







OPERATIONAL PLAN PROGRESS REPORT

1 JULY 2020 - 31 DECEMBER 2020

Key to activity status

	Ongoing Activity (for business as usual activities)	136
	Project / Program - On Track (in terms of deliverables, scope, timeframe)	94
	Project / Program - Completed	13
	Project / Program - Off Track (in terms of deliverables, scope, timeframe)	21
Total Activities		264


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Outcome 1: Active and Healthy Communities






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

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


Activity Code	Activity Name	Service Area	Comment	Status
1.1.1.1	Skill staff across Council areas in the use of the Community Engagement Toolkit and update tools where required	Community Connections	Community Engagement Toolkit Training was delivered to 180 Council Staff across all directorates via 7 sessions facilitated internally during November and December 2020. Staff were skilled in the use of the Community Engagement Toolkit which included how to apply and use the IAP2 Spectrum of Participation, the Communications and Engagement Plan and a range of Community Engagement Tools to projects relevant to their work areas. The Community Engagement Toolkit was updated and printed in November 2020 with a hardcopy provided to each participant. Electronic copies of the Community Engagement Toolkit are available to all staff via the Community Engagement SharePoint page and a range of additional tools, templates and resources have been also been updated and uploaded to SharePoint. Two All Staff emails have been circulated to reinforce the key training messages and alert staff to the resources and assistance available.	




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

Activity Code	Activity Name	Service Area	Comment	Status
1.1.2.1	Promote partnerships and collaborations which increase community wellbeing	Community Connections	Council supported bushfire recovery through the Health and Wellbeing Committee and Community Development Network. Council is an active member of Southern NSW Human Services Managers Group and throughout this period delivered programs across community development, families, ageing and disability, childcare, library, communications and environmental services to support community wellbeing.	
1.1.2.2	Support cultural development activities including South East Arts	Community Connections	Cultural development activities in the Bega Valley community have been impacted by both the Black Summer Bushfires and the COVID-19 pandemic. In 2021 cultural activities such as the Bega Valley Harmony Week Festival, Youth Week and Seniors Festival activities are planned.	


Activity Code	Activity Name	Service Area	Comment	Status
1.1.2.3	Explore opportunities and provide online resources to enable volunteers to increase their contribution to community life	Community Connections	Development and promotion of the Community Directory has continued with over 30 new registrations. Over 100 existing registered volunteer organisations updated their details to ensure the information provided is current. In partnership with the Communication and Events team a Community Project Portal is in the last stages of development and will be launched in 2021. This will provide the opportunity for community volunteers to list the projects happening in their area and provide new ways for potential volunteers to engage with the projects.	
1.1.2.4	Review Council funded grants and scholarships to support community outcomes	Community Connections	A review of grants and scholarships has been completed, with recommendations that both programs be amended. Councillor input and community feedback to be sought in Quarter 3.	
1.1.2.5	Develop Disability Inclusion Action Plan 2021- 2025	Community Connections	The DIAP 2021-2025 has been drafted and Council have resolved to put on public exhibition in early 2021.	
1.1.2.6	Commence development of an Affordable Housing Strategy	Community Connections	A contractor brief as been finalised and RFQ process is underway. Key project partners have been engaged to form a steering committee which will advise on the development of the Strategy.	
1.1.2.7	Support bushfire recovery community engagement activities	Community Connections	Co-ordination of a Community Development Network has resulted in community engagement activities being held across the Shire including Cuppa and Chat sessions, engagement with relief groups, community training, the promotion of grants, the BeKind initiative and support for community led recovery projects. The grant funded Tathra Bushfire Recovery Project engaged communities impacted by the 2018 fires in resilience building activities.	

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

Activity Code	Activity Name	Service Area	Comment	Status
1.1.3.1	Manage, develop and exhibit the Bega Valley Regional Gallery collection, work with local professional artists and facilitate touring exhibitions of national significance	Community Connections	Eighteen works were donated to the permanent collection through the Federal Government's Cultural Gifts Program to the value of \$718,000. An exhibition from 27 January - 19 March 2021 will be held displaying the new acquisitions. Further information is available at https://gallery.begavalley.nsw.gov.au	







Activity Code	Activity Name	Service Area	Comment	Status
1.1.3.2	Deliver public art programs	Community Connections	Bega Valley Regional Gallery hosted 15 public art programs. Ten of these programs were run through the NSW Government's Creative Kids initiative.	
1.1.3.3	Build the Regional Gallery's partnerships within the Australian arts sector, local organisations and services and support cultural projects at a national and local level	Community Connections	Bega Valley Regional Gallery (BVRG) delivered exhibitions working with JamFactory Adelaide, Art Gallery of NSW, Towamba Fireflies, Eden Killer Whale Museum, Merimbula Airport, Museum and Galleries of NSW, NETS Victoria and 143 talented artists from Australia and Indonesia. \$80,400 was distributed to local artists for Art Month Sapphire Coast through Regional Arts NSW and South East Arts. Two artists were hosted as part of the BVRG & National Parks and Wildlife Services Artist residency at Myer House, Bithry Inlet, Mimosa Rocks National Park.	
1.1.3.4	Complete new strategic plan for Bega Valley Regional Gallery	Community Connections	The development of a new strategic plan for the Bega Valley Regional Gallery continues with initial engagement being undertaken.	

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



Activity Code	Activity Name	Service Area	Comment	Status
1.1.4.1	Undertake renewal of Regional Gallery on existing site	Community Connections	Detailed planning is finalised and tender preparation has commenced. \$1.6m of a total \$3.6m cost of the redevelopment has been funded through the Federal Government's Building Better Regions Fund. A detailed application and business case has been prepared for funding for under NSW Government's Bushfire Local Economic Recovery Fund.	

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





1.2.1: Plan and manage boating infrastructure, sporting grounds and facilities, parks and gardens, natural areas and public amenities



Activity Code	Activity Name	Service Area	Comment	Status
1.2.1.1	Review and implement Facility Management Plans for regional, district and local level sporting facilities and public amenities.	Leisure and Recreation	Facility Management Plans for all sites except Colombo Park Bemboka were completed and endorsed at the 25 November 2020 Council meeting. Further consultation with Colombo Park trustees to take place.	
1.2.1.2	Develop concept design and look to identify funding and/or other opportunities to deliver a specialised change facility such as 'Changing Places' for people with disabilities	Leisure and Recreation	Design consultant engaged. Site assessment and initial options developed. Project advisory group representatives nominated.	
1.2.1.4	Undertake a review of management methods and tenure of BVSC sites principally managed by other groups	Leisure and Recreation	Site visits to all tennis courts on Council owned/managed land undertaken. Key contacts and use of courts established. Further discussion with Tennis NSW required as well as report on future management options to be completed.	
1.2.1.5	Continue to administer sportsgrounds bookings through the bookings system to continue to improve understanding of use, needs and demands on ovals and facilities	Leisure and Recreation	Online booking application forms in place which has streamlined booking process. Good feedback from users.	
1.2.1.6	Annual asset renewal program ground-truthed and projects prioritised. Include renewal contributions to grant programs	Leisure and Recreation	Recreation and Natural assets team is in delivery phase. We are looking at assets from a holistic perspective especially in determining contributions to grant funded programs. The relevant Asset Management Plans are used as a reference, along with other plans and information to prioritise projects. Work is needed to update the current Asset Management Plans data.	
1.2.1.7	Continue project to identify, recommend and implement a BVSC Online Bookings System	Leisure and Recreation	Development of test online booking calendar/system through Civica requested. Working with IT team to set up trial.	

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



Activity Code	Activity Name	Service Area	Comment	Status
1.2.2.2	Undertake Asset Revaluations for Recreation assets as per Office of Local Government Asset valuations program	Leisure and Recreation	Asset revaluations to commence in early 2021.	
1.2.2.3	Develop walking tracks and trails specifications, service agreements and service delivery auditing program.	Leisure and Recreation	No progress on this task to date. It has been identified for second half of this financial year.	






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



Activity Code	Activity Name	Service Area	Comment	Status
1.2.3.1	Continue to develop and implement priority vegetation protection, rehabilitation and restoration projects in public reserves	Leisure and Recreation	Natural Areas Management Plan (NAMP) developed to draft form. The plan is to outline direction and priority works sites. Concurrently the works plan is being developed.	
1.2.3.2	Undertake programmed bi-annual inspections of sports field lighting and viewing platforms and boardwalks	Leisure and Recreation	No progress on this task to date. It has been identified for second half of this financial year.	
1.2.3.3	Develop and implement annual maintenance programs for sports ovals, parks, gardens and boat ramps	Leisure and Recreation	Annual maintenance programs for sporting fields recently reviewed and adjusted according to current seasonal growth and requirements of each field. Maintenance programs for regional and district parklands continuing to be delivered as planned. Maintenance programs for boat ramps continuing with monthly servicing during warmer months.	
1.2.3.4	Continue to support volunteers assisting BVSC with works on BVSC managed assets	Leisure and Recreation	Volunteer participation declined during 2020 due to COVID-19. Some volunteer groups have resumed, others have not. Active volunteer groups at Warrens Walk- Eden, Littleton Gardens- Bega, and Bar Beach- Merimbula. Further interest has arisen at Columbine Park- Bega where a community garden has been established. It is likely this group will become another BVSC Parks volunteer group. Continuing to work with S355 sports grounds site committees.	

Activity Code	Activity Name	Service Area	Comment	Status
1.2.3.5	Continue programmed management of Asset Protection Zones as directed by the Hazard Management Program adopted by the Bega Valley District Bushfire Management Committee	Leisure and Recreation	Slashing of Asset Protection Zones continuing. Given current growing conditions, three passes across the Shire have been programmed. An additional fourth slashing pass was scheduled early in the season for the Candelo/Wolumla area, due to the likelihood of a grass fire. Hand clear / mulching of Asset Protection Zone's undertaken. Staff have responded vegetation removal works, particularly focused on areas of concern as directed by the Rural Fire Service - Tura Beach, Merimbula and Pambula areas.	
1.2.3.7	Assess, develop and implement APZ program for BVSC Critical Infrastructure	Leisure and Recreation	Thorough audit of Council's Asset Protection Zone's including water and sewer infrastructure, waste sites and Timber bridges is continuing. Recommendations for bushfire preparedness based on the asset type and bushfire attack level passed to asset managers for implementation; be they vegetation clearing, physical barriers or further infrastructure (ie. sprinkler systems) fit for the asset, its vulnerability and its practicality in operations during a bushfire event.	



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

Activity Code	Activity Name	Service Area	Comment	Status
1.2.4.1	Progress detailed planning and construction of the Merimbula Ford Park Courts Project	Leisure and Recreation	Edwards Constructions was awarded the contract for the roof structure, concrete slabs and sports lighting elements of the project following a prolonged post-tender negotiation process due to budget related issues and additional funding being sought and subsequently granted. Edwards commenced on site Monday 2nd November 2020 with screw piles, strip footing foundations and storm water pipework installed on site and the roof structure off-site fabrication substantially advanced prior to Christmas. On site roof structure erection and subsequent activities due to commence early February 2021 with target completion of construction works late March, with court line marking and new perimeter fence target completion and courts available for use late April 2021.	
1.2.4.2	Progress with detailed planning, approvals and procurement for the sports infrastructure projects at the Bega and Pambula Sporting Complexes	Leisure and Recreation	Project Control Group's established for both projects and initial meetings held. Concept developed for Pambula and Design Team appointed for Bega. Tender endorsed by Council at December 2020 Council meeting.	



Activity Code	Activity Name	Service Area	Comment	Status
1.2.4.3	Progress with detailed planning and approvals for the Eden Skate Park Project	Leisure and Recreation	Progress on the Eden Skate Park project is going well. Consultation with community is also progressing well. Native Title, Review of Environmental Factors, Aboriginal Heritage Due Diligence assessments have been undertaken. Road closure in process (with Property team). Approval from Crown Lands underway. RFQ for design of skatepark and adjoining areas has closed, and landscape architects will be awarded contracts shortly.	
1.2.4.4	Progress with concept planning and investigate funding options for the Merimbula Skate park Project	Leisure and Recreation	Council report prepared and submitted (28th Oct 2020) which summarised community consultation with respect to the community's preferred location of a proposed Merimbula skatepark. At this 28th October meeting, Council resolved: 1. That Council receive and note the information in the report and attachments, including responses and feedback received from the community consultation process. 2. That Council defer location selection of the proposed skatepark for consideration at a councillor workshop. 3. That Council officers thank those that provided input through the consultation process for their contribution. 4. That Council refer consideration of \$20,000 to the 2022 budget process for the design costs for the proposed skatepark in Merimbula.	
1.2.4.5	Begin project development and concept planning and Investigate funding options for the Merimbula Boardwalk renewal project	Leisure and Recreation	Work has yet to commence on this project. Activity has been planned for second half of financial year. No further action to date.	
1.2.4.6	Progress detailed planning and construction of the Eden Inclusive Playspace Project	Leisure and Recreation	Eden's all-inclusive playspace project is well and truly underway with detailed designs currently being developed following approval by Council (16 Dec 2020) on the concept design for this playspace.	
1.2.4.7	Deliver successful 2020- 21 grant projects for recreation facilities. (SCCR3 and others)	Leisure and Recreation	Delivery of grant funded infrastructure projects well underway. Designs, approvals and awarding of contracts all underway for Eden skatepark, Quaama playground upgrade, Bermagui multi-use courts (netball/basketball) and other funded projects such as Coastal Accessibility projects and Boating NOW projects.	

Activity Code	Activity Name	Service Area	Comment	Status
1.2.4.8	Complete funding applications for Round Three of the Boating Now program to continue to implement the Far South Coast Regional Boating Plan	Leisure and Recreation	Funding applications complete. Council was successful on both projects applied for under Round 3- Broadwater and Bermagui Harbour. Grant documentation executed by both parties and up-front progress claim has been approved and paid.	
1.2.4.9	Support Infrastructure Services-RRR as needed to rebuild bushfire destroyed toilet blocks	Leisure and Recreation	Information and support provided as requested.	

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



Activity Code	Activity Name	Service Area	Comment	Status
1.2.5.1	Supervise or contract manage seasonal pools and the Sapphire Aquatic Centre and provide aquatic programs	Leisure and Recreation	All facilities open and operating under COVIDSafe plans. Season progressing well considering circumstances.	
1.2.5.2	Develop and monitor programs at Council-run seasonal pools	Leisure and Recreation	All programs being delivered within COVIDSafe practices. Term 4 (school term) block programs offered at outdoor Council managed facilities. Planning undertaken for school intensive programs and Term 1 block programs.	

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

Activity Code	Activity Name	Service Area	Comment	Status
1.2.6.1	Annual asset renewal program ground-truthed and projects prioritised including renewal contributions to grant programs	Leisure and Recreation	2021 Asset renewal projects completed (Cobargo Pool lining removal & renewal, SAC UV control renewal, Candelo Pool filtration pump), non-critical renewals deferred based on budget considerations. Ground truth and update of the Asset Management Plan will be undertaken in preparation for 2022 budget and asset renewal programs.	
1.2.6.2	Council consider if and when to progress with development of a BVSC Swimming Pools Strategy including	Leisure and Recreation	This is a complex project relating to long term asset management, asset provision and future funding of those assets. Previously a Special Rate Variation was under consideration. This activity unable to be completed within time frames of this Council term. Recommend deferral of this item to the next term of Council.	

Activity Code	Activity Name	Service Area	Comment	Status
	direction on further actions on the Swimming Pools SRV application.			



1.2.7: Construct and maintain swimming pools

Activity Code	Activity Name	Service Area	Comment	Status
1.2.7.1	Continue concept planning process for renewal of Bega Pool as directed by the adopted BVSC Recreation Asset Management Plan	Leisure and Recreation	Council endorsed Bega War Memorial Pool Concept Plan 16 December 2021. Progressing with project development and investigation of external funding options.	
1.2.7.2	Develop a practical and workable operating system for the Littleton Garden Fountain	Leisure and Recreation	Contractors met onsite to discuss options to operate fountain utilising existing plant and equipment.	



Outcome 2: Employment and Learning Opportunities




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




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

Activity Code	Activity Name	Service Area	Comment	Status
2.3.1.1	Investigate further monetisation of available spaces at Regional Learning Centre	Economic Strategy and Projects- RRR	Venue space audit performed, and evaluation of co-workspace completed. Due to the impact of COVID-19, a further audit is recommended in Quarter 4 with monetisation opportunities compiled for review.	
2.3.1.2	Promote the COVID Safe operation and offerings of the Bega Valley Commemorative Civic Centre's facilities to encourage event bookings	Economic Strategy and Projects- RRR	The Civic Centre is operating under the evolving COVID-19 restrictions imposed by the NSW Government. As a registered COVID safe venue, clients event bookings are customised in order to meet both venue and event COVID safe operating conditions. Business operations are continually adapted in order to be responsive and compliant to the current regulations.	

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

Activity Code	Activity Name	Service Area	Comment	Status
2.3.2.2	Leverage economic growth from innovation programs, infrastructure and commercial investments in the region	Economic Strategy and Projects- RRR	Council has needed to pivot from leveraging economic growth to supporting economic recovery and resilience-building. Potential commercial investors have been supported through provision of information and access to planning and economic development staff. A prospectus for Council programs and infrastructure projects that deliver positive economic outcomes is being finalised. Council's application to the Federal Government for Innovation Hub 2.0 funding has been secured and will facilitate 2021 and 2022 cohorts through the iAccelerate incubator program.	
2.3.2.3	Participate in the Canberra Region Joint Organisation's Economic and Tourism Working Groups and other regional collaborations that support economic growth.	Economic Strategy and Projects- RRR	Council has participated in the CRJO Economic development working group, NSW Government's South East Skills, Training & Workforce Sub-Committee, the Illawarra South Coast Local Government and Employment Working Group, and the Far South Coast Employment Forum chaired by National Indigenous Australians Agency.	

Activity Code	Activity Name	Service Area	Comment	Status
2.3.2.4	Support education and training programs and networks that work in partnership with local major employment groups, agencies and educational institutions.	Economic Strategy and Projects- RRR	Council participates in a range of education, training and employment related working groups: NSW Government's South East Skills, Training & Workforce Sub-Committee, the Illawarra South Coast Local Government and Employment Working Group, and the Far South Coast Employment Forum chaired by National Indigenous Australians Agency.	
2.3.2.5	Identify and apply for external funding opportunities for Council projects and support the community to identify and access grants	Economic Strategy and Projects- RRR	<p>In the period of 1 July 2020 to 31 December 2020 Council has:</p> <ul style="list-style-type: none"> - Applied for 14 grants for external funding opportunities with a total funding request of \$13,962,311 - Successfully won 20 grants with a total received funding of \$2,944,732 - Were unsuccessful with 13 grants with a total of \$10,002,891 not received <p>Council has supported the community to identify and access grants through the provision of the Bega Valley Funding Finder and grant writing training. In the period of 1 July 2020 to 31 December 2020, 628 users accessed the Bega Valley Funding Finder to search for funding options in 1,025 sessions and viewing 3,628 funding pages. Council receives analytics for the site to understand the value the site is providing; these numbers show the immense use the site is having which is echoed by the community's comments on the use of the site.</p>	
2.3.2.6	Administrative management of identified Council Community Grant Programs.	Economic Strategy and Projects- RRR	<p>The Grant Administration Officer administered 7 of Council's Community Grant Programs and provided assistance with the Mumbulla Foundation grants program.</p> <p>The grants program administration was improved with the development and launch of a new grants application portal with software providers Enquire. The system was configured for Youth Week applications. The process went smoothly for applicants and Council staff with feedback that the new system was really simple to use plus it made it easier for the administrator to summarise assessment outcomes and create reports.</p> <p>Summary of grant programs in report period ClubGRANTS Applied for - 59 applications, for \$649,546 Funded - 26 for \$79,968</p> <p>Mumbulla Applied for - 31 applications for \$155,405.42 Funded - 14 for \$51,355</p>	

Activity Code	Activity Name	Service Area	Comment	Status
			<p>Cat A School Waste Grant Applied for - 5 applicants for \$9,266 Funded - 5 awarded for \$7,270</p> <p>Environment and Cat B Waste Grant Applied for - 15 applications for \$69,459 Funded - 14 for \$60,275</p> <p>Heritage Assistance Grant Applied for - 11 for a total of \$49,150 Funded - 11 for a total of \$20,000</p> <p>Access Improvement Grant Applied for - 4 applicants for \$15,600 Funded - 4 applicants for \$15,600</p> <p>Youth Week Applied for - 6 for a total of \$5,150 Funded - 6 for a total of \$5,150</p>	
2.3.2.7	Promote major projects - Merimbula Airport, the Port of Eden and other economic drivers within the Shire, to other levels of government and stakeholders.	Economic Strategy and Projects- RRR	Positive outcome through Council securing Qantas flights for Merimbula. Council and its tourism service provider worked to provide Qantas with specific information to enhance marketing through Qantas channels of Bega Valley as a destination of choice.	
2.3.2.8	Develop a Bega Valley Shire Priority Projects document to target State and Federal funding programs.	Economic Strategy and Projects- RRR	Investment Prospectus 2.0 currently being completed. A cross-Council project list was developed and projects for inclusion in the finalised prospectus were as resolved by Council. Budget to support production of a published prospectus has been identified. Communications team working to progress it to publication.	
2.3.2.10	Coordinate Council's economic development related engagement and activities that support businesses recover from bushfires and other economic impacts	Economic Strategy and Projects- RRR	Council coordinates a business support group, bringing together agencies and organisations offering support to local businesses. Council has developed and implemented a common landing page on Council's website for businesses to register for business support referral to appropriate business recovery services. Council maintains regular contact with business and tourism associations, provides information on a range of support services and business opportunities through the fortnightly Business News	

Activity Code	Activity Name	Service Area	Comment	Status
			direct email newsletter, and seeks additional funding to deliver projects that continue to support businesses in bushfire and COVID related recovery.	

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


Activity Code	Activity Name	Service Area	Comment	Status
2.3.3.1	Coordinate tourism management services through support to Council's contracted tourism service provider and local tourism organisations.	Economic Strategy and Projects- RRR	Council continues to coordinate tourism services management through the tourism contract now in Year 3. Additional funds have been secured, as part of recovery work, that leverage the base contract investment and increase positive impact in the increasingly competitive domestic tourism sector.	
2.3.3.2	Advocate and support tourism infrastructure projects that assist in maximising experiences for the Shire's visitors.	Economic Strategy and Projects- RRR	Council continues to advocate to State and Federal Government contacts/agencies for investment in tourism-related infrastructure, especially those damaged by the bushfires. Council has delivered infrastructure projects through its Assets directorate that support visitation such as path signage and improved waterway access. Council is delivering projects using State and Federal funding sources that enhance tourism experiences and attraction to the region.	
2.3.3.3	Develop strategic partnerships with, and support projects from, Destination Southern NSW, Regional NSW, Port Authority NSW and other stakeholders that support the visitor economy.	Economic Strategy and Projects- RRR	Council has participated in Port Authority NSW consultation with Eden tourism stakeholders regarding the Welcome Centre and future direction of Cruise Eden. Council have also been involved in discussions around Marine Discovery Centre. Council hosted Destination Southern NSW board meeting, with Executive attendance and participation on needs of the tourism industry.	

2.4: We have meaningful employment and learning opportunities for people in all stages in life





2.4.1: Deliver early childhood education through an approved curriculum to foster childrens learning, development and growth




Activity Code	Activity Name	Service Area	Comment	Status
2.4.1.1	Provide early childhood education services inclusive of Aboriginal cultural activities	Community Connections	Education and care services were delivered continuously throughout this period, despite ongoing challenges created by the COVID-19 pandemic. We received confirmation that our key funded project to support Aboriginal children and families (the Indigenous Advancement Strategy) will be receiving funding for a further two (2) years from the Federal Government.	

2.4.2: Implement the Childrens Services Action Plan

Activity Code	Activity Name	Service Area	Comment	Status
2.4.2.1	Implement identified 2020-2021 priorities in Children's Service action plan	Community Connections	Activities consistent with the Action Plan have been completed or are continuing. Examples include: Significant progress in the review of Procedures, regular budget monitoring is occurring, and significant work undertaken in the maintenance/repairs of facilities.	

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






Activity Code	Activity Name	Service Area	Comment	Status
2.4.3.1	Deliver services across four library sites and a home library service	Community Connections	The home library service expanded to service a broader user group under the banner of 'Library Link' utilising staff to make deliveries while volunteers stood down in response to COVID safety requirements. A new mobile printing service was introduced called PrintOn helping to transition away from cash transactions. A library Service Trainee (Aboriginal identified) completed her traineeship. 25,117 returned library items were quarantined and sanitised during Q2. Work commenced on the grant-funded Bega MakerSpace project.	
2.4.3.2	Deliver and facilitate library programs and partnerships for a range of user groups	Community Connections	Online programming due to COVID-19 ceased and physical programs resumed such as storytime, chair yoga, bushfire recovery writing and the Repair Cafe. Children's Bookweek activities were delivered in October (delayed due to COVID-19) in the library and outreach to daycare centres. The library's first ever Summer program 2020-2021 was developed targeting a broader range of user groups to encourage clients back to the library after the COVID-19 shutdown. Storytimes in Auslan and 3 languages other than English were recorded for future programming.	
2.4.3.3	Deliver services under the Memorandum of Understanding with the University of Wollongong	Community Connections	The MOU with the University of Wollongong has been extended to February 2022. Services continue to be provided to the University with some adjustments made for COVID-19.	
2.4.3.4	Implement priority actions in the Library Services Strategic Plan	Community Connections	Delivery of some priority actions delayed due to COVID-19. Bega Library celebrated its 75th anniversary with some new external signage featuring a historic image of the first library in Bega. History Week was marked with an exhibition of historic photographs of the Bega Valley purchased from Fairfax Photographic Archive. The Wonboyn Bushfire Oral histories and transcripts were also made accessible online resulting in 410	



Activity Code	Activity Name	Service Area	Comment	Status
			website page views on the oral history page in one month. Digitisation and cataloguing of the Penny Jones Photograph Collection of the Wallaga Lake Koori Village community completed and made accessible online (a grant project to preserve Aboriginal cultural heritage).	
2.4.3.5	Upgrade Bermagui Library to include Maker Space	Community Connections	Project delayed due to COVID-19; timeframes have been adjusted.	
2.4.3.6	Scope upgrade of ground floor of Tura Marrang Library and Community Centre.	Community Connections	Preparation of a development application for the upgrade is underway.	
2.4.3.8	Review the current and potential future uses of the Eden gateway building and plan for the renewal of the Eden Library subject to available funding	Community Connections	Stakeholder engagement has commenced. Early planning for the expansion of library services is underway.	

Outcome 3: Sustainable Living



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

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


Activity Code	Activity Name	Service Area	Comment	Status
3.5.1.1	Provide environmental impact assessment of development activities and regulate tree removal on private and public land	Planning and Sustainability	Ongoing core business for environment team. The regulation of tree and vegetation management remains a significant body of work for Council. Staff have introduced improvements to the assessment process, with public tree enquiries being referred directly to asset owners (Roads, Recreation and Water/ Waste) seeing a more timely response to all customers.	
3.5.1.2	Implement key actions from Climate Resilience Strategy and BVSC Clean Energy Plan	Planning and Sustainability	Comprehensive review of key Council assets undertaken by independent consultants to identify priority sites for solar or lighting retrofits, based on full business case. Solar being installed on Wyndham, Quaama and Bemboka Halls this quarter. Forward works program for energy efficiency improvements being developed by Water and Sewer and Waste teams.	
3.5.1.3	Project manage environmental restoration and rehabilitation programs including the Bega River Tathra Project, Green Shores Project, Dry River Quaama Project and coastal dune restoration projects across the Shire.	Planning and Sustainability	Council continue to deliver a range of restoration initiatives throughout the Shire through major grant funded projects such as the Greenshores project at Rotary Park, Merimbula and minor community driven rehabilitation projects such as being undertaken by Bega River and Wetlands Landcare Group and Wallaga Lake Heights Landcare Group. The Greenshores project is nearing completion and the Bega River Restoration project at 'Thompsons' has recently been successfully completed. The Dune rehabilitation program is continuing to be rolled out across the Shire with autumn planting events planned in early 2021.	
3.5.1.5	Completion of Bega Valley Shire Coastal Management Scoping Study	Planning and Sustainability	Consultant has been engaged to complete risk assessment, production of maps and review of coastal hazards. Draft of initial sections has been rearranged into an improved template to be completed.	
3.5.1.6	Complete Lake Street Merimbula Foreshore Reserve Restoration Project	Planning and Sustainability	Most of the grant funds allocated to environmental restoration of the bushland have been expended. Several community engagement activities have been undertaken with great success. Educational materials and further community engagement is being planned. An extension of the program is under consideration to account for impacts of COVID-19 and bushfire on delaying the delivery of some aspects of the grant.	

Activity Code	Activity Name	Service Area	Comment	Status
3.5.1.7	Complete Pambula / Yowaka Rivers Flood Study	Planning and Sustainability	Draft Flood Study will be publicly exhibited in March / April 2021 with an intent for Council adoption to take place by the by end of financial year.	
3.5.1.8	Deliver Black Summer Environmental Restoration Projects	Planning and Sustainability	Fire affected landscapes continue to be assessed, with a heavy focus on the catchments of the Wonboyn, Towamba and Nullica Rivers. Further field work has been undertaken at Dignams Creek and Narrira Creek. Onground works are being planned and delivered in several locations including Myrtle Cove, Wonboyn, Shadrachs Creek catchment, Upper Kiah and the Murrah (Dry) River. Working with Cobargo community in planning rehabilitation works along Jingo, Bredbratoura and Narrira Creeks.	

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





Activity Code	Activity Name	Service Area	Comment	Status
3.5.2.1	Monitor and report Council's energy usage and greenhouse gas emissions	Planning and Sustainability	Ongoing energy consumption monitoring occurring. Key Council stakeholders engaged in Azility's quarterly energy reporting and monitoring. Green Guys consultants completed an assessment of Council sites suitable for solar and LED lighting upgrades. A report was provided to asset owners with next steps being discussed.	
3.5.2.2	Complete Cooler Places in a Warming Climate Project - Climate Resilience Project	Planning and Sustainability	Preliminary design of solar battery systems for each hall is complete. The procurement process is also complete for Solar Battery installers. A community engagement consultant has been engaged and is delivering a range of activities - including 3 hall drop-in sessions, face to face interviews with community stakeholders and online surveys. The project is being promoted on various platforms including Council's website.	

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

Activity Code	Activity Name	Service Area	Comment	Status
3.5.3.1	Administer the Community Environmental Grants Program	Planning and Sustainability	The Community Environment Grants program was again popular with 8 sperate projects approved for funding. Several groups have been impacted by the bushfires and COVID-19 and their projects and programs are being modified or extended accordingly. This year's program is highlighted by the diversity of projects funded including stormwater management in Merimbula Lake, riparian vegetation	





Activity Code	Activity Name	Service Area	Comment	Status
			enhancement at Wallaga Lake Heights and the provision of nest boxes in bushfire impacted areas. Eden Community Access Centre Inc.-Clean up Lake Curalo \$2,250; Far South Coast Landcare Association- Landcare Group Support \$6,000; Pambula Beach Landcare- Conservation of significant environmental assets within Pambula Beach \$6,000; Pambula Wetlands and Heritage Project Inc- Helping Panboola become a RAMSAR listed site \$6,000; SWAMP Sustainable Water Actions for Merimbula and Pambula Inc- Stormwater cleanup \$6,000; The Rotary Club Pambula- Nesting boxes for fire affected bush \$3,250; Cobargo Community Action Network- Narira Creek rehabilitation \$6,000; Tathra Forest Wildlife Reserve Land Manager- Treatment of outlier weed infestations along creek lines in the Tathra Forest Wildlife Reserves \$4,500; Cobargo Preschool- Habitat boxes and Tree Planting with Cobargo Preschool Children \$6,000; Heights Care - Caring for Wallaga Heights- Wallaga Lake Heights Environmental Recovery \$5,995	

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


Activity Code	Activity Name	Service Area	Comment	Status
3.5.4.1	Monitor priority weeds on public and private lands and prioritise inspections on fire-affected lands for introduced weed incursions	Certification and Compliance	Council officers are continuing to inspect and educate bushfire affected landholders on emerging post fire weeds and potential spread of new priority weeds brought in by donated fodder.	
3.5.4.2	Implement 2020-21 actions of the South East Regional Weed Management Committee	Certification and Compliance	Targets during this period prioritised according to the South East Weeds Action Plan.	
3.5.4.3	Continue to investigate new technology for weed inspections using drones and drone weed mapping using algorithm software	Certification and Compliance	Investigations continuing on a new weed mapping program using Council's geospatial platform- ESRI- with mobile reporting according to the NSW BIS (Biosecurity Information System) guidelines. Drone mapping to be investigated as a Council wide program.	
3.5.4.4	Support agricultural bushfire recovery efforts working with key sector stakeholders	Certification and Compliance	Council officers are administering a Post-Fire Weed Management program in partnership with Local Land Services. Council officers also conducting inspections of fire-affected properties and providing advice to fire-affected landholders regarding weed management post-fire, as well as issuing financial assistance for weed control tools.	




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

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

Activity Code	Activity Name	Service Area	Comment	Status
3.6.1.1	Provide waste and recycling collection services	Waste Services	Council Waste Services continue to deliver waste collection and disposal services via kerbside collection and transfer stations. Two waste transfer stations were impacted by the Black Summer bushfires with the Cobargo transfer station remaining closed.	
3.6.1.2	Manage risks to Council's waste operations and future strategic direction	Waste Services	Risk identification and assessment workshop has been undertaken and documented with Waste Leadership Group. Areas of high risk have been identified and prioritised where possible. Ongoing actions or specific measures introduced to help minimise risk in Waste operations.	
3.6.1.3	Audit Council's streams of waste generation and commence consolidation of services and contracts to maximise efficient collection, transfer and diversion	Waste Services	Council has just received the results of both a kerbside bin audit and a transfer station skip bin audit. The data has not been analysed as yet. Analysis will occur 2021.	
3.6.1.4	Support bushfire recovery with capacity building at the Central Waste Facility	Waste Services	An emergency waste cell has been finalised at Central Waste Facility (CWF) and majority of clean-up complete with some ongoing clean-up occurring including on Aboriginal land with arrangements in place with the Environmental Protection Agency (EPA) and Public Works Advisory for management of this. Temporary processing of some materials was established at CWF. Working with the Canberra Region Joint Organisation (CRJO) and the EPA on securing funding and a program outline for dealing with ongoing legacy waste including vegetation and fencing etc.	


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

Activity Code	Activity Name	Service Area	Comment	Status
3.6.2.1	Resource and implement the waste strategy	Waste Services	Two project managers have been engaged on fixed term contracts to assist with both strategic and business-as-usual project delivery. Council staff are awaiting resolution of	

Activity Code	Activity Name	Service Area	Comment	Status
			strategic business/operational changes for Council's waste services, which is due for resolution by March 2021. Strategic initiatives are on hold until endorsement.	
3.6.2.2	Build a comprehensive asset register and value the waste portfolio	Waste Services	Resourcing in 2020 was directed towards the bushfire recovery effort, design and construction of cell 4 at the Central Waste Facility and creation of the waste strategy long term financial plan. Focus for early 2021 will be on developing the asset register and revaluation of the waste portfolio.	
3.6.2.3	Update the waste asset management plan and develop a long-term financial plan	Waste Services	Resourcing in 2020 was directed towards the bushfire recovery effort, design & construction of cell 4 and creation of the waste strategy long term financial plan. A long-term financial model has been created to support the Long Term Financial and Delivery Plan which is pending Council support. Focus for early 2021 will be on developing the asset register, revaluation of the waste portfolio and waste management plan.	
3.6.2.4	Deliver cell four at the central waste facility	Waste Services	Delivery of cell 4 is complete.	

3.6.3: Deliver strategic waste minimisation programs




Activity Code	Activity Name	Service Area	Comment	Status
3.6.3.1	Identify barriers for the uptake of FOGO service for commercial customers	Waste Services	The FOGO for Business Project Team are working with all businesses across the Shire. The team are building a comprehensive data set which will be used for future planning.	
3.6.3.2	Continue campaign to increase engagement with businesses on waste management	Waste Services	Limited achievement in this space to date. Council has just committed to a project officer two days per week to manage this function, ensuring we deliver on our conditions of consent for the Central Waste Facility.	
3.6.3.3	Continue to deliver whole-of-Council waste operations to become the leader in our community	Waste Services	The FOGO for Business team will be working with the wider business community to deliver the best waste and recovery opportunities. The impact of the bushfires pushed this part of the project back by 12 months.	
3.6.3.4	Draft a development application for the central waste facility upgrade	Waste Services	Initial planning has occurred, but the Waste Services team are awaiting direction from Council before proceeding.	

Activity Code	Activity Name	Service Area	Comment	Status
3.6.3.6	Research and concept design Eden and Bermagui transfer station layouts and central waste facility organics layout	Waste Services	These two projects have been included in the strategic master planning for Council's waste services. These projects if approved will be pushed back for delivery in 2026/27.	

Outcome 4: Liveable Places

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

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


Activity Code	Activity Name	Service Area	Comment	Status
4.7.1.1	Provide lifesaving services at seven beaches in Eden, Pambula, Merimbula, Tathra and Bermagui	Leisure and Recreation	Planning for 20-21 summer holiday season completed, provision dates confirmed, and season commencement meeting held. Program commenced 19/12 (Eden), 21/12 (Bermagui, Tathra, Pambula) and 26/12 (Merimbula x 3 and Camel Rock).	
4.7.1.2	Review the Beach Lifeguard Services contract including considerations to implement service recommendations from lifesaving service provider's annual report as the basis for utilising the available funding.	Leisure and Recreation	Service provision consistent with previous seasons and funding. Tathra confirmed intention to offer February extension in 2021. Council staff investigating options to extend service provision into February 21 through reach out to applicable Chambers of Commerce.	
4.7.1.3	Investigate options and opportunities with other agencies to improve rock fishing safety at popular locations	Leisure and Recreation	Desktop research undertaken regarding rock fishing in NSW. Council staff to liaise internally with relevant stakeholders including insurance & risk team. Development of stakeholder list to be completed.	

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


Activity Code	Activity Name	Service Area	Comment	Status
4.7.2.1	Assist older people and people with disabilities with their personal support goals	Community Connections	Council has continued to broker services to deliver the Commonwealth Home Support Programme to older people in the Bega Valley. In the first half of 2020-21 Council has reviewed its administration of this scheme and further improvements will occur in early 2021.	
4.7.2.2	Assist people with a disability to live more fully through the National Disability Insurance Scheme	Community Connections	Council has continued to grow its NDIS plan management and support coordination services. In 2020-21 Council established a new Client Management System and has developed a plan for improved payment processing. These improvements will assist NDIS clients to achieve their goals and track their progress.	




Activity Code	Activity Name	Service Area	Comment	Status
4.7.2.3	Review viability and role of Council in continuing to provide National Disability Insurance Scheme services	Community Connections	Council has continued to grow its NDIS plan management and support coordination services. In 2020-21 Council developed a plan for improved payment processing and will review its impact on its service viability.	

4.7.3: Provide specialist support for families with children at risk




Activity Code	Activity Name	Service Area	Comment	Status
4.7.3.1	Deliver case management, home visiting, subsidised childcare, positive parenting education programs and early intervention for families with children at risk	Community Connections	Council has continued to deliver the Brighter Futures' program providing case management to vulnerable families in the Bega Valley. For the first half of 2020-21 the program was restricted to case management services only due to the impact of COVID-19 but will deliver its parenting programs in early 2021.	

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

Activity Code	Activity Name	Service Area	Comment	Status
4.7.4.1	Respond to enquiries, conduct inspections, disseminate public health information regarding, and enforce regulation of food premises, public pools and spas, and other health premises.	Certification and Compliance	Council has responded to a significant increase in small business and home business enquiries. Council has undertaken COVID-19 safety inspections of food businesses as requested by NSW Health/Department of Primary Industries (DPI) and provided regular COVID-19 updates and education to businesses in addition to regular inspection programs of food, skin penetration, beauty, public pools, and health premises. Public health education on private water supplies, bushfire affected properties, and public pool water quality continues. No improvement notices were issued in the first half of the financial year, and inspections show high compliance with food safety and public health standards. Staff are on track to complete all annual food inspections, and high-risk skin penetration and public pool inspections.	
4.7.4.2	Approve and monitor on-site sewage management systems	Certification and Compliance	Over 340 inspections of onsite systems completed, with critical category (inspect) complete. Inspections at time of sale are increasing numbers of Low category inspections.	




Activity Code	Activity Name	Service Area	Comment	Status
4.7.4.3	Undertake a sampling program of potable water supply and water quality at swimming sites	Certification and Compliance	Strong potable water sampling program continues with 5+ microbiological water samples taken throughout the reticulated system per week, and a monthly water chemistry and fluoride sample. Samples have returned results within the Australian Drinking Water Guidelines. Voluntary Beachwatch program has currently been postponed due to resourcing constraints however, pollution event sampling and water quality swimming advice is continuing.	
4.7.4.4	Engage with stakeholders to improve awareness of environmental health responsibilities	Certification and Compliance	COVID-19 has by necessity been the focus for the first half of the financial year but has also provided opportunity to integrate wider public health education into contact with businesses and increase both knowledge and compliance with responsibilities. This work has been undertaken alongside NSW Health and the Food Authority.	
4.7.4.5	Respond to environmental pollution events	Certification and Compliance	Council has responded to all internally and externally notified pollution events in the first half of the financial year in both daily roles and on call. These events included sewage spills, and a boat aground with risk of fuel spill, requiring teamwork with external agencies including Transport NSW, the Environment Protection Agency, and the NSW Food Authority.	

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



Activity Code	Activity Name	Service Area	Comment	Status
4.7.5.1	Assess and determine development, construction and complying development applications and issue occupation certificates	Certification and Compliance	Bushfire rebuild applications continue steadily combined with a high demand for non-bushfire approvals has seen a slow down in turnaround times.	
4.7.5.2	Undertake construction inspections of environmental health premises.	Certification and Compliance	All construction pre-trading inspections requested for health premises including fixed, mobile, and home-based food premises, skin penetration and hairdressing have been completed.	
4.7.5.3	Investigate identified non-compliance against building and development standards	Certification and Compliance	Dedicated compliance officer now engaged and has undertaken a number of non-compliant investigations (34) and issued a number of penalty infringement notices.	

Activity Code	Activity Name	Service Area	Comment	Status
4.7.5.4	Fast-track development applications, certification and inspections for bushfire rebuilding	Certification and Compliance	Bushfire rebuild applications have been prioritised with further process streamlining in development to ensure maximum efficiency. Delays are continuing at lodgement stage however, as resources are currently stretched to capacity in this area of Council.	

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

Activity Code	Activity Name	Service Area	Comment	Status
4.7.6.1	Complete a community education program to encourage responsible companion animal ownership.	Certification and Compliance	Ongoing program to engage the community regarding companion animal ownership including routine patrols, educational flyers and updating of Council's website. Informational signage is being prepared and erected at all the relevant dog control sites around the Shire with an emphasis on dog prohibited and leash free areas.	
4.7.6.2	Collaborate with the Southern Region Illegal Dumping Program	Certification and Compliance	Ongoing collaboration between Report Illegal Dumping - Illawarra and Southern Councils Joint Organisation and Council to engage with the community with the aim to reduce dumping through education and reduce clean up costs to Council. Ongoing training and support provided by the Environment Protection Agency to assist Ranger staff. Improved project collaboration between State land managers to reduce repeat dumping offences in high risk areas.	
4.7.6.3	Undertake priority illegal dumping, illegal clearing and illegal building compliance action	Certification and Compliance	Council's focus has been on high priority contraventions with considerable efforts in public education, deterrence, formal cautions and undertakings as a means to ensure compliance.	





4.7.7: Deliver support services for people affected by the Bega Valley Bushfires of 2020

Activity Code	Activity Name	Service Area	Comment	Status
4.7.7.1	Support individuals and communities to further develop their strengths, resilience, connections and capacity as they recover from the disaster	Health and Wellbeing-RRR	Case Management support continues to be provided to bushfire impacted residents. Matters related to housing, rebuild and mental health are the focus. Program has been extended until December 2021 and expanded with the addition of 2 Case Managers, 1 Coordinator and 1 part-time admin officer.	
4.7.7.2	Complete a Needs Assessment, analyse data and respond appropriately through targeted Case Management	Health and Wellbeing-RRR	Resilience NSW/Bega Valley Shire Outreach Survey has now closed. Final Report (statewide) will be released by Resilience NSW with a local report being compiled by	


Activity Code	Activity Name	Service Area	Comment	Status
4.7.7.3	Support a range of community engagement measures to ensure people impacted by the bushfires are engaged in Case Management services	Health and Wellbeing-RRR	Bega Valley Recovery Support Service. Identified needs are being addressed by Case Managers. The Bega Valley Recovery Support Service have supported the Cuppa and Community Chat sessions facilitated by the Community Development Network and Community Connections team.	

4.8: Our places retain their character and scale, development is well planned, and a range of goods and services are available within our Shire that meet local needs


4.8.1: Provide advice and assess development applications and subdivision certificates

Activity Code	Activity Name	Service Area	Comment	Status
4.8.1.1	Assess development applications and subdivision certificates	Planning and Sustainability	For the period Jul-Dec 2020: Total applications received: 260 Total applications determined: 326 Estimated project cost of development: \$92m % Applications determined within 40 days: 61.7% % Applications determined between 40-60 days: 18.7% % Applications determined over 60 days: 19.6% Applications determined by Private Certifiers: 68 applications totalling \$7.5m of works	
4.8.1.2	Coordinate planning advice to the community, developers and government departments	Planning and Sustainability	Council is experiencing higher than usual workloads in the Development Hub due to the bushfire rebuild applications as well as the Government grants stimulus package for additions and building of dwellings over \$150,000. Council is also experiencing increased demand for use of public land. Bushfire rebuild development applications continue to be a priority for Development Hub staff.	
4.8.1.3	Transition the development application process to e-Planning	Planning and Sustainability	The transition to ePlanning is mandated to be in place by 1 July 2021. Council's is currently undertaking testing prior to staff implementing the requirement for customers to lodge their Development Applications through the Planning Portal.	
4.8.1.4	Carry out Native Title Assessments for development or use of Crown Land	Planning and Sustainability	Native Title Assessments continue to be processed by Property Services however Planning Services provides a peer review service, as required, for relevant projects. The Property Services team conducted a total of 26 Native Title assessments between July 2020 and December 2020.	

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

Activity Code	Activity Name	Service Area	Comment	Status
4.8.2.1	Operate and promote the Development Hub for development enquiries	Planning and Sustainability	Due to enquiries around the bushfire rebuilds and the interest in the government stimulus package grant we are experiencing higher numbers of enquiries than usual. Bushfire rebuild enquiries continue to be a priority.	

4.8.3: Provide development engineer services

Activity Code	Activity Name	Service Area	Comment	Status
4.8.3.1	Provide engineering advice on development application matters and assess and issue subdivision works certificates and road works approvals	Planning and Sustainability	Resource constraints were experienced due to staff vacancies, which affected assessment timeframes for minor development. Major development and section 138 assessments were not affected.	




4.8.4: Provide strategic land use planning services


Activity Code	Activity Name	Service Area	Comment	Status
4.8.4.1	Prepare and assess Planning Proposals including Boydtown deferred lands, deferred land opposite Merimbula Airport, Eden Heritage precinct and finalise the Bunnings Planning Proposal	Planning and Sustainability	Meeting held with the Department of Planning, Industry and Environment and agency stakeholders to progress Bunnings proposal. Bunnings addressing Biodiversity issues. Amended draft masterplan received for Boydtown proposal which has been reviewed by staff and feedback provided with assessment proceeding. Planning Proposal for Heritage Precinct in Eden on hold pending consultation with the Eden community in accordance with the Council resolution of 11 November 2020.	
4.8.4.2	Provide European Heritage assessments and advice	Planning and Sustainability	This is an ongoing service provided by Council. Advice provided to staff regarding development applications, heritage minor works applications and heritage significance. Input provided into recommendations for Local Heritage Assistance Fund. Advice provided to community groups and owners of heritage items.	
4.8.4.3	Prepare a report by the end of this calendar year, to allow Council to consider the issue of deemed concessional lots.	Planning and Sustainability	Report submitted to the Council meeting held on 16 December 2020. Council resolved to submit a Planning Proposal to Department of Planning, Industry and Environment for 'Gateway' approval.	

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





Activity Code	Activity Name	Service Area	Comment	Status
4.8.5.1	Prepare Plans of Management for Council managed Crown reserves in accordance with the Crown Land Management Act 2016	Planning and Sustainability	Classification of Council managed crown land completed and forwarded to Crown Lands for approval. Council staff have commenced the preparation of the draft Plans. Report to Council expected in late March 2021.	
4.8.5.3	Review of Use of Public Land Procedure	Planning and Sustainability	The draft procedure has been prepared. A workshop was held with Councillors. A report for consideration will be included at the Council meeting in March 2021.	


4.8.6: Promote and preserve our Aboriginal cultural heritage

Activity Code	Activity Name	Service Area	Comment	Status
4.8.6.1	Implement objectives of the Memorandum of Understanding (MOU) with Local Aboriginal Land Councils	Planning and Sustainability	Implementation of the objectives of the Memorandum of Understanding (MOU) with Local Aboriginal Land Council's has continued with recent achievements including the adoption of the Aboriginal Heritage section of Council's Development Control Plan which integrates the Aboriginal Cultural Heritage Landscape Map into the due diligence process. Training of Council staff in preparing and assessing due diligence assessments has commenced and staff have continued to provide advice to Local Aboriginal Land Council's regarding their land holdings.	
4.8.6.2	Prepare revised Memorandum of Understanding with Local Aboriginal Land Councils	Planning and Sustainability	Progression of the revision of the Memorandum of Understanding (MOU) with Local Aboriginal Land Councils is on target. Significantly June 2021 will mark the 20-year celebration of the MOU's existence. The current MOU is currently being reviewed in 2021 in consultation with Local Aboriginal Land Councils.	
4.8.6.3	Provide Aboriginal and historic heritage advice	Planning and Sustainability	Council exhibited the draft Aboriginal Heritage Development Control Plan and engaged with key stakeholders to develop a revised Development Control Plan which was adopted by Council in December 2020. Council staff have continued working with Local Aboriginal Land Council's to deliver obligations under the Memorandum of Understanding and develop a new Action Plan. Commenced Due Diligence training for staff across the organisation. Provided input into community projects and development applications.	







Activity Code	Activity Name	Service Area	Comment	Status
4.8.6.4	Administer the local heritage assistance grants program	Planning and Sustainability	This is an annual grant funding program. Eleven successful applicants in this year's funding round.	

4.8.7: Operate and maintain water supply and sewerage system assets



Activity Code	Activity Name	Service Area	Comment	Status
4.8.7.1	Operate and maintain water supply and sewage network systems to meet health and environmental regulatory and Council Strategic Business Plan (SBP) level of service objectives requirements	Water and Sewer Services	Levels of service have been maintained. Current risks include a high burden of pipe breaks in the Merimbula system and some staff attraction difficulties in the current market.	
4.8.7.2	Operate and maintain water supply and sewage treatment plants to meet health and environmental regulatory and Council Strategic Business Plan (SBP) level of service objectives requirements	Water and Sewer Services	Additional work has been successfully incorporated in the form of Brogo temporary water treatment plant operation which has allowed us to maintain levels of service in the Bermagui system. Additional regulator required COVID-19 surveillance testing has also produced additional work.	
4.8.7.3	Coordinate water resource investigations, drought management, water quality monitoring programs, drinking water management system, recycled water management system and performance monitoring reporting activities	Water and Sewer Services	High priority work continues to be completed well and some medium priority work has not progressed satisfactorily. Looking at how to move some regular compliance work between teams to enable greater attention to resource investigations and water management in particular.	
4.8.7.4	Complete annual review of Asset Management Plan and Long-Term Financial Plan	Water and Sewer Services	Acquisitions, Disposals, Unit Rates, and Condition updates have been completed and applied to the Asset Register as part of end of the end of financial year review process. Modelling for the Long-Term Financial Plan (LTFP) update is underway with the Water Fund LTFP 80% complete and the Sewer Fund LTFP to follow. Both financial reviews are on-track to inform price paths for each fund in the annual Revenue Policy and Fees and Charges cycle.	

Activity Code	Activity Name	Service Area	Comment	Status
4.8.7.5	Support bushfire recovery by ensuring water and sewer services are effective in the context of the impacts of fires including security of water quality	Water and Sewer Services	New generators designed for Brogo water pumpstation. Brogo temporary treatment has been successful with addition of a new polymer dosing skid.	



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

Activity Code	Activity Name	Service Area	Comment	Status
4.8.8.1	Complete Environmental Impact Study and Concept Design for Merimbula Deep Water Ocean Outfall and Sewage Treatment Plant upgrade	Water and Sewer Services	Environmental Impact Statement draft is 90% complete prior to public consultation and feedback from the exhibition phase. Concept design for the outfall is nearly complete. Concept design for the Sewerage Treatment Plant upgrade to be moved into a separate project.	
4.8.8.2	Construction and commissioning of Bermagui Sewage Treatment Plant upgrade	Water and Sewer Services	The civil design is complete and will be tendered shortly on the Sewer Works Panel. The process design package will be delivered in a separate package (possibly split into disciplines). There are likely to be additional upgrades to the plant over the next few years.	
4.8.8.4	Commence construction of Brogo Water Treatment Plant	Water and Sewer Services	The project has been awarded to a design and construct contractor.	
4.8.8.5	Complete Water Treatment Options Assessment and tender documentation for Bega Water Treatment Plant	Water and Sewer Services	Jar testing is complete, and the options assessment is on track.	
4.8.8.6	Complete Water Treatment Options Assessment for Yellow Pinch Dam Water Treatment Plant	Water and Sewer Services	The options assessment has been reduced in scope towards a site selection and environmental investigation project. Process options, specification and reference design will be completed in the next phase to suit internal resources. Five sites have been shortlisted and landholder consultation has begun.	
4.8.8.7	Complete Integrated Water Cycle Management Strategy checklist topics 4-14	Water and Sewer Services	A consultant has been appointed and has been working on a Integrated Water Cycle Management Strategy (IWCN) pathway that meets our needs. Community consultation will be a focus of the IWCN process with genuine clarity on our level of service standards and willingness to pay as a primary outcome.	

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

Activity Code	Activity Name	Service Area	Comment	Status
4.8.9.1	Complete installation of Supervisory Control and Data Acquisition (SCADA) system Stage 1 works	Water and Sewer Services	An internal project manager has been secured and contracts for a System Integrator, Vendor, and Installer have been awarded.	
4.8.9.2	Complete strategic water resource assessment of Bega River aquifer and construct new water supply bores	Water and Sewer Services	This project is being progressed as a second priority but has identified locations for bores. Rising main investigations show very good condition of the pipe. A change in the way the projects team is structured will support this project being separated from water treatment plant delivery.	


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

Activity Code	Activity Name	Service Area	Comment	Status
4.8.10.1	Incorporate energy efficiency and renewable energy initiatives into asset renewal projects.	Water and Sewer Services	Pumping water and sewage is a high energy use activity and so energy efficiency of pumps and motors has been a focus of pump design and selection since reticulated water and sewer systems were invented. All new pumps are carefully selected to be as energy efficient as possible, however, in the last few decades very little advance has been made in how efficient modern pumps and motors can be. Since renewable energy is built into all projects as a business as usual activity BVSC Water and Sewer Services is focussing on implementing solar designs and then changing operating hours to match self-generation supply of power. For the last decade the focus has been the opposite with attempts to pump at night. Matching generation instead is an R&D activity and is limited by market understanding, tank sizes, demand for water, and sewer treatment aeration and pumping needs. Current major plans include the decision that Brogo WTP will utilise solar and battery technology and Bega WTP is also planned to have significant solar installations. Both plants will target 70% renewable energy use. Planning to retrofit solar to several key Water Pump Stations and Sewage Treatment Plants is underway with land and site options assessment and basic feasibility studies part complete.	
4.8.10.2	Incorporate climate change adaptation measures into asset management plans for assets within high bushfire and coastal hazard areas	Water and Sewer Services	Assets in high bushfire and coastal hazard areas are designed to suit their location as a business as usual activity. One recent project at Pambula Beach River Mouth incorporated an Emergency Storage well to minimise the risk of a spill and resultant beach closure.	


Outcome 5: Connected Communities

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


5.9.1: Investigate future demand for Merimbula Airport

Activity Code	Activity Name	Service Area	Comment	Status
5.9.1.1	To continue to monitor and track airport usage and investigate opportunities to increase regular passenger travel	Property and Project Services	The impacts of COVID-19 on the airline industry both nationally and at Merimbula Airport have been profound. Currently REX's Regular Passenger Transport (RPT) services have been reduced due to these impacts but are still servicing both the Melbourne and Sydney Routes. Qantas commenced RPT services to Merimbula on the 19 December 2021 and will commence a Melbourne route in March 2021.	

5.9.2: Review Merimbula Airport management arrangements


Activity Code	Activity Name	Service Area	Comment	Status
5.9.2.1	Conduct regular meetings with airport operation and management contractors to ensure regulatory compliance and process improvement	Property and Project Services	Council staff undertake regular monthly meetings with Merimbula Airport Operations Pty Ltd to ensure compliance with aviation legislation and ensure the Airport is run in accordance with the contractual obligation with monthly report and minutes.	

5.9.3: Deliver capital works programs for Merimbula Airport


Activity Code	Activity Name	Service Area	Comment	Status
5.9.3.1	Delivery of funded capital works programs in accordance with the airport masterplan	Property and Project Services	Currently there are three major capital work projects underway at the airport which are funded by a combination of State, Federal and BVSC: 1. Runway Extension - an environmental impact statement has been prepared and is currently under assessment with the Joint Regional Planning Panel (JRRP) to consider the development in March 2021 - Pending the outcome the project will then proceed to	

Activity Code	Activity Name	Service Area	Comment	Status
			tender.	
			2. General Aviation Precinct - Detailed Design work is largely completed with a Development Application to be submitted for the landside works and the airside works will require the issue of an Aboriginal Heritage Impact Permit (AHIP) to allow construction to proceed.	
			3. Runway Overlay and Strengthening - All investigations have been completed and the design team are currently reviewing various options prior to finalising design documentation.	

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


Activity Code	Activity Name	Service Area	Comment	Status
5.9.4.1	Complete the development of a draft Sub-Regional Transport Strategy for community consultation by 1 June 2021	Works and Assets Section	Limited progress has occurred in period as Merimbula Transport Study project is a key input.	

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


Activity Code	Activity Name	Service Area	Comment	Status
5.9.5.1	Continue advocacy in regional forums and collaboration with key stakeholders	Works and Assets Section	Attended a number of Transport for NSW workshops for strategic business case development of the Princes Highway.	

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



5.10.1: Manage, construct and maintain Merimbula Airport



Activity Code	Activity Name	Service Area	Comment	Status
5.10.1.1	Provide an airport with regular passenger services to nearby capital cities and general aviation facilities and services	Property and Project Services	The impacts of COVID-19 on the airline industry both nationally and at Merimbula Airport have been profound. Currently REX's regular passenger services have been reduced due to these impacts but are still servicing both the Melbourne and Sydney Routes. Qantas commenced services to Merimbula on the 19 December 2021 and will commence a Melbourne route in March 2021.	

5.10.2: Review Airport Master Plan and update Asset Management Plan



Activity Code	Activity Name	Service Area	Comment	Status
5.10.2.1	Progress the Airport Runway Extension project to the delivery phase	Property and Project Services	The project is currently under assessment by the Department of Planning, Industry and Environment with the Environmental Impact Statement submitted and a submissions report being prepared in response to submissions by various Government Agencies. Currently the Bio-diversity offsets and fisheries offsets which will need to be considered moving forward. The staging for delivery is currently being reviewed in relation to ongoing operations, value for money and technical considerations.	

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

Activity Code	Activity Name	Service Area	Comment	Status
5.10.3.1	Deliver a proactive investigation and assessment regime and schedule of maintenance for drainage infrastructure prior to failure	Works and Assets Section	Inspection programme under development for procurement and delivery.	
5.10.3.2	Develop concept design estimates for 10- year bridge program	Works and Assets Section	Programme is identified 7 years forward. Some key condition assessment programmes are being developed for procurement and delivery. The National Heavy Vehicle Regulator (NHCR) Strategic Local Government Asset Assessment Project (SLGAAP) pilot assessment programme has been delivered.	

Activity Code	Activity Name	Service Area	Comment	Status
5.10.3.3	Develop and review the 30-year bridge replacement program emphasising the use of contemporary technologies	Works and Assets Section	Programme is identified 7 years forward and will be developed further upon completion and delivery of key condition assessment programmes.	
5.10.3.4	Plan for renewals of major wharves and jetties in line with needs assessments undertaken	Works and Assets Section	Grant secured for planned Tathra Wharf renewals. Further detailed assessment work required.	


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

Activity Code	Activity Name	Service Area	Comment	Status
5.10.4.1	Maintain and renew bridges and structures while maximising the use of reclaimed timber and other materials wherever possible	Works and Assets Section	Works have been completed on the construction of Slaters Lane Bridge. Reclaimed timber has been used in routine maintenance activities and support to bushfire affected structures. Additionally, reclaimed timber is routinely used in Leisure and Recreation projects when suitable and available.	
5.10.4.2	Maintain, renew and upgrade rural culverts	Works and Assets Section	Widespread culvert cleaning, maintenance and replacement has been carried out with major replacements and extensions on Towamba/Burragate Rd and Dr George Rd.	



5.10.5: Plan and manage cycle network infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.5.1	Plan and develop detailed scopes for priority cycleway renewals and improvements and seek external funding	Works and Assets Section	Detailed design and road safety audits for proposed cycleway route project and grant development in progress.	


5.10.6: Construct and maintain cycle network infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.6.1	Maintain, renew and upgrade cycleways	Works and Assets Section	Shared pathway construction has had a high level focus this year with Lake View in Merimbula and Tathra - Kalaru paths being constructed. There is ongoing maintenance on all other paths with planning for extensions to the network currently in train.	


5.10.7: Plan and manage stormwater infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.7.1	Investigate urban underground stormwater condition in accordance with key sections within budget, allowing scheduled maintenance to occur in a manner that benefits the whole catchment	Works and Assets Section	Inspection programme under development for procurement and delivery.	
5.10.7.2	Continue urban stormwater catchment delineation programme	Works and Assets Section	Urban stormwater catchment delineation being investigated as part of Pambula Flood Study.	


5.10.8: Construct and maintain stormwater infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.8.1	Maintain, renew and upgrade stormwater infrastructure	Works and Assets Section	Maintenance and inspection has continued as per program with larger projects planned for the end of the year.	



5.10.9: Plan and manage pedestrian network infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.9.1	Review inspection frequency of footpaths	Works and Assets Section	Shared path procedure and frequencies reviewed for publication.	


5.10.10: Construct and maintain pedestrian network infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.10.1	Maintain, renew and upgrade footpaths	Works and Assets Section	Shared pathway construction has had a high level focus this year with Lake View in Merimbula and Tathra - Kalaru paths being constructed. There is ongoing maintenance on all other paths with planning for extensions to the network currently in train.	


5.10.11: Manage the delivery of major transport infrastructure

Activity Code	Activity Name	Service Area	Comment	Status
5.10.11.1	Management, design and delivery of funded major Council infrastructure projects.	Property and Project Services	<p>Council currently have a range of funded and non-funded projects which are in various stages of delivery across all divisions of the organisation.</p> <p>Projects include:</p> <ul style="list-style-type: none"> Sealing of Towamba Burragate Road Airport capital works Bridge replacements Active transport projects Redevelopment of Bega Regional Gallery 	
5.10.11.2	Delivery of the sealing of Towamba and Burragate Roads	Property and Project Services	The contract for the construction of the sealing of Towamaba and Burragate Road has been awarded and works have commenced on site.	




5.10.12: Design transport capital works project

Activity Code	Activity Name	Service Area	Comment	Status
5.10.12.1	Undertake design and investigation of funded capital transport works projects	Property and Project Services	Projects are designed and investigated in accordance with the approved capital transport program.	


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

Activity Code	Activity Name	Service Area	Comment	Status
5.10.13.1	Continue to refine and improve Project Management Framework for the delivery of capital works projects	Property and Project Services	The Project Management Framework for the delivery of capital works projects in continually reviewed and updated to reflect current industry practices. Council using the Pulse Project Management module with extended staff training to occur in Q3/Q4.	


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

Activity Code	Activity Name	Service Area	Comment	Status
5.10.14.3	Continue renewal of program for roadside barriers	Works and Assets Section	Project development for Safer Roads grant implementation underway. Delivery yet to occur. Roadside barrier renewals programmed but not yet delivered.	
5.10.14.4	Commence implementation of identified slope stability projects	Works and Assets Section	Mogilla Road slope stability project in current programme for delivery. Initial slope stability assessments completed.	
5.10.14.5	Support bushfire recovery transport activities	Works and Assets Section	Regular liaison with the Recovery, Resilience and Rebuilding team and have carried out some works on their behalf.	




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


Activity Code	Activity Name	Service Area	Comment	Status
5.10.15.1	Participate in Southern Lights project to facilitate uptake of LED streetlights	Works and Assets Section	Essential Energy is finalising tender for next round of LED luminaires and smart lighting technology. For deployment in the Bega Valley in fourth quarter of financial year 2022.	

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





Activity Code	Activity Name	Service Area	Comment	Status
5.10.16.1	Maintain, renew and upgrade roads; manage guardrail, roadside infrastructure and associated hazards; and deliver street sweeping of the central business districts	Works and Assets Section	Carried out in accordance with Service Level Agreements.	

5.10.17: Map and maintain information on Council's assets


Activity Code	Activity Name	Service Area	Comment	Status
5.10.17.1	Develop and maintain the Asset Registers for Council's buildings and transport related assets	Works and Assets Section	Collation of works-as-executed data and system update in progress and ongoing. No progress in development due to Asset Systems Officer vacancy. Asset Management System Implementation procurement and evaluation in progress. Transport Revaluation handover data also received but still requiring some integration into existing asset registers.	
5.10.17.2	Ensure Council maintains a functional and fit for purpose data management and viewing system for its assets	Works and Assets Section	Limited progress in period due to Asset Systems Officer vacancy. Asset Management System implementation procurement evaluation in progress. A Project Team has been created to undertake the tender evaluation of software for asset management, including asset managers, finance and IT representatives.	
5.10.17.3	Simplify asset data reports for Council's transport asset classes	Works and Assets Section	No progress in reporting period due to Asset Systems Officer vacancy. Transport valuations were completed for the Financial Year 2020. A comprehensive report was received, and Shepherds presented the findings of the valuation to Councillors on 19 August 2020. This data and the subsequent project to value the impairment damages	

Activity Code	Activity Name	Service Area	Comment	Status
5.10.17.4	Implement the recommendations of the Maritime Infrastructure Internal Audit for major marine infrastructure	Works and Assets Section	as a result of various natural disasters will inform the next iteration of the Long-Term Financial Plan and Asset Management Strategies. Revaluation of wharf assets action completed.	


5.10.18: Plan for transport Capital work

Activity Code	Activity Name	Service Area	Comment	Status
5.10.18.1	Plan the transport network and develop maintenance schedules and capital works programs for transport assets	Works and Assets Section	In progress. Transport revaluation data being evaluated. Some asset condition assessment programs not yet completed to inform planning tasks.	
5.10.18.2	Conduct Merimbula Transport Study to inform place-based Area Plan	Works and Assets Section	Initial internal stakeholder meeting held. Technical brief development in progress for procurement process. Data collection activities in progress.	
5.10.18.3	Complete annual identified Road Safety Audits	Works and Assets Section	Consultant secured and Road Safety Audits in progress. Anticipate completion and handover by 30 June.	
5.10.18.4	Develop grant applications for key Federal and State Government infrastructure programmes to support identified capital works	Works and Assets Section	Grants submitted to Fixing Local Roads Round 2. Grants for Bushfire Local Economic Recovery and National Flood Mitigation Infrastructure Program submissions in development.	


5.10.19: Review and update the Asset Management Plans

Activity Code	Activity Name	Service Area	Comment	Status
5.10.19.2	Complete revaluation of assets for Transport Asset Management Plan review	Works and Assets Section	Revaluation completed. Awaiting the outcomes of the Morrison Low Finance Strategy review to inform the development the next Transport Asset Management Plan (AMP). The review outcomes are likely to impact the next suite of AMPs.	


5.10.20: Identify and complete floodplain risk management projects

Activity Code	Activity Name	Service Area	Comment	Status
5.10.20.1	Continue delivery of Merimbula and Back Lake Floodplain Risk Management Study and Plan	Works and Assets Section	The project has reached a final draft stage with the draft plan to be exhibited for community feedback. It is proposed Council will consider the draft report and community feedback at the 17 February 2021 Council meeting with completion and handover to be completed by 30 June 2021.	
5.10.20.2	Commence Bega and Brogo rivers catchment flood study warning system scoping and feasibility	Works and Assets Section	In progress. Consultant engaged and Initial community consultation phase underway.	

5.10.21: Review and update stormwater renewal program

Activity Code	Activity Name	Service Area	Comment	Status
5.10.21.1	Review and update stormwater renewal program, including consideration of climate change impacts	Works and Assets Section	Ongoing works including the preparation of floodplain planning and risk mitigation strategies.	

5.10.23: Construct and maintain town centre carpark infrastructure


Activity Code	Activity Name	Service Area	Comment	Status
5.10.23.1	Maintain, renew and upgrade carparks	Works and Assets Section	Maintenance activities carried out as required. No major carpark works planned this year. Recently successful with Country Passenger Transport Infrastructure Grants Scheme for works in the vicinity of Tanja Hall and school.	

Outcome 6: Strong, Consultative Leadership




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

6.11.1: Improve communication about Council activities, decisions and achievements




Activity Code	Activity Name	Service Area	Comment	Status
6.11.1.1	Deliver effective media coverage across various mediums	Communication and Event Services	Media activity is progressing well with the vast majority of media releases published by press, radio and online platforms in full. The majority of media events have been well attended by media organisations. Finance media briefing on 25 November 2020 was well received and subsequent media coverage was more balanced.	
6.11.1.2	Deliver 'Council News' publication	Communication and Event Services	Council News has been delivered fortnightly via email. The hard copy version was paused due to COVID-19 restrictions, however is currently being reconsidered.	
6.11.1.3	Develop and maintain web services and social media, incorporating the web improvement project	Communication and Event Services	Website and social media have been maintained and proactively updated, with good social media engagement achieved, including community self-moderation. Web improvement project is currently being scoped and is due for completion by 30 June 2021.	
6.11.1.4	Administer the Community Festivals and Events grants program (Note: Council resolved Nov 2020- to not deliver as competitive program and instead support community bushfire commemoration events).	Communication and Event Services	Council resolved to reallocate the 2021 Festival and Event & Waste Wise Event Program funds to support Black Summer Bushfire affected communities. The CRCP (Community Recovery Contribution Program) opened at the end of 2020 to community groups across the Shire for grants of up to \$2,500. Applications are open until March 2021.	
6.11.1.5	Coordinate civic events	Communication and Event Services	Due to Bushfire and COVID-19 challenges in 2020, the delivery and necessity of event related grants has been modified for FY2021. During this time, Federal Government and NSW Government directives have determined the parameters for acceptable COVID safe events. Australia Day 2021 nominations were received during this period along with a National Australia Day Council grant to assist with implementing a COVID Safe Event.	

Activity Code	Activity Name	Service Area	Comment	Status
6.11.1.6	Support bushfire recovery communications	Communication and Event Services	Communication support for bushfire recovery is ongoing and includes Bushfire Recovery News (a fortnightly enewsletter), web content, support for regular ABC radio interviews, social media, issues management, and event support for visiting dignitaries.	



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

Activity Code	Activity Name	Service Area	Comment	Status
6.11.3.1	Develop and implement Service Level Agreements for management of Council's Customer Service and Revenue teams that meets Organisational Service Standards	Financial Management	<p>Council have been monitoring current service levels and identifying improvements to these services.</p> <p>During the COVID lockdown period, Council's customer service call centre was able to maintain the service as first point of contact. Management of the system and process facilitates the organisation overall being able to deliver services in accordance with the adopted OSS'.</p> <p>In addition, Business and Governance team provide monthly reporting to Leadership Executive Group to promote monitoring and oversight of our Customer Request Management system.</p>	
6.11.3.2	Organisational Service Standards are met by our Customer Service team	Financial Management	<p>The organisational service standards for Customer Service Team are as follows:</p> <ul style="list-style-type: none"> - Answer calls within 5 rings - 80% calls resolved by Customer Service - Call transfers once only - Greeting at front counter within 5 minutes <p>The leadership executive group consider customer service statistics on a monthly basis, which includes call management, complaints and compliments. The last report considered included data for the previous six months. Averages per month are: 3,620 calls; 31 seconds spent in queue, 3.18 minutes duration, 88% calls resolved on first contact. A total of 62 complaints and 64 compliments were recorded.</p>	
6.11.3.3	Our after-hours call centre service meets Council's organisational service standards	Financial Management	Council's new after hour call service centre provider continues to improve service provision, this is a continuous improvement process. This is to be expected as we work through implementation issues.	


6.11.4: Conduct day to day management of Council

Activity Code	Activity Name	Service Area	Comment	Status
6.11.4.1	Support Events and Communication Officer to arrange civic functions	People and Governance	Handover completed to the Community Environment and Planning - Executive Assistant and Events Officer for Australia Day, Citizenship Ceremonies, Bega Valley Medallion, Citizen of the Year and Awards and Scholarships Committee.	
6.11.4.2	Coordinate an Organisation Culture Review and Staff Satisfaction Survey in partnership with UniSA; reporting findings and preparing an improvement plan based on observations/feedback received	People and Governance	A revised organisational culture index review is being undertaken. The review process involves engaging in a research project with the University of South Australia to develop and implement three organisational culture and staff satisfaction surveys over a 12-month period. The survey has been developed and the first round has been delivered to employees. Results are currently being compiled and will be presented to Council in the first quarter of 2021. The second and third surveys will follow after this.	
6.11.4.3	Undertake Joint Organisation GMAG and projects, particularly integrated planning work focussing on a regional CSP	People and Governance	The Canberra Region Joint Organisation (CRJO) released a tender for the collaborative Community Strategic Plan in December 2020 with eight (8) member Councils participating. Tender responses will be reviewed in January 2021 with the selected consultant to be engaged by February 2021.	



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



Activity Code	Activity Name	Service Area	Comment	Status
6.11.5.1	Council meetings are planned, advertised, minuted and conducted in accordance with the Code of Meeting Practice	People and Governance	Council Meetings for 2021 scheduled in Councillors Calendar, on Council's website and communicated where necessary. Minutes taken as per standard and uploaded to Council's website accordingly. Council Meetings continue to be conducted via Zoom, until further direction, as current allowance for mixed attendance mode expires in March 2021.	
6.11.5.2	Arrange requested Councillor Professional Development in accordance with approved individual plans	People and Governance	Regular communication and support provided to Councillors by way of email, weekly Communique (newsletter) and responding to requests and inquiries as they are received.	

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




Activity Code	Activity Name	Service Area	Comment	Status
6.11.7.1	Review of all Council Strategies to ensure they are relevant and achievable and develop the next iteration of Council's CSP, Integrated Planning and Reporting and Strategy and Delivery Program and Long-Term Financial Plan.	People and Governance	Operational Planning for the 2021/2022 budget in November/December 2020 included budget managers consideration of associated actions related to their service area from the Local Strategic Planning Statement, Disability Inclusion Action Plan, Climate Resilience Strategy and previous Audit actions. A Strategic Framework diagram is nearing completion to show the connected relationships between Council's strategies and plans and other external plans. Strategic gap analysis sessions with Council's leadership team are planned for early 2021 prior to commencing the next round of Integrated Planning. Community engagement on a Regional Community Strategic Plan will commence in Q2, 2021.	

6.11.8: Develop and implement good governance systems

Activity Code	Activity Name	Service Area	Comment	Status
6.11.8.1	Support the organisation to meet requirements of GIPA, PPIP and Local Government Act	People and Governance	Mandatory reports have been provided as required under the GIPA Act. This includes a report on the number, nature, and outcome of all GIPA applications received within a 12-month period. Mandatory reports have also been reported to the NSW Ombudsman regarding Code of Conduct Complaint statistics and Public Interest Disclosures made to Council. Councillor and Designated Persons Disclosure of Interest Returns were submitted and are available on Council's website. The Governance service also provides support to the organisation in preparing and delivering subpoena's when served.	
6.11.8.2	Quarterly program of governance related training is provided to staff	People and Governance	Governance SharePoint Page and Records Management Page updated to provide information on Governance Matters to all staff. Additional training in other governance related matters, such as copyright, fraud and corruption and protected disclosure reporting will be delivered through a variety of methods and depend on the audience, availability of technical experts, risk and audit recommendations.	


Activity Code	Activity Name	Service Area	Comment	Status
6.11.8.3	Coordinate the updating of Council's procedures in accordance with review schedule	People and Governance	Major review of procedures is currently underway with status updates provided regularly at Council's Strategic Leadership Group (SLG) meetings. Managers and Directors are in the process of finalising updates by February 2021 so that all procedures can be uploaded into Pulse to allow automated review notifications direct to the responsible officer going forward. A general data cleanse of procedures has been undertaken during this review process.	
6.11.8.4	Support the Bega Valley Community Disaster Relief Fund (BVCDRF) through the MOU with Social Justice Advocates of the Sapphire Coast	People and Governance	The BVCDRF Committee continues to meet monthly. Since July 2020, the fund has initiated three rounds of funding. In July 2020, a pilot scheme in Cobargo resulted in 56 successful applications for bushfire relief funding distributing \$37,500 from the donation received from Villers-Bretonneux community in France. In August 2020, a further 317 payments of \$500 each were distributed totalling \$158,500. Round three applications opened in November 2020. The intention of this stage of the Relief Fund is to support projects, programs and events that focus on alleviating community anxiety and stress. So far there have been eight events approved for funding. Each committee meeting considers applications from individuals based on second round criteria and will continue to seek applications for events until March 2021. At 11 January 2021 the balance of the fund is \$521,744.	

6.11.9: Report on Council's integrated planning framework

Activity Code	Activity Name	Service Area	Comment	Status
6.11.9.1	Refine the performance management reporting framework	People and Governance	Service summaries for each area of Council's business have been developed that outline both delivery program measures and service measures. These measures will be captured in our corporate reporting system Pulse and regularly reported on.	
6.11.9.2	Develop an updated level of service document to inform future strategic organisational plans	People and Governance	The draft Operational Plan for 2021/2022 has shifted slightly to better align with the recently completed service summaries. The service summaries outline what the core business of the Council service is, the staffing and budget that supports it, how it is linked to the Strategic Plan, the key documents that support or guide its function and the key improvement activities for that year to meet the Delivery Program actions.	
6.11.9.3	Prepare the next IPR Framework with liaison of CRJO and all Directors	People and Governance	Workplans for the development of drafts of the next Delivery Program and Resourcing Strategy have been completed to align with the adoption of a revised Community Strategic Plan. The drafting of 2021/2022 Operational Plan and Budget is underway with	




Activity Code	Activity Name	Service Area	Comment	Status
			joint finance/corporate planning meetings held in November/December 2020 with each of the budget managers.	



6.11.10: Support the provision of emergency services in the Shire

Activity Code	Activity Name	Service Area	Comment	Status
6.11.10.1	Perform the role of Local Emergency Management Officer (LEMO), fund and support emergency services, operate the Emergency Operations Centre, and support the Local Emergency Management Committee	Assets and Operations Coordination	Regular scheduled meetings occurring and being facilitated. Numerous review and enquiry responses prepared. Emergency Operations Centre monitoring and management ongoing. Numerous natural disaster (flood events) supported. Council coordinated an online Facebook video with local emergency services in December prior to the commencement of summer school holiday period.	





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

6.12.1: Oversee Assets and Operations services, programs and finances

Activity Code	Activity Name	Service Area	Comment	Status
6.12.1.1	Advocate to government for improvements to the State Road network within and linking to the Shire	Assets and Operations Coordination	Submissions made as part of regional road network review to consider transfer of responsibility of certain regional roads back to state. Ongoing engagement on Princes Highway Corridor Strategy and place making plans. Regular advocacy undertaken on the need to improve the state road network overall as well as direct engagement in priority areas such as Brogo Bridge on the Princes Highway.	
6.12.1.3	Devise and implement a refined Assets and Operations Directorate structure and operational model	Assets and Operations Coordination	Completed, recent changes made in Property and Projects areas to align priorities as well as in Water and Sewer to meet operational needs and priorities.	
6.12.1.4	Maintain an accountabilities and reporting model for operational issues within the Directorate	Assets and Operations Coordination	Regular reporting structures in place, capital reporting framework being refined through Pulse system and anticipated for completion by end of financial year.	


Activity Code	Activity Name	Service Area	Comment	Status
6.12.1.5	Review all Directorate Asset Management Plans and ensure they remain relevant and achievable	Assets and Operations Coordination	Reviews ongoing with Shepherds Transport revaluation project completed. Information and data yet to be incorporated into asset management plans. Morrison Low consultancy still in progress reviewing asset information at a high level. Review of available integrated asset management systems progressed to point of going to suppliers for detailed proposals.	
6.12.1.6	Collaborate and support the Waste and Infrastructure Services- RRR team to deliver Council's bushfire response	Assets and Operations Coordination	An emergency waste cell has been finalised at the Central Waste Facility (CWF) and majority of clean-up complete with some ongoing clean-up occurring including on Aboriginal land with arrangements in place with the Environmental Protection Agency (EPA) and Public Works Advisory (PWA) for management of this. Temporary processing of some materials was established at CWF. Working with the Canberra Region Joint Organisation (CRJO) and EPA on funding/program for dealing with ongoing legacy waste including vegetation and fencing etc	

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




Activity Code	Activity Name	Service Area	Comment	Status
6.12.2.1	Facilitate the Access and Inclusion Advisory Committee	Community, Environment and Planning Coordination	Access and Inclusion Advisory Committee meetings held in July, August and November. Four Access Improvement grants, valued at \$15,600, awarded in August. Disability Inclusion Action Plan drafted and approved for public exhibition in early 2021.	
6.12.2.2	Advocate to government for measures to support the community and environment of the Bega Valley Shire	Community, Environment and Planning Coordination	Continued to engage with NSW Government agencies on bushfire recovery actions relating to environment, planning and development. Advocated directly to Federal Government on telecommunications and NSW Government on housing.	
6.12.2.3	Undertake customer service improvement project	Community, Environment and Planning Coordination	Commencement of project deferred to January 2021, due to competing priorities.	
6.12.2.4	Contribute to CRJO regional planning working group	Community, Environment	Contributed to regular planning working group. Developed successful grant application for Joint Organisation to improve resilience of existing housing stock.	

Activity Code	Activity Name	Service Area	Comment	Status
6.12.2.5	Facilitate the Bega, Eden, Merrimans Aboriginal Liaison Committee	and Planning Coordination Community, Environment and Planning Coordination	November Bega, Eden, Merrimans (BEM) Aboriginal Liaison Committee meeting deferred. Informal meetings held to progress revised Memorandum of Understanding and development assessment matter.	
6.12.2.6	Support bushfire recovery planning, building and environment activities	Community, Environment and Planning Coordination	Contributed to Local Recovery Committee and Environment, Planning and Development Sub-committee. Engaged regularly with Department of Planning, Industry and Environment to address planning and environment issues associated with bushfire recovery. 130 development applications received, 86 development applications approved, and 45 construction certificates issued. 122 bushfire attack level assessments and 112 biodiversity assessments completed.	
6.12.2.7	Develop Contaminated Land Policy	Community, Environment and Planning Coordination	Engaged with Canberra Region Joint Organisation on regional policy template. Draft policy in development.	


6.12.3: Oversee Business and Governance services, programs and finances


Activity Code	Activity Name	Service Area	Comment	Status
6.12.3.1	Business and Governance strategies are achieved by result driven work plans that focus on benefits for our community	Business and Governance Coordination	Business and governance team continues to deliver against department strategy and our mission of being "an allied partner that seeks to add value by providing options to solve current challenges with the future in mind". These are primarily delivered through our internal relationships and operational plan actions within the responsibilities of each service manager and are the basis of our monthly directorate meetings.	

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



Activity Code	Activity Name	Service Area	Comment	Status
6.12.4.1	Implement a Human Resource Information System that meets organisational needs	People and Governance	SCOUT talent has been implemented across Council to help manage recruitment and onboarding. The next project currently underway is the introduction of a learning management system (LMS). People and Culture Team working in consultation with Council's Risk and Procurement staff to consider the suitability of Pulse as a provider of an LMS platform for BVSC. Quotes have been obtained for the module and a demonstration provided.	
6.12.4.2	Implement the actions of our Workforce Management Plan for 2021	People and Governance	The CRJO Regional Workforce Strategy has been adopted. BVSC will now identify the most relevant actions/recommendations from the regional strategy and start developing its own strategies and plans. The major focus will be succession planning, mentoring/training/education, and engagement of indigenous people in Local Government employment. There will also be connections to the Disability Inclusion Action Plan.	
6.12.4.3	Prepare and implement a Learning Management System project	People and Governance	Pulse has been identified as suitable provider of an LMS platform for BVSC. People and Culture team have attended a demonstration (provided by Pulse) and also engaged with the Risk and Procurement team on the suitability of this platform. A quote has been requested and obtained for the initial implementation and then annual subscription of the platform.	

6.12.5: Improve the provision of corporate financial services


Activity Code	Activity Name	Service Area	Comment	Status
6.12.5.1	Develop and implement Service Level Agreements for management of Council's investment portfolio, accounts payable and payroll	Financial Management	Council's investment procedure has been updated to allow Council to invest in term deposits provided by banks rather than investing 100% with TCorp. This has been on the radar for a while however a big push was the notification we received that TCorp may produce a negative return on investment. Funds have now been withdrawn from the TCorp cash fund and distribution to term deposits has commenced. Accounts Payable and Payroll are ongoing activities. Investigation has been done on an electronic Accounts Payable process and will be implemented upon approval and potential transition to Authority 7.1. There is also a project officer working on the investigation of an electronic timesheet solution - this is ongoing.	




Activity Code	Activity Name	Service Area	Comment	Status
6.12.5.2	Prioritise actions of Finance Improvement Plan and deliver agreed milestones	Financial Management	Council continues to add to the improvement program as further indicators become known ie Audit findings. All identified actions have been prioritised and time frames agreed. Quarterly updates on the progress against the improvement plan is provided at regular intervals to Finance Briefing sessions with Councillors.	
6.12.5.3	Implement online payments project	Financial Management	This project is progressing, but was reliant on ensuring our current banking provider was able to support the additional payment options. Council though a tender process will be moving to a new provider early in the 2021 year.	

6.12.6: Provide record and document management for Council


Activity Code	Activity Name	Service Area	Comment	Status
6.12.6.1	Organisational Service Standards and legislative requirements are met by our Records Management team	People and Governance	A Service Level Agreement has been developed for the Records Section. Records staff have undergone updated training in Content Manager (Council's electronic filing system). Council's Records Management Procedure has been reviewed. Internal Records Guidelines are being updated and are reviewed at Monthly team meetings. Records Officers are consolidating a suite of reference files to ensure succession planning is in place.	
6.12.6.2	Develop and implement a project plan for the digitisation of hard copy property and building files	People and Governance	A 12-month project is in place to digitise Development Application files building on a previous 12-month project 2018. 50% of the targeted files (1994 to 1984) to have been sent to the contracted company. 20% have been returned and uploading commenced. The 2020/21 project is on track.	

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

Activity Code	Activity Name	Service Area	Comment	Status
6.12.7.1	ICT Service Level Agreement documents, organisational computer systems, network infrastructure and user support	Information, Communication and Technology Services	Tasks undertaken across the July to December 2020 period by the IT team include: Comprehensive review of Pulse Software contract, shifting corporate risk away from Council. Review and implementation of Microsoft Enterprise Agreement (3-year term). Annual PWC data provided. Procurement and lease of hardware (laptops, phones) to keep up with the change of working arrangement (COVID-19). EventPro booking	


Activity Code	Activity Name	Service Area	Comment	Status
			system implementation for Bega Valley Commemorative Civic Centre. Waste Transfer Station technology refresh (transition to 2-in-1 laptops to replace ageing tablets). Veeam Microsoft 365 backup system implemented. Migration to Microsoft Edge as default browser to Council staff. Phasing out of Internet Explorer. Greenbone vulnerability scanner implemented, strengthening Council security footprint in accordance with "The Essential 8". LogMeIn remote management software implemented to enable remote IT support to Council staff working from home. Multi Factor Authentication implemented for webmail. Actus rollout to Council staff.	
6.12.7.2	Deliver 2021 priorities of Authority Road Map business system upgrades and associated data maintenance	Information, Communication and Technology Services	Road map updated to reflect corporate objectives.	
6.12.7.3	Windows Server 2019 Migration and AD '19 server platform upgrades and associated migration with minimal disruption	Information, Communication and Technology Services	Planned initiation of this project is Q1 2021.	
6.12.7.4	Manage network upgrades and telephony system end of contract	Information, Communication and Technology Services	Gipps St building technical recommendation and quotations provided to relevant Council stakeholders enabling smooth transition for 2021. Mobile phone contract currently in Request for Proposal phase awaiting quotes via VendorPanel. This is set for finalisation Q1 2021. This project is in partnership with Gartner.	

6.12.8: Improve Council's business systems

Activity Code	Activity Name	Service Area	Comment	Status
6.12.8.1	Finalise Council's Information and Communication Technologies Strategy	Information, Communication and Technology Services	Council continues to use Gartner as an independent and professional advisory service for technology strategy support. This included attendance of staff at the Gartner IT Symposium in October 2020. In addition, stakeholders across the organisation participated in the CIO Survey, resulting in us receiving an ICT Technology Benchmark and Maturity Assessment Roadmap to inform future direction and priority. The ICT team delivers services that enable the organisation to achieve our corporate strategy, rather than having an ICT strategy in isolation. Consideration	

Activity Code	Activity Name	Service Area	Comment	Status
			of how the use of technology is represented in the resourcing strategy through the next IPR process will be a key focus area over the coming six months.	


6.12.9: Ensure effective expenditure for purchasing goods and services


Activity Code	Activity Name	Service Area	Comment	Status
6.12.9.1	Undertake a review and implement improvements to our contractor management processes	Procurement and Contracts	A draft business case has been developed and will be finalised in mid-February 2021. It will provide options to Council's Leadership Executive Group (LEG) for implementation of an outsourced contractor compliance management system that will integrate with existing corporate systems including implementation timeline and resource requirements. Corporate training in Contract Management Essentials is being investigated as an outsourced option to improve professional competence for contract managers who regularly deal with complex and risky contracts. This is expected to result in a business case for implementation by end of March 2021.	

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

Activity Code	Activity Name	Service Area	Comment	Status
6.12.10.1	Prepare a schedule of review for procurement policy and procedures	Procurement and Contracts	A draft procurement improvement plan has been developed and is ready for consultation across Council. It outlines a regular review cycle of policies, procedures and supporting templates on an annual cycle, over 4 financial years. Following consultation, the plan will be approved by Director Business and Governance and implemented. This is expected to occur in March 2021.	

6.12.11: Implement key recommendations of the Procurement Review


Activity Code	Activity Name	Service Area	Comment	Status
6.12.11.1	Review outstanding key recommendations from the 2015 Procurement Review and consolidate into the Procurement Improvement Plan 2021-2025	Procurement and Contracts	The draft Procurement improvement plan 2021-2025 has been developed and is ready for consultation across Council. It identifies several reviews, audits and plans and consolidates the recommendations into actionable priorities, that have been scheduled for action across quarterly cycled from 2021-25. Once consultation has	


Activity Code	Activity Name	Service Area	Comment	Status
6.12.11.2	Prepare a Procurement Improvement Plan for 2021-2025	Procurement and Contracts	<p>occurred, the of Director Business and Governance will approve the plan and direct implementation.</p> <p>The draft Procurement improvement plan 2021-2025 has been developed and is ready for consultation across Council. It identifies several reviews, audits and plans and consolidates the recommendations into actionable priorities, that have been scheduled for action across quarterly cycled from 2021-25. Once consultation has occurred, the Director of Business and Governance will approve the plan and direct implementation. This should occur in March 2021.</p>	

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


Activity Code	Activity Name	Service Area	Comment	Status
6.12.12.1	Manage Council's property portfolio, building assets, acquisitions, Crown Reserves and road closures	Property and Project Services	Management of Council's property portfolio is ongoing, over the past 6 months we have facilitated the renewal of a number of leases and licences with only 10 outstanding occupations needing renewal as at 28 January 2021. There are currently 13 open acquisition matters, 10 open disposal of land and assets, 15 open misc property related legal matters, 9 open road closures, 2 new road naming applications and 2 open road transfer applications.	
6.12.12.2	Progress the divestment of asset and surplus land as resolved by Council	Property and Project Services	The land divestment project is reaching completion with offers on all parcels of land Council resolved to sell. There are currently 10 open disposal of land and assets on the books for completion in the 2021 FY.	

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


Activity Code	Activity Name	Service Area	Comment	Status
6.12.13.1	Manage the Shire's cemeteries in accordance with Cemetery Management Plans in conjunction with volunteers	Property and Project Services	From 23 July 2020 to 28 January 2021 we have facilitated 57 burials, 10 ash interments, 8 memorial plaque designs. We have 25 active volunteers assisting Council with the ongoing maintenance and care of the cemetery network.	



Activity Code	Activity Name	Service Area	Comment	Status
6.12.13.2	Support Infrastructure Services- RRR with the restoration of bushfire impacted cemeteries	Property and Project Services	Repairs due to damages as a result of the 2019/2020 bushfires have been complete as follows: Wonboyn cemetery - Replaced entrance fence - Rotary volunteer labour, BVSC cost of materials \$2,020; Quaama cemetery - Replaced entrance fence - Rotary volunteer labour, BVSC cost of materials \$855; Tantawangalo cemetery - Moved position of entrance gate to allow access for hearse and maintenance vehicles, new wire fence - Rotary volunteer labour, BVSC cost of materials \$318; Cobargo cemetery - Repair burnt fence, burnt seating, new memorial garden, new ride on mower and brush cutter for volunteers, new pavilion for shelter - Rotary volunteer labour and materials, Friends of Cobargo Cemetery - \$10k. Site clearance and groundwork preparation, concrete slab for pavilion, upgrade gravel road and parking, relocation of container from Bemboka to Cobargo - Drought funding \$25,600.	

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



Activity Code	Activity Name	Service Area	Comment	Status
6.12.14.1	Refine asset data and update register for Council's cemetery assets and facilities	Property and Project Services	Civica training completed and work on mapping project using a GPS locator from water and sewer commenced. Cemeteries officers have commenced samples at Pambula cemetery to trial the data capture which looks good. Currently the process takes 5 minutes per grave. Instructions on how to capture the data have been created. Officers do not have capacity to complete as business as usual. Will need to try to resource this activity.	

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


Activity Code	Activity Name	Service Area	Comment	Status
6.12.15.1	Manage the Shire's community centres and halls in accordance with Facility Management Plans	Property and Project Services	Community Hall maintenance funding of \$71,820 was adopted by Council on 7 October 2020 and allocated as follows: Bemboka \$2,000, Candelo \$5,400, Eden Log Cabin \$7,100, Pambula \$5,000, Quaama \$8,840, Rocky Hall \$2,400, Tanja \$1,500, Tarraganda \$5,500, Towamba	

Activity Code	Activity Name	Service Area	Comment	Status
			\$9,100, Wolumla \$4,268, Wyndham \$6,000, Contingency and responsive maintenance \$14,712.	
6.12.15.2	Deliver upgrade program for all community halls	Property and Project Services	Officers have undertaken a number of projects on the halls in consultation with the committees including works under the maintenance funding, building Special Variation funding, cooler places project, round 2 of Stronger Country Communities funding, Coordinaire funding, Great southern nights funding, Building Better Regions Funding, energy efficient lighting project, Minderoo funding.	
6.12.15.3	Support bushfire recovery with planning and rebuilding of disaster damaged community halls	Property and Project Services	Wandella and Kiah Hall were destroyed in the summer bushfires. A BBQ pavilion has been constructed and funded by Rotary at Kiah Hall site and the BBQ pavilion and toilet at Wandella Hall site has been repaired by Rotary to enable the community to access until the halls are rebuilt.	

6.12.16: Review and update the Buildings Asset Management Plan




Activity Code	Activity Name	Service Area	Comment	Status
6.12.16.1	Develop asset rationalisation plan and commence actions to dispose, upgrade or renew buildings	Works and Assets Section	Little progress occurred in period due to Buildings and Shared Network Specialist vacancy. Some facilities maintenance meetings were held to identify issues for consideration.	
6.12.16.2	Undertake comprehensive review of Buildings asset management plan to reflect data collected during building's revaluation	Works and Assets Section	Condition data has been collected and requires consideration against the last building valuation to allow the Building Asset Management Plan to be updated. Little progress has occurred due to Buildings and Shared Network Specialist vacancy during the period.	

6.12.17: Deliver workplace health and safety management programs


Activity Code	Activity Name	Service Area	Comment	Status
6.12.17.1	Deliver a training schedule for Council's work, health and safety systems across all directorates	Risk Management	WHS Advisor has developed an 18-month plan for safety across the workplace. High Risk areas have been identified and are being prioritised; including manual handling, asbestos management, and incident reporting. The WHS Advisor has also commenced work to reinvigorate the WHS Committee and will be organising refresher training for the Health and Safety Representatives across the business.	

Activity Code	Activity Name	Service Area	Comment	Status
			Collaboration occurring between WHS Advisor, People and Culture, and Wellbeing Officer to develop a training plan that incorporates mandatory training/ticketing, wellbeing initiatives, and WHS specific training. Training calendar will be developed, published and promoted in January 2021. Implementation of training program will roll out from February 2021.	


6.12.18: Deliver enterprise risk management and audit control programs

Activity Code	Activity Name	Service Area	Comment	Status
6.12.18.1	Implement priorities of Enterprise Risk Management Road Map	Risk Management	This is an ongoing risk project and the purpose of the BVSC Risk Management Road Map 2020 is to summarise the direction that Council wants to take to improve how it proactively manages enterprise wide risks over the next 12 months. Ultimately the main objective of this undertaking is to enhance Council's risk management framework and promote a risk aware culture amongst staff. To date completed activities include a review of the risk audit recommendations, the creation of a risk management body of knowledge, risk reporting and establishment of a centralised system for capturing and monitoring enterprise risks. The risk appetite statement specifically has been through a consultation process with both the Strategic Leadership Group and the Audit, Risk & Improvement Committee with a number of changes recommended - these changes are anticipated to be incorporated into the document by the end of February 2021 and presented to both LEG/ARIC in March.	
6.12.18.2	Undertake audits identified in the Internal Audit Strategic Plan	Risk Management	Council's audit and risk programs are on track as per requirements, specifically the 20/21 audit program has been scoped out and was presented to the ARIC September 2020 meeting.	
6.12.18.3	Complete the annual StateWide Mutual Continuous Improvement Pathway	Risk Management	The 2020/21 Continuous Improvement Program has commenced with key stakeholders identified and risk workbooks assessed.	


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

Activity Code	Activity Name	Service Area	Comment	Status
6.12.19.1	Deliver the approved Capital Works (Renewal) Projects allocated to Works Section	Works and Assets Section	Proceeding in accordance with scheduled programs.	


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

Activity Code	Activity Name	Service Area	Comment	Status
6.12.20.1	Carry out operation and maintenance activities in accordance with service level agreements (SLA) and budget allocated	Works and Assets Section	Normal activities have been augmented with drought relief funded Streetscape Uplift Projects in various CBD locations.	


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

Activity Code	Activity Name	Service Area	Comment	Status
6.12.21.1	Operate Council's Works Depots and Stores	Works and Assets Section	Normal works ongoing.	


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

Activity Code	Activity Name	Service Area	Comment	Status
6.12.22.1	Operate, maintain, renew and upgrade passenger, light, medium and heavy commercial vehicles, trailers and major plant	Works and Assets Section	Fleet Facilities have been focussing on system improvement which will be completed by end FY2021. Current projects include: -Implementation of the external plant hire contract previously managed by Transport New South Wales. This will now be managed in-house by Fleet Facilities. -Fleet Management Software tender preparation seeking a possible replacement system to AusFleet. -Implementation of a bulk fuel distribution software utilising an accompanying app.	




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




Activity Code	Activity Name	Service Area	Comment	Status
6.12.23.1	Engage with organisation to ensure Fleet Strategy and Management Plan is appropriate, flexible, affordable and sustainable, including consideration of climate change impacts	Works and Assets Section	This is awaiting strategic direction but is constantly being revised in accordance with fleet replacement program	

6.12.24: Supply quarry material for Council's construction activities

Activity Code	Activity Name	Service Area	Comment	Status
6.12.24.1	Operate quarry as required to support operational need	Works and Assets Section	No works scheduled for this financial year other than haul out of stockpiles and site safety inspections as required	

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

Activity Code	Activity Name	Service Area	Comment	Status
6.12.25.1	Inspection of impacted assets post 2020 fire and flood events	Infrastructure Services- RRR	Inspections relating to bushfire impacted assets has been completed. Transport assets impacted by the February, July and August floods has also been completed.	
6.12.25.2	Identification and delivery of emergency works (make safe) relating to the 2020 fire and flood impacted assets	Infrastructure Services- RRR	Extension of time has been verbally confirmed by Resilience NSW. This would see the deadline extended to June 2021. Significant vegetation clean-up program is progressing well.	
6.12.25.3	Identification, scoping and approval from administering agencies for restoration works relating to the 2020 fire and flood events	Infrastructure Services- RRR	Approximately 100 of 1150 damages relating to transport assets have been scoped and 700 of 1150 damages have been estimated with a total value of \$25mil. Significant focus on scoping and estimating the remaining damage will occur by January 2021. Community assets have been identified and community engagement is underway prior to the scoping and estimating works are undertaken.	

Activity Code	Activity Name	Service Area	Comment	Status
6.12.25.4	Delivery of funded restoration projects	Infrastructure Services- RRR	Program was delayed due to July and August flood events. However, the deadline of June 2022 is still achievable.	
6.12.25.5	Coordination of project activities with other Council departments undertaking infrastructure restoration projects	Infrastructure Services- RRR	Ongoing engagement with Council assets owners continues. Assistance is provided by the Recovery, Rebuilding and Resilience- Infrastructure Services team were required.	
6.12.25.6	Assessment of the key locations for evacuation centres across the Shire	Infrastructure Services- RRR	Work is underway to gather information on the evacuation centres that operated during the Black Summer bushfires and the processes used by Resilience NSW to determine evacuation centre locations.	



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