan



Waste Services

 26 FTE
Waste Services Manager

Waste Services	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$17,377	\$12,891
Expenditure	\$19,610	\$12,891
Operating Spend	\$14,233	\$10,510
Capital Spend	\$5,377	\$2,381
Net Spend	\$2,233	\$0

The Waste Services team provide waste collection, disposal, recycling/beneficial reuse, infrastructure, services and education to protect public health and the environment and meet Council's legislative requirements under the *Local Government Act 1993* and the requirements of the NSW Environmental Protection Authority.

Core Business

- » Provide waste collection and recycling services for residential and public areas
- » Provide organics processing- FOGO- for residential and business customers
- » Manage risks to Council's waste operations and future strategic direction
- » Resource and implement the Waste Strategy
- » Review and update as required Council's Waste Asset Management Plan and asset register
- » Improve whole-of-Council waste operations to become the leader in our community
- » Provide education activities for the community on how best to utilise our waste services
- » Protect the environment from impacts associated with waste generation, resource recovery, recycling and disposal activities



OUTCOME 3: Sustainable Living

GOAL 6: We are leaders in sustainable living and support innovative approaches to resource recovery and the production of renewable energy and food.

Delivery Program: 3.6.1- Deliver waste collection, waste disposal and recycling services and infrastructure	
Link	Operational Plan 2021-2022 Project
3.6.1.1	Expand kerbside bin collection service to rural properties
3.6.1.2	Design and manage capping of Cell 3 at the Central Waste Facility (CWF)
Delivery Program: 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	
3.6.2.1	Complete hydrological assessment for Merimbula transfer station site
3.6.2.2	Update the Waste Asset Management Plan and develop a long-term financial plan
3.6.2.3	Design and scope a leachate management system for CWF
Delivery Program: 3.6.3- Deliver strategic waste minimisation programs	
3.6.3.1	Draft a development application for the CWF upgrade
3.6.3.2	Deliver food donation and education project
3.6.3.3	Deliver FOGO for business project
3.6.3.4	Promote waste diversion education and awareness
3.6.3.5	Design and prepare development application for upgraded organics processing facility
3.6.3.6	Explore opportunities for diversion of construction and demolition waste



Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Residential recycling rates » Amount of waste to landfill » Remaining life of landfills » \$ funding secured from sources other than rates or charges – waste 	<ul style="list-style-type: none"> » No. of tonnes of waste diverted from landfill, through recycling, resource recovery and re-use

Supporting Documents



- Bega Valley Shire Council Waste Strategy 'Recycling the Future' 2018 – 2028
- Pollution Incident Response Management Plan- Recycling and Waste Depots
- Climate Resilience Strategy
- Clean Energy Plan



Water and Sewer Services

 61 FTE
Water and Sewer Manager

Water Services	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$15,490	\$24,706
Expenditure	\$20,436	\$28,316
Operating Spend	\$12,145	\$12,911
Capital Spend	\$8,291	\$15,405
Net Spend	\$4,946	\$3,610

Sewer Services	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$21,036	\$21,562
Expenditure	\$36,404	\$26,959
Operating Spend	\$17,503	\$16,214
Capital Spend	\$18,901	\$10,745
Net Spend	\$15,368	\$5,397

The Water and Sewer Services team provide a sustainable and cost-effective water and sewer service to meet present and future community needs, whilst adhering to relevant Council and NSW State Government policies, environmental legislation, licence requirements and environmental guidelines.

Core Business

- » Operate and maintain water supply and sewerage systems and treatment plants
- » Meet health and environmental regulatory and Council Strategic Business Plan (SBP) levels of service
- » Deliver water supply and sewerage system capital works (renewal, upgrade and new)
- » Coordinate water resource investigations, drought management, water quality monitoring programs, drinking water management system, recycled water management system and performance monitoring reporting activities
- » Enhance the environmental performance of water supply and sewerage system assets
- » Maintain water and sewer assets according to Asset Management Plans and maintain asset registers.



OUTCOME 4: Liveable Places

GOAL 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 need

Delivery Program: 4.8.7- Operate and maintain water supply and sewerage system assets	
Link	Operational Plan 2021-2022 Project
4.8.7.1	Manage and maintain Council's 10 sewage treatment plants to treat effluent to required standards and to comply with license conditions
4.8.7.2	Manage and maintain Council's 1 water treatment plant to supply the community of Bemboka with high quality drinking water that consistently meets Australian Drinking Water Quality Guideline limits
4.8.7.3	Maintain and manage Council's sewer reticulation networks to minimise public health and environmental risk
4.8.7.4	Finalise an Integrated Water Cycle Management Strategy
4.8.7.5	Continue to support bushfire recovery by ensuring water and sewer services are effective in the context of the impacts of fires including security of water quality

4.8.7.6	Integrate new Water Treatment service into operations and make necessary resource changes
4.8.7.7	Implement a new asset maintenance and management system
Delivery Program: 4.8.8- Deliver water supply and sewerage system capital works (upgrade and new)	
4.8.8.1	Upgrade the Bermagui Sewer Treatment Plant to cater for demand growth
4.8.8.2	Finalise the Environmental Impact Study and commence detailed design for Merimbula Deep Water Ocean Outfall and Sewage Treatment Plant upgrade
4.8.8.3	Release tender and commence construction of the Bega Water Treatment Plant
4.8.8.4	Finalise site selection and land procurement for the Yellow Pinch Dam Water Treatment Plant
4.8.8.5	Continue construction of Brogo Water Treatment Plant
4.8.8.6	Construct new water and sewer workshops and staff accommodation
Delivery Program: 4.8.9- Deliver water supply and sewerage system capital works (renewal)	
4.8.9.1	Complete installation of Supervisory Control and Data Acquisition (SCADA) system Stage 1 and Stage 2 works
4.8.9.2	Complete strategic water resource assessment of Bega River aquifer and construct new water supply bores
4.8.9.3	Undertake water and sewer main capital renewal programs
4.8.9.4	Undertake Bega sewer pump station renewal program
Delivery Program: 4.8.10- Enhance the environmental performance of water supply and sewerage system assets	
4.8.10.1	Prepare a wastewater re-use strategy
4.8.10.2	Continue physical roll out of solar power generation across existing water and sewer assets
4.8.10.3	Regulate liquid trade waste to minimise impact on the environment

Delivery Program Measures	Operational Plan Service Measures
» No. supply zones where microbiological compliance was achieved	» Potable water supplied (ML)
» % compliance with the Fluoridation of Public Water Supplies Act	» Water mains renewed (KM)
» No. water main breaks per 100km of water main	» Water service complaints
» No. sewer main breaks and chokes per 100km of sewer main	» Water quality complaints
» % effluent beneficially reused	» Renewable energy used
» No. sewer overflows reported to NSW EPA	» Mains power used
	» Sewer environmental spills
	» Sewer mains renewed (KM)

Supporting Documents

- » Water Supply and Sewerage- Strategic Business Plan
- » Integrated Water Cycle Management (IWCM) Strategy (30-year) (In development)
- » Climate Resilience Strategy
- » Local Strategic Planning Statement
- » Clean Energy Plan
- » Community Land Plan of Management

Community, Environment and Planning Directorate



Community, Environment and Planning Coordination



2 FTE

Director Community Environment and Planning

CEP Coordination	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$0	\$0
Expenditure	\$604	\$402
Operating Spend	\$514	\$402
Capital Spend	\$90	\$0
Net Spend	\$604	\$402

This service area oversees human resources, financial allocations, program implementation and strategic development of all areas of the Community, Environment and Planning Directorate.

Core Business

- » Coordinate the resourcing and strategic direction of the Community, Environment and Planning (CEP) Directorate
- » Contribute to organisational leadership of Bega Valley Shire Council
- » Provide leadership in establishing results driven work plans that meet our communities needs
- » Facilitate the Access and Inclusion Advisory Committee (AIAC); the Bega, Eden, Merrimans (BEM) Aboriginal Liaison Committee; the Awards and Scholarships Committee and Police Liaison Committee
- » Advocate to government for measures to support the community and environment of the Bega Valley Shire
- » Develop policies and procedures to support the function of the (CEP) Directorate



OUTCOME 5: Connected Communities

GOAL 10: We have a network of good quality roads, footpaths and cycleways connecting communities throughout the Shire and beyond



OUTCOME 6: Strong Consultative Leadership

GOAL 11: We are an informed and engaged community with a transparent, consultative and responsive Council
GOAL 12: Our Council is financially sustainable and services and facilities meet community need

Delivery Program: 6.12.2- Oversee Community, Environment and Planning services, programs and finances	
Link	Operational Plan 2021-2022 Project
6.12.2.1	Support bushfire recovery planning, building and environment activities
6.12.2.2	Complete customer experience improvement project
6.12.2.3	Complete review of grants, awards and scholarships programs

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Improved community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance - Value for money of Council's services - Customer assistance 	<ul style="list-style-type: none"> » No. AIAC meetings » No. BEM Aboriginal Liaison Committee Meetings » No. Police Liaison Committee meetings » No. Awards and Scholarship Committee meetings » No. of submissions on NSW and Federal Government policy » Customer satisfaction with level of service from CEP Directorate

Community Safety and Compliance Services



8 FTE
Certification and Compliance Manager

Animal Control	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$61	\$103
Expenditure	\$163	\$107
Operating Spend	\$163	\$47
Capital Spend	\$0	\$60
Net Spend	\$102	\$4

Enforcement Regulations	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$157	\$293
Expenditure	\$644	\$809
Operating Spend	\$644	\$809
Capital Spend	\$0	\$0
Net Spend	\$487	\$516

The Community Safety and Compliance Services team protects the amenity and safety of the community in relation to companion animals, stray stock, illegal dumping and littering, car parking and use of public land in accordance with Council's policies and relevant legislation including the *Companion Animals Act 1998*, *Local Government Act 1993*, *Protection of the Environment Operations Act 1993*, *Roads Act 1993*, *Environmental Planning and Assessment Act 1979* and the *Impounding Act 1993*.

Core Business

- » Participate in the monitoring, investigation and enforcement of non-compliance relating to abandoned and unattended motor vehicles and livestock, illegal dumping and littering, public land use, animal control and parking enforcement
- » Undertake initial investigations for illegal clearing and illegal building compliance
- » Provide education and community awareness raising programs and information to encourage responsible companion animal ownership
- » Participate in the yearly Native Shorebird protection program in conjunction with National Parks and Wildlife Service (NPWS) and associated shorebird protection groups
- » Maintain the Companion Animal Register (CAR) to ensure that all information is up-to-date and correct
- » Complete mandatory reporting requirements within required timeframes to the Office Of Local Government (OLG) in relation to dog attacks and companion animals processed through the pound facility
- » Investigate dog attacks and follow up with both pecuniary and administrative controls to ensure the ongoing safety of the community
- » Microchip animals and work with the Animal Welfare League – Far South Coast Branch to rehome suitable companion animals in line with current Memorandum of Understanding
- » Operate companion animal and stock pound facilities
- » Regulate public car parking, use of reserves and roadways compliance for commercial uses of public lands
- » Manage and secure Council's allocated Penalty Infringement Books and contemporaneous note books



OUTCOME 4: Liveable Places


GOAL 7: Our Shire continues to be a vibrant, enjoyable, safe and affordable place to live

Delivery Program: 4.7.6- Provide Ranger services that protect the amenity and safety of the community

Link	Operational Plan 2021-2022 Project
4.7.6.1	Develop community engagement program for compliance awareness
4.7.6.2	Participate in the Southern Region Illegal Dumping Program

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Improved community satisfaction with: <ul style="list-style-type: none"> - Council’s overall performance - Control of dogs and cats - Regulation of parking 	<ul style="list-style-type: none"> » No. seizures, impoundings, euthanizing and rehoming of companion animals » No. dog attacks reported, actioned and resolved » No. abandoned animal, article and vehicle reports investigated, actioned and resolved » No. dumping and littering reports investigated, actioned and resolved » No. penalty infringement notices issued » No. companion animals registered, micro-chipped and changed details processed

Supporting Documents

- 
 - Southern Region Illegal Dumping Program Guidelines
 - Companion Animal Management Plan
 - Companion Animal Control Areas
 - Companion Animals re-homing
 - Companion Animal- feral and infant animals
 - Companion Animal Regulation
 - Guideline- companion animal dangerous and menacing dogs declaration
 - Memorandum of Understanding with the Animal Welfare League – Far South Coast Branch



Environmental Health and Building Services



8 FTE
Certification and Compliance Manager

Building Regulation	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$1,410	\$1,246
Expenditure	\$829	\$926
Operating Spend	\$829	\$926
Capital Spend	\$0	\$0
Net Spend	(\$581)	(\$320)

Public Health	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$275	\$295
Expenditure	\$380	\$416
Operating Spend	\$380	\$416
Capital Spend	\$0	\$0
Net Spend	\$105	\$121

The Environmental Health and Building Services team delivers programs and activities to protect our community's public health and safety and ensure appropriate construction standards in accordance with Council's policies and relevant legislation including the *Local Government Act 1993*, *Protection of the Environment Operations Act 1993*, *Food Act 2003*, *Public Health Act 2010*, *Swimming Pools Act 1992*, *Environmental Planning and Assessment Act 1979* and the *Building Code of Australia*. The service also develops environmental and public health policies, community awareness and education programs and customer information.

Core Business

- » Respond to enquiries and undertake the registration, inspection and monitoring of regulated public and environmental health premises
- » Approve operation and installation of on-site sewage management systems
- » Provide environmental health related assessment and referrals for the development assessment team
- » Deliver education programs to raise the level of knowledge and understanding of environmental health issues
- » Undertake a sampling program of potable water supply and water quality at swimming sites
- » Respond to environmental pollution events
- » Assess and determine class 1 and 10 development
- » Assess and determine construction and complying development applications and issue occupation certificates
- » Investigate identified non-compliance against building and development standards
- » Undertake swimming pool barrier inspections and issue compliance certificates



OUTCOME 4: Liveable Places
GOAL 7: Our Shire continues to be a vibrant, enjoyable, safe and affordable place to live

Delivery Program: 4.7.4- Deliver programs and activities to protect our community's environmental health and safety	
Link	Operational Plan 2021-2022 Project
4.7.4.1	Develop community environmental health awareness program



4.7.4.2	Location based auditing of onsite sewer management performance in sensitive areas to increase catchment protection against pollution
4.7.4.3	Develop proactive compliance program based on outcomes of the Compliance Service Review
Delivery Program: 4.7.5- Provide advice, certification and inspections and assess fast-track development applications	
4.7.5.1	Monitor use of the online building inspection booking system and continue to improve processes in consultation with key users
4.7.5.2	Develop a simplified, fast-track Section 4.15 assessment checklist to streamline approvals for residential development

Delivery Program Measures	Operational Plan Service Measures
» Improved community satisfaction with: - Council's overall performance - Building inspections and control of private development	» No. inspections of food premises » No. inspections of skin penetration premises » No. inspections swimming pool barrier compliance » No. on-site sewerage sanagement inspections » No. Construction Certificates issued » No. Occupation Certificates issued » No. Complying Development Certificates issued » No. construction inspections undertaken

Supporting Documents

- » Bega Valley Development Control Plan 2013
- » Development Contribution Plan (DSP)- Water Supply
- » Development Contribution Plan (DSP) - Sewerage Services
- » Bega Valley Local Environmental Plan 2013
- » Bega Valley Development Contributions Plan
- » Local Strategic Planning Statement

Biosecurity Services

 3 FTE
Certification and Compliance Manager

Biosecurity	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$168	\$649
Expenditure	\$607	\$649
Operating Spend	\$607	\$649
Capital Spend	\$0	\$0
Net Spend	\$439	\$0

The Biosecurity Services team provide control of priority weeds and pests through the provision of services, information and education in accordance with Council's policies and relevant legislation including the *Biosecurity Act 2015*.

Core Business

- » Monitor priority weeds on public and private lands for introduced incursions
- » Control and regulate targeted priority weeds through a systematic inspection, notification and control program
- » Provide information and community awareness programs regarding weeds identification and control techniques
- » Continue to investigate new technology for weed inspections and weed mapping
- » Contribute to agency and community partnerships through involvement with the South East NSW Regional Weed Management Committee



OUTCOME 3: Sustainable Living

GOAL 5: Our air and water is pristine and our natural environment and rural landscapes are protected

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

Link Operational Plan 2021-2022 Project

3.5.4.1 Support agricultural bushfire recovery efforts working with key sector stakeholders

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Increased community satisfaction with: <ul style="list-style-type: none"> - Weed control on farmland and in sensitive locations 	<ul style="list-style-type: none"> » No. weed inspections » Km. of road reserves sprayed » No. high risk biosecurity sites inspections

Supporting Documents



South East Regional Weed Management Committee Action Plan

Library Services

 11.3 FTE
Community Connections Manager

Library Services	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$606	\$596
Expenditure	\$2,112	\$1,695
Operating Spend	\$1,688	\$1,562
Capital Spend	\$424	\$133
Net Spend	\$1,506	\$1,099

The Library Services team provides information, education and access to community library facilities for residents and visitors to the Bega Valley. The service includes four branch locations at Bermagui, Bega, Tura Beach and Eden. The library service also offers technology access and support, outreach and online services. The library service plays a vital role in the learning, creativity and connectivity of our communities.

Core Business

- » Deliver library services that meet the information, recreation, creative, literacy and participation needs of the community by offering accessible print, audio-visual and electronic resources
- » Provide access to collections and information resources through an online library catalogue and website
- » Provide free WIFI and computers for public access with printing and scanning services
- » Provide enquiry, reader's advisory, lending and home library services
- » Collect materials to document the local history of the Bega Valley
- » Provide safe and welcoming spaces for people to meet, connect, study and participate in community life
- » Host a range of activities, programs and events that facilitate learning and connection by community members and user groups including children's storytime, book clubs, technology training, author visits, school holiday programs, HSC study and information sessions
- » Deliver library programs that recognise and reflect the cultural diversity of our community
- » Deliver services under the Memorandum of Understanding with the University of Wollongong



OUTCOME 2: Employment and Learning Opportunities

GOAL 4: We have meaningful employment and learning opportunities for people ion all stages of life

Delivery Program: 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

Link	Operational Plan 2021-2022 Project
2.4.3.1	Deliver programs to activate the Bermagui MakerSpace
2.4.3.2	Deliver Bega MakerSpace program
2.4.3.3	Develop a shovel-ready renewal plan for the Eden Library and Gateway Centre
2.4.3.4	Develop an Aboriginal Cultural Capability action plan
2.4.3.5	Reduce physical waste in the libraries by developing a waste reduction and recycling plan

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Comparison with State Library of NSW best practice benchmarks » \$ funding secured from sources other than rates or charges – library » No. public access computers » No. library volunteers 	<ul style="list-style-type: none"> » No. library visits » No. library members » No. library volunteer hours » No. public access computers » No. hours of internet usage on library computers » No. WIFI logins » No. events and activities » No. loans

Supporting Documents



- Library Services Strategic Plan 2020-2025
- Memorandum of Understanding with the University of Wollongong
- Climate Resilience Strategy
- Clean Energy Plan
- Recycling our Future- Waste Strategy



Regional Gallery



1 FTE
Community Connections Manager

Regional Gallery	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$73	\$1,542
Expenditure	\$427	\$3,311
Operating Spend	\$427	\$369
Capital Spend	\$0	\$2,942
Net Spend	\$354	\$1,769

*The loan income for the Regional Gallery is received as general revenue so not listed in the above table as Income. The loan is outlined on Page 111.

The Bega Valley Regional Gallery (BVRG) stimulates, develops and enhances the diverse visual culture of the region through viable, accessible, dynamic and relevant exhibition, education and collection programs. The BVRG is an important resource for Bega Valley Shire's artistically rich and diverse community and works collegiately with fellow professional arts organisations who collectively deliver engaging and innovative programs of both artistic and educational excellence. BVRG has built a reputation of strong advocacy for local artists holding events that stimulate economic pathways for local artists – ART MONTH Sapphire Coast being an example of this sector led development.

Core Business

- » Manage and develop the BVRG collection
- » Work with local professional artists to contribute to a vibrant society and culture
- » Deliver community-based exhibitions and events while redevelopment progresses
- » Deliver public programs that reach a broad section of the community each year
- » Identify and apply for available grant and funding opportunities to boost BVRG programs
- » Partner with relevant arts organisations, private galleries, philanthropists and government agencies to continue to build the Gallery's scope, programs and collection
- » Facilitate touring exhibitions of national significance
- » Manage the Gallery's online presence and digital exhibition experiences
- » Work across the organisation to provide coherent solutions to the organisation's cultural identity, cultural diplomacy, and connection to place
- » Deliver strategic planning for the Gallery
- » Continue peak sector representation on industry assessment panels



OUTCOME 1: Active and Healthy Communities

GOAL 1: We are cooperative, caring and enjoy a culturally rich community life

Delivery Program: 1.1.3- Stimulate and enhance Australia's visual culture and deliver the outcomes of the Regional Gallery Strategic Plan	
Link	Operational Plan 2021-2022 Project
1.1.3.1	Delivery of the 2021-2022 artistic and education programs
1.1.3.2	Coordinate BVRG Tarmac and Eden Port pop-up exhibitions
1.1.3.3	Coordinate and deliver cultural tourism driver Art Month Sppahire Coast with associated stakeholders
Delivery Program: 1.1.4- Explore opportunities to renew the Regional Gallery either in its current location or other suitable location	
1.1.4.1	Commence BVRG redevelopment project

Delivery Program Measures	Operational Plan Service Measures
» Community satisfaction with: - Council's overall performance - Cultural facilities	» No. exhibitions held » No. people who attended exhibitions » No. arts and creative programs, events and initiatives
» Amount of funding secured from grants	» \$\$ contributed to support local projects
» No. actions delivered in Gallery Strategic Plan	» No. Regional Gallery partnerships » No. artworks donated » \$\$ of artworks donated

Supporting Documents



Bega Valley Regional Gallery Strategic Plan 2016-2020
 MOU with South East Arts – Regional Arts Development Organisation
 Clean Energy Plan
 Local Strategic Planning Statement
 Buildings Asset Management Plan



Families, Ageing and Disability Services



6.7 FTE
Community Connections Manager

Brighter Futures	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$467	\$464
Expenditure	\$436	\$464
Operating Spend	\$436	\$464
Capital Spend	\$0	\$0
Net Spend	(\$31)	\$0

Commonwealth Home Support Program	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$88	\$106
Expenditure	\$43	\$106
Operating Spend	\$43	\$106
Capital Spend	\$0	\$0
Net Spend	(\$45)	\$0

National Disability Insurance Scheme	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$3,329	\$7,597
Expenditure	\$3,329	\$7,597
Operating Spend	\$3,329	\$7,597
Capital Spend	\$0	\$0
Net Spend	\$0	\$0

The Families, Ageing and Disability Services team works in partnership with government, community and business service organisations to deliver specialist support to families with children at risk under the Brighter Futures program. The team also provides services and coordinate support for older people under the Commonwealth Home Support Programme (CHSP); and deliver plan management and support coordination under the National Disability Insurance Scheme (NDIS) to people with disability.

Core Business

- » Deliver complex and intensive case management, home visiting, subsidised childcare, positive parenting education programs and early intervention for families with children at risk
- » Coordinate and purchase support and services to assist frail, older people and people with a disability and their carers to enable them to continue to live independently in the community
- » Provide complex case plan management for people with disability to engage with and financially manage and monitor their NDIS plans
- » Provide short-term case management to vulnerable people exiting hospital or at risk of hospitalisation
- » Monitor, review and report on the implementation of the Disability Inclusion Action Plan (DIAP)
- » Apply for grants and funding to implement new programs to improve service delivery and outcomes for children, families, and vulnerable older people and people with a disability



OUTCOME 4: Liveable Places

GOAL 7: Our Shire continues to be a vibrant, enjoyable, safe and affordable place to live

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

Link Operational Plan 2021-2022 Project

4.7.2.1 Participate in a service review to identify and address issues for people with a disability during disaster events


4.7.2.2 Review family, ageing and disability service delivery model

Delivery Program: 4.7.3- Provide specialist support for families with children at risk

4.7.3.1 Design and deliver a suite of parenting programs

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Increased community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance - Community support services » Number of services and support opportunities Council provides to people with disability, the aged and their carers 	<ul style="list-style-type: none"> » No. CHSP Clients » 90% utilisation rate of Brighter Futures Service » No. NDIS Plan Management clients » No. NDIS Support Coordination clients

Supporting Documents

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 Disability Inclusion Action Plan 2021-2025
 NDIS Registered Provider Service Agreement
 Commonwealth Home Support Programme Agreement
 Brighter Futures Program Guidelines



Children's Services



25.2 FTE
Community Connections Manager

Bandara Childcare	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	-	\$1,448
Expenditure	-	\$1,448
Operating Spend	-	\$1,448
Capital Spend	-	\$0
Net Spend	-	\$0

Eden Childcare	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	-	\$1,205
Expenditure	-	\$1,205
Operating Spend	-	\$1,155
Capital Spend	-	\$50
Net Spend	-	\$0

Sapphire Mobile Preschool	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	-	\$215
Expenditure	-	\$215
Operating Spend	-	\$215
Capital Spend	-	\$0
Net Spend	-	\$0

Indigenous Advancement Strategy	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	-	\$198
Expenditure	-	\$198
Operating Spend	-	\$198
Capital Spend	-	\$0
Net Spend	-	\$0

Note the 2020-2021 budget for Children's Services was consolidated with \$2,831k income and \$2,840k expense. Any shortfall in Children's Services is funded from the Children's Services reserve.

The Children's Services team provide high-quality accredited Preschool, Long Day Care and After School Care programs within the Bega Valley Shire. Centre-based programs are delivered in Bega and Eden, and Mobile Preschool programs are delivered in Candelo and Bemboka.

Core Business

- » Provide high quality, accredited early childhood education and care programs, compliant with the National Quality Framework, Federal law and regulations, delivered by accredited educators
- » Provide culturally appropriate programs, including delivery of the Indigenous Advancement Strategy's (IAS) 'Children and School Program' funded project
- » Provide inclusive services that cater for children with a range of learning and/or support needs
- » Ensure services remain affordable for vulnerable and disadvantaged families through promotion and utilisation of the government's child care subsidies, government and philanthropic grant funding opportunities, appropriate fee scheduling and effective budget management
- » Ensure services are delivered from appropriately resourced and maintained premises, to ensure safety and high-quality learning environments for children, staff and community members
- » Establish and maintain effective relationships with early childhood education and care providers, schools, community support services, researchers, regulatory and funding bodies



OUTCOME 2: Employment and Learning Opportunities

GOAL 4: We have meaningful employment and learning opportunities for people in all stages of life

Delivery Program: 2.4.1- Deliver early childhood education through an approved curriculum to foster children's learning, development and growth

Link Operational Plan 2021-2022 Project

2.4.1.1	Review building management plans for Bandara Children's Services, Eden Early Learning Centre and Eden Preschool
2.4.1.2	Deliver the Indigenous Advancement Strategy (IAS) funded project at Bandara and Eden
2.4.1.3	Implement improved work plans and performance management tools for staff with supervisory roles

Delivery Program: 2.4.2- Implement the Children's Services Action Plan

2.4.2.1	Undertake mapping of future service needs across the shire including trends and projections for future demand
2.4.2.2	Develop a 3-5 year strategic plan for Children's Services

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Improved community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance - Provision of Children's services » \$\$ in grant funding secured for Children's Services 	<ul style="list-style-type: none"> » No. children enrolled across Children's Services » No. Aboriginal and/or Torres Strait Islander children enrolled » No. children on waiting list to access Children's Services » Utilisation rates (i.e: proportion of available places booked)

Supporting Documents



Children's Services Business Plan
Buildings Asset Management Plan

Community Development and Engagement



4.8 FTE
Community Connections Manager

Community Engagement	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$12	\$465
Expenditure	\$544	\$969
Operating Spend	\$544	\$969
Capital Spend	\$0	\$0
Net Spend	\$532	\$504

The Community Development and Engagement (CDE) team has two broad areas of focus – community development and community engagement. The community development aspect is to facilitate building the resilience and strength of communities in the Shire and ensure people of all ages and backgrounds have opportunities to actively participate in community life. The team support and implement activities that enhance wellbeing using a whole-of-community approach, promoting diversity and inclusion, promoting volunteering, and contributing to the understanding of social issues through research and consultation. The community engagement aspect is to facilitate meaningful communication with the Bega Valley community through designing and implementing processes to support Council's community consultation and engagement activities through utilising Council's Community Engagement Strategy.

Core Business

- » Provide advice and information for community engagement activities for Council projects
- » Support and promote the work of volunteers in the shire
- » Coordinate the Community Directory and Community Project Portal
- » Work with community organisations to support cultural activities in the Shire
- » Coordinate Council's youth engagement and manage the Bega Valley Youth Space
- » Facilitate place based planning across Council directorates
- » Seek funding to support community development activities
- » Collaborate with groups and individuals on initiatives that benefit local communities and increase community wellbeing
- » Support the embedding of the Community Engagement Strategy across Council and the implementation of the Community Engagement Toolkit through staff training, case studies and updating tools where required
- » Support key community development projects addressing social issues across the Bega Valley Shire
- » Develop disaster resilience supports and community led recovery practices
- » Develop and maintain cross agency relationships to ensure collaboration and communication to support community led recovery in the Bega Valley



OUTCOME 1: Active and Healthy Communities
GOAL 1: We are cooperative, caring and enjoy a culturally rich community life

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

Link Operational Plan 2021-2022 Project

1.1.1.1	Review communication and engagement plan templates to ensure they are inclusive of people living with disability
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Delivery Program: 1.1.2- Deliver programs that build the wellbeing, resilience and strength of communities


1.1.2.1	Continue to support bushfire recovery community engagement activities
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1.1.2.2	Undertake community volunteering project with project partners
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1.1.2.3	Deliver Youth Speak Resilience Project
1.1.2.4	Update Council's website with key social research data
1.1.2.5	Develop Affordable Housing Strategy

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Increased community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance - Provision of facilities and services for the community » \$ in grant funding secured for community programs » No. of Council program areas engaging volunteers 	<ul style="list-style-type: none"> » No. community projects and programs delivered/ supported » No. Bega Valley volunteer organisations/groups engaged with » No. community/community based agency partnerships facilitated » No. engagement activities including training supported across Council

Supporting Documents

-  Bega Valley Shire Community Engagement Strategy
- Community Engagement Toolkit
- Climate Resilience Strategy
- Memorandum of Understanding with the Mumbulla Foundation



Communication and Event Services



5 FTE

Communication and Events Manager

Communications and Events	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$7	\$25
Expenditure	\$638	\$578
Operating Spend	\$638	\$578
Capital Spend	\$0	\$0
Net Spend	\$631	\$553

The Communication and Events team provides strategic communication, media and events advice and support to deliver Council's services, programs, activities and events. This includes internal and external communication; media engagement (proactive, reactive and issues management); social media management; multimedia; support and promotion of Council activities; delivery of civic events; provision of graphic design and signage artwork; and website publishing and administration. The Communication and Events team works in partnership with service areas to engage with the Bega Valley community and promote Council priorities.

Core Business

- » Facilitate timely, open and accurate communication with the public about Council projects and initiatives
- » Provide strategic communication, media and issues management advice to Councillors and Council
- » Maintain Council's reputation as a trusted voice and advocate for the Bega Valley Shire
- » Deliver reactive and proactive media engagement to foster accurate, fair and balanced coverage of Council programs and activities
- » Develop and maintain Council's online presence including Council's website and social media channels
- » Coordinate civic events and awards
- » Provide emergency communication advice and support, including to support unplanned road closures, service interruptions and risks/hazards across the Bega Valley Shire
- » Deliver regular council newsletters such as Council News and Business News
- » Support bushfire and COVID-19 recovery communications, including regular Bushfire Recovery e-newsletters
- » Coordinate internal communication and support knowledge sharing and collaboration
- » Ensure consistent use of Council's brand and style guide
- » Develop communication related policies, procedures and strategies to guide Council staff, contractors and Councillors
- » Develop and design corporate, communication and information products/resources



OUTCOME 6: Strong Consultative Leadership

GOAL 11: We are an informed and engaged community with a transparent, consultative and responsive Council

Delivery Program: 6.11.1- Improve communication about Council activities, decisions and achievements	
Link	Operational Plan 2021-2022 Project
6.11.1.1	Roll out communication and media training across the organisation
Delivery Program: 6.11.2- Improve Council's brand image and written communication	
6.11.2.1	Update Council's writing style guide, including writing for the web
6.11.2.2	Develop a signage strategy to ensure all Council signage is cohesive
6.11.2.3	Implement website improvements

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Increased community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance - Understanding with the decisions, services and activities of Council » Reach and sentiment of media coverage » Participation in community engagement and civic events 	<ul style="list-style-type: none"> » No. media releases issued » No. media enquiries managed to identified outcomes » No. website updates » No. visits to Council's website » No. subscribers and clickthrough rates on Council newsletters » No. Facebook posts published » No. Facebook live events and viewers » No. social media followers » No. social media engagement » No. trained Council media spokespeople

Supporting Documents



- Bega Valley Shire Council Design Style Guide
- Bega Valley Shire Council Writing Style Guide
- Bega Valley Shire Community Engagement Strategy
- Community Engagement Toolkit



Strategic Planning



5 FTE

Planning and Sustainability Manager

Strategic Planning	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$190	\$153
Expenditure	\$677	\$659
Operating Spend	\$677	\$659
Capital Spend	\$0	\$0
Net Spend	\$487	\$506

The Strategic Planning team prepares strategic land use plans for the housing, employment and environmental needs of our current and future population to meet a range of regional and Council planning policies as well as the *Environmental Planning and Assessment Act 1979* and *Cultural Heritage Act 2018*.

Core Business

- » Provide strategic land use planning advice for planning proposals
- » Prepare planning policies and strategic studies to inform land use planning for the Bega Valley
- » Prepare and manage Council's Local Environmental Plan, Development Control Plan and Contributions Plan
- » Process planning proposals (including reclassification of Council land)
- » Provide Aboriginal and European Heritage assessments and advice
- » Coordinate town and village plans
- » Implement objectives of the MOU with Local Aboriginal Land Councils
- » Administer the local heritage assistance grants program
- » Participate in regional planning and infrastructure forums




OUTCOME 4: Liveable Places

GOAL 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

Delivery Program: 4.8.4- Provide strategic land use planning services	
Link	Operational Plan 2021-2022 Project
4.8.4.1	Develop flooding and sea level rise policy to guide development
4.8.4.2	Commence review of Developer Contributions Plan
Delivery Program: 4.8.5- Prepare land use strategies and policies to protect the Shire's existing character and ensure supply of appropriately zoned land	
4.8.5.1	Develop a policy to guide street tree, open space and parkland tree planting programs appropriate to a bushfire prone region for towns and villages, including guidance on nature strip planting
4.8.5.2	Implement the recommendations of the Residential Land Strategy to expand the diversity of housing in the Shire
Delivery Program: 4.8.6- Promote and preserve our Aboriginal cultural heritage	
4.8.6.1	Review the places of heritage significance identified in the Bega Valley Aboriginal Cultural Heritage Study to ensure they are sufficiently protected

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Increased community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance - Council's town planning and land use controls 	<ul style="list-style-type: none"> » \$ distributed in local heritage assistance grants program » No. amendments to Council's LEP and DCP » No. heritage assessments and advice provided

Supporting Documents

-  Bega Valley Local Environmental Plan 2013
- Bega Valley Development Control Plan 2013
- Bega Valley Shire Local Strategic Planning Statement
- Bega Valley Contributions Plan
- Bega Valley Shire Rural Residential Strategy
- Bega Valley Shire Commercial Land Strategy
- Bega Valley Shire Residential Land Strategy
- Stage Three A: Aboriginal Cultural Heritage Study, 2010
- MOU with Bega, Eden and Merrimans Local Aboriginal Lands Council
- Climate Resilience Strategy
- Development Contribution Plan (DSP) Water Supply
- Development Contribution Plan (DSP) Sewerage Services



Environment and Sustainability Services

 4 FTE
Planning and Sustainability Manager

Environment and Sustainability	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$314	\$990
Expenditure	\$1,399	\$1,568
Operating Spend	\$1,399	\$1,568
Capital Spend	\$0	\$0
Net Spend	\$1,085	\$578

The Environment and Sustainability Services team conserves and rehabilitates the Bega Valley Shire's highly valued natural systems that underpin the quality of life for our residents and sustain our local agricultural and visitor economy. The team works to mitigate environmental impacts of development and infrastructure provision; they assess and plan for natural hazards through the provision of planning, monitoring and management in accordance with regional and Council policies and relevant legislation including the *Biodiversity Conservation Act 2016*, *Coastal Management Act 2016* and *Protection of the Environment Operations Act 1997*. This service involves Council and the community working together to improve the local environment and reduce our ecological footprint. This includes education and awareness programs, volunteer management and partnerships, cleanup activities, and environmental sustainability initiatives.

Core Business

- » Plan for the protection and enhancement of the Shire's natural environment
- » Plan and manage sensitive environmental aspects of the Shire's coastal zone and natural areas
- » Project manage vegetation and rehabilitation programs to protect and enhance the Shire's biodiversity
- » Administer the Community Environmental Grants Program
- » Provide specialised environmental impact assessment of development activities
- » Develop environmental strategies, policies and procedures
- » Prepare Plans of Management for Council managed Crown reserves and community land
- » Implement a planned program of environmental audit of Council's operational activities
- » Measure and report Council's environmental performance and energy consumption
- » Promote improved overall sustainability outcomes for Council's operations, to adapt to and mitigate the impacts of climate change
- » Deliver Flood and Coastal Management programs
- » Regulate tree and vegetation removal on private land
- » Implement key actions from the Climate Resilience Strategy and Clean Energy Plan within Council and across the Shire
- » Deliver and support environmental education programs and initiatives



OUTCOME 3: Sustainable Living

GOAL 5: Our air and water is pristine and our natural environment and rural landscapes are protected

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

Link	Operational Plan 2021-2022 Project
3.5.1.1	Implement bushfire recovery environmental restoration projects at Greens Crossing, Bemboka, Dry River, Quaama, Towamba River, Kiah and Myrtle Cove, Wonboyn and Cobargo
3.5.1.3	Complete Coastal Management Program


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

3.5.2.1	Rollout of energy efficiency lighting retrofit across Council buildings
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3.5.2.2	Install solar array at Sapphire Aquatic Centre
Delivery Program: 3.5.3- Engage the community to improve the stewardship and management of the Shire's environmental assets	
3.5.3.1	Deliver multiple environmental community events and initiatives
3.5.3.2	Partner with Far South Coast Landcare to assess and remove barriers to community involvement in environmental restoration projects in our natural areas

Delivery Program Measures	Operational Plan Service Measures
» CO ₂ greenhouse emissions	» No. vegetation and environmental restoration and rehabilitation projects
» No. actions taken by Council to reduce or avoid greenhouse emissions	» No. education program attendees
	» No. applications received for Community Environmental Grants
	» Green Shoots campaign participants
	» MWH energy consumption
	» No. of energy efficiency projects

Supporting Documents

-  Climate Resilience Strategy
- Clean Energy Plan
- Coastal Zone Management Plan for Pambula Lake Estuary
- Lake Curalo Estuary Management Study and Plan
- Wonboyn Lake and Estuary Management Plan
- Wallaga Lake Estuary Management Plan
- Clean Energy for Eternity Memorandum of Understanding

Planning Services

 7 FTE
Planning and Sustainability Manager

Planning Services	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$480	\$453
Expenditure	\$994	\$1,027
Operating Spend	\$994	\$1,027
Capital Spend	\$0	\$0
Net Spend	\$514	\$574

The Planning Services team provides pre-lodgement advisory services, development assessment, development compliance, subdivision certification and development engineering services. Our services seek to achieve sustainable development throughout the Shire, having regard for social, economic and environmental factors and to meet a range of regional and Council planning policies as well as legislation including the *Environmental Planning and Assessment Act 1979*, *Local Government Act 1993*, *Roads Act 1993*, *Protection of the Environment Operations Act 1995*, *Biodiversity Conservation Act 2016*, *Heritage Act 1977* and the *National Parks and Wildlife Act 1974*. The team undertake assessment and determination of development applications relating to multi-dwelling housing, commercial, industrial, agricultural, tourist and subdivision developments. The team is also responsible for issuing of subdivision works certificates, subdivision certificates, pre-lodgement information and advice to Council and stakeholders in all aspects of the development assessment process.

Core Business

- » Assess Class 2-9 development applications and subdivision certificates
- » Provide professional planning advice to the community, developers and government departments
- » Develop and implement new systems for approval and compliance processes in response to NSW planning reforms
- » Meet legislative reporting requirements
- » Provide specialist advice as it relates to engineering issues within the development and planning framework




OUTCOME 4: Liveable Places

GOAL 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

Delivery Program: 4.8.2- Implement an action plan based on the Development Assessment Review	
Link	Operational Plan 2021-2022 Project
4.8.2.1	Finalise review of processes and update of workflows to achieve e-planning legislation changes
Delivery Program: 4.8.3- Provide development engineering services	
4.8.3.1	Review development engineering specifications

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » \$ value total of determined applications » Improved community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance - Well-planned development 	<ul style="list-style-type: none"> » No. subdivision and strata-subdivision certificates issued » Total project value of determined applications » No. pre-lodgment meetings » No. DA's lodged » No. determined DA's throughout » No. new lots/strata lots released » Total Section 138 road certificates issued » Average days taken for DA/modification determination » Total quality assurance inspections undertaken

Supporting Documents

-  Bega Valley Development Control Plan 2013
- Development Contribution Plan (DSP)- Water Supply
- Development Contribution Plan (DSP) - Sewerage Services
- Bega Valley Local Environmental Plan 2013
- Bega Valley Contributions Plan
- Local Strategic Planning Statement 2040
- Residential Land Strategy 2040
- Rural Residential Strategy 2020
- Commerical Land Strategy 2040
- Climate Resilience Strategy



Development and Support Services

 10 FTE
Planning and Sustainability Manager

Development Support Services	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$0	\$196
Expenditure	\$919	\$1,142
Operating Spend	\$919	\$1,142
Capital Spend	\$0	\$0
Net Spend	\$919	\$946

The Development and Support Services team, also known as the Development Hub, is a dedicated development customer service team providing advice in relation to building, renovating, demolishing, subdividing land, environmental health impacts, changing the use of a building or land or display of advertising.

Core Business

- » Provide a specialised customer service through the Development Hub for development enquiries
- » Prepare and issue Section 10.7 Zoning Certificates, Outstanding Notices and Orders
- » Desktop administration, including monitoring Council's register for, new Development Applications, Construction Certificates, Complying Development Certificates and Modifications as well as Subdivision Certificate Applications
- » Maintain Council's onsite sewer management system, skin penetration, food, public and private swimming pools, caravan parks and fire safety registers
- » Provide an accessible web-based and electronic development application system
- » Deliver the Public Land Use process and maintain the public land register
- » Coordinate the submission of statutory monthly and annual reports including (but not limited to): Planning Reform, Long Service Levy, Australian Bureau of Statistics and Development Application Performance Monitoring
- » Provide administrative support to the Planning Services and Community Safety and Compliance teams



OUTCOME 4: Liveable Places

GOAL 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

Delivery Program: 4.8.1- Provide preliminary advice on development applications and subdivision certificates	
Link	Operational Plan 2021-2022 Project
4.8.1.1	Continue to improve the customer experience with preliminary assessment of Development Applications when lodged

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » \$ total value of determined applications » Increased community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance - Well-planned development 	<ul style="list-style-type: none"> » No. Section 10.7 Zoning Certificates » No. 149 Certificates issued (s10.7 Planning Certificates) » No. of planning enquiries

Supporting Documents

-  Bega Valley Development Control Plan 2013
- Bega Valley Local Environmental Plan 2013
- Bega Valley Contributions Plan

Economic Strategy and Projects

 5 FTE
Economic Strategy and Projects Manager

Economic Development	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$11	\$223
Expenditure	\$690	\$597
Operating Spend	\$690	\$597
Capital Spend	\$0	\$0
Net Spend	\$679	\$374

The Economic Strategy and Projects team delivers strategic projects and advice for economic growth and job creation. The team advocate for investment from government and facilitate opportunities for business growth and investment to support economic development in the shire.

Core Business

- » Deliver economic development initiatives to create jobs and growth
- » Facilitate business growth and investment
- » Provide strategic advice and information to inform Council's economic development priorities
- » Identify and apply for external funding opportunities for Council projects and support the community to identify and access grants
- » Administrative management of identified Council Community Grant Programs
- » Participate in the Canberra Region Joint Organisation's Economic working group and other regional collaborations that support economic growth
- » Advocate for investment in major projects - Merimbula Airport, the Port of Eden and other economic drivers within the Shire, to other levels of government and stakeholders



OUTCOME 2: Employment and Learning Opportunities




GOAL 3: Our economy is prosperous, diverse and supported by innovative and creative businesses

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

Link	Operational Plan 2021-2022 Project
2.3.2.1	Support the capacity of local businesses to scale and increase growth, including through improving digital pivoting of businesses
2.3.2.2	Coordinate Council approach toward investment/business attraction and investment from government

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Increased community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance 	<ul style="list-style-type: none"> » No. industry forums attended » No. businesses and business stakeholders engaged » No. new partnerships and relationships developed or expanded » No. grant applications completed and \$ secured

Supporting Documents

-  Economic Development Strategy 2016-2021
-  Infrastructure Prospectus 2017
-  Investment Prospectus 2021 (in development)



Tourism



Economic Development Manager

Tourism	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$5	\$439
Expenditure	\$334	\$439
Operating Spend	\$334	\$439
Capital Spend	\$0	\$0
Net Spend	\$329	\$0

Council contracts a tourism service provider to promote the shire and the surrounding region as a travel destination to attract new and repeat visitation and encourage tourism industry and product development.

Core Business

- » Contract management of Council's contracted tourism service provider
- » Support and facilitate tourism infrastructure projects that assist in maximising experiences for the Shire's visitors
- » Develop strategic partnerships and projects with tourism industry partners and other stakeholders that support the visitor economy



OUTCOME 2: Employment and Learning Opportunities

GOAL 3: Our economy is prosperous, diverse and supported by innovative and creative businesses

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

Link	Operational Plan 2021-2022 Project
2.3.3.1	Provide support for the circular economy initiative through business linkages, tourism experience development and identification of grant opportunities

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Increased community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance in supporting sustainable tourism » \$ overall tourism spend » No. visitors to Shire 	<ul style="list-style-type: none"> » No. cruise ships visiting Eden » Domestic visitor nights for the Bega Valley Shire as % of NSW » No. page views of Sapphire Coast websites » No. tourism businesses and stakeholders engaged » No. social and digital media posts and engagements

Supporting Documents



Sapphire Coast Vision and Platform for Growth

Business and Governance Directorate



Business and Governance Coordination



3 FTE

Director of Business and Governance

Business and Governance Coordination	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$0	\$0
Expenditure	\$412	\$393
Operating Spend	\$412	\$393
Capital Spend	\$0	\$0
Net Spend	\$412	\$393

Corporate Planning and Improvement	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$0	\$0
Expenditure	\$305	\$196
Operating Spend	\$305	\$196
Capital Spend	\$0	\$0
Net Spend	\$305	\$196

Emergency Response	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income		\$688
Expenditure		\$788
Operating Spend		\$788
Capital Spend		\$0
Net Spend		\$100

Fire and Emergency Services	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income		\$360
Expenditure		\$302
Operating Spend		\$302
Capital Spend		\$0
Net Spend		(\$58)

*Note Governance and IPR cost centres were merged until April 2020. Figures for 20/21 for Integrated Planning and Reporting include Governance.

21/22 figures are for IPR only. # Emergency Response includes Council's emergency services levy with income from the Emergency Services SV. Fire and Emergency Services relates to RFS- these were previously a combined cost centre (Rural Fire Service- FY21 Operating Expense of \$1,389, income of \$581) and have been split for FY22.

This service area provides oversight, leadership and guidance to the Business and Governance Directorate. This team also supports the organisation in planning and reporting under the Integrated Planning and Reporting (IPR) framework.

Core Business

- » Coordinate the resourcing of the Business and Governance Directorate
- » Contribute to organisational leadership of Bega Valley Shire Council

- » Provide leadership in establishing results-driven work plans that meet our communities needs
- » Develop, implement and monitor improvements in operational performance across the organisation
- » Implement outcomes of the Canberra Regional Joint Organisation of Councils specialist working groups relating to corporate services
- » Implement policies and procedures that support Council's business strategies through effective management
- » Implement and monitor the Integrated Planning and Reporting (IPR) Framework
- » Support community engagement to develop the Community Strategic Plan, Delivery Program and annual Operational Plans
- » Support the Bega Valley Council Disaster Recovery Fund



OUTCOME 6: Strong Consultative Leadership

GOAL 11: We are an informed and engaged community with a transparent, consultative and responsive Council

GOAL 12: We are financially sustainable, and services and facilities meet community need

Delivery Program: 6.11.9- Report on Council's integrated planning framework	
Link	Operational Plan 2021-2022 Project
6.11.9.1	Present End of Term Council Report for adoption
6.11.9.2	Coordinate Council's participation in the CRJO Regional Community Strategic Plan
6.11.9.3	Coordinate the next suite of IPR documents including 2022-2025 Delivery Program and Resourcing Strategy
Delivery Program: 6.12.3- Oversee Business and Governance services, programs and finances	
6.12.3.1	Finance and assets integration improvement project
6.12.3.2	Develop a realistic and sustainable improvement framework, strategy and associated roadmap
6.12.3.3	Review policies and procedures for consideration by new Council

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Increased community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance - Value for money of Council services - Management of community assets - Management of Council's finances - Customer assistance - Councillor performance 	<ul style="list-style-type: none"> » No. organisational improvements identified and implemented » No. public submissions in IPR annual process » 100% meet legislative requirements

Supporting Documents

- Community Strategic Plan 2040
- Resourcing Strategy
- Delivery Program 2017-2021
- Internal and external audit reports and reviews
- Bega Valley Community Disaster Relief Fund Memorandum of Understanding (MOU)



Risk Management



2 FTE

Risk and Internal Audit Coordinator

Risk Management and Internal Control	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$103	\$0
Expenditure	\$1,651	\$1,777
Operating Spend	\$1,651	\$1,777
Capital Spend	\$0	\$0
Net Spend	\$1,548	\$1,777

The Risk Management team provides advice and support to Council's management on strategic and operational risks. Additionally, this team is responsible for insurance claims resolution, insurance portfolio management (including annual insurance premiums renewals), coordination of Council's internal audit framework and executive support to the Audit, Risk and Improvement Committee. Delivery of the audit, risk and insurance service helps create sustainable value to Council by both minimising risks to the achievement of our objectives and by identifying potential opportunities for improvement and overall business effectiveness.

Core Business

- » Monitor and promote Council's enterprise-wide risk management framework as a decision making tool
- » Review and coordinate organisational strategic and operational risk registers
- » Improving systems and practices to manage enterprise risk and opportunity
- » Provide insurance claims management
- » Manage Councils insurance policy portfolio
- » Complete the annual Statewide Mutual Continuous Improvement Pathway
- » Support the function of Council's Audit Risk and Improvement Committee (ARIC)
- » Manage Council's internal audit control programs, including Internal Audit Strategic and Operational Plans
- » Coordinate Business Continuity Plans and Critical Incident Sub-Plans
- » Reporting to Senior Management, ARIC and Council on risk and audit related matters
- » Deliver risk related resources and education to support and guide business operations
- » Supporting Council in developing controls for addressing fraud and corruption risk
- » Supporting Councils overarching improvement framework
- » Conduct after-action reviews, process assessment and incident investigation



OUTCOME 6: Strong Consultative Leadership

GOAL 12: We are financially sustainable, and services and facilities meet community need

Delivery Program: 6.12.18- Deliver enterprise risk management and audit control programs	
Link	Operational Plan 2021-2022 Project
6.12.18.1	Conduct a review of Council's business continuity framework and update the Business Continuity Plan and sub-plans
6.12.18.2	Develop and ensure delivery of Council's Fraud Control Improvement Plan

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Increased community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance - Value for money of Council services 	<ul style="list-style-type: none"> » No. ARIC Meetings » 100 % of internal audits identified in the operational audit plan completed within the financial year » 100 % completion of the 'Continuous Improvement Pathway' » 100 % of insurance claims investigated and actioned » No. risk indicator reports delivered to senior management » No. risks captured in risk registers » No. audit recommendations completed » No. regional risk meetings attended

Supporting Documents



ISO 31000:2018 Risk management — Guidelines
 Audit, Risk & Improvement Committee Charter



Information, Communication and Technology



7 FTE

Technology Services Coordinator

Information, Communication and Technology	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$4	\$0
Expenditure	\$2,160	\$2,311
Operating Spend	\$2,160	\$2,211
Capital Spend	\$0	\$100
Net Spend	\$2,156	\$2,311

The Information, Communication and Technology (ICT) team provides a wide range of information, systems and technology focused services that enable Council to deliver its program of works and deliver services to our community.

Core Business

- » IT Help desk service for employees and Councillors
- » Procurement, management and maintenance of technology infrastructure
- » Administration, maintenance and end-user support for corporate systems including Enterprise Resource Planning (ERP)
- » Administration, maintenance and end-user support for cloud infrastructure (Azure, SharePoint Online, Office 365)
- » Data management and maintenance
- » Administration and maintenance of cyber security systems
- » Procurement, administration, maintenance and support for corporate software, endpoint hardware (PCs and laptops), mobile smart devices (including mobile phones)
- » Management, maintenance and support of phone/remote work communications
- » Procurement and administration of building swipe card access and CCTV
- » Management and support of ancillary communications including printing, email and internet
- » Project stakeholder for technology infrastructure and communication projects



OUTCOME 6: Strong Consultative Leadership

GOAL 12: We are financially sustainable, and services and facilities meet community need

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

Link Operational Plan 2021-2022 Project

6.12.7.1 Manage system upgrades of Content Manager

Delivery Program: 6.12.8- Improve Council's business systems

6.12.8.1 Undertake Authority 7.1 upgrade including Authority eServices

6.12.8.2 Support transition to mixed-mode and remote location connection

6.12.8.3 Formalise IT service level agreements

Delivery Program Measures	Operational Plan Service Measures
» Consistent user experience regardless of time or location	<ul style="list-style-type: none"> » % helpdesk tasks resolved » % of identified projects for the financial period completed » No. projects providing IT support » % increase in self-service of Council services using systems » 100% deliver work plan tasks

Purchasing, Procurement and Contracts



3 FTE
Procurement Coordinator

Procurement and Contract Management	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$4	\$0
Expenditure	\$242	\$372
Operating Spend	\$242	\$372
Capital Spend	\$0	\$0
Net Spend	\$242	\$372

The Purchasing, Procurement and Contracts team supports Council in the acquisition of goods, works and services. The team provides Council with a framework to conduct best practice procurement through purchasing, tendering and contract management that ensures best value for money in a transparent, accountable, efficient and effective manner.

Core Business

- » Undertake strategic organisation wide procurement and contract activities
- » Oversee and assist procurement activities undertaken by Council's business units to promote best practice
- » Implement compliance and governance practices in Council to minimise risk in procurement and contract management
- » Develop and deliver staff training on procurement and contract management systems and processes to build capability
- » Develop and maintain strategic supplier relationships
- » Be the initial point of contact with industry for doing business with Council
- » Provide procurement and contract management advice to key stakeholders on legislation, regulations and best practice
- » Management of organisational procurement and contracts systems, policies, procedures, templates, controls, and measures
- » Administer the purchase card program
- » Collaborate with the CRJO Procurement Working Group and Local Government Procurement



OUTCOME 6: Strong Consultative Leadership


GOAL 12: We are financially sustainable, and services and facilities meet community need

Delivery Program: 6.12.9- Ensure effective expenditure for purchasing goods and services	
Link	Operational Plan 2021-2022 Project
6.12.9.1	Improve governance and oversight by engaging the Leadership Executive Group through monthly reporting, with key information presented for consideration and compliance actions
Delivery Program: 6.12.10- Ensure good governance practices in relation to procuring goods and services	
6.12.10.1	Enhance the role of purchasing in the procurement and contracts service, to elicit needs based statements of requirements from council business areas, and conduct sourcing, selection and purchasing on their behalf
Delivery Program: 6.12.11- Implement key recommendations of the Procurement Review	
6.12.11.1	Execute the Procurement Improvement Plan 2021-25 priority action areas: <ol style="list-style-type: none"> 1. Holistic policy, procedures and templates review 2. Develop and Deliver Council wide training and education 3. Introduce risk based decision making 4. Improve implementation of Social Procurement 5. Purchase card expense reporting and non-allowable expenditure compliance



Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Increased community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance - Value for money of Council services - Management of community assets - Management of Council's finances 	<ul style="list-style-type: none"> » No. RFX over \$50,000 » \$ value expended through BVSC panels and open market contracts » No. new P-Cards issued » No. P-Card acquittals outstanding after 30 days » No. RFX incomplete after closing +30days » No. staff attended procurement training » No. total evaluation panels attended » No. contractual renewal's including extensions of contract » No. of procurements under \$50,000 » \$ of purchasing under \$50,000 » % of total Evaluation Panels attended » No. policies and procedures updated

Supporting Documents

-  2021-2025 Procurement Improvement Plan
-  Procurement and Contracts Service Level Agreement



Finance and Revenue Services

 12 FTE
Finance Manager

Finance Services	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$4	\$24
Expenditure	\$976	\$1,079
Operating Spend	\$976	\$1,079
Capital Spend	\$0	\$0
Net Spend	\$972	\$1,055

Revenue Services	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$249	\$478
Expenditure	\$1,127	\$1,225
Operating Spend	\$1,127	\$1,225
Capital Spend	\$0	\$0
Net Spend	\$878	\$747

The Finance and Revenue teams are responsible for implementing and monitoring Council's financial obligations, management and planning. They support Council, the Leadership Executive Group and managers to undertake their financial management responsibilities. They ensure we are ensure compliant with tax obligations, provide funds for Council's operations and ensure compliance with the relevant accounting standards, regulation and legislation including the *Local Government Act 1993* and Code of Accounting Practice. They also administer rates, water billing and sundry debtors.

Core Business

- » Develop Council's Long Term Financial Plan and supporting financial strategies
- » Oversee accounts payable and receivable
- » Manage Council's borrowings and investments in accordance with Council's Financial Strategy
- » Process payroll
- » Manage and update Council's financial information system (Authority)
- » Coordination of Council's annual fees and charges
- » Preparation of compliant financial reports including audited annual accounts
- » Preparation of Council's annual budget along with monthly budget monitoring
- » Review and implement financial policies and procedures
- » Provision of relevant, timely and accurate financial information for corporate and audit reporting
- » Provide ongoing staff training for Authority and monthly budgeting processes
- » Levy rates and manage water billing and sundry debtors
- » Process Section 603 certificates, pension applications, notice of sale updates, supplementary valuations and hardship applications



OUTCOME 6: Strong Consultative Leadership



GOAL 12: We are financially sustainable, and services and facilities meet community need

Delivery Program: 6.12.5- Improve the provision of corporate financial services	
Link	Operational Plan 2021-2022 Project
6.12.5.1	Analyse rating legislation changes and prepare for implementation

6.12.5.2	Prioritise actions from the Finance Improvement Plan and deliver agreed milestones
6.12.5.3	Implement online payments project Phase 2
6.12.5.4	Implement recommendations of internal audit and external financial reviews

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Increased community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance - Value for money of Council services - Management of community assets - Management of Council's finances - Customer assistance » Return on investments 	<ul style="list-style-type: none"> » No. accounts payable invoices processed » No. staff attending finance training » No. days to process payroll » 100% meet statutory deadlines » No. of rates notices issued (annual) » No. of water notices issued (quarterly) » No. 603 certificates issued » % rates notices collected on time » No. notices issued electronically » No. process efficiency is implemented

Supporting Documents

-  Long Term Financial Plan 2021-2030
-  Finance Improvement Plan Financial Strategy 2020-2021
- Resourcing Strategy
- Adopted Fees and Charges
- Revenue Policy
- Council's Asset Management Strategy and Plans

Customer Service



9 FTE
Finance Manager

Customer Service	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$2	\$6
Expenditure	\$766	\$641
Operating Spend	\$766	\$641
Capital Spend	\$0	\$0
Net Spend	\$764	\$635

Customer Service provide the first point of customer contact for residents, businesses and visitors contacting Council by phone and face-to-face front counter enquiries. The service aims to ensure all customers receive quality service that is transparent, timely, open and equitable. The Customer Service counter is located in Bega at Council's Zingel Place building and is open from 9am-4.30pm. Council also offers after hours service.

Core Business

- » Provide primary resolution services for the community when in contact with Council
- » Lodge customer service requests (CRM's) for action by appropriate staff
- » Manage community bookings for street stalls, sportsgrounds and reserves
- » Complete animal registrations and process payments
- » Manage after-hours call centre for 24-hour emergency customer service contact
- » Manage the Snap, Send and Solve process for customer service enquiries
- » Provide certificates as requested within the Organisation Service Standards
- » Collect and receipt monies collected on behalf of Council including rates, account payments, fees and charges
- » Arrange and supervise file inspections



OUTCOME 6: Strong Consultative Leadership
GOAL 12: We are financially sustainable, and services and facilities meet community need

Delivery Program: 6.11.3- Provide an efficient and high quality first resolution customer service	
Link	Operational Plan 2021-2022 Project
6.11.3.1	Review of after-hours call centre service provision to ensure it meets Councils Organisation Service Standards

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Increased community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance - Value for money of Council services - Management of community assets - Management of Council's finances 	<ul style="list-style-type: none"> » No. Bega Service Counter enquiries » No. after hours phone service calls » No. calls to 6499 2222 » % of calls resolved at first contact

Supporting Documents



Organisation Service Standards



People and Culture



3 FTE

People and Governance Manager

People and Culture	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$12	\$0
Expenditure	\$485	\$536
Operating Spend	\$485	\$536
Capital Spend	\$0	\$0
Net Spend	\$473	\$536

Council's People and Culture team deliver operational and strategic human resource services and initiatives to facilitate employees to most effectively deliver services to the community. The People and Culture team are responsible for attracting, engaging and retaining staff by embedding the organisation's PLaCE values and they foster a safe and equitable work environment where people are skilled, valued and supported to meet Council's obligations under the *Local Government Act 1993* and other relevant industrial Awards and legislation.

Core Business

- » Promote PLaCE values and undertake regular reviews of organisational culture
- » Implement the Regional Workforce Strategy and resourcing plans
- » Provide administrative assistance for job design and evaluation
- » Support recruitment and selection of prospective employees
- » Coordinate all mandatory training; including tickets, licenses, and permits
- » Coordinate the annual staff performance review process
- » Provide advice on employee learning and development opportunities
- » Provide support to Council's cadets, apprentices and trainees
- » Manage people and culture information, training and reporting systems
- » Facilitate performance management processes and systems
- » Provide employee relations support and advice
- » Manage and investigate workplace complaints and grievances



OUTCOME 6: Strong Consultative Leadership

GOAL 12: We are financially sustainable, and services and facilities meet community need

Delivery Program: 6.12.4- Maintain and support Council's workforce and implement the Workforce Strategy	
Link	Operational Plan 2021-2022 Project
6.12.4.1	Finalise succession planning and mentoring strategy

Delivery Program Measures	Operational Plan Service Measures
» Staff turnover rate	» No. full-time equivalent employees
» Stage age profile	» No. people engaged in work experience or work placement
» Level of job satisfaction	» No. Aboriginal and other diversity-identified employees
	» No. apprenticeships, cadets and trainee positions
	» Completion rate of apprenticeships, cadets and trainees
	» No. successful recruitment activities
	» No. staff attended mandatory training courses
	» Time for completion of annual staff review
	» % of Time to hire under 60 days
	» % of Workforce Strategy diversity targets met

Supporting Documents



- Regional Workforce Strategy
- Workplace and Work Experience program
- Succession Planning Strategy (in development)
- Mentoring Strategy (in development)
- Disability Inclusion Action Plan



WHS and Employee Wellbeing



2 FTE
People and Governance Manager

WHS and Employee Wellbeing	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	-	\$0
Expenditure	-	\$325
Operating Spend	-	\$325
Capital Spend	-	\$
Net Spend	-	\$325

The budget for this Service Area in 2020-2021 was under the People and Governance Service Area.

Council's Work Health and Safety (WHS) and Employee Wellbeing team supports Council to meet its WHS obligations by advising staff on Council's WHS management system; monitoring compliance with WHS requirements; and responding to WHS incidents. The team are also responsible for delivering workplace wellbeing programs, administering the injury management process, and providing wellness support to staff.

Core Business

- » Develop and implement Council's WHS management system
- » Coordinate safety inspections and recommend corrective actions
- » Develop and promote safety awareness programs
- » Provide advice on safe systems of work documentation
- » Coordinate Council's WHS Safety Committee
- » Review and investigate incidents and recommend controls and prevention strategies
- » Development and delivery of workplace wellness initiatives
- » Administer Council's Employee Assistance Program
- » Process compensation claims
- » Administer Council's non-compensable injury management processes




OUTCOME 6: Strong Consultative Leadership

GOAL 12: We are financially sustainable, and services and facilities meet community need

Delivery Program: 6.12.17- Deliver workplace health and safety management programs	
Link	Operational Plan 2021-2022 Project
6.12.17.1	Implement, monitor and review Council's WHS systems and frameworks by engaging with key internal and external stakeholders
6.12.17.2	Delivery of annual wellness initiatives including flu vaccinations, spirometry testing, skin cancer checks, and the employee assistance program
6.12.17.3	Implement recommendations of audits related to WHS systems

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Increased community satisfaction with: - Council's overall performance 	<ul style="list-style-type: none"> » No. of WHS incident reports » No. workers lost time injury due to WHS incidents » No. of safety inspections completed » No. participants in workplace wellness initiatives » No. of workplace health initiatives delivered » No. workers compensation claims » Average wait time to access Employee Assistance Program » Average time to close incident » 100% incident reporting compliance

Supporting Documents

-  StateCover WHS Self-Audit Report and Action Plan
- WHS Management System Framework



Governance and Records



3 FTE

People and Governance Manager

Governance and Records Management	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$0	\$0
Expenditure	\$368	\$427
Operating Spend	\$243	\$427
Capital Spend	\$125	\$0
Net Spend	\$429	\$427

Note Governance and IPR cost centres were merged until April 2020. Governance and Records have now merged.

The Governance and Records team ensure Council's physical and electronic records are maintained securely, accessed appropriately and are made available to support the operational functions of Council ensuring compliance with relevant legislation. They also ensure good governance systems are developed and implemented to comply with legislation.

Core Business

- » Support the organisation to meet requirements of the *Government Information (Public Access) Act 2009 (GIPA)*, *Privacy and Personal Information Protection Act 1998 NSW (PPIP)*, *Copyright Act 1968*, *Public Interest Disclosure Act 1994*, *Local Government Act 1993 NSW* and *NSW Industrial Relations Act 1996*.
- » Monitor and review Council's Policy Framework
- » Coordinate the updating of Council's policies and procedures in accordance with the review schedule
- » Assist with implementing Council's Code of Conduct
- » Review and manage Council's delegations, benefits and gifts registers
- » Register incoming mail and documentation and allocate customer requests (CRM's) within Organisation Service Standards
- » Manage Council's records in accordance with Council's record management protocols including archival and disposal of relevant records
- » Digitise all hard copy property and building files in compliance with *NSW State Records Act 1998*
- » Monitor and implement legislation changes and associated impacts on behalf of the organisation
- » Support Council's Section 355 Committees



OUTCOME 6: Strong Consultative Leadership

GOAL 12: We are financially sustainable, and services and facilities meet community need

Delivery Program: 6.11.8- Develop and implement good governance systems	
Link	Operational Plan 2021-2022 Project
6.11.8.1	Coordinate the delivery of Code of Conduct training to Council employees
6.11.8.2	Transition to cloud-based platform to manage delegations, policies and procedures
Delivery Program: 6.12.6- Provide record and document management for Council	
6.12.6.1	Deliver staff training and development in Council's record management system

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Increased community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance - Customer assistance 	<ul style="list-style-type: none"> » No. informal GIPA applications » No. formal GIPA applications » No. PPIP application, notifications or complaints » No. hard copy items digitised » No. CRM's created » No. staff completed Code of Conduct training » % compliance with mandatory reporting by required deadlines » No. procedures updated within timeframe

Supporting Documents



Organisation Service Standards
 Policies and Procedures Review Schedule
 Delegations Register



CEO and Mayoral Support



1 FTE

CEO and Director Business and Governance

CEO Office	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$0	\$5
Expenditure	\$781	\$993
Operating Spend	\$781	\$993
Capital Spend	\$0	\$0
Net Spend	\$781	\$988

Elected Officials	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	\$0	\$0
Expenditure	\$391	\$836
Operating Spend	\$391	\$836
Capital Spend	\$0	\$0
Net Spend	\$391	\$836

The CEO and Mayoral Support team provide strategic leadership, advocacy and decision-making in an open, effective and financially responsible manner. The team help to ensure we meet our governance and corporate outcomes and compliance with relevant legislation including the *Local Government Act 1993*.

Core Business

- » Conduct day to day management of Council in accordance with adopted Community Strategic Plan and Council's policies and procedures
- » Exercise functions in accordance with the *Local Government Act 1993*
- » Provide administrative and information support to the Mayor and Councillors
- » Arrange and conduct civic functions and Councillor professional development
- » Facilitate and deliver Council meetings, workshops and forums in accordance with the Code of Meeting practice
- » Provide advice to Council through business papers, meetings workshops and various communication tools
- » Manage representation and membership of Council on peak bodies as determined by Council



OUTCOME 6: Strong Consultative Leadership

GOAL 11: We are an informed and engaged community with a transparent, consultative and responsive Council

Delivery Program: 6.11.4- Conduct day to day management of Council	
Link	Operational Plan 2021-2022 Project
6.11.4.1	Undertake recruitment and onboarding of a new CEO
Delivery Program: 6.11.5 - Support Councillors and ensure open and effective Local Government in our Shire	
6.11.5.1	Coordinate the 2021 Local Government election including new Councillor induction and training
Delivery Program: 6.11.7- Lead an organisational and community review of asset provision and implement the best and most affordable model for the future	
6.11.7.1	Support the development of the Resourcing Strategy for the next Integrated Planning and Reporting cycle

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Increased community satisfaction with: <ul style="list-style-type: none"> - Council's overall performance - Value for money of Council services - Management of community assets - Management of Council's finances - Councillor performance 	<ul style="list-style-type: none"> » No. Council meetings » Average length of Council meetings » No. people who address Council meetings » No. recission motions » No. Code of Conduct complaints » No. Council resolutions » No. Sect 355 Committees

Supporting Documents



Community Strategic Plan
Code of Conduct



Recovery, Rebuilding and Resilience Project Team



Infrastructure Services- Project Team RRR



9 FTE

Project Lead RRR + Infrastructure Services Manager

Recovery Rebuilding and Resilience	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	-	\$1,818
Expenditure	-	\$1,818
Operating Spend	-	\$1,593
Capital Spend	-	\$225
Net Spend	-	\$0

*The budget for RRR is cost neutral to Council. Infrastructure Services and Health and Wellbeing are included in the one cost centre.

Infrastructure Services primarily manage the response and recovery works related to disaster impacted infrastructure for Council. The team ensures that restored assets are fit for purpose and where possible focuses on building back better to improve the resilience of infrastructure.

Core Business

- » Identification, scoping and approval from administrating agencies for restoration works relating to the 2020 Black Summer Bushfires and multiple flood events



OUTCOME 6: Strong Consultative Leadership

GOAL 12: Our Council is financially sustainable, and services and facilities meet community need

Delivery Program: 6.12.25- Coordinate the planning and implementation of the disaster recovery infrastructure program	
Link	Operational Plan 2021-2022 Project
6.12.25.1	Delivery of funded infrastructure replacement projects
6.12.25.2	Assessment of the key locations for evacuation centres across the Shire

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Community satisfaction with: <ul style="list-style-type: none"> - Council's restoration of fire and flood impacted facilities 	<ul style="list-style-type: none"> » No. of emergency works identified and delivered relating to the fire and flood events » No. of restoration works identified, scoped and approved relating to the fire and flood events » No. of projects managed

Supporting Documents



BVSC Local Recovery Action Plan July 2020
Asset Management Plans



Health and Wellbeing- Project Team RRR



10.6 FTE
Health and Wellbeing Manager

Recovery Rebuilding and Resilience	Budget 2020-2021 (\$'000)	Budget 2021-2022 (\$'000)
Income	-	\$1,818
Expenditure	-	\$1,818
Operating Spend	-	\$1,593
Capital Spend	-	\$225
Net Spend	-	\$0

*The budget for RRR is cost neutral to Council. Infrastructure Services and Health and Wellbeing are included in the one cost centre.

The role of the Health and Wellbeing team is to manage the NSW Government funded Recovery Support Service which assists fire impacted households and communities in their bushfire recovery process. The team provide practical and psychosocial support along with identifying strengths and vulnerabilities and addressing immediate, medium and long-term needs.

Core Business

- » Support individuals and communities to further develop their strengths, resilience, connections and capacity as they recover from the disaster
- » Complete needs assessments, analyse data and respond appropriately through targeted case management
- » Support a range of community engagement measures to ensure people impacted by the bushfires are engaged in case management services



OUTCOME 4: Livable Places

GOAL 7: Our Shire continues to be a vibrant, enjoyable, safe and affordable place to live

Delivery Program: 4.7.7- Deliver support services for people affected by the Black Summer Bushfires	
Link	Operational Plan 2021-2022 Project
4.7.7.1	Work collaboratively across Council and other agencies to build community resilience for future disasters

Delivery Program Measures	Operational Plan Service Measures
<ul style="list-style-type: none"> » Community satisfaction with: <ul style="list-style-type: none"> - Council's support for bushfire impacted community members 	<ul style="list-style-type: none"> » No. clients supported through the Recovery Support Service » No. mobile outreach/home visits attended » No. of people receiving case management

Supporting Documents



BVSC Local Recovery Action Plan July 2020
Community Engagement Strategy

Budget



This section of the Operational Plan provides the financial information on Council's projected financial performance including:

- key results
- income statement, balance sheet and cash flow statement for each of Council's four funds and consolidated fund
- reserve schedule
- service area spend
- capital program.

This year, Council's operations are separated into four funds for financial purposes - the General Fund, Sewer Fund, Water Fund and the Waste Fund (domestic waste). Council then reports on a consolidated position across these four funds.

Budget Development Process

In preparing the budget for 2021-2022 a zero-based approach was taken across all cost centres to provide a clearer and more detailed understanding of the costs associated with the services we provide.

The goal for the 2021-2022 budget was to develop a balanced consolidated position. This has been incredibly challenging given our limited capacity to increase income and the numerous external cost increases we must absorb. For example, in the next financial year our insurances alone have increased by around \$600,000 and our 2% rate peg increase only generates an additional \$504,000 of income. On top of this, the costs for maintaining our growing asset base and meeting community expectations continues to increase.

Significant reductions across operational expenses in the General Fund services (~\$4m), as well as some capital projects (~\$9m) have not been included in the draft 2021-2022 budget.

Budget Overview

The 2021-2022 budget presents a balanced consolidated position and an improvement in our cash position from last financial year.

The General Fund is projecting a net operating deficit (after capital grants and contributions). This shows that Council will not generate sufficient income to meet its business operations for the same period. Council maintains adequate cash reserves in its consolidated fund to meet its obligations when they fall due. Funds are periodically transferred to and from sewer and water reserves which are currently increasing to ensure sufficient funds are available to fund major capital works over the next five years.

The budgets are estimates based on what we know now and what we expect to occur in the 2021-2022 financial year. As many things change in a year, adjustments to the adopted budget are captured in our Quarterly Budget Review Statements (QBRs) which are published on Council's website.

All figures are subject to rounding and are generally rounded to the nearest dollar unless otherwise stated.

Capital Program

The current budget includes a capital program with \$85 million of expenditure, \$45 million of this being funded by grants. The remainder is funded from loans, reserves or General Fund revenue. A shire wide map outlines where the capital work will be taking place.

KEY RESULTS 2021-2022 (\$'000)

	General Fund	Sewer Fund	Water Fund	Waste Fund	Consolidated Funds
Total income	110,306	20,584	13,149	12,878	156,917
Total expenses	73,968	16,214	12,912	10,510	113,604
Net operating result (before capital grants and contributions)	(7,000)	3,508	(448)	2,368	(1,572)
Net operating result (after capital grants and contributions)	36,337	4,370	237	2,368	43,312
Total capital program	61,149	9,674	15,405	2,382	88,610

INCOME STATEMENT

An income statement or profit and loss account is one of the financial statements that shows revenue and expenses during a particular period (1 July to 30 June). It indicates how the revenue is transformed into the net income or net profit (the result after all revenue and expenses have been accounted for). The purpose of the income statement is to show whether the council made money (surplus) or lost money (deficit) during the period being reported. Councils are required to report an operating result that includes capital grants and contributions and an operating result that excludes capital grants and contributions. An income statement represents a period of time (as does the cash flow statement). This contrasts with the balance sheet, which represents a single moment in time.

BALANCE SHEET/STATEMENT OF FINANCIAL POSITION

A balance sheet or statement of financial position is a summary of the financial balances of Council. Assets, liabilities and ownership equity are listed as of a specific date, such as the end of the financial year. A balance sheet is often described as a 'snapshot of the entity's financial condition'. Of the basic financial statements, the balance sheet is the only statement which applies to a single point in time. This is called a 'Balance Sheet' because the Assets + Liabilities = Equity.

CASH FLOW STATEMENT

A cash flow statement, also known as statement of cash flows, is a financial statement that shows how changes in balance sheet accounts and income affect cash and cash equivalents, and breaks this down into operating, investing and financing activities. Essentially, the cash flow statement is concerned with the flow of cash in and out of Council. As an analytical tool, the statement of cash flows is useful in determining the short-term viability of Council, particularly our ability to pay bills.



Income Statement - Consolidated

	2022	2023	2024	2025
Income from continuing operations				
Rates and annual charges	55,592	56,959	59,694	62,621
User charges and fees	20,591	21,127	21,677	22,242
Interest and investment revenue	1,155	1,197	1,407	1,378
Other revenues	3,366	3,451	3,537	3,625
Grants and contributions - Operating	31,326	32,109	18,912	19,385
Grants and contributions - Capital	44,884	10,867	10,867	10,867
Net gain from the disposal of assets	-	-	-	-
Share of interest in joint ventures	-	-	-	-
Total Income	156,914	125,709	116,095	120,118
Expenses from continuing operations				
Employee benefits and oncosts	36,312	37,220	38,150	39,104
Borrowing costs	1,404	1,300	1,130	979
Materials and contracts	41,856	42,861	29,889	30,607
Depreciation and amortisation	26,239	27,093	28,173	29,470
Impairment	-	-	-	-
Other expenses	7,791	7,986	8,185	8,390
Net loss from the disposal of assets	-	-	-	-
Total Expenses	113,603	116,459	105,527	108,550
Net Operating Result	43,312	9,250	10,567	11,568
Net operating result before grants and contributions provided for capital purposes	(1,572)	(1,617)	(300)	701

Statement of Financial Position - Consolidated

	2022	2023	2024	2025
Current assets				
Cash and investments	43,591	41,428	21,396	(11,125)
Receivables	10,160	10,408	11,032	11,705
Inventories	916	938	358	366
Other	-	-	-	-
Total current assets	54,668	52,774	32,785	947
Non-current assets				
Investments	-	-	-	-
Receivables	36	37	38	39
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	1,300,446	1,352,381	1,423,686	1,511,951
Investment property	-	-	-	-
Intangible assets	-	-	-	-
Joint venture investments	-	-	-	-
Total non-current assets	1,300,482	1,352,417	1,423,724	1,511,990
Total Assets	1,355,149	1,405,192	1,456,510	1,512,937
Current liabilities				
Payables	7,750	7,941	6,254	6,409
Income received in advance	14,300	14,300	14,300	14,300
Borrowings	3,911	3,539	3,170	3,308
Provisions	7,262	7,444	7,630	7,821
Total current liabilities	33,223	33,224	31,354	31,837
Non-current liabilities				
Payables	-	-	-	-
Borrowings	25,969	22,429	19,259	15,952
Provisions	6,011	6,011	6,011	6,011
Total non-current liabilities	31,980	28,440	25,270	21,963
Total Liabilities	65,204	61,665	56,624	53,800
NET ASSETS	1,289,945	1,343,527	1,399,885	1,459,137
Equity				
Accumulated surplus	703,849	713,099	723,667	735,235
Revaluation reserves	667,079	711,410	757,201	804,884
TOTAL EQUITY	1,370,928	1,424,509	1,480,867	1,540,119

Statement of Cash Flows - Consolidated

	2022	2023	2024	2025
Cash flows from operating activities				
<i>Receipts:</i>				
Rates and annual charges	55,592	56,959	59,694	62,621
User charges and fees	21,413	20,880	21,053	21,569
Investment revenue and interest	1,155	1,197	1,407	1,378
Grants and contributions	70,801	42,976	29,779	30,252
Other	3,362	3,451	3,538	3,627
<i>Payments:</i>				
Employee benefits and on-costs	(36,454)	(37,401)	(38,336)	(39,295)
Materials and contracts	(42,355)	(42,692)	(30,996)	(30,460)
Borrowing costs	(1,404)	(1,300)	(1,130)	(979)
Other	(7,791)	(7,986)	(8,185)	(8,390)
Net cash provided (or used) in operating activities	64,318	36,083	36,824	40,322
Cash flows from investing activities				
<i>Receipts:</i>				
Sale of investments	-	-	-	-
Sale of real estate assets	-	-	-	-
Sale of infrastructure, property, plant and equipment	1,360	1,651	1,167	1,570
Other	-	-	-	-
<i>Payments:</i>				
Purchase of investments	-	-	-	-
Purchase of real estate assets	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(89,970)	(36,348)	(54,854)	(71,621)
Other	-	-	-	-
Net cash provided (or used) in investing activities	(88,610)	(34,697)	(53,687)	(70,051)
Cash flows from financing activities				
<i>Receipts:</i>				
New loans	4,077	-	-	-
<i>Payments:</i>				
Loan repayments	(3,894)	(3,911)	(3,539)	(3,170)
Net cash provided (or used) in financing activities	183	(3,911)	(3,539)	(3,170)
Net increase / (decrease) in cash	(24,109)	(2,524)	(20,402)	(32,899)
Cash at the beginning of the year	67,698	43,589	41,065	20,663
Cash at the end of the year	43,589	41,065	20,663	(12,237)

Income Statement - General Fund

	2022	2023	2024	2025
Income from continuing operations				
Rates and annual charges	25,433	26,046	28,008	30,143
User charges and fees	6,838	7,030	7,228	7,432
Interest and investment revenue	485	56	-	-
Other revenues	3,216	3,296	3,379	3,463
Grants and contributions - Operating	30,995	31,770	18,564	19,028
Grants and contributions - Capital	43,338	4,350	4,350	4,350
Net gain from the disposal of assets	-	-	-	-
Share of interest in joint ventures	-	-	-	-
Total Income	110,305	72,548	61,530	64,416
Expenses from continuing operations				
Employee benefits and oncosts	27,254	27,935	28,634	29,350
Borrowing costs	403	369	273	202
Materials and contracts	21,263	21,773	8,296	8,495
Depreciation and amortisation	17,972	18,517	19,008	19,600
Impairment	-	-	-	-
Other expenses	7,076	7,253	7,434	7,620
Net loss from the disposal of assets	-	-	-	-
Total Expenses	73,968	75,847	63,645	65,267
Net Operating Result	36,337	(3,299)	(2,116)	(851)
Net operating result before grants and contributions provided for capital purposes	(7,001)	(7,649)	(6,466)	(5,201)

Statement of Financial Position - General Fund

	2022	2023	2024	2025
Current assets				
Cash and investments	5,555	(5,485)	(12,522)	(24,383)
Receivables	8,806	9,020	9,609	10,247
Inventories	916	938	357	366
Other	-	-	-	-
Total current assets	15,276	4,473	(2,555)	(13,770)
Non-current assets				
Investments	-	-	-	-
Receivables	10	10	11	11
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	920,797	954,971	986,018	1,025,583
Investment property	-	-	-	-
Intangible assets	-	-	-	-
Joint venture investments	-	-	-	-
Total non-current assets	920,806	954,981	986,029	1,025,594
Total Assets	936,083	959,454	983,474	1,011,824
Current liabilities				
Payables	7,476	7,660	5,966	6,114
Income received in advance	14,300	14,300	14,300	14,300
Borrowings	2,770	2,324	1,875	1,928
Provisions	5,451	5,587	5,727	5,870
Total current liabilities	29,997	29,871	27,868	28,212
Non-current liabilities				
Payables	-	-	-	-
Borrowings	12,412	10,087	8,212	6,284
Provisions	6,011	6,011	6,011	6,011
Total non-current liabilities	18,423	16,098	14,223	12,295
Total Liabilities	48,420	45,970	42,092	40,508
NET ASSETS	887,663	913,485	941,382	971,317
Equity				
Accumulated surplus	497,026	493,727	491,612	490,761
Revaluation reserves	390,636	419,757	449,770	480,556
TOTAL EQUITY	887,663	913,485	941,382	971,317

Statement of Cash Flows - General Fund

	2022	2023	2024	2025
Cash flows from operating activities				
<i>Receipts:</i>				
Rates and annual charges	25,433	26,046	28,008	30,143
User charges and fees	7,679	6,816	6,638	6,793
Investment revenue and interest	485	56	-	-
Grants and contributions	68,486	36,483	22,914	23,378
Other	3,215	3,297	3,748	3,843
<i>Payments:</i>				
Employee benefits and on-costs	(27,155)	(28,072)	(28,773)	(29,493)
Materials and contracts	(21,772)	(21,611)	(9,410)	(8,356)
Borrowing costs	(403)	(369)	(273)	(202)
Other	(7,076)	(7,253)	(7,434)	(7,620)
Net cash provided (or used) in operating activities	48,891	15,392	15,419	18,487
Cash flows from investing activities				
<i>Receipts:</i>				
Sale of investments	-	-	-	-
Sale of real estate assets	-	-	-	-
Sale of infrastructure, property, plant and equipment	1,360	1,651	1,167	1,570
Other	-	-	-	-
<i>Payments:</i>				
Purchase of investments	-	-	-	-
Purchase of real estate assets	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(62,509)	(25,222)	(21,209)	(29,949)
Other	-	-	-	-
Net cash provided (or used) in investing activities	(61,149)	(23,571)	(20,042)	(28,379)
Cash flows from financing activities				
<i>Receipts:</i>				
New loans	4,077	-	-	-
<i>Payments:</i>				
Loan repayments	(2,824)	(2,770)	(2,324)	(1,875)
Net cash provided (or used) in financing activities	1,253	(2,770)	(2,324)	(1,875)
Net increase / (decrease) in cash	(11,004)	(10,949)	(6,947)	(11,768)
Cash at the beginning of the year	16,560	5,556	(5,394)	(12,341)
Cash at the end of the year	5,556	(5,394)	(12,341)	(24,108)

Income Statement - Water Fund

	2022	2023	2024	2025
Income from continuing operations				
Rates and annual charges	3,846	3,942	4,041	4,142
User charges and fees	8,053	8,254	8,461	8,672
Interest and investment revenue	274	289	232	-
Other revenues	150	154	158	162
Grants and contributions - Operating	140	144	147	151
Grants and contributions - Capital	685	155	155	155
Net gain from the disposal of assets	-	-	-	-
Share of interest in joint ventures	-	-	-	-
Total Income	13,148	12,938	13,193	13,281
Expenses from continuing operations				
Employee benefits and oncosts	3,329	3,412	3,498	3,585
Borrowing costs	-	-	-	-
Materials and contracts	5,129	5,252	5,378	5,507
Depreciation and amortisation	3,940	4,087	4,454	4,834
Impairment	-	-	-	-
Other expenses	514	527	540	554
Net loss from the disposal of assets	-	-	-	-
Total Expenses	12,912	13,278	13,870	14,480
Net Operating Result	236	(340)	(676)	(1,199)
Net operating result before grants and contributions provided for capital purposes	(449)	(495)	(831)	(1,354)

Statement of Financial Position - Water Fund

	2022	2023	2024	2025
Current assets				
Cash and investments	9,641	7,745	(12,005)	(32,908)
Receivables	-	-	-	-
Inventories	-	-	-	-
Other	-	-	-	-
Total current assets	9,641	7,745	(12,005)	(32,908)
Non-current assets				
Investments	-	-	-	-
Receivables	26	27	27	28
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	204,670	214,391	241,935	270,870
Investment property	-	-	-	-
Intangible assets	-	-	-	-
Joint venture investments	-	-	-	-
Total non-current assets	204,696	214,418	241,963	270,898
Total Assets	214,337	222,163	229,958	237,990
Current liabilities				
Payables	-	-	-	-
Income received in advance	-	-	-	-
Borrowings	-	-	-	-
Provisions	666	682	700	717
Total current liabilities	666	682	700	717
Non-current liabilities				
Payables	-	-	-	-
Borrowings	-	-	-	-
Provisions	-	-	-	-
Total non-current liabilities	-	-	-	-
Total Liabilities	666	682	700	717
NET ASSETS	213,671	221,481	229,259	237,273
Equity				
Accumulated surplus	111,520	111,179	110,503	109,304
Revaluation reserves	102,151	110,301	118,755	127,968
TOTAL EQUITY	213,671	221,481	229,259	237,273

Statement of Cash Flows - Water Fund

	2022	2023	2024	2025
Cash flows from operating activities				
<i>Receipts:</i>				
Rates and annual charges	3,846	3,942	4,041	4,142
User charges and fees	8,160	8,254	8,461	8,672
Investment revenue and interest	274	289	232	-
Grants and contributions	825	299	302	306
Other	147	154	158	162
<i>Payments:</i>				
Employee benefits and on-costs	(3,431)	(3,429)	(3,515)	(3,602)
Materials and contracts	(5,129)	(5,252)	(5,378)	(5,507)
Borrowing costs	-	-	-	-
Other	(514)	(527)	(540)	(554)
Net cash provided (or used) in operating activities	4,177	3,731	3,761	3,619
Cash flows from investing activities				
<i>Receipts:</i>				
Sale of investments	-	-	-	-
Sale of real estate assets	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	-	-	-
Other	-	-	-	-
<i>Payments:</i>				
Purchase of investments	-	-	-	-
Purchase of real estate assets	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(15,405)	(5,658)	(23,544)	(24,556)
Other	-	-	-	-
Net cash provided (or used) in investing activities	(15,405)	(5,658)	(23,544)	(24,556)
Cash flows from financing activities				
<i>Receipts:</i>				
New loans	-	-	-	-
<i>Payments:</i>				
Loan repayments	-	-	-	-
Net cash provided (or used) in financing activities	-	-	-	-
Net increase / (decrease) in cash	(11,228)	(1,927)	(19,783)	(20,937)
Cash at the beginning of the year	20,868	9,640	7,713	(12,069)
Cash at the end of the year	9,640	7,713	(12,069)	(33,007)

Income Statement - Sewer Fund

	2022	2023	2024	2025
Income from continuing operations				
Rates and annual charges	16,819	17,239	17,670	18,112
User charges and fees	2,383	2,443	2,504	2,566
Interest and investment revenue	396	836	1,085	1,210
Other revenues	0	0	0	0
Grants and contributions - Operating	124	127	130	134
Grants and contributions - Capital	861	6,362	6,362	6,362
Net gain from the disposal of assets	-	-	-	-
Share of interest in joint ventures	-	-	-	-
Total Income	20,583	27,008	27,752	28,384
Expenses from continuing operations				
Employee benefits and oncosts	3,216	3,296	3,379	3,463
Borrowing costs	1,001	931	857	777
Materials and contracts	7,647	7,831	8,018	8,211
Depreciation and amortisation	4,327	4,489	4,710	5,035
Impairment	-	-	-	-
Other expenses	23	24	24	25
Net loss from the disposal of assets	-	-	-	-
Total Expenses	16,214	16,570	16,989	17,511
Net Operating Result	4,369	10,437	10,764	10,873
Net operating result before grants and contributions provided for capital purposes	3,508	4,075	4,402	4,511

Statement of Financial Position - Sewer Fund

	2022	2023	2024	2025
Current assets				
Cash and investments	27,872	36,179	40,325	37,811
Receivables	1,354	1,388	1,423	1,458
Inventories	-	-	-	-
Other	-	-	-	-
Total current assets	29,227	37,567	41,747	39,269
Non-current assets				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	174,822	182,857	195,567	215,329
Investment property	-	-	-	-
Intangible assets	-	-	-	-
Joint venture investments	-	-	-	-
Total non-current assets	174,822	182,857	195,567	215,329
Total Assets	204,048	220,424	237,315	254,598
Current liabilities				
Payables	274	281	288	295
Income received in advance	-	-	-	-
Borrowings	1,141	1,215	1,295	1,380
Provisions	643	659	676	693
Total current liabilities	2,058	2,156	2,259	2,367
Non-current liabilities				
Payables	-	-	-	-
Borrowings	13,557	12,342	11,047	9,667
Provisions	-	-	-	-
Total non-current liabilities	13,557	12,342	11,047	9,667
Total Liabilities	15,616	14,498	13,306	12,034
NET ASSETS	188,433	205,926	224,009	242,563
Equity				
Accumulated surplus	106,682	117,119	127,883	138,756
Revaluation reserves	81,751	88,807	96,126	103,808
TOTAL EQUITY	188,433	205,926	224,009	242,563

Statement of Cash Flows - Sewer Fund

	2022	2023	2024	2025
Cash flows from operating activities				
<i>Receipts:</i>				
Rates and annual charges	16,819	17,239	17,670	18,112
User charges and fees	2,356	2,409	2,469	2,531
Investment revenue and interest	396	836	1,085	1,210
Grants and contributions	985	6,489	6,492	6,496
Other	0	0	0	0
<i>Payments:</i>				
Employee benefits and on-costs	(3,200)	(3,312)	(3,395)	(3,480)
Materials and contracts	(7,636)	(7,824)	(8,012)	(8,204)
Borrowing costs	(1,001)	(931)	(857)	(777)
Other	(23)	(24)	(24)	(25)
Net cash provided (or used) in operating activities	8,696	14,883	15,430	15,862
Cash flows from investing activities				
<i>Receipts:</i>				
Sale of investments	-	-	-	-
Sale of real estate assets	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	-	-	-
Other	-	-	-	-
<i>Payments:</i>				
Purchase of investments	-	-	-	-
Purchase of real estate assets	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(9,674)	(5,468)	(10,101)	(17,115)
Other	-	-	-	-
Net cash provided (or used) in investing activities	(9,674)	(5,468)	(10,101)	(17,115)
Cash flows from financing activities				
<i>Receipts:</i>				
New loans	-	-	-	-
<i>Payments:</i>				
Loan repayments	(1,071)	(1,141)	(1,215)	(1,295)
Net cash provided (or used) in financing activities	(1,071)	(1,141)	(1,215)	(1,295)
Net increase / (decrease) in cash	(2,049)	8,274	4,113	(2,548)
Cash at the beginning of the year	29,920	27,871	36,145	40,258
Cash at the end of the year	27,871	36,145	40,258	37,711

Income Statement - Waste Fund

	2022	2023	2024	2025
Income from continuing operations				
Rates and annual charges	9,494	9,731	9,975	10,224
User charges and fees	3,317	3,400	3,485	3,572
Interest and investment revenue	-	16	90	168
Other revenues	-	-	-	-
Grants and contributions - Operating	67	69	70	72
Grants and contributions - Capital	-	-	-	-
Net gain from the disposal of assets	-	-	-	-
Share of interest in joint ventures	-	-	-	-
Total Income	12,878	13,216	13,620	14,036
Expenses from continuing operations				
Employee benefits and oncosts	2,513	2,576	2,640	2,706
Borrowing costs	-	-	-	-
Materials and contracts	7,810	7,997	8,189	8,386
Depreciation and amortisation	-	-	-	-
Impairment	-	-	-	-
Other expenses	186	191	195	200
Net loss from the disposal of assets	-	-	-	-
Total Expenses	10,509	10,764	11,025	11,292
Net Operating Result	2,369	2,452	2,595	2,744
Net operating result before grants and contributions provided for capital purposes	2,369	2,452	2,595	2,744

Statement of Financial Position -Waste Fund

	2022	2023	2024	2025
Current assets				
Cash and investments	523	2,988	5,595	8,352
Receivables	-	-	-	-
Inventories	-	-	-	-
Other	-	-	-	-
Total current assets	523	2,988	5,595	8,352
Non-current assets				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	157	161	165	169
Investment property	-	-	-	-
Intangible assets	-	-	-	-
Joint venture investments	-	-	-	-
Total non-current assets	157	161	165	169
Total Assets	681	3,149	5,760	8,521
Current liabilities				
Payables	-	-	-	-
Income received in advance	-	-	-	-
Borrowings	-	-	-	-
Provisions	503	515	528	541
Total current liabilities	503	515	528	541
Non-current liabilities				
Payables	-	-	-	-
Borrowings	-	-	-	-
Provisions	-	-	-	-
Total non-current liabilities	-	-	-	-
Total Liabilities	503	515	528	541
NET ASSETS	178	2,634	5,232	7,980
Equity				
Accumulated surplus	178	2,634	5,232	7,980
Revaluation reserves	-	-	-	-
TOTAL EQUITY	178	2,634	5,232	7,980

Statement of Cash Flows - Waste Fund

	2022	2023	2024	2025
Cash flows from operating activities				
<i>Receipts:</i>				
Rates and annual charges	9,494	9,731	9,975	10,224
User charges and fees	3,658	3,400	3,485	3,572
Investment revenue and interest	-	16	90	168
Grants and contributions	67	69	70	72
Other	-	-	-	-
<i>Payments:</i>				
Employee benefits and on-costs	(2,668)	(2,588)	(2,653)	(2,719)
Materials and contracts	(7,810)	(7,997)	(8,189)	(8,386)
Borrowing costs	-	-	-	-
Other	(186)	(191)	(195)	(200)
Net cash provided (or used) in operating activities	2,555	2,439	2,582	2,730
Cash flows from investing activities				
<i>Receipts:</i>				
Sale of investments	-	-	-	-
Sale of real estate assets	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	-	-	-
Other	-	-	-	-
<i>Payments:</i>				
Purchase of investments	-	-	-	-
Purchase of real estate assets	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(2,382)	-	-	-
Other	-	-	-	-
Net cash provided (or used) in investing activities	(2,382)	-	-	-
Cash flows from financing activities				
<i>Receipts:</i>				
New loans	-	-	-	-
<i>Payments:</i>				
Loan repayments	-	-	-	-
Net cash provided (or used) in financing activities	-	-	-	-
Net increase / (decrease) in cash	173	2,439	2,582	2,730
Cash at the beginning of the year	350	523	2,962	5,544
Cash at the end of the year	523	2,962	5,544	8,274

Capital Program

Council is planning to spend \$88.6 m on capital projects in 2021-2022. The below list is a combination of key major projects and consolidated programs consisting of smaller individual projects not separately reported on. Based on previous years, we anticipate additional grants will be received during the year, which will offset Council costs. This will be captured in the Quarterly Budget Review Statement process once a funding deed has been executed.

Council will maintain a 10-year capital works program, supported by its asset management plans, to prioritise the allocation of scarce funds to capital projects and refurbishment programs. The Long Term Financial Plan provide realistic projections of available funds, to help determine which projects proceed. The capital works planning cycle is synchronised with the annual Operational Plan, with work priorities reviewed annually to take the elected Councils' and community expectations into account.

Project	2021-2022 Budget	Grant Income	Loan	Reserve Funds	Revenue Funds
Scout Hall Bicentenary Park Eden	1,200	0	0	-1,200	0
BVCCC, BVRLC, Zingel Place Administration Building - Safer Country Communities Fund	63,095	-63,095	0	0	0
Administration Buildings Total	64,295	-63,095	0	-1,200	0
Relocation of Pound	60,000	0	0	-60,000	0
Animal Control Total	60,000	0	0	-60,000	0
COBARGO- Murrabrine Ck, Wandella Rd	1,100,000	-1,100,000	0	0	0
NULLICA- Towamba Rd, Nullica River	20,000	0	0	0	-20,000
NARRABARBA- Wonboyn Rd, Wonboyne River	600,000	-510,000	0	0	-90,000
UPPER BROGO ROAD - Katchencarry Ck	285,000	-285,000	0	0	0
Bridges on Sealed Rural Roads- Local Total	2,005,000	-1,895,000	0	0	-110,000
Tathra Bermagui Road- Bermagui River	272,000	0	0	0	-272,000
Whipstick Ck- Mount Darragh Rd	650,000	-650,000	0	0	0
Bega- Parbery Ck Bridge, Tathra Rd	10,000	-10,000	0	0	0
Tathra Bermagui Rd	47,693	0	0	-47,693	0
Cobargo- Bermagui Road	52,880	-52,880	0	0	0
Bermagui South Lagoon	54,363	0	0	0	-54,363
Bridges on Sealed Rural Roads- Regional Total	1,086,936	-712,880		-47,693	-326,363
Big Jack Mountain	40,000	0	0	0	40,000
Bridges on Sealed Urban Roads- Local Total	40,000	0		0	-40,000
Yowaka River	450,000	-400,000	0	-50,000	0
Sandy Beach Ck	250,000	-205,000	0	-45,000	0
Nullica, Short Cut Rd (DRFA)	225,400	-225,400	0	0	0
Wandella Rd Bridge	100,000	0	0	-100,000	0
COBARGO- Bredbatowra Ck, Billaroy Rd	10,000	0	0	-10,000	0
CANDELO- Reedy Ck, Little Careys Trail	10,000	0	0	-10,000	0
PERICOE- Pericoe Ck West, Pericoe Rd	10,000	0	0	-10,000	0
NUNGATTA- Nungatta Ck, Nungatta Ck Rd, seal approaches	15,000	0	0	-15,000	0
TANTAWANGALO- Tantawangalo Ln Bridge, seal approaches	10,000	0	0	-10,000	0
TANTAWANGALO- Bollers Bridge, Tantawangalo Ln	10,000	0	0	-10,000	0
NUMBUGGA- Walls Flat Rd	10,000	0	0	-10,000	0
TOWAMBA- Elmgrove Bridge, Pericoe Rd	10,000	0	0	-10,000	0

Project	2021-2022 Budget	Grant Income	Loan	Reserve Funds	Revenue Funds
BOURNDA- Manor Park, Red Hill Rd	10,000	0	0	-10,000	0
MOGILLA- Sandy Ck West, East Sams Cnr Rd	10,000	0	0	-10,000	0
BUCKAJO- Scrubby Ck, Scrubby Range Rd	10,000	0	0	-10,000	0
MOGILLA- Sandy Ck East, East Sams Cnr Rd	10,000	0	0	-10,000	0
PERICOE- Pericoe Ck Trib, Pericoe Rd	10,000	0	0	-10,000	0
TANTAWANGALO- Sandy Ck Trib, Comans Ln bridge	10,000	0	0	-10,000	0
WANDELLA- Bennetts Ck, McVeitys Rd	10,000	0	0	-10,000	0
COBARGO- Wilgo Ck, Cole Salways Rd	10,000	0	0	-10,000	0
COBARGO- Wilgo Ck Tributary Bridge, Tetts Rd	10,000	0	0	-10,000	0
TANTAWANGALO- Alcocks Rd	10,000	0	0	-10,000	0
TOWAMBA- Logans Bridge, Pericoe Rd	400,000	-325,000	0		-75,000
WOLUMLA- Old Soldiers Rd	230,000	-195,000	0	-35,000	0
TOWAMBA- Bens Ck, Pericoe Rd	215,000	-175,000	0	-40,000	0
PERICOE- Pericoe Ck East, Pericoe Rd	10,000	0	0	-10,000	0
Bridges on Unsealed Rural Roads- Local Total	2,065,400	-1,525,400		-465,000	-75,000
Kiah hall Rebuild (2020 Bushfire rebuild)	763,575	-335,794	0	-427,781	0
Wandella Hall Rebuild (2020 Bushfire rebuild)	529,480	-529,480	0	0	0
Cobargo School Of Arts Hall	80,000	0	0	-80,000	0
Candelo Town Hall Building	14,000	0	0	-14,000	0
Candelo Hall- Repairs to drainage (CRIF)	67,285	-67,285	0	0	0
Murrah Public Hall	21,000	0	0	-21,000	0
Community Halls Total	1,475,640	-932,559	0	-542,781	0
Town Team Workshop	28,000	0	0	-28,000	0
ATCO portable Telstra Building	13,000	0	0	-13,000	0
Chemical Store Telstra Building Bega	4,000	0	0	-4,000	0
Fleet Storage Shed Minyama Parade Bega	1,000	0	0	-1,000	0
Minyama Office Building Bega	24,000	0	0	-24,000	0
Office / Store Depot Eden	5,000	0	0	-5,000	0
Council Depots Total	75,000	0	0	-75,000	0
Design package for active transport projects	100,000	0	0	-100,000	0
PAMBULA- Replace timber shared pathway structure	70,000	0	0	-70,000	0
MERIMBULA- Replace timber shared pathway structure	50,000	0	0	-50,000	0
Cycleways Not on Road Reserve Total	220,000	0		-220,000	0
EDEN- Reservoir Street, drainage improvements	80,000	0	0	0	-80,000
BEGA- Bega Rec Ground	17,635	0	0	0	-17,635
BEGA- Sattler Street	30,000	0	0	0	-30,000
BEGA- Union Street	17,635	0	0	0	-17,635
BEGA- Ravenswood Street	150,000	0	0	0	-150,000
Drainage Total	295,270	0	0	0	-295,270
Eden Childcare Centre	50,000			-50,000	0
Eden Childcare Total	50,000	0		-50,000	0

Project	2021-2022 Budget	Grant Income	Loan	Reserve Funds	Revenue Funds
Purchase and Sale of Fleet Assets	3,471,080	0	0	-3,471,080	0
Fleet - Plant Capital Purchases and Sales		-1,501,399	0	1,501,399	0
Fleet Total	3,471,080	-1,501,399		-1,969,681	0
Wyndham Shared Path	186,600	-186,600	0	0	0
Apex Park Shared Path	103,700	-103,700	0	0	0
Pambula Beach Shared Path	62,200	-62,200	0	0	0
Eden Shared Path (Calle Calle)	259,200	-259,200	0	0	0
Footpaths Total	611,700	-611,700	0	0	0
New Authority 7.1 upgrade	32,000	0	0	0	-32,000
New CM9 upgrade	18,000	0	0	0	-18,000
New e-services	50,000	0	0	0	-50,000
Information, Communication and Tech Total	100,000	0	0	0	-100,000
Library Books Purchase	89,000	0	0	0	-89,000
RFID system hardware renewal	44,000	0	0	-44,000	0
Library Services Total	133,000	0		-44,000	90,000
Merimbula Airport Runway Extension - Restart NSW Airport Grant	6,782,655	-4,123,220	-2,400,000		-259,435
Merimbula Airport General Aviation Precinct - Regional Airport Grant	4,514,545	-3,908,254	0	0	-606,291
Merimbula Airport Runway Overlay	4,397,009	-4,397,009	0	0	0
Merimbula Airport Total	15,694,209	-12,428,483	-2,400,000	0	865,726
Parkland renewals	30,000	0	0	-30,000	0
Playground renewals	30,000	0	0	-30,000	0
Natural assets renewals	30,000	0	0	-30,000	0
Merimbula Boardwalk upgrade	200,000	0	0	-200,000	0
Eden Inclusive Playspace	550,000	-550,000	0	0	0
Quaama Playground	100,000	-90,000	0	-10,000	0
Camel Rock Viewing Platform	68,909	-58,909	0	-10,000	0
Horseshoe Bay Viewing Platform renewal	58,909	-48,909	0	-10,000	0
Hazard reduction Asset Protection Zones	47,089	0	0	0	-47,089
Parkland information signs renewals	40,000	0	0	-40,000	0
Parks and Gardens Total	879,089	-452,000	0	-380,000	47,089
Sale of Land - Corner of Mecklenberg Street and Minyama Parade, Bega	0	-135,000	0	0	135,000
Property Services Total	0	-135,000		0	135,000
Colombo Park Public Amenities renewal	279,920	-279,920	0	0	0
Cobargo Public Toilet- DRFA Funded	145,902	-145,902	0	0	0
Cobargo Apex Park Amenities	165,900	-165,900	0	0	0
Public Amenities Total	591,722	-591,722	0	0	0
Sculpture at ALDI Site Merimbula	55,000	0	0	-55,000	0
Bega Valley Regional Gallery Upgrade	2,887,541	-1,276,770	-1,610,771	0	0
Regional Gallery Total	2,942,541	-1,276,770	-1,610,771	-55,000	0



Project	2021-2022 Budget	Grant Income	Loan	Reserve Funds	Revenue Funds
Heavy Patching	339,136	0	0	-114,337	-224,799
NETHERCOTE- Nethercote Rd	150,000	0		-150,000	0
South Wolumla- Towridge Lane	360,000	-360,000	0	0	0
Yowrie Road	480,000	-480,000	0	0	0
Princes Highway	100,000	-100,000	0	0	0
CATHCART- BIG JACK MOUNTAIN ROAD	12,514	0	0	-12,514	0
BURRAGATE- BIG JACK MOUNTAIN ROAD	4,656	0	0	-4,656	0
CATHCART- BIG JACK MOUNTAIN ROAD	160,666	0	0	-160,666	0
COBARGO- MURRABRINE LANE	5,563	0	0	-5,563	0
KIAH- KIAH HALL ROAD	9,495	0	0	-9,495	0
BROGO- WARRIGAL RANGE ROAD	99,169	0	0	-99,169	0
KIAH- KHANDALLAH ROAD	1,031	0	0		-1,031
CANDELO- TOWRIDGE LANE	21,723	0	0	-21,723	0
COBARGO- WANDELLA ROAD	5,345	0	0		-5,345
COBARGO - WANDELLA ROAD	5,138	0	0	-5,138	0
VERONA- VERONA ROAD	3,190	0	0	-3,190	0
VERONA- VERONA ROAD	3,132	0	0		-3,132
BURRAGATE- BIG JACK MOUNTAIN ROAD	10,160	0	0	-10,160	0
BURRAGATE- BIG JACK MOUNTAIN ROAD	15,022	0	0	-15,022	0
NETHERCOTE- KIAKA ROAD	4,626	0	0		-4,626
GREENDALE JEWS- CREEK ROAD	21,721	0	0	-21,721	0
COOLAGOLITE- BLAIR CLOSE	62,002	0	0	-62,002	0
KIAH- KIAH STORE ROAD	32,445	0	0	-32,445	0
ROCKY HALL- BIG JACK MOUNTAIN ROAD	59,990	0	0	-59,990	0
ROCKY HALL- BIG JACK MOUNTAIN ROAD	72,190	0	0	-72,190	0
BALD HILLS- BELMONT DRIVE	35,000	0	0	-35,000	0
LOCHIEL LOCHVIEW- FARM ROAD	35,562	0	0	-35,562	0
VERONA- GILBERTS ROAD	38,770	0	0	-38,770	0
LOCHIEL- BLAIRLANDS ROAD	41,543	0	0	-41,543	0
LOCHIEL- BLAIRLANDS ROAD	37,822	0	0	-37,822	0
BEMBOKA- BROWN PEARSONS ROAD	13,483	0	0	-13,483	0
VERONA- GILBERTS ROAD	2,425	0	0		-2,425
WOLUMLA- WANATTA LANE	100,000	0	0	-100,000	0
Blackfellows Lake Road Upgrade LLS	65,126	-65,126	0	0	0
Roads Rural Sealed Local Total	2,408,645	-1,005,126	0	-1,162,161	-241,358
ROADS RURAL SEALED REGIONAL - Maintenance Budget	243,185	0	0	0	-243,185
Candelo Bega Road	9,530	-9,530	0	0	0
Mogilla RD, Snowy Mt Highway to Candelo	22,500	-22,500	0	0	0
Tathra Road- Guardrail renewal	6,816	-6,816	0	0	0
Sapphire Coast Drive - Road Safety Improvements	67,911	-67,911	0	0	0
MOUNT DARRAGH- MOUNT DARRAGH ROAD	50,000	-50,000	0	0	0
BEMBOKA- MOGILLA ROAD	31,000	-31,000	0	0	0
MOGILLA- MOGILLA ROAD	20,000	-20,000	0	0	0
CANDELO- MOGILLA ROAD	12,000	-12,000	0	0	0

Project	2021-2022 Budget	Grant Income	Loan	Reserve Funds	Revenue Funds
TANTAWANGALO- TANTAWANGALO MOUNTAIN ROAD	57,874	-57,874	0	0	0
TANJA- TATHRA BERMAGUI ROAD	12,632	-12,632	0	0	0
BEMBOKA- MOGILLA ROAD	22,500	-22,500	0	0	0
BEMBOKA- MOGILLA ROAD	38,250	-38,250	0	0	0
MOGILLA- MOGILLA ROAD	14,500	-14,500	0	0	0
MOGILLA- MOGILLA ROAD	34,000	-34,000	0	0	0
KAMERUKA- CANDELO BEGA ROAD	30,500	-30,500	0	0	0
KANOONA- CANDELO BEGA ROAD	22,500	-22,500	0	0	0
KANOONA- CANDELO BEGA ROAD	54,100	-54,100	0	0	0
KAMERUKA- CANDELO BEGA ROAD	15,500	-15,500	0	0	0
CANDELO- SHARPE STREET	2,250	-2,250	0	0	0
KANOONA- CANDELO BEGA ROAD	1,200,000	-1,200,000	0	0	0
CANDELO- TANTAWANGALO MOUNTAIN ROAD	40,000	-40,000	0	0	0
Roads Rural Sealed Regional Total	2,007,548	-1,764,363		0	-243,185
ROADS RURAL UNSEALED LOCAL- Maintenance Budget	297,230	-297,230	0	0	0
BROGO- UPPER COBARGO ROAD	1,872	0	0	0	-1,872
WANDELLA- MOTBEY ROAD	1,129	0	0	0	-1,129
WANDELLA- MOTBEY ROAD	1,075	0	0	0	-1,075
WANDELLA- MOTBEY ROAD	1,014	0	0	0	-1,014
WANDELLA- MOTBEY ROAD	1,039	0	0	0	-1,039
VERONA- UPPER BROGO ROAD	7,551	0	0	0	-7,551
WERRINOOK ROAD	250,000	-250,000	0	0	0
Kameruka Lane Seal Upgrade- TfNSW	2,589,340	-2,589,340	0	0	0
KIAH- KIAH HALL ROAD	17,400	-17,400	0	0	0
Roads Rural Unsealed Local Total	3,167,650	-3,153,970		0	-13,680
ROADS RURAL UNSEALED REGIONAL - Maintenance Budget	16,153	-16,153	0	0	0
TANTAWANGALO- TANTAWANGALO MOUNTAIN ROAD	129,105	-129,105	0	0	0
Roads Rural Unsealed Regional Total	145,258	-145,258		0	0
Heavy pataching	275,874	0	0	0	-275,874
Towamba Burragate Road Upgrades	1,192,442	-1,192,442	0	0	0
AUCKLAND STREET	318,903	-318,903	0	0	0
Aslings Beach Road	310,000	-310,000	0	0	0
MERIMBULA- MAIN STREET	200,000	0	0	-200,000	0
MERIMBULA- ILLAWONG HEIGHTS	250,000	0	0	-250,000	0
MERIMBULA- ELIZABETH STREE	15,000	0	0	0	-15,000
BOYDTOWN- BOYDTOWN PARK ROAD(796-1) ch:0	56,626	0	0	-56,626	0
BURRAGATE- WYNDHAM STREET	7,757	0	0	0	-7,757
MERIMBULA- SERVICE LANE	3,693	0	0	-3,693	0
MERIMBULA- BAR BEACH ROAD	8,437	0	0	0	-8,437
BURRAGATE- TOWAMBA STREET	8,625	0	0	0	-8,625

Project	2021-2022 Budget	Grant Income	Loan	Reserve Funds	Revenue Funds
BURRAGATE- PERICOE STREET	17,102	0	0	0	-17,102
EDEN- DOLPHIN CRESCENT	3,632	0	0	0	-3,632
COBARGO- CHARLOTTE STREET	1,800	0	0	0	-1,800
EDEN- BASS STREET	9,589	0	0	0	-9,589
BEGA- EAST STREET	10,305	0	0	-10,305	0
TURA BEACH- MELIA COURT	5,636	0	0	0	-5,636
BEGA- MANNING STREET	10,119	0	0	0	-10,119
EDEN- ALMS STREET	30,000	0	0	0	-30,000
MERIMBULA- DOYLE PLACE	40,000	0	0	0	-40,000
MERIMBULA- JOHN PENN AVENUE	15,022	0	0	0	-15,022
PAMBULA- OREGON STREET	71,436	0	0	0	-71,436
TATHRA- PACIFIC STREET	73,318	0	0	-3,318	-70,000
BEGA- RAVENSWOOD STREET	6,530	0	0	0	-6,530
EDEN- BASS STREET	54,489	0	0	0	-54,489
EDEN- BASS STREET	73,414	0	0	0	-73,414
BERMAGUI- RIVER ROAD	40,000	0	0	0	-40,000
MERIMBULA- KIAMA PLACE	52,773	0	0	0	-52,773
PAMBULA BEACH- TALEEBAN STREET	44,578	0	0	0	-44,578
PAMBULA- LITTLE GAHAN STREET	25,112	0	0	0	-25,112
CANDELO BB line	1,442	0	0	0	-1,442
KINGSWOOD BB Barrier line	357	0	0	0	-357
KINGSWOOD E1 Edge line	276	0	0	0	-276
KINGSWOOD E1 Edge line	276	0	0	0	-276
KINGSWOOD BS Barrier Separation line	198	0	0	0	-198
KINGSWOOD BS Barrier Separation line	181	0	0	0	-181
KINGSWOOD S1 Separation line	91	0	0	0	-91
KANOONA BB Barrier line	682	0	0	0	-682
KANOONA E1 Edge line	2,532	0	0	0	-2,532
KANOONA E1 Edge line	2,532	0	0	0	-2,532
Bega Valley School- crossing upgrade	80,000	-80,000	0	0	0
Mumbulla School - crossing upgrade	80,000	-80,000	0	0	0
Bemboka Public School - construct school crossing	75,000	-75,000	0	0	0
Merimbula Public School - crossing upgrade	125,000	-125,000	0	0	0
Pambula Public School - crossing upgrade	60,000	-60,000	0	0	0
Lumen Christi Catholic College - school crossing	120,000	-120,000	0	0	0
Quaama Public School - school crossing	80,000	-80,000	0	0	0
Roads Urban Sealed Local Total	3,860,779	-2,441,345		-523,942	-895,492
Heavy Patching	27,274	0	0		-27,274
BEGA- EAST STREET	34,653	0	0	-34,653	0
EDEN- IMLAY STREET	6,475	-6,475	0	0	0
EDEN- IMLAY STREET	6,226	-6,226	0	0	0
EDEN- IMLAY STREET	3,789	-3,789	0	0	0

Project	2021-2022 Budget	Grant Income	Loan	Reserve Funds	Revenue Funds
EDEN- IMLAY STREET	3,197	-3,197	0	0	0
TANJA- TATHRA BERMAGUI ROAD	62,006	-62,006	0	0	0
MERIMBULA- SAPPHIRE COAST DRIVE	250,000	-250,000	0	0	0
BERRAMBOOL- SAPPHIRE COAST DRIVE	523,325	-523,325	0	0	0
Bermagui Public School - crossing upgrade	60,000	-60,000	0	0	0
Candelo Public School - crossing upgrade	50,000	-50,000	0	0	0
Eden Public School - crossing upgrade	65,000	-65,000	0	0	0
Tathra Public School - pedestrian crossing	65,000	-65,000	0	0	0
Roads Urban Sealed Regional Total	1,156,945	-1,095,018		-34,653	-27,274
Heavy Patching	9,692	0	0	0	9,692
Roads Urban Sealed Local Total	9,692	0		0	9,692
New pressure sewer connections across the shire	120,000	0	0	-120,000	0
Merimbula STP & Ocean Outfall	2,095,000	0	0	-2,095,000	0
Pressure sewer pod renewals	100,000	0	0	-100,000	0
Mobile plant asset purchase	70,000	0	0	-70,000	0
GIS backlog- sewer	40,000	0	0	-40,000	0
Decommission assets - sewer	50,000	0	0	-50,000	0
Sewer pipes renewals	1,095,000	0	0	-1,095,000	0
Bermagui STP upgrade	2,450,000	0	0	-2,450,000	0
Bega STP capacity upgrade	535,000	0	0	-535,000	0
Sewer Treatment Plant renewal	1,000,000	0	0	-1,000,000	0
Pressure sewer air valves renewal	165,000	0	0	-165,000	0
Merimbula STP WAS Pump	25,000	0	0	-25,000	0
Northern Package SPS Renewals	10,000	0	0	-10,000	0
South Bega Sewerage	30,000	0	0	-30,000	0
ScadaTelemRenew - Management	50,419	0	0	-50,419	0
ScadaTelemRenew - Architr+Stndrds	11,459	0	0	-11,459	0
ScadaTelemRenew - Radio B/bone	6,876	0	0	-6,876	0
ScadaTelemRenew - Merim Netw	157,446	0	0	-157,446	0
ScadaTelemRenew - Bermi Netw	218,178	0	0	-218,178	0
ScadaTelemRenew - Bega Netw	128,340	0	0	-128,340	0
ScadaTelemRenew - N-1 Contingc.	6,876	0	0	-6,876	0
Bega Package SPS Renewals	1,164,000	0	0	-1,164,000	0
Central Package SPS Renewals	36,000	0	0	-36,000	0
Lightening Protection at STP's	20,000	0	0	-20,000	0
Jetting Trailer #3	90,000	0	0	-90,000	0
Sewer Services Total	9,674,593	0		-9,674,593	0
Sportsground Asset Management Plan renewals	40,000	0	0	-40,000	0
Bega Sporting Complex Upgrade	5,071,780	-5,000,000	0	-71,780	0
BVSC Skateparks- Eden	692,500	-675,000	0	-17,500	0
Pambula Sporting Complex	2,000,000	-2,000,000	0	0	0
Bermagui Multiuse Courts	195,000	-150,000	0	-45,000	0
Bermagui- Dickinson Oval Fence renewal	48,909	-38,909	0	-10,000	0



Project	2021-2022 Budget	Grant Income	Loan	Reserve Funds	Revenue Funds
Barclay Street Pavilion	30,000	0	0	-30,000	0
Sportsground lighting renewals plan	10,000	0	0	-10,000	0
Sporting Grounds and Facilities Total	8,088,189	-7,863,909		-224,280	0
Sapphire Aquatic Centre - Asset Renewals	20,000	0	0	-20,000	0
Bega Pool - Asset Renewals	6,500	0	0	-6,500	0
Bemboka Pool - Asset Renewals	25,000	0	0	-25,000	0
Candelo Pool - Asset Renewals	72,000	0	0	-72,000	0
Cobargo Pool - Asset Renewals	6,500	0	0	-6,500	0
Eden Pool - Asset Renewals	12,000	0	0	-12,000	0
Bega Memorial Pool Upgrade	20,000	0	0	-20,000	0
Swimming Pools Total	162,000	0		-162,000	0
MURRAH- Murrah Hall Parking renewal	25,000	0	0	-25,000	0
Town Centre Carparks Total	25,000	0	0	-25,000	0
Yankees Gap Firetrail	225,400	-225,400	0	-0	0
Recovery, Rebuilding and Resilience Total	225,400	-225,400	0	0	0
Project Development Capital Works Admin	332,457	0	0	0	-332,457
Project Development Services Total	225,400	-225,400	0	0	0
CWF Leachate Treatment Plant	711,460	0	0	-711,460	0
Bermagui landfill remediation	65,000	0	0	-65,000	0
Waste - New Plant	52,000	0	0	-52,000	0
CWF Emergency Landfill Cell Construction	117,120	0	0	-117,120	0
CWF Organics Processing Facility	123,923	0	0	-123,923	0
Eden Waste Transfer Station - Expansion	82,190	0	0	-82,190	0
Central Waste Facility Cell 3 Cap	603,651	0	0	-603,651	0
Merimbula Landfill Rehabilitation	258,348	0	0	-258,348	0
Erosion Control for Merimbula Leachate Pond	75,424	0	0	-75,424	0
Bemboka Fencing	21,250	0	0	-21,250	0
CWF landfill, resource recovery expansion & leachate treatment plant	271,341	0	0	-271,341	0
Waste Services Total	2,381,707	0	0	-2,381,707	0
New water meter and service connections around the shire	150,000	0	0	-150,000	0
Water Meter Renewals	150,000	0	0	-150,000	0
Critical Spares - Water	50,000	0	0	-50,000	0
Decommission Assets - Water	50,000	0	0	-50,000	0
Tantawangalo Weir Access, Instrumentation and Control	10,000	0	0	-10,000	0
Water Pipes Replacement Program	1,200,000	0	0	-1,200,000	0
GIS backlog	40,000	0	0	-40,000	0
Reservoir Renewals	100,000	0	0	-100,000	0
Brogo Water Treatment Plant (WTP)	6,650,000	0	0	-6,650,000	0
Bega Water Treatment Plant (WTP)	4,500,000	0	0	-4,500,000	0
Yellow Pinch Water Treatment Plant (WTP)- Feasibility Study	320,000	0	0	-320,000	0
Brogo Balance Tank 2 Renewal	1,000,000	0	0	-1,000,000	0

Project	2021-2022 Budget	Grant Income	Loan	Reserve Funds	Revenue Funds
ClearScada Wtr - Management	59,581	0	0	-59,581	0
ClearScada Wtr - Archtr	13,542	0	0	-13,542	0
ClearScada Wtr - Radio B/b	8,125	0	0	-8,125	0
ClearScada Wtr - Merim	186,054	0	0	-186,054	0
ClearScada Wtr - Bermi	257,822	0	0	-257,822	0
ClearScada Wtr - Bega	151,660	0	0	-151,660	0
ClearScada Wtr - N-1 Contg	8,125	0	0	-8,125	0
Kiah Bore Renewal - Bores	40,000	0	0	-40,000	0
Kiah Bore Renewal - Electrical Switch Boards	60,000	0	0	-60,000	0
Generators - Permanent	80,000	0	0	-80,000	0
Generators - Inlet Connectors	150,000	0	0	-150,000	0
Solar - Water Sites	50,000	0	0	-50,000	0
Pressure Sensor on Trunk Mains CVR 14706567	20,000	0	0	-20,000	0
Brogo & Bermagui Network Automatic Reservoir Control	100,000	0	0	-100,000	0
Water Supplies Total	15,404,908	0	0	-15,404,908	0
Tathra Wharf Upgrade	7,000,000	-7,000,000	0	0	0
Pambula Lake Broadwater Boat Ramp Upgrade	120,000	-90,000	0	-30,000	0
Bermagui Harbour Boat Ramp Upgrade	120,000	-90,000	0	-30,000	0
Quarantine Bay Timber Jetty Renewal	149,000	-119,000	0	-30,000	0
Blue Pools fencing / handrail renewals	40,000	0	0	-40,000	0
Wharves, Jetties and Boatramps Total	7,429,000	-7,299,000		-130,000	0
GRAND TOTAL	88,610,172	-47,409,215	-4,010,771	-33,633,599	-3,556,586



Capital Program Highlights

Council has an \$88.6m capital program for 2021-2022. Below are some of the program highlights that Council will be working on this year. Council has received significant State and Federal Government contributions, totalling \$47.4m, to assist Council to continue to improve our assets.

Cobargo

- Cobargo School of Arts Hall \$80,000
- Apex Park Amenities \$165,900

Bermagui

- Camel Rock Viewing Platform \$62,909
- Multiuse Courts \$195,000
- Boat Harbour Upgrade \$120,000
- Dickinson Oval Fence Renewal \$48,909
- Sewer Treatment Plant Upgrade \$2,450,000

Bega

- Regional Gallery Upgrade \$2,887,541
- Sewer Treatment Plant Upgrade \$535,000
- Sporting Complex Upgrade \$5,071,780
- Water Treatment Plant \$4,500,000
- Auckland Street Upgrades \$318,903
- Brogo Water Treatment Plant \$6,650,000

Merimbula

- Airport Runway Extension \$6,782,655
- Airport General Aviation Precinct \$4,514,545
- Airport Runway Overlay \$4,397,009
- Merimbula Boardwalk Upgrade Planning \$200,000
- Merimbula STP and Ocean Outfall \$2,095,000
- Landfill Rehabilitation \$258,348

Pambula

- Sporting Complex Improvements \$2,000,000
- Yowaka River Bridge Renewal \$450,000
- Pambula Lake Broadwater Boat Ramp Upgrade \$120,000
- Pambula Beach Shared Path \$62,200

Tathra

- Tathra Wharf Upgrade \$7,000,000

Eden

- Eden Childcare Centre \$50,000
- Eden Shared Path (Calle Calle) \$259,200
- Inclusive Playspace \$550,000
- Skatepark \$692,500
- Quarantine Bay Timber Jetty Renewal \$149,000

Kiah

- Kiah Hall Rebuild \$763,575

Cobargo •

BERMAGUI

• Quaama

Villages

- Bemboka - Colombo Park Amenities Renewal \$279,920
- Candelo - Town Hall Building \$81,285
- Wyndham - Shared Path \$186,600
- Quaama - Playground \$100,000
- Wandella - Hall Rebuild \$529,480
- Murrah - Hall Parking \$25,000

• Bemboka

BEGA

Kalaru •

• Tathra

• Wolumla

Tura Beach

• **MERIMBULA**

• Wyndham

• Towamba

• **EDEN**

Shirewide

- Airport \$15,694,209
- Water Services \$ 15,404,908
- Sewer Services \$9,674,593
- Roads \$12,756,517
- Sportsgrounds \$8,088,189
- Wharves, Jetties, Boatramps \$7,429,000
- Bridges Renewal and Repair \$5,197,336
- Waste Services \$2,381,707
- Parks and Gardens \$1,148,907
- Footpaths \$611,700
- Council Depots \$75,000
- Drainage \$295,270
- Cycleways \$220,000
- Swimming Pools \$162,000
- Library collection and systems \$133,000
- Administration Buildings \$124,295
- IT Upgrades \$100,000

Revenue Policy



Bega Valley Shire Council is responsible for ensuring it is financially sustainable and manages its funds responsibly to deliver services and infrastructure on behalf of the community that meet the community's needs and expectations.

Our Revenue Policy is prepared annually in accordance with Section 405 of the *Local Government Act 1993*. Included in the Revenue Policy are the following statements for 2021-22:

- Rating Structure
- Pensioner Rebates
- Borrowings
- Debt Recovery
- Transfer of Rates
- Supply Charges - Water Services
- Supply Charges - Sewerage Services
- Charges - Liquid Trade Waste
- Supply Charges - High Consumption
- Supply Charges - On-Site Sewer Management
- Supply Charge - Waste

Rating Structure

The rating structure for general rates is based on a combination of two elements, the first being a base rate that is equally applied to all properties. For 2021-2022 this base rate is \$535. Council aims to keep the base rate total income as close to 50% of the total rate yield as practicable. The remainder of general rates are calculated on a rate in the dollar, often referred to as the ad valorem rate, based on unimproved land value assigned by the Valuer-General.

Land valuations are based on market movements reviewed every three to four years. Properties in the Bega Valley were last valued in 2019 and these valuations inform the rating for 2021-2022.

Land Categories

Categorisation of all rateable land in the Bega Valley Shire has been undertaken in accordance with Chapter 15 of the *Local Government Act 1993*.

- Farmland - Applies to all properties in the Bega Valley Shire that satisfy the farmland criteria in the Local Government Area.

- Residential - Applies to all properties where the dominant use is residential or in the case of vacant land, where it is zoned or otherwise designated for residential purposes.
- Business - Applies to all properties that cannot be categorised as farmland or residential.

Rate Peg

Rate pegging limits the amount by which Council can increase its rate revenue from one year to the next. The amount of the rate peg each year is set by the Independent Pricing and Regulatory Tribunal of NSW (IPART). The rate peg amount for 2021-22 is 2.0%.

Special Variations

Each year Council obtains income through a range of Special Variations to rates. These increases were approved either by IPART or the Minister for Local Government and provide funding for a specific purpose.

Special Variations

Name	Purpose	2021-2022 Revenue	Status
Environmental Levy	Biodiversity management, waterways protection and sustainability	\$442,060	Ongoing
Emergency Services	Emergency Services, engineering administration for RFS and loan repayments	\$920,630	Ongoing
Libraries, Gallery, Tourism Centres and Weeds	Libraries, gallery, tourism infrastructure and weeds management	\$1,048,140	Ongoing
Various Transport and Recreation Infrastructure and Lifeguards	Road stabilisation, timber bridge rehabilitation, culvert restoration, footpath trip hazard, recreation buildings and pools, ocean lifeguards, urban street construction, kerb and guttering	\$1,251,190	Ongoing
Tourism Promotion and Merimbula Airport	Tourism promotion and Merimbula Airport	\$752,740	Concludes 2031
Collector Roads, Recreation Facilities, Public Domain Areas and Buildings	Renewal of collector roads, recreation facilities and access roads and infrastructure renewal of public domain areas and buildings	\$1,582,700	Ongoing

Projected General Rates Income

The rate peg for 2021-2022 is set at 2%. This nets an increase in revenue of \$504,000.

Category	Base Rate \$	Ad-valorem Amount ¢ in dollar	Base rate %	Number of Assessments	Rate Yield \$	Rate Yield %
Residential	535.00	0.003173	46	18,411	\$21,568,025	83.32
Farmland	535.00	0.003173	23	787	\$1,840,033	10.10
Business	535.00	0.006662	19	864	\$2,402,956	6.58
Mining	535.00	0.006662	0	0	0	0
			TOTAL	20,062	\$25,811,014	100

Stormwater management levy

Council introduced a stormwater levy in 2007-2008 under Section 496A of the *Local Government Act 1993*. The charge applies to all developed lots that benefit from Council's stormwater system, whether built or natural. The funds are used to improve the performance of Council's stormwater management services.

Total estimated income for the stormwater management levy in 2021-22 is \$298,040.

The NSW Government caps the charges for all properties and the proposed charges are either at or below the cap levels.

Land Use	Charge
Residential	\$25.00
Residential strata	\$12.50
Commerical (up to 1,200 sqm)	\$25.00
Commerical (in excess of 1,200 sqm but not exceeding 3,000 sqm)	\$100.00
Commerical (in excess of 3,000 sqm)	\$200.00
Commercial strata	\$5.00



Pensioner Rebates

Holders of a pensioner concession card who own and occupy a rateable property are eligible for a pensioner concession. The *Local Government Act 1993* provides for a pensioner rebate of up to 50% of the aggregated general rates and domestic waste management charges, to a maximum of \$250. Pensioners are also entitled to a maximum rebate of \$87.50 for both water and sewer base charges at a total of \$175.00 per annum. The NSW State Government reimburses Council up to 55% of the pensioner concession. Council funds the remaining 45%.

There are approximately 4,918 properties in the Bega Valley Shire that receive a pensioner concession on their rates. Pensioner concessions are expected to total \$1,415,075 in 2021-2022, comprised of:

- \$935,925 General /domestic waste rates
- \$256,813 Water charges
- \$222,338 Sewer charges.

The 55% pensioner subsidy received from the NSW State Government will amount to approximately \$778,291 leaving approximately \$636,783 to be funded by Council and the community.

Borrowings

Council's Financial Strategy outlines that new debt should only be utilised on new or significantly upgraded asset projects and only after all other funding sources have been exhausted. The term of any new debt should be linked to the life of the asset being funded and is always repaid on a principle and interest basis. All new debt is modelled through Council's Long-Term Financial Plan to ensure it can be afforded by current and future ratepayers within the shire.

Council is required under the *Local Government Act 1993* to include details of proposed borrowings in the financial period covered by this Revenue Policy. All loans are financed from an approved financial institution that offers the most competitive rate.

Purpose	2021-2022 Loans
Regional Gallery	\$1.677m
Airport	\$2.4m

Debt Recovery

Council has a responsibility to recover monies owing to it in a timely and efficient manner to finance its operations and ensure effective cash flow management.

Council aims to ensure effective control over debts owed to Council, including overdue rates, fees, charges and interest, and will take necessary steps as outlined in Council's Debt Recovery Procedure.

Council adheres to ethical guidelines to ensure all debt recovery is managed responsibly, and offers a Financial Hardship Procedure where alternative payment arrangements can be sought by ratepayers who are going through financial difficulties.

All reasonable efforts are made to ensure ratepayers have an opportunity to relinquish their debt, prior to initiating formal proceedings. If formal debt recovery proceedings are initiated, debtors will incur legal costs should a summons, judgment or writ be issued to recover the outstanding monies. Land may be sold with Council approval, where rates or other property debt arrears are greater than the land value of the property or rates are in arrears for five years.

Interest on overdue general rates and charges

In accordance with Section 566 of the *Local Government Act 1993* Council charges interest on all rates and charges that remain unpaid after they become due and payable. The maximum rate of interest payable on overdue rates and charges as prescribed by the Minister and published in the Government Gazette will be 6% for 2021-2022.

Transfer of Rates

Commencing 1 July 2021, Council will undertake rating on a pro-rata basis when a registration of a subdivision DP (Deposited Plan) or SP (Strata Plan) is received. Currently we levy all rates and charges on all rateable properties, as at 1 July each year. By raising pro-rata rates and charges, commencing the next quarter (1 October, 1 January, 1 April or 1 July) after the DP/SP registration date, we are ensuring the appropriate rates and charges are applied to each property.

Charging philosophy

Council's rates and charges are reviewed on an annual basis prior to finalisation of Council's annual operating budget. In general, Council follows a cost-recovery philosophy towards the provision of services. It recognises people's ability to pay and balances an expectation that some services will be cross subsidised from rates for the common good of the community. Council's pricing will:

- explore cost recovery opportunities
- pursue value for money by providing effective and efficient service
- balance rates and grants against other funding sources
- manage financial risk in a volatile climate
- ensure that debt financing is limited to works of a capital nature and that the total debt is limited to ensure long-term financial stability
- be structured so that it can be administered simply and cheaply and be understood by the public
- consider real life-cycle and environmental costs
- consider that the price applied can encourage or discourage consumer use and behaviours.

In the case of water, sewer and waste services, price increases reflect the cost of providing these services and provide for future investment that delivers our business strategies. With ordinary land rates, the rate increases must remain below the limits set by the Independent Pricing and Regulatory Tribunal (IPART) unless IPART approves a special variation to general income.

The rates and charges levied by Council are a debt that is applied to the land. This debt is the responsibility of the current owner of the land. Any arrears not discharged by previous owners become the responsibility of the current owner.

The rates and charges set out in this Revenue Policy are designed to provide the net source of funds after allowing for loans, contributions and government grants for the programs and initiatives identified in the 2021-2022 Operational Plan.

A detailed listing of Council's 2021-2022 Fees and Charges is available on Council's website.

Goods and Services Tax (GST)

Ordinary rates, special rates, water charges, sewage charges, stormwater charges and waste management charges are exempt from GST. The majority of Council fees as advertised in the schedule of fees accompanying the Operational Plan are subject to GST and accordingly the charges reflect a 10% GST component.

Supply Charges - Water Services

Supplying water to the community is one of Council's major activities. To pay for this supply, Council collects revenue from the people who benefit from access and use of the water supply. All consumers are charged a fixed water access charge and a water usage charge.

Water Access Charge

The water access base charge (AC_{20}) is related to the fixed costs of providing water access. The water access base charge is based on a 20 millimetre (mm) water connection.

Connection Type	Water Access Base Charge (AC_{20})
20mm Water Connection, strata title (per unit), unconnected properties able to connect (such as vacant land)	\$251

Access charges for larger water connections (AC) are based on increments of the base charge according to the following formula: $AC = AC_{20} \times D^2 / 400$

- AC = Water access charge - connections larger than 20mm (\$)
- AC_{20} = Water access base charge (\$)
- D = Water supply service connection size (mm)

The water access charge applies to all properties able to connect to water because of the fixed nature of costs to maintain and operate water supply infrastructure. The water access charge is shown on the annual rate notice and is independent of water usage.

Water Usage Charge

The water usage charge is designed to meet the variable operating costs related to the provision of water. The water usage charge for 2021-22 is \$3.16 per kilolitre. Water usage is charged four times a year based on meter readings undertaken in July, October, January and April.

The estimated yields for 2021-22 are as follows:

Category	2021-22 Income
Water Access Charge	\$4,107,550
Water Usage Charge	\$7,995,780
TOTAL	\$12,103,330

Allowances

An allowance may apply to home dialysis and home care medical patients. Council requires certification by a medical practitioner and registration with Council for this allowance to apply. Properties with an approved dedicated fire service will have no water access charges applied. If metered water usage occurs outside of emergency use, this exemption will be forfeited.

Supply Charges - Sewerage Services

Council is responsible for the sewerage services within the Bega Valley Shire. Sewerage charges collect revenue from the people who actually benefit from the availability or use of Council's sewerage system.

The estimated yields for 2021-22 are as follows:

Category	2021-22 Income
Residential Sewer Charge	\$15,511,602
Non-residential Sewer Charge	\$1,533,934
TOTAL	\$17,045,536
Sewer Usage (metre measurement)	\$2,281,304

Residential Sewerage Charges

The residential sewerage charge is a uniform charge for all residential properties connected to a sewerage network.

Particulars	Residential sewerage charge AC_{RES}
Residential sewerage	\$1,271
Residential strata and non-strata sewerage	
Unconnected properties able to connect	\$635

Non-residential Sewerage Charges

Non-residential sewerage bills are based on a cost reflective two-part tariff with an annual access charge and a sewer usage charge per kilolitre (kL). This is the methodology used in *Liquid Trade Waste Management Guidelines 2021, Chapter 8 – Non-residential sewerage and liquid trade waste fees and charges*.

The sewerage bill for a non-residential customer is calculated as follows: $B = SDF \times (AC + Q_w \times UC)$

- B = Annual non-residential sewerage bill (\$)
- SDF = Sewer Discharge Factor
- AC = Non-residential sewerage access charge (\$)
- Q_w = Customer's annual water consumption (kL)
- UC = Sewer usage charge (\$/kL)

Non-residential sewerage access base charge (AC_{20})

Connection Type	Non-residential sewerage access base charge
Non-residential sewerage	\$1,271
Non-residential strata and non-strata sewerage	
Unconnected properties able to connect ¹	\$635

¹ An SDF of 1 applies

Non-residential sewerage access charges for properties with larger water connections are based on increments of the access charge for a 20 mm water connection according to the following formula: $AC = AC_{20} \times D^2/400$

- AC = Non-residential sewerage access charge-connections larger than 20mm (\$)
- AC_{20} = Non-residential sewerage access base charge (\$)
- D= Water supply service connection size (mm)

Non-residential sewerage usage charge (UC)

The non-residential sewerage usage charge for 2021-2022 is \$4.59 per kilolitre.

Sewer discharge factor (SDF)

The sewer discharge factor is a percentage of metered water usage deemed to discharge to sewer. The percentage applied is based on guidance material provided by the NSW Government. An assessment of metered water usage and sewer discharge is required for any changes to SDFs in individual circumstances.

Charges - Liquid Trade Waste

Liquid trade waste (LTW) discharged to the sewerage system from non-residential customers can impose additional costs on transport and treatment facilities. To recover these costs and to remove cross-subsidies from residential customers, appropriate fees and charges are levied to LTW dischargers. LTW fees and charges are in addition to non-residential sewerage charges and include general fees and charges, category-specific charges and non-compliance charges.

General Fees and Charges

These are included in council's Fees and Charges document. They include an application fee, annual LTW fee and unplanned inspection and/or re-inspection fee.

Category-Specific Charges

LTW dischargers are divided into four categories for charging purposes. The four categories and calculations used for LTW billing are outlined below.

Category 1: LTW dischargers requiring nil or minimum pre-treatment

$$LTW_1 = A_1$$

- LTW_1 = LTW bill for category 1 dischargers
- A_1 = Annual LTW fee for category 1

Category 2: LTW dischargers with prescribed pre-treatment

$$LTW_2 = A_2 + Q_{LTW} \times C_2$$

- LTW_2 = LTW bill for category 2 dischargers
- A_2 = Annual LTW fee for category 2
- Q_{LTW} = Total LTW discharge volume (kL)
- C_2 = LTW usage charge \$1.86 per kilolitre

The LTW discharge volume Q_{LTW} is estimated by applying a LTW discharge factor (LTWDF) to the total water consumption. The percentage applied is based on guidance material provided by the NSW Government. An assessment of metered water usage and LTW discharge is required for any changes to LTWDF's in individual circumstances.

Category 2S: Transporters of human waste (e.g. septic waste) and owner/operators of ship-to-shore pump-out facilities or "dump points" that are directly connected to sewer

$$LTW_{2s} = A_{2s} + Q_{2s} \times C_{2s}$$

- LTW_{2s} = LTW bill for category 2S dischargers
- A_{2s} = Annual LTW fee for category 2s
- Q_{2s} = Total LTW discharge volume (kL)
- C_{2s} = LTW usage charge \$17.00 (\$/kL)

Dump point owner/operators are only required to pay the annual fee A_{2s} as it is not practical to monitor discharge volumes.

Category 3: Large (<20 kL/d) and industrial LTW dischargers

$$LTW_3 = A_3 + EMC$$

- LTW_3 = LTW bill for category 3 dischargers
- A_3 = Annual LTW fee for category 3
- EMC = Excess mass charges (\$)

EMC's are to cover additional costs for accepting and treating substances of a particularly high concentration and will be applicable for substances discharged in excess of the 'deemed concentrations' in domestic sewage. The calculations for EMCs are provided in the *Liquid Trade Waste Management Guidelines 2021*. The unit charging rates (\$/kg) for each substance are obtained from guidance material provided by the NSW Government.

Non-compliance charges

Category 1 dischargers that have not installed or maintained pre-treatment equipment, or complied with a notice to install or maintain pre-treatment equipment, may be charged a non-compliance charge using the usage charge formula for category 2 dischargers.

Category 2 dischargers that have not installed or maintained pre-treatment equipment, or complied with a notice to install or maintain pre-treatment equipment may be charged a non-compliance charge of nine (9) times the usage charge (C_2).

Category 3 discharges that fail to comply with acceptance limits in approval conditions may be charged non-compliance EMC's using the formulas provided in the *Liquid Trade Waste Management Guidelines 2021*.

Supply Charges - High Usage

The High Usage Charge is a charge that replaces up-front Section 64 water and sewer developer charges by charging a higher rate per kilolitre (kL) for water used and sewage discharged over credit volumes established for each non-residential property. One Equivalent Tenement (ET) credit volume for water is 205 kL/y and for sewer is 190 kL/y.

Existing non-residential properties that are being redeveloped will be assessed for water and sewer ET loads using the Water Directorate S64 Guidelines 2017, or an assessment of historical water use, to establish credit volumes for water and sewer. Previously paid S64 contributions will be included when establishing credit volumes for the redeveloped property.

Credit volumes for new non-residential developments will be based on Section 64 developer contributions paid on the property.

The High Usage Charge for water is \$2.27/kL and for sewer \$3.45/kL. These charge rates will be added to the existing base usage charges of \$3.16 for water and \$4.59 for sewer, for water used and sewage discharged over credit volumes.

No additional credit volumes will accrue through payment of the High Usage Charge. Additional credit volumes can be purchased at any time at the Section 64 developer contribution rate.

The High Usage Charge rates are re-calculated annually. A Net Present Value calculation is used whereby the developer charges for water and sewer (presently \$9,332 and \$13,064 per ET respectively) are discounted over 30 years with a rate equal to the IPART Local Government Discount Rate (3.1% in January 2021).

High Usage charges non-residential	2021-2022 (\$/kl)
Water	\$2.27
Sewer	\$3.45

Supply Charges - On-site Sewer Management

Council charges for the administration of the Shire's existing On-Site Sewer Management network. Council will continue to charge a single annual amount for all existing On-Site Sewer Management. Council no longer charges for existing On-Site Sewer Management inspections.

Estimated income for On-Site Sewer Management in 2021-2022 is \$249,887.

Risk Category	Charge
Low risk (10 year cycle)	\$38.00
Low risk (3 year cycle)	\$67.00
Critical risk (1 year cycle)	\$150.00

Supply Charges - Waste

Council provides a waste collection and management service to the community. Waste management charges are designed to recover costs from people who benefit from the availability or the use of the waste management services.

Domestic Waste Management Services Charge (s.496)

This charge covers the cost of domestic waste collection services for residential, rural and multi-unit dwellings, and includes the associated costs of waste disposal, processing, and recycling.

Each eligible property is provided a specified domestic waste service depending on its location and property type. Collections will only be conducted from the Council supplied mobile garbage bin, and only on the specified day. If further capacity is required, ratepayers/property agents can request additional services at the respective annual charge.

Waste Management Charges (s.501)

All rateable assessments in the Bega Valley Shire pay a Waste Management Charge, to cover the cost of waste management services including operation and maintenance of transfer stations and landfills, delivery of waste minimisation programs, and rehabilitation of legacy landfill sites.

Costs incurred for provision of kerbside commercial waste services are also recovered under the Waste Management Charge. Each serviced business rate assessment is charged for a specified commercial waste management service, which consists of a mandatory two bin service (general waste and recycling). Ratepayers may request additional services at the respective annual charge.

Changes to charges this year

Council's Waste Strategy *Recycling our Future* focusses on various waste management strategies aimed at diverting waste from landfill through waste minimisation and resource recovery. In February 2021, Council made a commitment to achieving the initiatives of the strategy, by resolving to upgrade existing waste transfer stations and invest in resource recovery and waste processing infrastructure.

Aside from site upgrades, our 30-year financial model for waste services also identifies the cost for remediation of more than 20 legacy landfill sites and an expansion of the existing kerbside collection service to rural landholdings. Increases to waste charges will achieve our community's ambition to provide a sustainable future for waste services over the coming decades.

The estimated yields for 2021-2022 are as follows:

Category	2021-2022 Income
Domestic Waste Management	\$9,074,108
Commerical Waste Management	\$591,620

Function	Charge	Description (All charges \$496 unless noted)	Mandatory	Amount	Information	
Waste Management	s. 501	Residential or MUD Waste Management	Residential	287	Mandatory charge per residential, non-rural, assessment excl Vacant Land.	
	s. 501	Rural Waste Management	Rural	135	Mandatory charge per rural assessment excl vacant land and no other s501 charges are levied.	
	s. 501	Commercial Waste Management	Commercial	308	Mandatory charge per Commercial, non-rural, assessment excl Vacant Land.	
	s. 501	Waste Service Availability Charge	As noted	96	Mandatory charge per assessment for land where waste collection service is available and no other s501 charges are levied.	
	s. 501	Waste Contamination charge	As noted	225	Charge applied in accordance with contamination procedure	
Landfill	Weekly					
	s. 496	Residential Landfill 80L Weekly		134	Weekly landfill bin collection services are only available subject to assessment of medical need.	
	s. 496	Residential Landfill 140L Weekly		179	Weekly landfill bin collection services are only available subject to assessment of medical need.	
	s. 496	Residential Landfill 240L Weekly		242	Weekly landfill bin collection services are only available subject to assessment of medical need.	
	s. 496	MUD Landfill 80L Weekly		134		
	s. 496	MUD Landfill 140L Weekly		179		
	s. 496	MUD Landfill 240L Weekly		242		
	s. 496	Rural Landfill 80L Weekly	Rural	186	Mandatory Minimum Rural.	
	s. 496	Rural Landfill 140L Weekly		241	Standard service offering unless smaller size requested.	
	s. 496	Rural Landfill 140L Weekly (Bin Bank)	Bin Bank	241	Mandatory Minimum Bin Bank.	
	s. 496	Rural Landfill 240L Weekly		305		
	s. 501	Commercial Landfill 80L Weekly	Commercial	134		
	s. 501	Commercial Landfill 140L Weekly		179		
	s. 501	Commercial Landfill 240L Weekly		242	Mandatory Minimum Commercial.	
	s. 501	Commercial Landfill 660L Weekly		642		
	Fortnightly					
	s. 496	Residential Landfill 80L Fortnightly	Residential	71	Mandatory Minimum Residential.	
	s. 496	Residential Landfill 140L Fortnightly		98		
	s. 496	Residential Landfill 240L Fortnightly		129		
	s. 496	MUD Landfill 80L Fortnightly		71		
	s. 496	MUD Landfill 140L Fortnightly		98		
	s. 496	MUD Landfill 240L Fortnightly		129		

Recycling	Weekly				
	s. 501	Commercial Recycling 80L Weekly		51	
	s. 501	Commercial Recycling 140L Weekly		77	
	s. 501	Commercial Recycling 240L Weekly	Commercial	111	Mandatory Minimum Commercial.
	s. 501	Commercial Recycling 360L Weekly		140	
	s. 501	Commercial Recycling 660L Weekly		642	
	Fortnightly				
	s. 496	Residential Recycling 80L Fortnightly	Residential	48	Mandatory Minimum Residential.
	s. 496	Residential Recycling 140L Fortnightly		52	
	s. 496	Residential Recycling 240L Fortnightly		55	Standard service offering unless smaller size requested.
	s. 496	Residential Recycling 360L Fortnightly		76	
	s. 496	MUD Recycling 80L Fortnightly	Residential	48	Mandatory Minimum Residential.
	s. 496	MUD Recycling 140L Fortnightly		52	
	s. 496	MUD Recycling 240L Fortnightly		55	Standard service offering unless smaller size requested.
	s. 496	MUD Recycling 360L Fortnightly		76	
s. 496	Rural Recycling 80L Fortnightly	Rural	89	Mandatory Minimum Rural.	
s. 496	Rural Recycling 140L Fortnightly		100		
s. 496	Rural Recycling 240L Fortnightly		108	Standard service offering unless smaller size requested.	
s. 496	Rural Recycling 240L Fortnightly (Bin Bank)	Bin Bank	108	Mandatory Minimum Bin Bank.	
s. 496	Rural Recycling 360L Fortnightly		129		
Food Organics Garden Organics (FOGO)	Weekly				
	s. 496	Residential FOGO 80L Weekly	Residential	94	Mandatory Minimum Residential.
	s. 496	Residential FOGO 140L Weekly		97	
	s. 496	Residential FOGO 240L Weekly		101	Standard service offering unless smaller size requested.
	s. 496	MUD FOGO 80L Weekly	Residential	94	Mandatory Minimum Residential.
	s. 496	MUD FOGO 140L Weekly		97	
	s. 496	MUD FOGO 240L Weekly		101	Standard service offering unless smaller size requested.
	s. 496	Rural FOGO 80L Weekly		111	Rural compost service is optional and only supplied where available (where truck already passes collection point).
	s. 496	Rural FOGO 140L Weekly		116	Rural compost service is optional and only supplied where available (where truck already passes collection point).
	s. 496	Rural FOGO 240L Weekly		120	Rural compost service is optional and only supplied where available (where truck already passes collection point).
	s. 501	Commercial FOGO 80L Weekly		73	
	s. 501	Commercial FOGO 140L Weekly		83	
	s. 501	Commercial FOGO 240L Weekly		98	
	s. 501	Commercial FOGO 140L Second weekly service		83	Optional and only supplied where available (where truck already passes collection point).
	s. 501	Commercial FOGO 240L Second weekly service		98	Optional and only supplied where available (where truck already passes collection point).



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