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Introduction

The End of Term (EoT) Report outlines Council's progress in implementing its adopted Community Strategic Plan, *Bega Valley 2030* during its term, and is a requirement under section 428(2) of the *Local Government Act, 1993*.

The purpose of the EoT Report is to summarise key movements in infrastructure, environment, financial and workforce conditions between 2012 and 2016, highlight key initiatives and projects across that period, and outline key issues that emerged and were addressed or influenced by Council.

Council has direct influence over many functions, services and initiatives, but in addition, is often involved in the periphery of many others as a facilitator or advocate.

The EoT Report is the outgoing Council's report to its community. It is also one of components informing the incoming Council's review of the Community Strategic Plan which occurs within nine months of its election.

Our Council

Council is a local statutory authority with powers and responsibilities conferred from State and Federal Parliaments. The main piece of legislation that details the powers of local Councils is the *Local Government Act 1993*.

Council provides a range of day-to-day services for our community and is responsible for issues that affect our daily lives. It does this through a structure that is governed by nine Councillors, elected every four years, and led through the Mayor. Councillors provide political leadership, establish policy and strategic direction for the organisation and determine the annual rates and charges. There are no wards or ridings in the Shire so the nine Councillors are elected by voters from across the entire Shire.

The current Council was elected in September 2012. The Council elects the Mayor and Deputy Mayor annually.

Council's General Manager, Leanne Barnes is responsible for the implementation of Council's policies as well as the administration and management of all Council day-to-day business. The General Manager reports to the Council (Councillors).

The General Manager is supported in her role by four Directors, one Executive Manager and an organisational structure managed by senior, professional staff. In addition, community groups, management committees and volunteers play an important role. The structure operates in line with governance rules and principles, defined under the *Local Government Act 1993*, specific State and Federal Legislation and, in particular, the Council's adopted Code of Conduct.

What Council Delivers:

Provide and maintain community facilities such as:

- Parks and reserves
- Playgrounds and skate parks
- Sapphire Aquatic Centre Pambula and swimming pools throughout the Shire
- Sports and recreation facilities throughout the Shire
- Local libraries in Bega, Bermagui, Eden and Tura Beach
- Bega Valley Regional Gallery
- Preschools and Childcare centres in Bega and Eden, and our Mobile service for Candelo and Bemboka
- Community halls and cemeteries throughout the Shire
- Merimbula Airport and Bega Saleyards

We care for the environment by:

- Managing and enhancing bushland areas
- Providing environmental and waste education and recycling services
- Responding to pollution incidents and prosecuting polluters
- Monitoring the water quality of the Shire's estuaries
- Planting trees and controlling noxious weeds
- Beneficially recycling and reusing treated effluent

We create a safer place to live by:

- Maintaining and improving roads, footpaths and stormwater drains
- Working with emergency organisations such as the Rural Fire Service, State Emergency Service, NSW Police and NSW Surf Life Saving
- Managing the keeping of companion animals
- Inspecting food premises
- Treating and supplying drinking water to our community
- Treating sewage to a high standard to protect human health

We enhance our community by:

- Listening to community views
- Holding citizenship ceremonies, Australia Day Celebrations and the Seniors Week luncheon known as the Golden Gig
- Offering services for seniors, young people, children, new migrants and people with a disability
- Providing grants to community organisations
- Supporting local community groups such as sporting clubs, arts, migrant groups and charities
- Encouraging and promoting volunteering in our communities

We plan for the future by:

- Planning and managing the urban environment
- Preserving heritage sites
- Consulting with the community about its needs
- Developing long term strategic plans for Council and the Shire

This term – a snapshot

September 2012 – July 2016

Capital programs

- Gipps Street Bega Car Park – purchase and works
- Major upgrade Sapphire Coast Drive - complete
- Imlay Street SPIIRE works nearing completion
- Pretty Point Bridge – National award for works done
- Bega Valley Commemorative Civic Centre – opened January 2016
- Bega Depot and Emergency Operational Centre– completed and in operation
- Beach Street Merimbula works – ramp to water complete, rock wall complete, turf/carparks to be done
- Bar Beach works – complete
- Kisses Lagoon (Stage 1) works - complete
- Tathra Solar Farm constructed and opened in partnership with Clean Energy for Eternity
- Bega Depot (Maher Street) works completed with construction of a fully operational emergency management centre
- Dickinson Oval Bermagui Pavilion – **complete**
- Merimbula Bypass – round-a-bout complete, next stages progressing
- Central Waste Facility – stage 2 complete
- Bega River walking path and cycleway – complete
- Purchase of Auckland Street Bega property for car parking
- Accessible pathway to Pambula Beach - complete
- All abilities playground , Ford Park Merimbula and Bega Park – **complete**
- Boat ramps at Mogareeka and Wonboyn – complete and revised Kianinny boat ramp designed
- Littleton Gardens Bega– complete waiting for installation of commissioned sculpture and restitution of vandalised plantings
- Lake Curralo Boardwalk – complete
- Sewer Treatment Plants (STP) , Eden and Tura – complete
- Community recycling centre, Merimbula – complete
- Tura Marrang Library and Community Centre – opened
- Merimbula Regional Airport runway works complete
- Gipps Street Bega resurfacing following hand over to Council from State Government – complete
- Major road works across the Shire
- Water and sewer infrastructure projects across the Shire
- Sewer CCTV equipment purchased and operating
- Purchase of property Chandos Street, Eden to improve car parking access and spaces
- Public toilet works Cobargo, Wolumla, Quaama and Pambula River Mouth
- South East Regional Hospital - construction of shared sewer pumping station, footpath and access works, public art program, signage installation
- Purchase of gym equipment at Sapphire Aquatic Centre
- Police Community and Youth Club works in Bega
- Former Auswide Building Merimbula purchased –and now operating as the Bega Valley Regional Learning Centre
- Merimbula Boat Ramp
- Merimbula Jetty

Planning for our long term goals

- Review and adoption of the Community Strategic Plan and associated integrated planning and reporting documents in 2012 following the election
- Successful multi year Special Variation approved in 2013, implemented across 3 years following community survey work
- Voluntary Planning Agreement Merimbula Service Road - signed
- CLEP appendix matters finalised
- Tree and Vegetation Preservation amendments to DCP resolved
- Clean Air Procedure adopted
- Environmental and Public Health Policy adopted
- Property matters for the By Pass Merimbula completed
- Central Business District design guidelines adopted
- Landscape design guidelines adopted
- CBD plans for Merimbula considered through several processes and continuing
- Hotel Australasia – property purchased and ongoing discussions about future options
- Masterplans adopted for Bega and Pambula Regional Sportsgrounds
- Facility Management Plans in place for a range of Council facilities
- Flood studies funding received, complete for Bega and Brogo and currently on exhibition for Merimbula and Back Lakes
- Revised developer charges for water and sewer adopted
- Updated S94 Plan adopted and a new S94A plan introduced
- Airport master plan adopted, rescinded, reviewed and adopted
- Submissions prepared on proposed State Planning reforms.
- Headworks for Nursing Homes and Childcare Facilities were reviewed
- Bega Hospital site – work on Master Plan for site commenced for future options
- Eden Port – works on track with full funding package announced; Council now driving move to focus on economic development and product development for Eden and region
- SPIIRE Masterplans prepared and adopted for Merimbula, Eden, Bega and Bermagui
- New policies and plans in place including Clean Air, Flood Plain Risk Management Bega/Brogo, Drinking Water Quality Management System
- Aquatic Facility Review – completed
- Public Art Policy – adopted
- Regional Gallery Strategic Plan – completed
- Children's Services Review – completed
- Library review, strategic plan – completed and implementation commenced
- Online planning – DA tracker operational
- Merimbula effluent management project – environmental planning works commenced
- Fluoridisation planning commenced early stages through presentations from NSW Health and community groups

Successful funds for projects

- Applications for funding made to Federal Government for North Bega Sewer; and to State and Federal Governments for the Merimbula Airport
- Application to Federal Government for Eden Port realised \$10 million provided to Crown Lands and was supported by a further \$32 million of State funding and \$2 million Council funding
- Indigenous Advancement Strategy \$550k over three years for early childhood development
- NSW Boating Fund \$785k
- Flood planning funds applied for
- Special Variations (SV) over the period – the SV for Recreation, Sports and Access which was approved for 5 years concluded in the period and final reconciliation reported to Council in December 2013. A successful application for a three year, ongoing approval was lodged in 2013 and approved for transport infrastructure, recreation assets, and buildings.
- Regional Development Australia Fund – application successful in 2013 for the Eden Port was subsequently adopted as an election promise in 2013.
- Local Infrastructure Renewal Scheme funding provided through the NSW State Government as low interest loans. Council was successful in receiving funds for the following projects: Bega Valley Commemorative Civic Centre, Urban Roads, Merimbula Airport, and Bega Works Depot.
- New Direction funding \$300k via NSW Department of Health for support to Aboriginal children in Children's Services
- Youth engagement and entrepreneur programs
- Communication, engagement and planning reports
- Resource Strategy reviewed and adopted
- Asset Management Plans reviewed and adopted, work underway to ensure compliance with Special Schedule 7 ready for new audit regime
- Fit for the Future Council Improvement Proposal lodged – scale and capacity and ratios confirm Council's approach into the future with the outcome advised as Council being 'Fit'
- Consideration of request from Bombala Shire Council for merger option
- Community Link revamp and Village Newsletter – in place now directing traffic to website for a number of advertising items
- Community Communications and community engagement review completed, training undertaken, "Listen, Talk, Action" tool kit developed
- New website launched with mobile device operability embedded
- Live streaming commissioned and commenced when new Chamber completed
- New phone system installed
- Recreational Vehicle Friendly Towns adopted for Cobargo and Bega
- Social issues paper and cultural settings papers adopted to inform CSP update in 2013.
- IRIS Community Survey and Special Variation Survey completed and reported to Council
- Youth Engagement Review including Youth Council undertaken with community and young people
- Tourism Industry Review completed to draft, currently with the community for feedback
- Aquatics Facility Review on exhibition for feedback into the next CSP
- Community engagement strategy adopted for the 2016/17 review of the CSP
- First round of community engagement for the CSP review undertaken receiving 1,200 submissions and involving 34 staff from across Council
- Feedback requested by Council in regards to the location of the Dr Evershed Memorial Clock Tower Bega
- Review of performing arts venues in the region undertaken and reported to Council
- CWF Consultative Committee established

Governance

- Council forwarded correspondence to the NSW Health Minister following the poll conducted at the last local government election relating to Pambula Hospital
- Council has elected two Mayors over the term – Cr Taylor in September 2012 and 2013 and Cr Britten in September 2014 and 2015.
- Council induction run and iPads introduced for Councillor communication
- InfoCouncil used as the business paper tool with additional capability in relation to reporting and governance
- Council meetings have been held as planned and considered 1203 business matters over the term

Council Reports 2012-2016	1203
Staff Reports	
Planning and Environment	169
Community Relations and Leisure	113
Economic Development Reports	85
Infrastructure Waste and Water	276
Governance and Strategy	310
Finance	42
Confidential Business	55
Sub Total – Staff Reports	1050
Councillor Reports	
Mayoral Minutes	13
Notices of Motion	39
Rescission/alteration Motions	5
Questions on Notice	68
Delegates Reports	28
Sub Total – Councillors Reports	153
TOTAL REPORTS	1203

- Delegations reviewed and reported to Council annually, Part 2 delegations from the General Manager internally reviewed
- The model Code of Conduct was adopted in March 2013.
- Code of Conduct matters minimal, and all but one, have been lodged by external organisations. Council resolved to participate in the Southern Councils Group Conduct Reviewer Panel process.
- Councillor training, attendance at relevant conferences and council run sessions has added value to the governance and decision making of the Council
- New policies and reviews of policies reported to Council and advertised for submissions prior to adoption
- Council presented submissions on the relevant local government reform proposals and the Local Government Act review taskforce.
- Council prepared and consulted on its Council Improvement Proposal which was presented to Government and Council was declared stand alone, Fit for the Future
- Council has prepared submissions on a range of joint organisation proposals

- Council resolved to resign its membership of Southern Councils Group which is now the Illawarra Pilot Joint Organisation. Council also considered membership of the former South East Regional Organisation of Councils, now the Canberra Region Joint Organisation.
- Internal Audit Committee reviewed and re-established. **Internal Audit Plan adopted for period 2015-18** and 14 internal audits completed.
- Council was included in the ICAC Operation Jarek matter as a minor organisation. This matter was reported to Council and recommendations from the report included in the procurement review.
- An investigation was undertaken into the release of bonds for the Eden Cove development and the findings reported to Council
- Medallion Committee reviewed to bring it in line with S355 committees
- Councillor development program prepared and reported to Council annually this includes attendance at key local government and other relevant conferences
- Council now receives quarterly reports on progress against resolutions from Council meetings and major projects
- Council participated in the ALGA proposal for the conduct of a referendum on recognition for local government in the Australian Constitution
- A protocol for elected officials communications was adopted
- A procedure for election, induction and professional development was adopted
- Applications for Financial Assistance process reviewed and new framework adopted
- Quarterly reports now provided to Council on major projects and actions against resolutions
- Work Health Safety and Enterprise Risk Management embedded in planning, operations and reporting
- WHS Lost Time Injury (LTI) statistics over the 4 years: 2012/13; 216 days, 2013/14; 26 days, 2014/15; 64 days; and 2015/16 saw an increase for the first time in 3 years to 236 days
- Insurance premiums - Property/Public Liability/Motor Vehicle/Volunteers/Fidelity and other Premiums (StateWide Mutual): only rose in line with CPI; Workers Compensation Premium (StateCover Mutual) saw significant savings realised in 2013/14 and 2014/15 years, approximately \$500K however will likely increase for 2015/16 due to significant increase in LTI statistics for current year
- New Dashboard outlining key operational targets and “real time” reporting commenced
- Engaged in the Local Government Operational and Management Effectiveness Report annually
- Engaged in the Local Government Financial and Finance reported to Council
- Workshops and briefings for Councillors held across the period
- Memorandum of Understanding proposed, drafted, implemented with Eurobodalla Shire Council
- NSW Electoral Commission engaged to conduct 2016 elections
- Multi year Special Variation successfully applied for after community consultation
- Adoption of 2012 Community Strategic Plan, Delivery Plan, and Resourcing Strategy. Adoption and implementation of Long term financial plan in 2012 and reviewed in 2015. Achieved unqualified audit status in each year of this term of Council.
- Due to “fit” status, Council utilised state government borrowings programs to acquire loan capital at significantly lower rates than has been previously available.
- Utilised the Local Government Infrastructure Renewals Scheme (LIRS) to access rebates against borrowing for capital projects. Undertook significant reform of accounting practises to ensure compliance with amended asset management reporting requirements. Undertook significant reform of Asset Management Planning practises, with all asset classes reviewed with associated strategies and plans.
- Submissions made on a range of State and Federal proposals including regional airports, Federation, review of taxation, Local Government Review, rating review, red tape review, waste review, State planning review

- Some Councillors participated in a delegation to Nanyung China at their own cost and Council held meetings with a delegation to Australia from Wenzhou China.
- Council hosted visits from the City of Littleton USA Bega sister city and a visit by the City of Littleton Mayor

Supporting the community

- Tertiary and young women's scholarships provided annually
- Grants for programs in Seniors Week and National Youth Week
- Grants provided across a range of sectors including waste, environment, hardship, sporting and cultural recognition, Mumbulla Foundation
- Local and social procurement policy adopted
- Festivals and events supported as per Council resolutions including Merimbula New Years Eve celebrations, Eden Whale Festival, Seaside Fair Bermagui, Pambula Motorfest, Eat Merimbula, George Bass Surf Boat Marathon, Pambula Show, Bega Christmas Carnival, Bega Festival of the Face, Merimbula Jazz Festival
- Memorandum of Understanding with the local Aboriginal Lands Councils renewed
- Memorandum of Understanding with the Mumbulla Foundation renewed
- Funding support provided to South East Arts and South East Regional Academy of Sport.
- Support provided to the Bundian Way Steering Committee and Council resolves support of the route and naming for sites on the route
- Wolumla Recreation Reserve moved to Council as Trustee at the request of the former Crown Lands Community Trust.
- Council has continued its support for the Old Bega Hospital Trust
- Council has supported the Bega Valley Advocates for Timor Leste and resolved to write to the Federal Government requesting support for the country's access to oil fields
- Council resolved to support Sapphire Coast Tourism through an agreement which concludes next year
- Sculpture on the Edge – three year acquisitive prize – Southern Exuberance installed at Bermagui, Tide Spiral installed at Short Point Merimbula and The Giving Tree to be installed at Eden Main Street

Operational areas – programs and staff

- Organisational structure approved by Council in early 2013 and subsequently in June 2014 now fully in place – the final areas of Strategy and Business Services and Community, Relations and Leisure now completed
- Procurement review outcomes – new structure, improved outcomes, social procurement embedded
- Property section reviewed and the management of property, leases and licences and improving returns from this area a priority
- Recreation staff review and new focus using existing staff positions but with new approach – already showing results with getting outcomes achieved
- Vacation Care Service operated by Council reviewed
- Children’s Services all moved to the new National Quality Framework with services consistently receiving high quality assessments
- Strategic review of the Regional Art Gallery undertaken and staffing profile amended to achieve increased focus
- Public toilet management plan adopted
- Library Service mobile van program reviewed and service refocused into a volunteer service
- Community Services, Children’s Services, Libraries and Customer Service Review. Library Services Review adopted; move to new approach in libraries following external review undertaken in mid 2014 – staff new structure adopted and staff appointed; Place Based Approach outlined in June 2014 now achieved using existing EFT. This is a new approach to working with and for the local communities across the Shire.
- Bega Valley Commemorative Civic Centre management outsourced
- Trial mobile waste service operated in Wonboyn
- Bega Parking and Traffic Study undertaken
- Organic waste process improvement implemented with product now available for sale
- Waste audit of bins undertaken and reported
- Operational management of the Merimbula Regional Airport reviewed and new process in place after several tender processes
- Risk assessments undertaken for Merimbula and Tathra Wharves. Protocols trialled, review currently being undertaken
- Leadership – all senior staff have now been through the Australian School of Applied Management program; new agenda and established regular survey on values statement to ensure focus is on working together and achieving outcomes
- Staff culture improvement program underway with senior managers, managers and all staff engaged in the process with the People Matter, Learning is important and we Can do, Engaging with the whole organisation - PLaCE commitment statement adopted and organisation culture inventory undertaken utilising Human Synergistics Organisation Culture Index.
- Assessment of Civic Administration building for Building Code Australia compliance and accessibility commenced.
- Staff uniforms now in place
- Third year of NSW Local Government Operational and Management Effectiveness Report completed
- Work Health and Safety programs implemented with all staff trained in ‘Move for Life’
- New General Manager and two new Directors (Community, Relations and Leisure and Transport and Utilities Group) appointed
- Sapphire Aquatic Centre management moved to Council’s direct management
- Waste management centres moved to direct Council management
- Responded to 3 significant floods (December 2014, January 2016, June 2016) and carried out flood restoration works

Things with a touch of difference

- Economic Development Strategy adopted – aim is outcome focused and introduces concepts of innovation
- Public Art installation –**Short Point**
- Tourism Summit held in October 2014
- Economic Development Forum held July 2016
- South East Region Leadership Forum held December 2015
- MOU with Eurobodalla Shire Council– senior staff working together, to show where both Councils have opportunities to get real outcomes for the region
- The Shirl – Youth Portrait Prize – Australia’s only youth portrait prize
- Early Years Program delivered in partnership with University of Wollongong
- Implementation of ‘Snap , Send, Solve’
- Graffiti murals BYRD and Bega Skate Park – an outreach program delivered through Bega Regional Gallery
- Pop up library activities across the Shire
- Introduction of Place based staff working focussing on key areas of the Shire and on cross Shire community programs for young people, older people, local businesses, community groups
- Volunteer Timebanking initiative
- Scores on Doors Food Health Program
- Implementing the Renew the Valley project which assists artists and other small businesses access vacant shops. The project was rolled out over two years and is being revisited now. Several of the initial projects have become full time ongoing businesses.
- Support for young people through Gen I Challenge and the Next Gen programs
- Planning for training and education at the Bega Valley Learning Centre in Merimbula

Our Council term by numbers

Over the Council term;

- \$38 million invested into our transport network
- \$3 million invested into our local sports grounds (not including Parks and Gardens)
- \$6 million invested into protecting our environment (Environment and Weed management)
- 1581 children cared for through our Children's Services (Over 7 services, including recurring enrolments for the same child)
- 2274 Development Applications have been determined, representing \$368 million of construction works.
- \$76 million of grants received
- \$1 million grants provided to our community
- \$66 million invested into our water and sewer infrastructure
- 191,962 calls taken by our Customer Services Team
- 45,000 visitors to our Regional Gallery
- 704,614 items borrowed through our Library Services
- 1184 Council Reports tabled
- \$23 million invested into our waste services
- \$9 million floods funding
- Staff EFT 2012/13 316, Staff EFT 2015/16 360

Achievements against the Community Strategic Plan

A Liveable Place

Working towards our community ambitions

Community Ambition L1 - Wellbeing and safety

By 2030: We feel safe in our community, with access to health, social and community services, and have appropriate community infrastructure provided to support a high quality of wellbeing and safety.

Council's Role: Advocate, Regulator, Provider, Facilitator

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> L1.1- Improved and realistic perception of Bega Valley as a safe community 	Advocator	NSW Police
<ul style="list-style-type: none"> L1.2- Public safety and amenity improved through proactive regulation programs 	Regulator	State and Federal agencies
<ul style="list-style-type: none"> L1.3- Services provided to support lifesaving, rural fire service and State Emergency Services 	Provider	Emergency Services
<ul style="list-style-type: none"> L1.4- Improved access to local health services; resultant health referrals outside the Bega Valley Shire are reduced 	Advocator	State and Federal agencies
<ul style="list-style-type: none"> L1.5- Healthy lifestyle promoted through education, health promotion, support networks and facilities 	Facilitator	State and Federal agencies NGO's
<ul style="list-style-type: none"> L1.6- Diversity and affordability of new housing increased 	Facilitator	Building industry and housing providers State Government

The Results

- Community surveys show an increased sense of safety in local area.
- 'Safer by design' concepts and values incorporated into planning processes.
- Beach life saving services, RFS services and SES services are supported.
- Rate and necessity for patient out flow from the shire decreased.
- Additional health professionals and support services in the shire.
- Ration of affordable housing per dwellings per new dwellings

Achievements made to support community ambition during this Council term

Healthy Communities Initiative

Through grant funding, Council delivered a Healthy Communities Initiative 'Live Life Bega Valley' to provide community-based physical activity and healthy eating programs to support healthy lifestyle behaviours within our community. The program worked with specific target groups which included:

- People not in full-time paid employment
- Aboriginal and Torres Strait Islander people
- Older Australians
- People from culturally and linguistically diverse backgrounds
- New wave migrants
- People with a disability
- Men

- Young mothers
- Activities delivered under “Live life Bega Valley’ included;

HEAL program (Healthy Eating, Activity and Lifestyle)

This was a lifestyle modification program, most suitable for people already overweight or obese, or perhaps diagnosed with diabetes, heart disease and stroke. This program covered both nutrition education as well as gentle exercise. Programs were run in Bega, Eden, Tathra, Merimbula and Bemboka with over 100 local residents participating.

Food Sensations nutrition education program

This program involved training 14 staff members from local services and organisations that worked with our target groups, in nutrition education, food budgeting and cooking skills. The trained staff were then assisted by the program to run supermarket tours and healthy cooking days with their own clients.

Pit Stop men’s health screen program

This was run at 2 events in the 2013-14 period the Merimbula Classic surf contest and the Candelo Christmas markets. Local health professionals and medical students took the participant blood pressure, blood sugar levels, and waist circumference.

Living Strong (an Indigenous healthy lifestyle program)

The Living Strong program was delivered in partnership with Medicare Local. It consisted of a series of nutrition and health topics that ran for an 8-10 week period, followed by some healthy lunch and a gentle walk. 16 local people were trained in the delivery of the program. This included staff from Medicare Local and also some staff from the Local Health District and Katungul. A number of stand-alone sessions were also delivered, including sessions at the Deadly Dads camp.

Street Share food gardening program

The Street Share program was extremely popular within the community. It involved a group of neighbours (or clients attending a particular service) applying for a garden to be built in their backyards. The groups got together for four food gardening sessions then a nutrition education session, healthy cooking class and a supermarket tour. This program saw successful food gardens established for:

- A group of seniors in a residential block in Bermagui
- Residents of a nursing home in Tathra
- Client of the Eden South East Women and Children’s Services Inc. (SEWACS) premises
- Two Bega houses owned by SEWACS

- Two Bega homes and two Candelo homes belonging to single parents
- A number of Public Housing units in Bega
- The Women’s Resource Center in Bega

Stand-alone food gardening workshops

In response to such positive feedback to the Street Share program, Council ran additional food gardening workshops for the broader community.

Healthy Ageing classes

A number of Healthy Ageing classes were delivered, consisting mostly of Aqua Aerobics but also included cardio-tennis, for people over 55 years.

Heart Foundation walking groups

Two Heart Foundation Walking groups were established, in Bermagui and Merimbula

Migrant women's swimming lessons

Swimming lessons were provided for women, creating an opportunity for migrant women to learn a valuable skill.

The Green Gym

Through the Healthy Communities Initiative, outdoor fixed exercise equipment has been installed in Bega at Valley Fields, adjacent to the walking path. This equipment is designed to be dual-use, meaning that it is suitable for use by people with a disability as well as able-bodied people. Council has received a lot of very positive feedback about this equipment, reinforcing the importance of recreational infrastructure in our Shire. The Green Gym provides an opportunity to participate in weight-bearing activity free of charge.

Other initiatives

In addition, Council has also worked towards our community's ambition of wellbeing and safety through the provision of contracts for summer lifeguard services, continued work with the Planning Liaison Team for the South East Regional Hospital now open and operating, and continued representation on various community forums and groups. Council took the lead role in facilitating discussion with the community regarding social and affordable housing opportunities.

Community safety is of high importance to Council, and we continue to facilitate and support community safety issues through the hosting and administration of the Police Liaison Committee meetings on a quarterly basis. Public amenity and safety has been maximised through the development of proactive regularity programs, including the implementation of the Regional Illegal Dumping project 'RID' and the review of the Companion Animal Control Areas. Grants have been received that provide increased safety by lighting common paths of travel for residents.

The fostering of partnerships to provide health services and health education opportunities across this Shire continued with the University of Wollongong across a range of programs including nursing, the Australian National University Rural Medical School and other programs, and University of Canberra via mobile health clinics. Council continued to provide support through early intervention services and support services to families, people with a disability and older residents.

Council provided support to the Bega Valley Suicide Prevention Action Network (SPAN) which was established in 2010 as a result of community concern around suicide. The aim of the network is the prevention of suicide in our community as well as reducing the impact of those bereaved by suicide.

Direction L2 - Access to learning and creativity

By 2030: We are an inspired community with expanded access to life-long learning and skill development, and have creativity and celebration integrated into our community life.

Council's Role: Advocate, Provider and Facilitator

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> L2.1- Improve access to affordable learning opportunities for all children 	Advocator / Provider	State and Federal Government
<ul style="list-style-type: none"> L2.2- Strengthen Bega Valley library service as a centre for life-long learning 	Provider	Educational services, community groups
<ul style="list-style-type: none"> L2.3- Support regional university, TAFE and community/vocational training partnerships to examine, analyse and expand options in the Bega Valley 	Facilitator	University, colleges and TAFE
<ul style="list-style-type: none"> L2.4- Advocate for increased opportunities for post school and adult education options 	Advocator	University, colleges and TAFE
<ul style="list-style-type: none"> L2.5- Improve access to technology, particularly high speed broadband Internet 	Advocator	State and Federal Government , Chambers of Commerce
<ul style="list-style-type: none"> L2.6- Community actively participates in events, festivals and creative community activities 	Advocator	Community groups, South East Arts
<ul style="list-style-type: none"> L2.7- Cultural services and facilities provided 	Facilitator	Community groups, South East Arts
<ul style="list-style-type: none"> L2.8- Cultural industries supported and developed 	Facilitator	Community groups, South East Arts

The Results

- Assessment of children entering school on par with NSW averages.
- Library services designed to meet needs of community and deliver services for universities and TAFE.
- Increased local trade and vocational and tertiary training programs available.
- Community festivals, exhibitions and celebrations promoted and attendance increased.
- Visitation and value-adding increased.

Achievements made to support community ambition during this Council term

Children's Services

Through Children's Services, Council has completed the transition to the National Early Years Framework. This has resulted in new projects including 'Quality Counts' and funding identified for professional development of staff for Long Day Care. Staff child ratios for children aged 2 - 3 has increased – which has expanded the workforce, including the appointments of cadets and trainees. Our staff to child ratios is now meeting the National Quality Framework Guidelines.

Council conducted a Review of Children's Services, which was finalised in January 2016 and presented to Council in March. Council agreed to continue to provide Children's Services and better integrate the services into the organisation. An Action Plan has been developed to implement changes over 12 months to 3 years.

Successful grant applications has allowed for increased attention on the participation and attendance of children from Aboriginal backgrounds and families. Through the Indigenous Advancement Strategy, Aboriginal children's participation in early year's education has increased. In addition further funds were sourced to employ a speech pathologist to help all children in Council's Children's Services programs through the New Directions program.

Council has also worked in partnership with the University of Wollongong through the Early Start Project at Eden Childcare and Bandara Children's Services. This is a comparative study linked to tackling obesity.

Libraries

Council's Library Service play a key role in providing access to learning and creativity within the Shire. Our Library Service has continued to provide up to date technical support to the community with all staff trained in technology to meet the demands of the community.

A comprehensive Review was undertaken of Library Services in response to changing demands, expectations and opportunities for libraries, looking at resources, staffing, and where libraries need to go into the future. The Review highlighted that the internet and digital resources have raised our customer's expectations where libraries are no longer just a place to borrow books, but multipurpose community spaces that offer high quality technology and information services. As part of the Review, it was recommended the library staffing structure be adapted to meet these changes and be in a position to constantly evolve. Through this process our libraries are now positioned to deliver a comprehensive schedule of programs across all four libraries, as well as delivering high quality library services, underpinned by good customer service. A three year strategic plan was developed to guide the development of the libraries and library functions.

Local school students have also benefited from library programs including the 'HSC Lockdown' program which was delivered prior to the 2014 and 2015 Higher School Certificate (HSC) to provide students with the support, motivation and suitable study environment in preparation for their HSC.

Council also opened its much anticipated Tura Marrang Library and Community Centre at Tura Beach and servicing the Merimbula district population. The conversion of a Tavern into a library has seen a new community facility open in one of the fastest population growth areas of the Shire.

Bega Valley Regional Gallery

The Bega Valley Regional Gallery has played a vital role in supporting and creating creative opportunities for our community. A new Curator has enlivened the Gallery and taken it in new directions. The artistic highlight has been the Shirley Hannan Portrait Award held in 2014 and 2016. The Shirley Hannan National Portrait Award is well established as one of Australia's best loved and richest portrait prizes (eclipsed only by the Doug Moran and the Archibald). This biennial event, proudly sponsored by the Shirley Hannan Trust, is a celebration of realistic portraiture and attracts eminent practitioners from across Australia. In 2015 a youth portrait award was added, the Shirl, to complement the Shirley Hannan and foster the arts and a career in arts for young people. The inaugural event attracted entries from young people across Australia.

The Bega Valley Regional Gallery continues to attract our community and tourist community with their exciting exhibitions and programs. Visitation rates provide us with an indication on the level of growing interest, and response to the programs and exhibitions delivered have shown a 55% increase in visits and growing interest in visual arts in the Shire. The Flora Australis exhibition became one of the most highly visited exhibitions in the Gallery's history.

A Strategic Plan has been developed to guide the Gallery over the next three to five years.

Council has continued to facilitate the development and opportunities of our creative industry sector through the ongoing support of South East Arts. Numerous professional development opportunities for visual and performing artists have also been delivered in partnership with the Australia Business Arts Foundation, Arts Law Centre of Australia and the Australian Film, Television and Radio School.

Young People

Council was successful in receiving grant funding to offer young people in the Shire opportunities to learn, challenge and be mentored through the Gen Next and Gen I. These projects support young

people to become entrepreneurs and look at how they can make opportunities for themselves in the Shire.

Direction L3 - Demonstrates respect and inclusion

By 2030: We are harmonious community where everybody is welcomed, respected and diversity is celebrated.

Council's Role: *Facilitator, Advocate*

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> L3.1- Recognises, supports and engages with Aboriginal community to ensure appropriate outcomes and involvement in relation to services, programs, policies and planning. 	Facilitator	LALC's State and Federal Agencies
<ul style="list-style-type: none"> L3.2- Respects preserves and promotes our Aboriginal and European cultural heritage. 	Advocator	LALC's Community organisations

The Results

- Indigenous kindergarten numeracy and literacy on par with non-indigenous students.
- Heritage stories and indicative signage aligned across the shire.

Achievements made to support community ambition during this Council term

Local Aboriginal Lands Council's Memorandum of Understanding

Council has continued with its commitment to recognition, reconciliation and working towards positive outcomes with our Aboriginal community. The key driving documents is the Memorandum of Understanding (MOU) between Council and the three Local Aboriginal Lands Councils. This document has been reviewed and regular meetings held to continue the implementation for the action plan linked to the MoU.

Council supported a young aboriginal filmmaker to make a short film called "The Children" locally.

Children's Services

Through our Children's Services we have worked to close the gap on literacy and numeracy with our Aboriginal children. In 2015, Council received Indigenous Advancement Strategy (IAS) funding under the Department of Prime Minister and Cabinet, which resulted in the employment of an Aboriginal IAS Project Officer until 2017. The IAS Project Officer is designated to work closely with Children's Services Educators and support staff to improve outcomes for Aboriginal children. In the six months since the beginning of the project, the following outcomes have already been achieved:

- Fee subsidies have been offered to more than 50 Aboriginal children attending preschool and long day care
- The number of Aboriginal children enrolled within Children's Services has increased by 17% since the start of the project. Total days of episodes of care have increased by approximately 10% since the start of the project
- Absenteeism for Aboriginal children has decreased by 1% since the project started
- All Aboriginal children due to attend kindergarten in 2016 were school-ready by December 2015
- Programs and initiatives to literacy using the gap Child Care Centres and Preschools have made

NAIDOC week

Council has supported *The National Aboriginal and Islanders Day Observance Committee (NAIDOC)* week. NAIDOC week is a time to celebrate Aboriginal and Torres Strait Islander history, culture and achievements and is an opportunity to recognise the contributions that Indigenous Australians make to our country and our society. Over the Council term various events have been held to mark NAIDOC Week in the Shire, including hosting a NAIDOC Week Film Festival and Council's Libraries

provided free copies of Koori story books that feature the stories of many local Aboriginal people in their own voices.

Culturally and linguistically diverse

Council continued the important work through the Migrant and Multicultural Services Settlement Program, which aims to promote mutual understanding within and between communities with varied culturally and linguistically diverse (CALD) backgrounds and identify and develop community networks, and support systems. Through the Migrant and Multicultural services various projects were delivered including:

Bega Valley Multicultural Social Group

Bega Valley Multicultural Social Group is open to the whole community. The Social Group meets monthly and catches up to share stories and experiences over shared food. The group focuses on celebrating cultural diversity, providing the opportunities to meet new people and offers a platform for migrants and refugees to exchange experiences and knowledge.

Harmony Day

Harmony Day is held in March each year and is a celebration that provides an opportunity to promote diversity in the Shire and celebrates the positive contribution migrants make in our community. The Harmony Day celebrations in the Shire are a major project for the Multicultural Social Group. The celebration provides an opportunity for our multicultural community to showcase international food and music, traditional dance, storytelling, and arts with the broader community.

World Food Project

The World Food Project aims to work with communities to increase availability of international ingredients in the Bega Valley through partnering with community gardens to grow culturally specific produce, facilitating regular trips to Canberra to source food from speciality shops.

Access Advisory Committee

Council has established an Access Advisory Committee under Section 355 of the *Local Government Act 1993* (NSW) to advise Council on issues relating to access of public areas and Council facilities, inform Council policy development and raise awareness of access issues across the Shire. The Committee has delivered a number of improvements to community infrastructure and raised awareness of the issues facing people with a disability.

Direction L4 - Opportunities provided for all stages of life

By 2030: We have the opportunity to pursue meaningful employment, volunteering and wellbeing through all stages of life, and the contributions we make in our community are valued.

Council's Role: *Advocator, Facilitator, Regulator, Provider*

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> L4.1- Young people are involved in all aspects of local life – including civic leadership, business, education and volunteering. 	Advocator	Schools, Universities, Colleges and TAFE
<ul style="list-style-type: none"> L4.2- Young people in crisis are supported by volunteer groups (in addition to other support organisations). 	Facilitator	Community groups, and NGO's
<ul style="list-style-type: none"> L4.3- Transport opportunities for young people are available and accessible. 	Advocator	State Government, Community organisations
<ul style="list-style-type: none"> L4.4- Land use planning and facility design ensure the opportunity for members of our community to access services and age in place successfully. 	Regulator	State and Federal Government, Aged care services
<ul style="list-style-type: none"> L4.5- Adequate services to meet range of living needs for the whole population. 	Facilitator	Community organisations
<ul style="list-style-type: none"> L4.6- Volunteer program developed and implemented across whole of shire. 	Provider	Community organisations
<ul style="list-style-type: none"> L4.7- Barriers to volunteering identified and resolved. 	Provider	Community organisations
<ul style="list-style-type: none"> L4.8- Volunteers trained and safe. 	Facilitator	Community organisations

The Results

- Diverse education and training options available.
- Public transport services support access to work, education, training and social activities.
- Age friendly environments and communities which encourage and provide active living for all age groups.
- Increased number of well supported volunteers across all sectors.

Achievements made to support community ambition during this Council term

Accessible playgrounds

Providing opportunity and accessibility for all members of our community through appropriate land use planning and appropriate facility design is an important role of Council. A highlight has been the inclusive playgrounds built at Ford Park in Merimbula and Bega Park in Bega. These projects have been a partnership between Council, service clubs and community organisations. The community and key stakeholders have been actively engaged in the design of the play spaces.

Young People

Council continued to support the young people in the Shire with a variety of projects and services delivered over the Council term. The Youth Council has delivered some exciting projects including a 'Flash mob' dance in partnership with fLiNG physical theatre as a part of Youth Week celebrations, band nights, skate competitions and art exhibitions, and a 'sleep rough' night held to raise awareness of youth homelessness throughout the Shire and across the state.

In support of youth services and activities, Council secured funding for the operation of a Youth Space in Bega now operational and run in partnership with PCYC (Police Community Youth Club). A youth Gig was held at the Bega Youth Space to showcase young local performers.

Artwork developed through the Skate Deck Art Workshop was displayed at the Bermagui Library and was a great opportunity for young artists to show off their talents.

In 2015-16, through the Youth Opportunities program, Council worked with young people to increase youth-related activities and opportunities in the Shire. A successful 'Net Gen' project was delivered. This involved a 2 day camp and 10 week program of mentoring and skill development. Through these two aspects of the project 30 young people were engaged.

Council also reviewed its approach to working with young people. Following extensive engagement with young people, youth services sector, educators and parents, a new approach was adopted by Council that sought to provide young people with a Youth Voice and a range of activities that provide Youth Action.

Seniors

The Seniors Week (now called the Seniors Festival) has been a great success each year in the Shire, with the highlight of the week being the Golden Gig with an average of over 250 community members attending. Council also provide grants to other organisation to celebrate and provide activities for older members of the community.

Volunteering

Volunteering is an important part of our community. Throughout the Council term we have held First Aid training for Council volunteers , and celebrated the contributions of volunteers through hosting BBQ's and activities throughout Volunteers Week. A new volunteer database has been developed to register and monitor volunteer interest. Council has also worked with the NSW Office of Communities to launch the Time Banking Project in the Bega Valley. Time banking is a community program that allows the voluntary exchange of services between members.

Everyday volunteers work tirelessly to support Council through the management of community halls, care for cemeteries, maintenance and organisation of activities on sportsgrounds, maintenance of parks and reserves and many other functions. Without this support many of the facilities accessed by the community would not be available.

Sportsgrounds and parks

Council has worked to maintain, upgrade and deliver new facilities in parks and sportsgrounds across the Shire. In this term the Bermagui Sports Pavilion was rebuilt after being burnt down. New toilets were built at Pambula River Mouth. Lake Curalo walking path from Eden to Dolphin Cove was completed. Access paths were installed or upgraded at Pambula River Mouth, Beach Street in Merimbula and Bar Beach in Merimbula.

Master plans were completed for Bega Sporting and Pambula Sporting Complexes, providing a clear plan and framework for the future development of these sites. Facility Management Plans have been completed for district level sportsgrounds identify responsibilities and service levels for these grounds.

An Enterprising Place

Working towards our community ambitions

Direction E1 – Embracing business and a stronger economy

By 2030: A Council that recognises the importance of a strong economy, and fosters a culture that is supportive and ensures the business development of the region is a central consideration to all activities.

Council's Role: Advocate, Facilitator

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> E1.1- Embracing business and a stronger economy <p>A Council that recognises the importance of a strong economy and fosters a culture that is supportive of business and that ensures the business development of the region is a central consideration to all activities.</p>	Provider	Chambers of Commerce

The Results

Retaining local businesses: Keeping the businesses we have vibrant and economically sustainable.

A range of business support programs and tools readily available to the business community.

A buy local campaign, persuading local residents to shop locally.

A simpler process for doing transactional business with Council.

A local presence in each town assisting locals with local economic issues.

Growing local businesses: Providing opportunity for strong local businesses to expand and grow.

A simpler interface to engage with Council.

Economic data provided in a meaningful way to assist with decision making.

Attracting new businesses: Enticing new business development to occur in the Shire

A simple interface to find opportunities and relevant information in order to establish new businesses in the Shire.

Achievements made to support community ambition during this Council term

The Economic Development Strategy, which was adopted in October 2015 identifies that Council plays a key role in advocating, supporting and in some instances, delivering support programs for businesses looking to expand or for new businesses wanting to operate locally. To do this, key relationships with organised business groups have been established and connections with Federal, State Government and funded organisations have been made that facilitate prompt and responsive support when business opportunity enquiries are received.

Through Council's Economic Development function, Council facilitates business education programs to assist business owners navigate contemporary business issues. A State Government managed agreement has been negotiated for Queanbeyan based Southern Region Business Enterprise Centre to prepare and deliver targeted education presentations to businesses in the main town areas.

Investigations took place over the Council term for the development of a start-up support program including funding opportunities. The acquisition of the former Auswide Building in Merimbula enables Council to consider a serious leadership role in the support of start-ups through the establishment of a contemporary co-working facility.

In recognition of the need to establish an effective enquiry management system within Council for businesses and potential investors, a Customer Request Management (CRM) system has been developed and is now in place.

Council Policies and Procedures have been reviewed and amended where appropriate to clarify and promote business growth principles.

In 2014, an engagement program was developed and delivered to support businesses; this included economic gardening activities, 'Out of hours' business forum and business education workshops. During that year, the successful campaign 'Buy Close By' was delivered with promotional material to encourage our local and visiting community to support local business.

In the 2015-16 year Council appointed 4 'Placed Based Officers' to work directly with communities and Chambers of Commerce on issues and initiatives that directly benefit our local community.

Council has worked with a number of large businesses to bring an enlarged presence to the region, Carnival Australia, who represents seven major cruise companies are working with local tour operators, Sapphire Coast Tourism and Council to build suitable experiences for passengers with work underway to continue to welcome cruise ships with a growing profile from 2016.

Cruise ship visits have doubled in recent times to 14 visits; 7 domestic and 7 international visits and importantly 4 maiden visits, including the first from cruise brand Oceania. Sapphire Coast Tourism was successful in securing a 3 year \$60,000 pa funding agreement with Port Authority of NSW, enabling shore experience (shorex) capacity building strategies to be developed and implemented in 16/17. This funding and with the assistance of ORD, SCT will also promote Cruise Eden in local and international trade expos, conduct industry famils with key cruise partners, work with Destination NSW in industry development program and participate and contribute to other Industry alliances including Cruise Down Under (CDU) and the Cruise Line Industry of Australia (CLIA)

The cruise industry is already providing in excess of \$6.5m into the local economy per annum with growth projections showing it could increase significantly into the future. This includes port fees, passenger (and crew) spend and expected return visitation of 20% (conservative compared with cruise industry expectations).

Direction E2 – Providing the foundations

By 2030: To create a desirable and vibrant place through improved place through improved planning, infrastructure and services.

Council's Role: *Advocator, Facilitator, Provider*

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> E2.1- Providing the foundations- To create a desirable and vibrant place through improved planning, infrastructure and services 	Providerr / Facilitator	State Agencies

The Results

Retaining local businesses: Keeping the businesses we have vibrant and economically sustainable.

Improved traffic flows through Merimbula.
Town Centre's reinvigorated, encouraging people to attend and transact.
A clear timetable on the NBN rollout.
A current map of connectivity hotspots and blackspots.
A number of events showcasing technology success stories in local businesses.

Growing local businesses: Providing opportunity for strong local businesses to expand and grow.

Improved parking options in town centres.
An engaged Cruise visitation market.
A clear plan on how to improve freight routes in and out of the Shire.
A better promoted Technology industry locally, so that local businesses can find and utilise technology tools being produced and maintained locally.

Attracting new businesses: Enticing new business development to occur in the Shire.

A clear plan for the Eden Safe Harbour Project, considering alternate uses for Twofold Bay.
Improved Airport infrastructure
Improved RPT Services through Merimbula Airport.
A clear timetable on the NBN rollout.
A current map of connectivity hotspots and blackspots.
Council actively promoting innovation in business through technology.
A clear plan on a Technology Knowledge Cluster in the Shire.

Achievements made to support community ambition during this Council term

Having community and investor confidence in our local economy, local infrastructure and our local area is vital for the growth of our economy. Council has played a key role in various major projects which play a role in instilling this confidence. In July 2013, the runway renewal of Merimbula Airport runway was completed. This was an essential infrastructure project to bring the Airport runway to current aviation standards. In May 2016 funding was announced under National Stronger Region's Fund (NSRF) and Restart NSW fund for the implementation of the Airport Masterplan.

In June 2014 Council welcomed the announcement in the State Budget of a \$10 million boost to Eden's economy. The funding, which is to provide safe harbour status and an extension to the Wharf thereby increasing the capacity to accommodate large modern cruise ships, is part of the Port of Eden Master Plan which Council and the community have been involved in developing. The total funding to the Port of Eden following announcements in June 2016 is now \$44 million, with \$2 million from Council, \$10 million from Federal Government and \$32 million from State Government.

In early 2014, construction commenced on the South East Regional Hospital. The development of this hospital has changed the way health care is delivered to residents of the Bega Valley and surrounding districts with a commitment to ensuring our rural and regional communities have access to modern quality health care closer to home. Council has continued to support the development of the South East Regional Hospital through support of the Council and NSW Health project team. The South East Regional Hospital was opened in March 2016.

The easing of traffic congestion in regional and district centres has been identified as an important issue to our community. The Bega By-pass is now completed and was officially opened during the

reporting period. Council provided assistance to the Roads and Maritime Services (RMS) for this project. The Bega Traffic and Carpark Study has now also been completed, and Gipps Street Bega has been formally handed over to Council.

Council is committed to optimising town and village traffic infrastructure to enhance business opportunities. Stage 1 of the Merimbula Bypass has been completed, with Stage 2 in progress. The Main Street programs are in progress with activity on the Eden Main Street program well received by local businesses and community. In Bega the Littleton Gardens carpark has opened and the Gipps Street car park expanded. Land has been acquired to construct new entrance to Eden Town Centre carpark. Support continues for the development of the Eden Breakwater Wharf Extension with representation at the Community Liaison Interest Group for the Breakwater Wharf Extension. Council continues to advocate the community's interests with project stakeholders.

This Council term saw the opening of the Bega Valley Commemorative Civic Centre in Bega, which will provide our region with a central venue for community events and civic functions into the future.

Council continues to plan forward into the future, with investing in the purchase of the former Auswide Building in Merimbula, which now is utilised as a much needed regional training centre. It is now known as the Bega Valley Regional Learning Centre and is being used by TAFE and other Registered Training Organisations as a venue that hosts training for accredited courses. It is being used by a number of organisations as a temporary/part time office facility. A couple of major permanent tenants have finalised lease agreements and are awaiting both or either Development Application approvals and/or structural fit out to move into the facility. A number of necessary and purpose driven improvements have been made to the building and asset management services in line with those in place at other Council owned facilities are operating. A formal hot desk facility for Council employees has been established and a Library Portal has been operating on a 3day per week basis since late last year.

The purchase of the former Tura Tavern has now been transformed and is operating as the Tura Marrang Library and Community Center. Following extensive consultation with our community, Council has also purchased the iconic Hotel Australasia in Eden, Following the purchase, a consultant to oversee and guide the Development Application requirements has been appointed; the community group has been consulted with and several tasks agreed and engagement protocols finalised; and an Expression of Interest seeking suggestions for commercial development closed in late June 2016.

Direction E3 – Embracing opportunity

By 2030: A region that embraces opportunities and attracts investment to create additional jobs and increase the wealth.

Council's Role: *Advocator, Facilitator, Provider*

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> E3.1- A region that embraces opportunities and attracts investment to create additional jobs and increase the wealth. 	Facilitator	Sapphire Coast Tourism

The Results

Retaining local businesses: Keeping the businesses we have vibrant and economically sustainable.

A simpler process for doing transactional business with Council.

Growing local businesses: Providing opportunity for strong local businesses to expand and grow.

An Economic Development event aimed at tangible opportunities and connecting relevant people.

Working groups established dealing with specific economic issues.

Economic data provided in a meaningful way to assist with decision making.

The Shire and what it has to offer being actively promoted throughout the country.

Attracting new businesses: Enticing new business development to occur in the Shire.

A simpler interface to engage with Council to seek local support in entrepreneurial endeavors.

Achievements made to support community ambition during this Council term

In April 2014, Council hosted its first Business Skills Expo. The successful Skills Expo which featured over 40 stallholders allowing visitors and participants a valuable opportunity to network, share skills and work towards strengthening local market position. Exhibitors were provided with the opportunity to introduce their business and knowledge in particular fields through stand displays, individual presentations and Q&A sessions.

An 'Invest Bega Valley' Prospectus has been developed and was further refined for exhibition at the Country NSW Expo 2014, which has held in Sydney, supported by NSW Department Of Trade and Investment. The purpose of the Expo was to promote regional and country areas as a preferred destination for new business.

Promotion of the capabilities, products and services of the region continues with promotional material developed and in 2014 attendance at the SeaChange event in Sydney to promote the Bega Valley region.

An Economic Development Summit which brought together key stakeholders with economic interests in the Bega Valley was held in July 2016. Over 130 local residents attended the event, hearing from national and international speakers of the opportunities that can be activated for the region.

Work has commenced on selected Council held assets with in the view to broaden the scope the Land Investment Strategy.

A network of entrepreneurs living and working from the region is being established with the intention of those willing providing mentoring to emerging and new start-up businesses.

Direction E4 – Partnering for success

By 2030: A community that works together to provide the necessary skills to maximise employment opportunities.

Council's Role: *Advocator, Facilitator, Provider*

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> E4.1 A community that works together to provide the necessary skills to maximise employment opportunities. 	Provider	State and Federal agencies

The Results

Retaining local businesses: Keeping the businesses we have vibrant and economically sustainable.

A clear program of education events for business owners.
A range of education programs aimed at finding unemployed meaningful work.
More locals in work long term.

Growing local businesses: Providing opportunity for strong local businesses to expand and grow.

A clear plan for a Centres of Excellence program in the Shire.
A clear program of education events for business owners.
A range of education programs aimed at finding unemployed meaningful work.
More locals in work long term.

Attracting new businesses: Enticing new business development to occur in the Shire.

More skilled workers in emerging and needed industries.

Achievements made to support community ambition during this Council term

In 2014, an 18 month Business Training Calendar was developed and implemented to support local businesses develop and grow opportunities, as a key factor in sustaining future growth. Following the success of this program, Council is now working closely with Southern Region Business Enterprise Centre, Business Chambers and directly with businesses to develop a 12 month Business Education Program that collates Shire wide programs in one place for business to utilise. Council continues to support the tertiary education bodies to expand, to enable our community to study locally through strengthened partnerships with University of Wollongong.

Council continues to work with industry partners to improve route options at Merimbula Airport. An improved alliance with Visit Canberra and Canberra Airport is in progress, with meetings held with Canberra Airport to greater strengthen our ties and our understanding of our ongoing needs in aviation.

Council enjoys a close relationship with TAFE and the University of Wollongong on a number of levels relative to their various roles and areas of focus across the Shire.

Direction E5 – Enhancing visitor experiences

By 2030: Providing opportunities for local residents and visitors to experience the unique social, cultural and natural attractions of the region.

Council's Role: *Advocator, Facilitator, Provider*

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> E5.1 Providing opportunities for local residents and visitors to experience the unique social, cultural and natural attractions of the region. 	Partner	Sapphire Coast Tourism

The Results

Retaining local businesses: Keeping the businesses we have vibrant and economically sustainable.

High quality promotions showcasing the best of the Shire for both domestic and international visitors.

Increased visitor numbers, for longer stays.

Improved visitor signage throughout the Shire.

Vibrant Visitor Information Centres.

A clear plan to improve our visitor infrastructure.

Growing local businesses: Providing opportunity for strong local businesses to expand and grow.

Increased visitor numbers allowing for expansion of services to cater to demand.

Attracting new businesses: Enticing new business development to occur in the Shire.

High quality promotions showcasing the best of the Shire, encouraging people to relocate and establish new businesses.

Achievements made to support community ambition during this Council term

Tourism brings many benefits to our local community, not only through direct benefits to our accommodation and hospitality sector, but the broader business community benefit through an increase in trade. Through our partnership with Sapphire Coast Tourism (SCT), we continue to support the tourism sector in a way that is sustainable and reflects the values of our community and natural environment.

A comprehensive review of Tourism Services in the Bega Valley Shire was undertaken by Ms Jenny Rand in late 2015. Extensive community and industry consultation formed part of the methodology used by Ms Rand. Council and the key members of the Tourism sector including the Sapphire Coast Tourism Board received the report and a summary of the recommendations and findings in May/June 2016. Actions, collaboration and decisions leading to the conclusion of SCT's current contract arrangement with Council at the end of 2016/17 and the commencement of a new contract period from 1 July 2017, will be the focus of Council efforts over the course of 2016/17.

Through Sapphire Coast Tourism we have continued to support the 'Trails and Tales' program which highlights many areas of interests for both tourists and locals such as geological trails, historical journeys, art trails and more. Work continues on the installation of signage for the Sapphire Coast touring route, with signage to compliment the Sapphire Coast Tourism Cultural Heritage Strategy.

The 'Gateway Signage' project, which will provide iconic signage through our three entry points into the Shire: Bermagui; Eden and Bemboka was researched and developed in consultation with key stakeholders.

Complementing the Sapphire Coast Heritage Tourism Strategy, the signage will provide a unique and artistic entry for both locals and visitors. The signage is due for installation over the 2016/17 reporting period.

Funding has been secured for the deep water Port at Eden to extend its pier, clearing the way for a boost in tourism from larger local and international ships. The total funding to the Port of Eden following announcements in June 2016 is now \$44 million, with \$2 million from Council, \$10million from Federal Government and \$32 million from State Government This project is a great vote of confidence in the future of Eden and its community.

The benefits of the Cruise Ship Industry to the South Coast community will be significant with each ship visit estimated to inject several hundred thousand dollars into the local economy.

The first ever, locally held Tourism Futures Summit was held in October 2014. The Summit, a partnership between Council and SCT was a huge success, not only because of the networking and learning opportunities it presented to participants but because it celebrated eight years of collaboration with important stakeholders like Tourism Australia. The Summit brought together over 200 local industry representatives and key stakeholders from Tourism Australia, Visit Canberra, Destination NSW, Canberra Airport and Carnival Cruise Lines Australia.

Council has provided ongoing support to the Australia's Coastal Wilderness program through the Australia's Coastal Wilderness Committee. This work has seen the building and promoting of the 'Journeys' programs as part of the National Landscapes Program, and support to the promotion of the Sydney Melbourne Drive. Through this Committee we aim to encourage and develop local promotions and to support operators.

In September 2016 Singapore Airlines will commence services to Canberra and Wellington four (4) times per week. Bega Valley Shire Council in partnership with, and on occasion represented by, has established a collaborative partnership with Eurobodalla Shire Council to take advantage of this great opportunity for our region. Strategic relationships and partnerships with Visit Canberra, Canberra Airport and to some extent, Destination NSW, are seeing our Shire feature in marketing and promotional campaigns being developed. Joined Visit Canberra organised sales missions to Singapore and Wellington in March and May 2016 respectively.

A Sustainable Place

Working towards our community ambitions

Direction S1 - Valued natural environments

By 2030: The natural environment and ecosystems are appropriately protected and enhanced.

Council's Role: Regulator, Promoter

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> S1.1 Threatened communities, flora and fauna species are protected and enhanced through the provision of buffers, landscapes scale corridors and recovery action. 	Regulator	Landowners, State and Federal agencies, community organisations
<ul style="list-style-type: none"> S1.2 The coastal zone remains our premier natural asset and is protected through appropriate land use planning, infrastructure siting and regulated resource usage. 	Regulator	Landowners, State and Federal agencies, community organisations
<ul style="list-style-type: none"> S1.3 Our environmental qualities provide the shire with a "natural advantage" over other coastal destinations and reinforce the "Wilderness Coast" brand. 	Promoter	Landowners, State and Federal agencies, community organisations
<ul style="list-style-type: none"> S1.4 Certainty for siting of development by means of identified environmental constraints. 	Regulator	Landowners, State agencies
<ul style="list-style-type: none"> S1.5 Lands having key natural or cultural heritage values set aside. 	Regulator	State agencies
<ul style="list-style-type: none"> S1.6 Planning controls reflect environmental values and minimise cumulative impact from development. 	Regulator	State agencies
<ul style="list-style-type: none"> S1.7 Our "natural advantage" continues to provide economic opportunity for the attraction of new enterprise and industry that wish to take advantage of and capitalise on the shire's natural values. 	Promoter	State agencies, community organisations
<ul style="list-style-type: none"> S1.8 Healthy landscapes based on protection of natural resources, innovative land use policies and government and community partnerships. 	Regulator	Landowners, State and Federal agencies, community organisations

The Results

- Increase in flora and fauna protected communities.
- Reduction in the area of land subject to noxious weeds.
- Key wildlife corridors are protected by defining settlements and linking conservation areas.

Achievements made to support community ambition during this Council term

Council has demonstrated its commitment to support community groups and organisations to enhance, protect and restore the natural environment assets of the Shire.

Our Environmental Levy has been in place since 2003 via a Special Variation to Rates from 2006. This permanent levy continued through this term of Council, raising over \$400,000 annually (in 2016 dollars) for a wide range of environmental projects across the themes of Coastal, Estuary and Catchment Protection, Biodiversity and Sustainability, with funds used (wherever possible) to also leverage government grants.

The Weed and Vegetation Management Levy was initially approved via a Special Variation to

Rates in 2007-08. This permanent Levy continued through this term of Council to help support the agricultural industry regarding noxious weed and vegetation management initiatives. The program raises over \$400,000 annually (in 2016 dollars) for works and management activities directed at controlling noxious and environmental weeds and for vegetation management initiatives. Much of the funding is for works on Council roads and reserves.

Partnerships with regional bodies and South East Local Land Services to secure ongoing Weed Action Program funding is in place with a 5 year Weed Action Program funding program negotiated and commenced for period the 2015 to 2020. A Salvinia Plan has been established with Council and South East-Local Lands Services funding implemented at Kisses Lagoon and properties at Brogo. Council continues to develop and implement coastal natural areas promotional signage with wading bird signage implemented as part of the Review of Companion Animal Control areas.

Over the Council term, \$150,000 of funding has gone towards community driven environmental projects via our Community Environmental Grants Program. These projects include:

2012-13

Springvale Landcare: Stage 3 of the revegetation and stabilisation of riparian reserves along the Bega River (Buckajo Rd). The project continued delivering on the objective of linking this revegetation work to the neighbouring Landcare efforts closer to the Bega Township. Over 1,400 plants were planted including revisiting areas previously treated to improve diversity and secure native vegetation gains previously made: \$5,875

Tura Flora Reserve: Installation of an interpretive sign in the Reserve. The sign details various items of interest as well as access routes for community members to walk through and enjoy the local environment: \$685

Pambula Beach Landcare: Stage 2 of works at Jigama Reserve, Pambula Beach. These works continued the removal and control of environmental weeds and other exotic plants in the coastal reserve containing remanent littoral rainforest: \$6,000

Cobargo Community Action Network (CCAN) and Far South Landcare Association (FSCLA): Rehabilitation and revegetation of the Narira Creek riparian area in central Cobargo. The project significantly improved the area's amenity and is a strong stepping point for future work in the area: \$6,000

Candelo Creek Rehabilitation: Weed removal and revegetation of Candelo Creek: \$5,840.

Brogo-Bega River Junction Restoration Project: Weed removal and revegetation at the southern edge of Spenco Lagoon: \$3,510.

Narira Creek Stabilisation: Weed removal and revegetation of Narira Creek junction and downstream areas: \$6,000.

Tura-Mirador Landcare and Far South Landcare Association (FSCLA): Removal of polygala weeds and formalising the 'Mundooi Walk' through interpretive signage. The project attracts visitors to the area to learn and appreciate the beautiful natural environment and local history: \$3,250

Panboola Wetlands: Reconstruction of the Watson's Waterhole bridge, site revegetation and the installation of fencing. The project is an important linkage within the wetlands development and provides another key recreational asset for the community: \$6,000

Yowrie Landcare: Removal of a variety of weeds including English Ivy, Turkey Rhubarb and Tree of Heaven along the Yowrie River: \$3,490

2013-14

Pambula Beach Bushland Corridor Rehabilitation: Jiguma Public Reserve weed removal and revegetation including a community plant swap day: \$6,000.

Bega Anabranh Rehabilitation Part 2: Revegetation and stabilisation of riparian area to the east of East Street Bega adjacent to the racecourse pavilion: \$3,000.

Reclaim Our Riverbank, Quaama: Revegetation and stabilisation of riparian area from the Princes Highway east to the Quaama Cemetery: \$3,890.

Eden LALC – Aboriginal Women at Yamfields: Building of propagation beds and associated infrastructure at Jigamy Farm. Supporting Aboriginal women learn yam collection and propagation skills to show and educate local groups, including schools, and Aboriginal people more broadly. It supports the re-establishment of identified yamfields on the Bundian Way: \$4,860.

Weed control around Bermagui North Lagoon Reserve: Removal of environmental weeds in reserve: \$4,700.

Southern Women’s Group Women’s Resource Centre (SWGSR) – Masterpieces Wrap: working in partnership with Bega Cheese, Spiral Gallery and Bega Library the SWGSR, an art based project utilising appropriate packaging waste from Bega Cheese to create engaging artistic displays / sculptures. The displays / sculptures explored how to reimagine waste and utilise it as a way of educating the general community in the importance of waste avoidance reduction: \$2,200.

Candelo Landcare – Candelo Creek Rehabilitation: Weed removal and revegetation of Candelo Creek (middle of Town). Weekly working bees were held with up to 12 participants, the group also supervised volunteers from Centrelink and Green Army program: \$5,840

Bega River and Wetlands Landcare (BRAWL) – Brogo-Bega River Junction Restoration Project: Weed removal and revegetation of southern edge of Spenco Lagoon. This project built upon the existing works in the area through removing a significant amount of environmental and noxious weeds including Blackberry, Privet and Willows helping reduce the potential to contribute to further weed infestation in area. The project also had successful community engagement involving the local school in replanting: \$3,510

Far South Coast Landcare Association – Narira Creek Stabilisation: Weed removal and revegetation of Narira and Bredbatoura Creek junction and downstream areas. This project built upon and consolidated the previous year’s work. Through these works the area is being successfully transformed aesthetically as well as making excellent contributions to the biodiversity of the area: \$6,000

2014-15

Pambula Beach Landcare – Pambula Beach Bushland Corridor Rehabilitation: Jiguma Public Reserve ongoing weed removal and revegetation (Stage 4). The project also incorporated a highly successful Landcare Day Event. The event was attended by over 30 people involving a plant give away, guided walks and education on alternative plants for gardens. The event improves local engagement and thus assists in better long term management of the reserve: \$6,000

On-Track Racecourse Committee – Bega Anabranch Rehabilitation Part 2: Revegetation and stabilisation of the riparian area to the east of East Street Bega adjacent to the Racecourse Pavilion area. This work consolidated work completed in 2013-14 and contributes to overall improvements to the Bega River floodplain in this part of the catchment: \$3,000

Dry River Landcare – Reclaim Our Riverbank, Quaama: Revegetation and stabilisation of the riparian area from the Princes Highway east to the Quaama Cemetery. The project resulted in excellent community engagement and community group members learning new skills in best management practice in restoration works: \$3,890

Bermagui Flora and Fauna Reserve Trust – Weed control around Bermagui North Lagoon reserve:

This was the first stage of a multi-stage project. The three main outcomes achieved included:

1. Weed control - contract weed removal of succulents;
2. Information panels - one large and 5 small panels placed near the boardwalk;
3. Bermagui North Lagoon Information Day - which helped raise awareness of the natural and historical values of the Lagoon: \$4,700

2015-16

Bemboka Landcare Group Inc. - Bemboka River Reserve Infrastructure Project: Re-instate flood fence to prevent cattle grazing in the reserve and install packed earth steps for the educational trail whilst also addressing erosion control. The reserve contains some of the best examples of South Coast Grassy Woodland an Endangered Ecological Community in the Bega Valley: \$3650

Bermagui Flora and Fauna Reserve Trust - Bermagui Flora and Fauna Reserve - Weed control at Bermagui North Lagoon and re-vegetation at Long Swamp: Weed control Bermagui North Lagoon and planting along Long Swamp Nature Walk. Both wetlands are unique in the region and support important migratory birds: \$2946

Candelo and District Landcare Group Inc. - Candelo Public Lands Biodiversity Survey and Management Plan: Development of a Biodiversity Management Plan to prioritise future on-ground works and identify environmental values: \$3820

Cobargo Community Action Network - Narira Creek Stabilisation and Walkway Project: Weed removal and revegetation of Narira Creek downstream of the pool to build upon and consolidate funding achieved in previous years: \$4400

Dry River Landcare Group Inc. - Reclaim Our Riverbank Stage 2 - weed control on Dry River reserve, Quaama: Restoration of Dry River at Quaama via weed control and revegetation. This funding consolidated the previous year of work and maintained community momentum: \$6000

Friends of Glebe Wetlands Bega - Glebe Wetlands Interpretive Signage Project: Development of three interpretive signs around the Glebe Wetlands focusing on the flying foxes, wetland birds and wetlands. Flying foxes are a relevant contemporary issue at this site with the annual migration of the flying foxes to the wetlands where they camp typically during the warmer months and occasionally in winter. Signage provides an educational opportunity for the public on this issue: \$4280

Pambula Wetlands and Heritage Project Inc. Protecting and Enhancing Panboola: Weed control and upgrade the main access into the wetlands. The site has well established vegetation communities from multiple years of successful grants and community action: \$3360

Salty Lagoon Nature Reserve Action Group - Salty Lagoon Nature Reserve Flora and Fauna Survey, Weed Eradication and Rehabilitation/Revegetation Project: Development of a Biodiversity Plan of Management to document existing flora and fauna, extent of weeds and plan to rehabilitate the site. Salty Lagoon is a unique site in regards to biodiversity, having several significant vegetation communities in a very concentrated area. They are a newly formed group in Bermagui with a lot of momentum, developing a plan at the group's conception should assist in focusing their work effort effectively in the coming years and help secure future funding: \$6000

Tura Beach Flora Reserve Management Committee - Vegetation Management: Removal of dead trees and saplings, selective pruning, selective clearing of some groundcover such as bracken: \$4200

Tura Mirador Landcare Group - Continued conservation of the Tura/Mirador Coastal Reserve: Weed control, site monitoring, reproduction of more brochures for Mundooi Walk and setup a display in the local Library: \$1520

Direction S2 - Sustainable communities

By 2030: Our community has the services, opportunities and support to live sustainably.

Council's Role: Regulator, Promoter, Advocate

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> S2.1 Draw on natural resources per capita (water, land, energy and fuel) is managed for reduction by Council. 	Regulator	State agencies
<ul style="list-style-type: none"> S2.2 Waste generated per capita (domestic and construction waste and carbon emissions) reduced and waste sent to landfill minimised. 	Regulator / promoter	Landowners , State agencies
<ul style="list-style-type: none"> S2.3 Community's reliance on cars for transport within and between urban centres is reduced. 	Advocator	State agencies, community organisations
<ul style="list-style-type: none"> S2.4 Community-based sustainability initiatives are supported and implemented across shire. 	Advocator / promoter	Community organisations

The Results

- Reduced waste to landfill.
- Increased waste recycled.
- Shire energy consumption meets 50/50 by 2020 goal.

Achievements made to support community ambition during this Council term

The opportunity to live sustainably and to be proactive in sustainability initiatives is important for our community and to us at Council. In April 2014 Bega Valley Shire Council and Clean Energy for Eternity (CEFE) signed a Memorandum of Understanding for the development of the Tathra Community Solar Farm project.

The community solar farm received a significant boost through Council and Clean Energy for Eternity each committing \$25,000 towards the project.

The project is one of the world's largest, functional solar sculptures, with hundreds of solar panels spelling out the word, 'IMAGINE'.

Through the vision of local renewable energy group CEFE, Council's Environmental Services team, the generosity of members from the Tathra Mountain Bike Club and the Tathra MTB Enduro, and a partnership with the Bega Local Aboriginal Land Council, this project will bring about \$25,000 of annual savings to the running costs of the Tathra Sewage Treatment Plant. These savings will be passed onto other local renewable energy projects.

The solar farm is now a leading example throughout Australia of how Local Government can partner with the community to reduce energy costs and local contributions to climate change and won the NSW Green Globe award 2015.

In April 2013, Council took over the management of the Sapphire Aquatic Centre. Through doing this, Council has committed to providing our community with a safe, clean and environmentally efficient pool, and we have implemented many changes to reduce energy consumption which is not only good for our environment, but reduces running costs. Since taking over the management of the Sapphire Aquatic Centre we have installed powerfactor correction, completed a lighting retrofit, installed Variable Speed Drives, installed solar power and upgraded our pool covers. These initiatives

have resulted in a saving of approximately \$20,000 per year in energy costs, and a reduction of 99.5 tonnes of greenhouse emissions per year.

In 2013, Council recognised the opportunity to review our energy consumption. At Council we have 194 small and 14 large (>160 MWh) electricity supply sites. In the financial year of 2012-2013 Council spent over \$2 million on electricity (including street lighting). With industry projections having electricity costs on a continual rise, it was considered imperative to review. Savings were achieved through reviewing billing charges, existing and expiring contracts and sites that were able to be disconnected. Net savings are expected to be approximately \$80,000 per annum.

Our waste services continue to work towards reducing waste sent to landfill and increasing our recycling rates. Our rural recycling program has now been fully delivered with all serviceable properties now having access to kerbside recycling and educational programs on recycling have also been delivered. Council has also implemented a 'waste voucher' for each ratepayer household with the annual Rates Notice.

Direction S3 - Character and amenity

By 2030: The character and amenity of our towns and villages is protected and enhanced.

Council's Role: Regulator, Promoter

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> S3.1 The existing open space areas and landscape features of our towns and villages are retained and have expanded with population growth. 	Regulator	Community organisations
<ul style="list-style-type: none"> S3.2 Town themes determined and in place. 	Promoter / provider	Chambers of Commerce, Tourism and community groups
<ul style="list-style-type: none"> S3.3 Community has an understanding of the heritage and history of the area overall and of the separate localities. 	Promoter	Community organisations

The Results

- The individual character of our town is protected through landscape guidelines.

Achievements made to support community ambition during this Council term

The protection and enhancement of the character of our towns and villages is an important role for Council. Each Town has a unique setting and character, and an important role to play in the Bega Valley community.

Throughout this Council term, we worked with Spiire consultancy on the Central Business District Landscape Master Plans for the Towns of Bega, Bermagui, Eden and Merimbula. The Master Plans have been developed to ensure these important commercial and cultural centres are looked after and developed in ways sensitive to the locations and culture of each town. The Landscape Master Plans have been prepared in partnership with local businesses, residents and interest groups

Work towards implementing the Central Business District Master Plans continues as the first project 'Action on Imlay Street' in Eden.

This Council term saw the adoption of the Bega Valley Local Environmental Plan and the Bega Valley Development Control Plan in 2013. The majority of the Shire's land holdings were simply changed from the previous 2002 land use zones to the closest comparable zone available in the Statewide standard template. This meant the majority of land owners wanting to develop or improve their properties were not materially affected by the new plans.

Where there were changes, focus was placed on improving opportunities for economic development and jobs in the town centres, through the expansion of business, mixed use and industrial zones.

Further focus comes from the draft Enterprise Lands Review (June 2016) which identifies the current status and trends in industrial/employment land in regional Australia, as well as the likely key driver and opportunities for the expansion of the local economy which require industrial zoned land in the Bega Valley.

There is a continuing emphasis on the protection of productive agricultural land through the use of new rural zones and an improved recognition of environmentally sensitive land through innovative environmental zones.

Direction S4 Proactive support and planning

By 2030: There is proactive planning with the community for the protection of our built and natural environment.

Council's Role: Regulator, Promoter, Advocate

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> S4.1 Maintain water quality in accord with Integrated Water Cycle Management Plan (IWCMP). 	Regulator	Landowners, State and Federal agencies
<ul style="list-style-type: none"> S4.2 Effluent reuse across the area maximised. 	Promoter	Landowners, State and Federal agencies
<ul style="list-style-type: none"> S4.3 Council plans integrate mitigation and adaptation measures in respect of climate change into operations and strategic planning. 	Regulator	Landowners, State and Federal agencies, community organisations

The Results

- Environmental water quality meets established Australian and New Zealand Environment Conservation Council (ANZECC) guidelines.
- Coastal hazards mapped and incorporated in land use and infrastructure planning.
- Increase in area of catchment being rehabilitated to enhance natural storage system.

Achievements made to support community ambition during this Council term

Council continues to maintain a high standard of drinking water to all serviceable areas. In April of 2014 it was made official; the Bega Valley Shire has the best tasting water in New South Wales!

The result comes from a Bega Valley Shire Council water sample being announced the 'Best Taste Test' at the Water Industry Operator's Association (WIOA) conference held in Orange. The award is a great credit to the Water and Sewerage team as they have an enormous task keeping the system flowing through rain, hail or shine.

Council is also committed to continuous improvement through the preparation of an Integrated Water Cycle Management Plan.

The management of effluent reuse is important to our community and Council has continued to work towards investigating NSW EPA effluent options with the study now completed. Over the 2013/14 period Council adopted a preferred approach for effluent management at Merimbula. The process now involves subsidy funding discussions with NSW State and Federal Governments. The aim is the construction of deep ocean outfall and additional beneficial effluent re-use schemes in accord with Council's Long Term Financial Plan. To progress this project Council has now progressed an Environmental Impact Statement (EIS).

Disinfection infrastructure works at Eden and Tura Sewage Treatment Plants (STP's) has now been completed.

The Bega Valley Coastal Processes and Hazard Definition Study was adopted by Council following public exhibition. The study provides a regional assessment of the coastal hazards currently impacting on the Shire's coastline and projects future impacts for 2050 and 2100.

The Pambula Lake Coastal Zone Management Plan was completed and approved by the NSW Minister for Planning. The Plan has been developed to guide Council and State agencies in the management of Pambula Lake Estuary and its surrounding catchment.

An Accessible Place

Working towards our community ambitions

Direction A1 - Connected communities

By 2030: Our people, freight and destinations are connected to enable travel in, out or around the shire in a way that is safe, accessible and environmental sustainable, and the road network allows for efficient travel and is clearly marked.

Council's Role: Provider, Advocate

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> A1.1- An integrated and well maintained transport network via roads, walking and cycling and public transport systems to support the local economy and promote activity. 	Provider / advocator	Local transport group, State and Federal agencies
<ul style="list-style-type: none"> A 1.2- Information presented by visible and clear signage (as well as by hardcopy and online methods) is available for the local community and visitors. 	Provider	Tourism bodies, State and Federal agencies

The Results

- Local road transport improved and measured against : pavement failures/km reduced, average time to repair reduced, condition complaints reduced.
- Regional and collector roads maintained to enable 98% available access.
- Clearly visible and explanatory tourism signage.
- Online services provide information in framework to '3 clicks to success'.

Achievements made to support community ambition during this Council term

Scheduled works on renewing bridge and drainage structures in accordance with Council's Asset Management Plan have been undertaken, as have the renewal of road and path surfaces.

The Bega By-pass is now completed and was officially opened during the reporting period. Council provided assistance to the Roads and Maritime Services (RMS) for this project and now has control of Gipps Street Bega as a local road.

Work continues on the Merimbula CBD Traffic Plan and this term has seen the completion of the design and construction of the roundabout at Reid Street, and the relocation of Telstra infrastructure.

An important outcome area that has been identified by our community is to create greater opportunities for community walking and cycle access, not only as a form of leisure, but as healthy and sustainable mode of transport. With funding through Community Building Partnerships, and working with Local Lands Services, Bega Cheese, NSW Trade and Investment and the Bega River and Wetlands Landcare Group, Council designed and completed the 'Bridge to Bridge' Bega River Community Cycleway/Walkway as a part of the 'Bega River Restoration Project'. The result of the project has been a high use 1 kilometre shared pathway linking Bega River to the Bega Sporting fields.

The total investment was \$127k on East Street Cycleway and \$43k for the shared pathway.

Direction A2 - Facilities and services

By 2030: Our infrastructure, facilities and services are strategically planned, located, designed and maintained to meet our local and visiting community needs.

Council's Role: Provider, Regulator, Advocate

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> A2.1- The built environment progressively provides "access for all". 	Provider / regulator	Development industry, Council committees
<ul style="list-style-type: none"> A2.2- Council and development infrastructure is constructed in compliance with assessed standard and is "fit for purpose." 	Provider / regulator	Development industry, Council committees
<ul style="list-style-type: none"> A2.3- Safe and well maintained built facilities meet the cultural, recreational, tourism and community service needs of all ages and abilities in our community. 	Provider / advocator	Volunteer committees
<ul style="list-style-type: none"> A2.4- Key community facilities are developed in key locations and are supported by public transport services. 	Provider / advocator	State and federal agencies, community groups
<ul style="list-style-type: none"> A2.5- Plans for the site, size and design of public infrastructure and facilities are adaptable to the changing demographics in the Shire; are modular in capacity and are financed under the principle of intergenerational equity. 	Provider / advocator	State and federal agencies, community groups
<ul style="list-style-type: none"> A2.6- Land release is guided by infrastructure capacity and sequencing so population and employment growth is clustered around areas where it can be serviced. 	Regulator	State and federal agencies

The Results

- Community and business satisfaction in respect to infrastructure design, availability, and suitability for purpose.
- Parks, sporting fields, recreational, boating and swimming areas, and built facilities are provided as outlined in Council's adopted plans.
- Established community partnerships in management of community assets.
- Regional, district and neighbourhood facilities are optimised based on community access and reflect geography and demographic needs.

Achievements made to support community ambition during this Council term

Council continues to provide safe and well maintained facilities to meet the cultural, recreational and tourism needs of our community. Many of our facilities are managed in partnership with our community.

In 2013 Council resolved to establish seven community management committees at its Regional and District Level Sportsgrounds, in line with the hierarchy identified in Council's Recreation Asset Management Plan (RAMP). These committees are made up of representatives of both the community and regular user groups of the Sportsgrounds to ensure a good cross section of people are represented via the committee.

Since that time Council staff have been working with the committees to develop Facility Management Plans (FMP's) for each of those Sportsgrounds. The Sportsgrounds are;

- Dickinson Oval Bermagui
- George Brown Oval Eden
- Berrambool Sporting Complex Merimbula
- Pambula Sporting Complex Barclay Street Sportsground Eden

- Bega Sporting Centre
- Wolumla Recreation Ground

The Facility Management Plans are specific to each Sportsground and set out the operational and maintenance program for that facility to ensure they are managed in a sustainable way and identify short, medium and long term needs for the facilities.

Work identified through our RAMP has continued including upgrades to tennis courts, work on cycle ways, improvements to boat ramps and jetties, and upgrades of sporting complexes.

The commencement of construction of the Bermagui Skate Park started in May 2014, a project that has been driven by the community of Bermagui and in planning for many years. Council provided financial support of over \$25,000, and project delivery support to see this great initiative come to fruition. The Bermagui Skate Park has resulted in a much needed and anticipated facility for the local community and has been an excellent example of a successful working relationship between Council and our community.

Another achievement in providing facilities for our community has been the construction of the Murunna Shelter. The Murunna Shelter has been constructed using the Murunna Poles, carved by a group of local Aboriginal carvers from local timber. The poles feature Aboriginal carvings relating to the story of Gulaga. The shelter is located at the northern extremity of the shire, near Murunna Point, with spectacular views over Wallaga Lake and Gulaga. The Project was funded in partnership with Local Lands Services as an innovative initiative to recognise Traditional Owners and inspire respect for the place, people and culture of Wallaga Lake.

Identified projects on recreational facilities (Leisure) continue as scheduled in the Recreational Asset Management Plan through the Council term, including the completion of Tathra Foreshore viewing platform and landscape improvements, other projects completed include the Merimbula rock wall, Dickinson Park Pavilion renewal, Lake Curalo walking track, and consultation of the concept plans for Bruce Steer pool.

Direction A3 - Essential services

By 2030: Our water, sewer and waste services meet public health and environmental health standards, and meet our local and visitor community needs.

Council's Role: Provider, Regulator

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> A3.1- Drinking water supplies provided in accordance with the levels of service detailed in the Water and Sewerage Services Strategic Business Plan and business operated in a financially and environmentally sustainable manner to meet public health standards. 	Provider / regulator	State agencies
<ul style="list-style-type: none"> A3.2- Reticulated sewerage services provided in accordance with the levels of service detailed in the Water and Sewerage Services Strategic Business Plan and business operated in a financially and environmentally sustainable manner to meet public health standards. 	Provider / regulator	State agencies
<ul style="list-style-type: none"> A3.3- Manage waste in accordance with waste strategy and land fill management plans in a financially and environmentally sustainable manner to meet public health standards. 	Provider / regulator	State agencies

The Results

- Compliance with the National Health and Medical Research Council water quality guidelines as adopted by NSW Health.
- Compliance with NSW Environmental Protection Authority (EPA) Licences issued for sewage collection and treatment systems.
- Compliance with NSW EPA Licences issues for landfill operation.
- Increased waste recycled.

Achievements made to support community ambition during this Council term

Our waste services continue to work towards reducing waste sent to landfill and increasing our recycling rates. Our rural recycling program has now been fully delivered with all serviceable properties now having access to kerbside recycling and educational programs on recycling have also been delivered. This year, Council also provided a 'waste voucher' for each ratepayer household with the annual Rates Notice. This was in response Council Resolution to provide free tipping voucher system rather than a kerbside hard rubbish collection. Management of waste disposal facilities in accordance with Land-fill **Environmental Management Plans** continues. Merimbula landfill activity has now closed. A preliminary design has been completed for the Bermagui waste transfer station.

Council continues to maintain a high standard of drinking water to all serviceable areas. As reported under the Community Strategic Plan Sustainability ambitions, In April of 2014 the Bega Valley Shire won the best tasting water in New South Wales at the Water Industry Operator's Association (WIOA) conference held in Orange.

Improvements to water pressure, long term capacity and fire fighting capacity have been made throughout the Council term by our Water Services Team.

Construction of a new water supply reservoir at Nutleys Creek Road, Bermagui was made. A new water main has been successfully constructed to improve water pressure and fire fighting capacity for Quaama customers. A new trunk main has been installed and has successfully improved water pressure and quality to Tarraganda customers. Pressure, flow and water quality have been improved significantly. Upgrade of the water transfer main for proposed Yellow Pinch Dam Water Treatment Plant (WTP) to enable filtered water to be supplied to Eden customers is in progress, with the hydraulic analysis report received from NSW Public Works. Options for upsizing trunk mains are being examined.

Source water sampling and analysis has been undertaken to progress the provision of filtered and treated water for Bemboka customers. Treatment types have been investigated, and a proposal for concept design developed. Review of Environmental Factors and tendering has been provided by NSW Public Works. Land acquisition has now been completed.

Work is ongoing to provide the west Pambula area with a reticulated sewerage system. A design for a pressure sewer has been completed.

Direction A4 - Emergency planning

By 2030: Support emergency services and provide emergency response for our community during natural disasters.

Council's Role: Provider, Regulator

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> A4.1- Support Rural Fire Service (RFS) and State Emergency Service (SES) during emergency natural disaster events to protect community and property and provide support through emergency planning, and response measures. 	Partner / regulator	State agencies

The Results

- Local emergency management committee formed and operational.
- Flood plain risk management plan in place.

Achievements made to support community ambition during this Council term

- The Merimbula Flood Study is in progress and nearing completion. Initial data review, community consultation and flood model development has been completed. Exhibition of the draft document will occur during mid 2016.
- A floodplain risk management focus group was established to assist with consultation around matters of floodplain risk management and is providing input to the current Merimbula Flood Study and Bega and Brogo Rivers Floodplain Risk Management Study and Plan.
- Over the past four years there has been some focus cycleways and cycling. We have produced the first BVSC Bike Plan, from that there have been priority paths constructed in Bermagui through joint funding with the RMS.
- The Bike Plan was consulted broadly within the community and to target groups.
- We have also upgraded on average between 1km and 1.5km of unsealed Collector Roads each year, this was an identified priority through the application for a Special Rate Variation.
- Pretty Point Bridge Design has been a focus as it received an innovation award by IPWEA.
- Myrrah Bridge rehabilitation was commenced and will be completed at the end of 2016.
- Major rehabilitation and construction has been occurring on Towamba Mountain to ensure safer travelling on the Eden Towamba Road.
- There has been an urban street construction program with some focus on smaller towns and villages, such as Bemboka and Candelo.
- Action on Imlay Eden was consulted and constructed.

Council continued to support local and state emergency response agencies through providing administration of the Local Emergency Management Committee and the construction and commissioning of our new Emergency Operations Centre in Bega.

During the Council term, we ran mock emergency drills to help agencies improve their emergency management strategies.

An important achievement was the development of a local Emergency Management Plan (EMPLAN) which focuses on prevention, preparation, response and recovery as essential steps towards reducing impacts of emergencies on the community.

The EMPLAN, which replaces the Disaster Plan, draws on the collective experience of emergency management agencies. It provides a strategic overview of emergency management, using Sub Plans

and Supporting Plans which detail the response to specific hazards and the roles and responsibilities of specific agencies.

A key point of the EMPLAN is to demonstrate the importance of multiple agencies working together in a coordinated effort to enhance community resilience and reduce our vulnerability to disaster.

Flood plain modelling has been completed for the Bega and Brogo catchments, and funding sought to finalise Risk Management Plans.

The Risk Management study for Bega / Brogo River catchments is in progress. Data review and model review has been completed. Community consultation will take place in April 2016.

Council continues to support state combat agencies during emergency response exercises.

Leading Organisation

Working towards our community ambitions

Direction LO1 - Proactive leadership

By 2030: Bega Valley Shire Council is proactive in representing the needs and aspirations of our community.

Council's Role: Advocate, Provider, Partner

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> LO1.1- Knowledgeable, skilled and connected community leaders elected as Councillors. 	Advocator	DLG and State Electoral Commission
<ul style="list-style-type: none"> LO1.2- Council conducts its affairs in an open, transparent and accountable manner within a sound governance framework. 	Provider	ICAC, Ombudsman, Privacy Commissioner
<ul style="list-style-type: none"> LO1.3- Council articulates its role (leader, advocator, partner, facilitator, regulator, promoter, provider) to agencies and the community as appropriate to the activity. 	Provider	Partners in business and community
<ul style="list-style-type: none"> LO1.4- Council has partnerships with government agencies and other parties to address priority issues. 	Partner	State and Federal agencies

The Results

- Candidates for election aware of the requirements and expectations of public office.
- Council elections attract suitably experienced and motivated nominees.
- Partnerships with government agencies as appropriate to achieve joint progress towards shire goals.

Achievements made to support community ambition during this Council term

Throughout the Council term, elected members continued to undertake professional development opportunities to enable best representation of their community.

Research and planning was completed for the implementation of a Councillor Development Program, which commenced implementation in the 2014-15 period and was adopted again for 2015-16. This program utilised in-house, Office of Local Government (OLG) and Local Government NSW (LG NSW) resources and programs.

Councillors have attended a short course delivered by Office of Local Government NSW and includes training in: Effective and Fair Meeting Procedures; Financial Issues in Local Government; and Good Governance.

Council forwarded correspondence to the NSW Health Minister following the poll conducted at the last local government election relating to Pambula Hospital.

Council has elected two Mayors over the term – Cr Taylor in September 2012 and 2013 and Cr Britten in September 2014 and 2015.

Council meetings have been held as planned, and considered 1203 business matters over the term

Council Reports 2012-2016	1203
Staff Reports	
Planning and Environment	169
Community Relations and Leisure	113
Economic Development Reports	85
Infrastructure Waste and Water	276
Governance and Strategy	310
Finance	42
Confidential Business	55
Sub Total – Staff Reports	1050
Councillor Reports	
Mayoral Minutes	13
Notices of Motion	39
Rescission/alteration Motions	5
Questions on Notice	68
Delegates Reports	28
Sub Total – Councillors Reports	153
TOTAL REPORTS	1203

Council continues to work with NSW Government State agencies in the revision of strategic plans and development of performance measurements to enable improved evidence based reporting to the community. Work was completed in the review of Resource Strategy (Workforce Strategy – Financial Strategy and Asset Strategy) and was adopted in June 2015. Council successfully developed and lodged the Council Improvement Plan (CIP) as part of the Fit for the Future

Review of Local Government in NSW and was found to be a Fit and Stand Alone Council

Council considered an amalgamation proposal from Bombala Council which did not proceed. Council has contributed to the ongoing discussion about performance and structural reform in the local government sector and the establishment of Joint Organisations of Councils. Council contributed to the review of the Local Government Act, the IPART Rating Review and numerous other State and Federal reviews including the review of Federation, Tax Reform, Crown Lands, planning, waste services, regional air services, and tourism.

Councillors have attended a range of conferences and presented motions at the LGNSW and ALGA Conferences. Council is also represented on a number of industry groups by both elected Councillors and staff. The Mayor, Councillors and staff have actively participated in a range of partnerships with government agencies to address priority issues and provide input from the Bega Valley community perspective.

Council has provided local leadership in a range of areas and has hosted three summits to assist the local community grapple with leadership, tourism opportunities, and economic development.

Council has endeavoured to conduct its activities in an open, transparent and accountable manner. A series of community workshops have been conducted around the Shire providing the opportunity for Councillors to listen to community views and ideas. There has been ongoing tension over the past three years with the Bega Valley Shire Residents and Ratepayers Association (BVSRRRA) which resulted in a report to Council requested through a Question on Notice. The ongoing relationship with the BVSRRRA is still unresolved.

Council has also spent considerable effort in working to improve its avenues for communication. Whilst there has been some improvement this is still an area which needs to be worked on.

Council has engaged the NSW Electoral Commission to conduct the 2016 elections. Council adopted a Procedure to improve its preparedness for the election and a Candidate Information Session was held in July 2016.

Delegations reviewed and reported to Council annually, Part 2 Delegations from the General Manager internally reviewed. The model Code of Conduct was adopted in March 2013. Code of Conduct matters were minimal, and all but one, have been lodged by external organisations. Council resolved to participate in the Southern Councils Group Conduct Reviewer Panel process.

Council presented submissions on the relevant local government reform proposals and the Local Government Act Review Taskforce. Council has prepared submissions on a range of joint organisation proposals. Council Resolved to resign its membership of Southern Councils Group which is now the Illawarra Pilot Joint Organisation. Council also considered membership of the former South East Regional Organisation of Councils, now the Canberra Region Joint Organisation. A Memorandum of Understanding was proposed, drafted and implemented with Eurobodalla Shire Council.

The Bega Valley Medallion Committee was reviewed to bring it in line with S355 committees.

Council now receives quarterly reports on progress against Resolutions from Council meetings and Major Projects.

Council participated in the ALGA proposal for the conduct of a referendum on recognition for Local Government in the Australian Constitution.

A Protocol for elected officials communications was adopted. A Procedure for Election, Induction and Professional Development was adopted. Councillor induction completed for 2012, elected Councillors and a briefing session for 2016 candidates was held outlining Councillor Induction Plans for the period to December 2016. NSW Electoral Commission engaged to conduct 2016 elections.

Some Councillors participated in a delegation to Nanyang China at their own cost and Council held meetings with a delegation to Australia from Wenzhou China. Council hosted visits from the City of Littleton USA Bega sister city and a visit by the City of Littleton Mayor.

Direction LO2 - Business excellence

By 2030: Bega Valley Shire Council is an organisation that embraces and demonstrates best practice governance and workplace excellence.

Council's Role: Leader, Provider

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> LO2.1- Council is financially sustainable and services and facilities meet community need while minimising transfer of costs to ratepayers. 	Leader	Community
<ul style="list-style-type: none"> LO2.2- Rates are set at affordable levels; rate income is capable of meeting needs of the organisation as per the adopted long term financial plan; however, income from grants, commercial and regulatory functions is increased. 	Provider	Community
<ul style="list-style-type: none"> LO2.3- Services provided are delivered in an economically and efficient way. 	Provider	Community
<ul style="list-style-type: none"> LO2.4- Council has an integrated enterprise risk management approach. 	Provider	Community
<ul style="list-style-type: none"> LO2.5- Council promotes concept of provision of helpful guidance by staff to community on appropriate matters (e.g. permits, rights, DAs) consistent with regulatory requirements. 	Provider	Community
<ul style="list-style-type: none"> LO2.6- Council's organisational culture encourages integrity, responsiveness and innovation. 	Leader	Community
<ul style="list-style-type: none"> LO2.7- Council attracts retains and develops a skilled workforce that meets the needs of the organisation. 	Provider	Community
<ul style="list-style-type: none"> LO2.8- Council provides a safe, healthy working environment and takes a pro-active approach to all Work Health Safety (WHS) matters. 	Provider	Community

The Results

- Most cost effective means of service delivery implemented.
- Enterprise risk management processes are embedded in all Council operations.
- Bega Valley Shire Council is identified as an employer of choice within the community.
- Workers compensation premium is contained.

Achievements made to support community ambition during this Council term

Council has been found Fit for the Future by IPART after submission of its Council Improvement Plan showing it meets all financial ratios in the next financial year. There has been a significant increase over the term of funding into transport infrastructure and all directions set in the Long Term Financial Plan have been achieved.

Bega Valley was an inaugural participant in the Local Government Operational and Management Effectiveness Report conducted by Price Waterhouse Coopers and Local Government Professionals Australia NSW and has participated annually. The three reports provide an excellent tool to assist Council monitor areas of good performance and areas for improvement.

Income from grants has increased substantially with significant projects achieved. Council has also been very successful at attracting Local Infrastructure Renewal Subsidy (LIRS) and has been able to take advantage of the TCorp finance arrangements due to its strong financial position.

Council has overseen a number of service reviews which have resulted in restructure and refocus. These have occurred across the organisation covering procurement, property, business services,

information technology, economic development, Children's Services, recreation and leisure to name a few.

As part of our commitment to providing best practice corporate governance, Senior Management and the Risk Management Committee of Bega Valley Shire Council undertook an evaluation of our risk management processes and methodologies.

Specifically Council wanted to gauge how well Enterprise Risk Management (ERM) is implemented across all functional areas within the organisation.

Rather than limiting this to undertaking an elementary audit of our risk management systems BVSC decided to forensically examine our current ERM methodologies across all sections of Council in a holistic manner by:

- Conducting a survey of key stakeholders and risk owners.
- Testing the levels of ERM knowledge that key stakeholders and risk owners have.
- Mapping out our existing ERM Processes.
- Consulting with key stakeholders and risk owners about ERM.
- Engaging an external resource to audit our ERM system.

Overall we believe this project has provided recognition of risk management as a critical process within our organisation. We were able to gauge how risk owners and key stakeholders feel about the way Council manages enterprise risks as well as raising the profile of ERM within our organisation.

Succession planning is in place through traineeship/cadetship programs. Since 2012, Council has employed up to 50 trainees / cadets, providing employment opportunities for youth within our region and opportunities for succession planning. The ongoing future direction of the traineeship/cadetship program is now being further evaluated following the implementation of the revised Workforce Strategy.

Council is committed to providing a safe, healthy work environment and continues to be proactive in all Work Health Safety (WHS) matters. Emergency Management Plans are completed for Council's Zingel Place Office, all Depots, Libraries and Children's Services buildings, with staff of Zingel Place administration building completing relevant training. Regular drills have been held and monthly testing of evacuation systems. Specialised training has been provided to the Organisational Development and Governance team to support and identify mental illness issues in the workplace and support employees through implementing crisis management techniques. Mental health awareness programs have been rolled out across the organisation with a refresher course held in the 2015 calendar year. The Drug and Alcohol at the Workplace Procedure has been developed with training conducted. All staff has now completed training in 'Move 4 Life; a manual handling accredited training program.

Continual improvements on our internal procedures is important to ensure business excellence is achieved, throughout the Council term we developed a cross functional team for Grant Funding to establish organisational guidelines and procedures on grant funding. A Procurement Review was completed 2015 and implementation will be ongoing. The Procurement team have greater input to Council tender process and are currently reviewing procedures and processes. Discussions have commenced regarding the scheduling of a supply forum to improve communications and understanding of working with Council.

Organisational structure approved by Council in early 2013 and subsequently in June 2014 is now fully in place – the final areas of Strategy and Business Services and Community, Relations and Leisure now completed. A new General Manager and two new Directors have been appointed in the term.

Procurement review outcomes – new structure, improved outcomes, and social procurement embedded. Property section reviewed and the management of property, leases and licences and improving returns from this area as a priority.

The Internal Audit Committee was reviewed and re-established. **Internal Audit Plan adopted for period 2015-18 and 14 internal audits completed.**

Council was included in the ICAC Operation Jarek matter as a minor organisation. This matter was reported to Council and recommendations from the report included in the Procurement Review.

An investigation was undertaken into the release of bonds for the Eden Cove development and the findings reported to Council.

Applications for Financial Assistance process reviewed and a new framework adopted.

Quarterly reports are now provided to Council on Major Projects and actions against Resolutions.

A new Internet/Intranet Dashboard outlining key operational targets and “real time” reporting commenced.

Reviews of the impacts of the introduction of the NDIS on Council services was undertaken and considered by Council. Strategic review of the Regional Gallery undertaken and staffing profile amended to achieve increased focus. Library Service Mobile Van Program reviewed and service refocussed into a volunteer service.

Library Services Review adopted; move to new approach in libraries following external review undertaken in mid 2014 – **new staff** structure adopted and staff appointed; PLACE Based Officer approach outlined in June 2014 now achieved using existing EFT. This is a new approach to working with and for the local communities across the Shire.

In the services area, a Public Toilet Management Plan was adopted. The management of the Bega Valley Commemorative Civic Centre was outsourced.

There was a trial mobile waste service operated in Wonboyn. A Bega Parking and Traffic Study was undertaken. Organic waste process improvement implemented with product now available for sale. A Waste audit of bins was undertaken and reported.

Operational management of the Merimbula Regional Airport reviewed and new process in place after several tender processes.

Risk assessments undertaken for Merimbula and Tathra Wharves. Protocols trialled and a review is currently being undertaken.

A new General Manager and two new Directors (Community, Relations and Leisure and Transport and Utilities Group) have been appointed. All senior staff have now been through the Australian School of Applied Management program. We established a regular senior staff survey on our values

statement to ensure focus is on working together and achieving outcomes. The Managers Group and Co-ordinators Co-operative have been reformatted and work together to lead change, encourage innovation and drive performance of the organisation.

Staff culture improvement program was completed with senior managers, managers and all staff engaged in the process.

The People Matter, Learning is important and we Can do, Engaging with the whole organisation-PLaCE commitment statement adopted and organisation culture inventory undertaken utilising Human Synergistics Organisation Culture Index.

Assessment of Bega Administration building for Building Code Australia compliance and accessibility commenced.

Staff uniforms are now in place.

The Sapphire Aquatic Centre management moved to Council's direct management as are the Waste management centres.

Council staff also responded to three significant floods and carried out significant remediation and flood restoration works. Some considerable impacts from the most recent event are still outstanding and the next term will require follow up and leadership in this area from Council and staff.

Council applied for the following projects through the Local Infrastructure Renewal Scheme:

1. Renewal Infrastructure Merimbula Airport
2. Renewal Urban Roads
3. Renewal of Bega Main Depot
4. Renewal of Bega Town Hall

Council can now apply for loan funding through the T-Corp facility at low rates due to being determined Fit For the Future.

Direction LO3 – Informed and engaged

By 2030: Our community is informed and engaged with opportunities to determine the direction of the shire with effective, accountable leadership.

Council's Role: Leader, Provider

Outcome	BVSC Role	Partner
<ul style="list-style-type: none"> LO3.1- Residents are informed about and involved in Council's decision making. 	Leader	Community
<ul style="list-style-type: none"> LO3.2- Effective community engagement uses varied communication channels relevant to the community in planning, responding to and informing the community and individuals. 	Provider	Community , media
<ul style="list-style-type: none"> LO3.3- There is better understanding within the community of services and facilities available through Council. 	Provider	Community , media
<ul style="list-style-type: none"> LO3.4- Staff are customer focused, proactive and highly trained. 	Provider	Community
<ul style="list-style-type: none"> LO3.5- Council provides a central point of contact (telephone and online) where requests are forwarded to skilled and knowledgeable staff for timely response. 	Provider	Community
<ul style="list-style-type: none"> LO3.6- Council's community strategic planning process is clearly visible and the plans accessible and written in plain English. 	Leader	Community
<ul style="list-style-type: none"> LO3.7- Council acts in a coordinated manner to implement the plan and report upon it; Council approach is- Plan What We Do & Do What We Plan. 	Provider	Community
<ul style="list-style-type: none"> LO3.8- Performance management concepts are embedded in the organisational culture and routines/ processes understood by all staff. 	Provider	Community

The Results

- Number of opportunities, face to face and online available to community to engage with Council increased.
- Level of community participation in consultation, and number of community engagement activities increased.
- Improved community understanding of Council roles and activities.
- E-services solutions in place for community customer enquiries.
- Council's customer service charter is embedded in the culture of the organisation and publicised to the community.
- Customer satisfaction with Council response regularly improves in community survey.

Achievements made to support community ambition during this Council term

A community reference group was formed comprising local people, Councillors, the General Manager and our communications and engagement staff, and together we worked towards a best practice method of engaging in meaningful and two-way conversations with the community.

Through this process the Community Engagement Toolkit Strategy has been developed and reviewed with the appointed reference group. Staff implementation has now taken place, with work in this area continued into the 2015-16 reporting year. A program of Community and Councillor Forums has been delivered and will be considered for ongoing delivery to enable greater access for our community to present ideas and projects to Council, listen to Council issues and have their say on issues of priority for them. A Community Calendar is live and updated on the Council website which identifies key community activities and community consultations, highlighting opportunities for the community to provide input and feedback

In 2014 we launched the now very successful and well received Village Newsletter that delivers relevant news to residents living in our villages and localities.

The 2014 year also saw us start a major redesign of our website that addresses the current problem of finding the right information and recognises the many different ways people use the web. As the year ended, the design files were in and we started looking towards ways of involving the community in helping us make it simple to navigate and user friendly.

Additional opportunities for our community to engage with Council continue to be provided including online and physical suggestion boxes. Opportunities for online engagement and information have been greatly improved through the development and launch of the new Council website. Council continues to provide quality customer service with opportunities for community to provide feedback on the service they received through monthly call back surveys. These surveys enable staff to assess areas of improvement and ensure customer satisfaction levels are maintained.

Staff training has been delivered on the adopted Communications and Community Engagement Strategy. An improved staff training program for Code of Conduct has been finalised and will be delivered to all staff commencing July 2016.

Government Information Public Access (GIPA) training has been delivered to targeted staff on as needs basis with ongoing refresher training sessions also provided.

All Council staff have undertaken Respect, Equity and Diversity Training Programs, targeting bullying and harassment work related behaviours and promoting a positive workplace culture.

Council continues to develop and work towards effective communications and understanding of Council decision making with our community with quarterly public community finance meetings held to enable question and answer sessions.

The Community Strategic Plan was reviewed and adopted. This included the Resource Strategy and all associated plans, including the Social Issues and Cultural settings papers. Asset Management Plans reviewed and adopted.

Community Communications and community engagement review completed, training undertaken, "Listen, Talk, Action" tool kit developed

A range of online and mobile apps are now in place including: Snap Send Solve app; Development Application tracking online service available.

Live streaming of Council Meetings has been commissioned and commenced when new Chamber was opened in January 2016.

A new phone system has been installed with improved functionality allowing teleconferencing for staff in remote locations and reducing travel time.

A wide range of community engagement activities were undertaken: IRIS Community Survey and Special Variation Survey completed and reported to Council; Youth Engagement Review undertaken with community; Review of the Youth Council undertaken with young people; Tourism Industry Review completed to draft, currently with the community for feedback; Aquatics Facility Review on exhibition for feedback into the next CSP; feedback requested by Council in regards to the location of the Dr Evershed Memorial Clock Tower Bega; and the Central Waste Facility Consultative Committee was established.

The first round of community engagement for the CSP review undertaken receiving 1,200 submissions and involving 34 staff from across Council.

A review of performing arts venues in the region undertaken and reported to Council.

Internal Audit Committee Report

Audit Title		Risk Rating	IAC Review Date						
Human Resources		MEDIUM							
Audit Objectives									
<p>The objective of the review was to consider the effectiveness of Council's existing Human Resources processes focusing on the following areas:</p> <ul style="list-style-type: none"> • HR Policies • HR Reporting • Recruitment and appointment practices • Inductions and exits • Staff complaint management <p>The objective of the audit is to determine if BVSC has effective management practices related to Human Resources (HR) for its employees, and to assess compliance with applicable legislation, policies, procedures and best practices. Additionally this audit will, where appropriate, identify opportunities to improve Council's existing HR management systems.</p>									
Findings									
Overall, it was determined that the processes and current controls in place relating to Human Resources practices specifically relating to recruitment & selection, HR reporting and inductions & exits at Council required strengthening									
Associated Risks to Council									
Reputation, Human Resources, Governance, Ethics									
Implementation of Controls (%)									
10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Auditor Recommendations		Current Status (include evidence)							
1. Reporting Requirements - Formalise HR reporting requirements and designate who is responsible for compiling and reporting this data to Management.		Business Services Manager Comments: Employee Support Services developing mechanisms for greater reporting capability of all key result areas including EAP, recruitment, training and return to work. Formal HR reporting requirements undetermined and proposal for a reporting procedure will require LEG approval.							
2. Procedure 5.04.2 - Review and update BVSC Procedure 5.04.2 Recruitment and Selection to ensure that there is compliance with all relevant legislative obligations.		Business Services Manager Comments: Updated procedure 5.04.2 release date July 2016.							
3a. Recruitment Checklist - Develop a recruitment & selection checklist which captures formal approvals and task completion sign off.		Business Services Manager Comments: The development of both an On-Boarding and Off-Boarding procedure (ETA: August 2016) and the release of e-Recruit (July/August 2016), will direct employees to checklists for formal approvals and task completion sign offs.							

<p>3b. Job Evaluation Summaries</p> <p>- Ensure that Local Government Job Evaluation summaries are included in the recruitment pack and subsequently filed in TRIM.</p>	<p>Business Services Manager Comments:</p> <p>Requiring LEG approval that Organisational Development and Governance release each job evaluation (to date and moving forward) to Employee Support Service for the maintenance of effective records management processes.</p>
<p>4a. Recruitment/Selection Checklist</p> <p>- Develop a recruitment & selection checklist.</p>	<p>Business Services Manager Comments:</p> <p>The release of the updated procedure 5.04.2 Recruitment and Selection and e-recruit will provide operational directives and work flow checklists.</p>
<p>4b. Recruitment and Selection Training</p> <p>- Provision of recruitment& selection training for managers/supervisors who perform recruitment activities on behalf of Council.</p>	<p>Business Services Manager Comments:</p> <p>The release of e-Recruit will involve a combination of classroom-style and practise lab, information and practical application training sessions which will incorporate the use and instruction of the updated procedure 5.04.2 Recruitment and Selection. Estimated roll out of e-Recruit training plan, August 2016.</p>
<p>5. Casual Workers</p> <p>- A detailed review of the use of Casual Workers.</p>	<p>Executive Manager ODG Comments: This Review is scheduled to be undertaken by ODG in the 2nd half of the 2016 Calendar year. Review findings will be tabled at LEG meeting in February 2017</p>
<p>6a. Training Relating to Labour Hire</p> <p>- Provision of recruitment& selection training for managers/supervisors which details the requirements relating to the use of Labour Hire at BVSC.</p>	<p>Business Services Manager Comments:</p> <p>As per '4.b'</p>
<p>6b. Procedure 5.04.2 Labour Hire Review</p> <p>- Review the Labour Hire requirements detailed in Procedure 5.04.2 Recruitment and Selection.</p>	<p>Business Services Manager Comments:</p> <p>Updated procedure 5.04.2 Recruitment and Selection roll out July 2016.</p>
<p>7. Training on Councils Recruitment Practices</p> <p>- Provision of recruitment & selection training for managers/supervisors which clearly explains Council's recruitment practices.</p>	<p>Business Services Manager Comments:</p> <p>As per '4.b'</p>
<p>8. Procedure 5.04.2.</p> <p>- Amend Procedure 5.04.2 Recruitment and Selection to make it mandatory for Selection panels to inform the contact centre of upcoming recruitment events.</p>	<p>Business Services Manager Comments:</p> <p>For inclusion into updated procedure 5.04.2 Recruitment and Selection, may require LEG approval for inclusion of a new mandatory process.</p>
<p>9a. Provision of Recruitment & Selection Training</p> <p>- Provision of Recruitment & Selection training for managers/supervisors which highlights the importance of undertaking referee checks and explains how that process must be documented.</p>	<p>Business Services Manager Comments:</p> <p>As per '4.b'</p>

Internal Audit Committee Past Audits Action Plan

<p>9b. TRIM Procedure - Procedure amended to ensure that successful applicant's qualifications are TRIMMED and checked.</p>	<p>Business Services Manager Comments: Updated procedure for 5.04.2 Recruitment and Selection roll out July 2016. Checking of qualifications is undertaken via eRecruit.</p>
<p>9c. E-Recruit - E-Recruit to be assessed to determine if this system will check compliance and capture qualifications. (NOTE: It is vital that if an E-Recruit package is used at Council that it meets the requirements of the State records Act and Council's record keeping requirements.)</p>	<p>Business Services Manager Comments: e-Recruit work flow incorporates checklists including (but not limited to) qualifications that are required for each position and the verification of the attainment of copies of each by the Recruiting Manager. The release of procedure 5.04.14 Employee Training and Development will provide updated Training directives incorporating the requirement for all qualifications and certificates obtained to be forwarded to Employee Support Services for records management and upkeep of the learning management system.</p>
<p>10a. Medical Reports - Formalise how medical reports are sent to ESS and what the subsequent actions to be followed are.</p>	<p>Business Services Manager Comments: The new On-boarding procedure currently being drafted by Employee Support Services will formalise pre-employment medical processes. Procedure ETA 1/8/16.</p>
<p>10b. Job Statement - Develop inherent job requirements statements (these are separate to a position description and are used to articulate specific physical requirements of each position).</p>	<p>Business Services Manager Comments: As per 10.a. In addition, upon completion of new PD developments currently underway in Organisational Development and Governance will spur activity for Employee Support Services to instigate an overhaul review of Job Demands Checklists by Coordinators and Managers.</p>
<p>10c. Internal Control Mechanisms Internal quality control mechanisms that ensure that all medical reports are kept in TRIM, converted to a CRM task and subsequently reviewed by relevant stakeholders to ensure the new employee is fit for the duties they have been recruited to undertake.</p>	<p>Business Services Manager Comments: - As per 10.a.</p>
<p>10d. Pre Employment Medical Reports - Find the pre-employment medical report for employee 14115 and ensure that it is filed in TRIM or organise for another pre-employment medical.</p>	<p>Business Services Manager Comments: Estimated completion July 2016.</p>
<p>11a. Managers Recruitment/Selection Training. - Provision of recruitment & selection training for managers/supervisors which specifically explains the confirmation of employment process.</p>	<p>Business Services Manager Comments: As per 4.b.</p>

<p>11b. Letter of Offer.</p> <p>- Revise the initial letter of offer so it adequately informs the new employee in writing of the criteria and objectives to be met for the appointment to be confirmed.</p>	<p>Business Services Manager Comments:</p> <p>As discussed with auditor the possibility of providing/inserting a copy of the PD to follow the letter of offer with the inclusion of a second signing box to declare, 'I have read & understood the duties as outlined in PD' is best fit option - If agreed and adopted by LEG, Employee Support Services are able to input immediately in current manual practises and adjust e-Recruit letter of offer 'acceptance' sign off to incorporate the acceptance of both letter of offer and the duties and responsibilities outlined in the P.D.</p>
<p>11c. Review Procedure 5.04.29</p> <p>- Review BVSC 5.04.29 Procedure Confirmation of employment.</p>	<p>Business Services Manager Comments:</p> <p>Employee Support Services will review all key result areas and related procedures including procedure 5.04.29 Confirmation of employment in the quarter 1 and 2 of the new financial year.</p>
<p>12. Review Procedure 5.04.17</p> <p>- Review Procedure 5.04.17 Workplace Diversity Equal Employment Opportunities & Management Plan.</p>	<p>Executive Manager ODG Comments:</p> <p>This procedure has not yet been updated. It will be actioned before the end of December 2016</p>
<p>13. Indigenous Employment Plan</p> <p>- Draft a current Indigenous employment plan and ensure it is included in the Workforce Strategy.</p>	<p>Executive Manager ODG Comments: Following consultation with Council's Aboriginal Liaison Officer, it has been agreed to develop an Aboriginal Employment Strategy as a Sub Plan of Council's current Workforce Strategy: This Sub Plan will be finalised by the end of 2016 calendar year.</p>
<p>14a. Relocation Expenses Request Form</p> <p>- Develop a relocation expenses request form and a claim form.</p>	<p>Executive Manager ODG Comments: Responsibility for recruitment (on boarding) employees now falls within the responsibility area of Employee Support Services (SBS) - this issue will be covered as part of the new Recruitment and Selection Procedure. SBS to finalise by the end of 2016</p>
<p>14b. Review Procedure 5.04.21</p> <p>- Relocation Expenses.</p>	<p>Executive Manager ODG Comments: Responsibility for recruitment (on boarding) employees now falls within the responsibility area of Employee Support Services (SBS) - this issue will be covered as part of the new Recruitment and Selection Procedure. SBS to finalise by the end of 2016</p>
<p>15. Outside Employment</p> <p>- Council to continue implementing its review of outside employment.</p>	<p>Executive Manager ODG Comments: Completed: New Procedure has been developed and approved - new system for tracking Outside Employment requests now in place - it is now a requirement all employees are required to seek approval annually re outside employment.</p>

Internal Audit Committee Past Audits Action Plan

<p>16a. Exit Interview Questionnaire - Implement and use the new exit interview questionnaire been developed by ESS.</p>	<p>Business Services Manager Comments: The new off-boarding procedure (ETA 1/8/16) will address processes involved in the effective exiting of employees including the exit interview questionnaire developed by Employee Support Services.</p>
<p>16b. Annual Summary Report - Exit Interviews - Prepare annual Summary Report of Exit Interviews. Organisational Development & Governance for the annual summary report.</p>	<p>Executive Manager ODG Comments: The new off-boarding procedure (ETA 1/8/16) will address processes involved in the effective exiting of employees including the exit interview questionnaire developed by Employee Support Services.</p>
<p>17a. Induction Procedure - Develop an induction procedure which will stipulate day one requirements for Managers as well as Corporate induction requirements.</p>	<p>Business Services Manager Comments: As per 11.c</p>
<p>17b. Boarding of New Staff Training - Provision of training for managers/supervisors regarding on boarding of new staff.</p>	<p>Business Services Manager Comments: Upon completion and LEG endorsement of new On-Boarding procedure, Employee Support Services will consider small group de-brief sessions for all new procedures, not just for On-Boarding but for all key function areas and related procedures.</p>
<p>18a. Project Team - Council to consider providing a project team to action the use of individual employee containers within TRIM.</p>	<p>Executive Manager ODG Comments: A review of the current TRIM system will be undertaken towards the end of the 2017/2018 year (a new version of TRIM has been released - and this issue will be considered as part of this review and prior to Council implementing the new TRIM Version 2 Release - Target date by the end of 2017/2018 financial year</p>
<p>18b. TRIM Management - Provide TRIM records destruction training to key records staff.</p>	<p>Executive Manager ODG Comments: Yet to be implemented - target date of end of current 2017-2018 financial year</p>

Audit Title		Risk Rating
Tendering Process		HIGH
Audit Objectives		
The objective of the tendering audit is to ensure that tenders are being conducted in a proper manner which allows Council to obtain best value and that tenderers are treated fairly.		
Findings		
<p>The overall conclusion rating is reflective of the significant improvements which have been achieved in the past two through the specific activities of the Infrastructure Waste and Water Group on major infrastructure tenders in particular and through the efforts of the Procurement Coordinator for more significant supply type arrangements.</p> <p>The review has identified that there is a good understanding and application in Council of the tendering requirements. Concerted efforts are being made by management to ensure compliance with the legislative requirements particularly in regards to supply and service contracts.</p> <p>Opportunities for improvement has been identified in regards to probity processes and dealing with providers. A draft Probity Plan and Statement of Business Ethics has been provided to management to assist in improving these two areas.</p> <p>The implementation of the specific recommendations made in this report will, along with the continuing initiatives of management, assist in Council in moving to a higher level of maturity around its tendering processes.</p>		
Associated Risks to Council		
Governance, Reputation, Financial and Ethics		
Implementation of Controls (%)		
10%	20%	30%
40%	50%	60%
70%	80%	90%
Auditor Recommendations		Current Status (include evidence)
1. Probity Policy - Council should develop a probity policy.		Business Services Manager Comments: ODG to develop and implement policy as agreed 13 May 2016.
2. Higher Risk Tenders - A probity plan should be developed for all higher risk tenders and contractual arrangements.		Business Services Manager Comments: The tender evaluation plan contains a probity clause within the conditions of tendering. With respect to a stand alone probity plan, a probity procedure is to be developed and implemented following adoption of the probity policy identified above (Finding No.1).
3. On-Line Tendering - Council should subscribe to an on-line tendering system		Business Services Manager Comments: Council subscribe to two on-line tendering systems (refer attached screenshots): Tenderlink (https://www.tenderlink.com/begavalley/) for open public tenders. Vendor Panel (https://www.vendorpanel.com.au/) for use of aggregated contracts established by LGP as a prescribed person.
4. Tender Evaluation Panel - An independent member should be included on all key tender evaluation panels.		Business Services Manager Comments: The Supply Services teams offer to be involved in tender evaluation panels as the independent person. Some key tenders may also involve external independent panel members (for example Merimbula Airport tender evaluation panel included an independent aviation consultant and a CEO from an adjoining council).
5. Confidentiality Relating To Tender Documents - Staff should be reminded of their responsibilities as regards the management of confidential tender documents.		Business Services Manager Comments: Tender notifications issued to all recipients at the point a tender is registered (refer attachment).
6. Action Plan Relating To Arrangements Exceeding \$150k - An action plan with specific dates to complete should be in place to ensure that supply and service arrangements which exceed \$150k are conducted in a manner which achieves best value and are in accordance with legislative requirements.		Business Services Manager Comments: Procedure 5.08.1 sets out best value procedures and process options with respect to arrangements exceeding \$150k (refer attachment).
7. Objectives Of Tendering Activities - Council should consider opportunities for better aligning the objectives of tendering and other procurement activities with the broader economic development strategies of the region.		Business Services Manager Comments: Supply Services work in partnership with the Economic Development Manager on a case-by-case basis with respect to aligning tendering with economic development strategies (examples include Main Street Merimbula Sale, Gateway Signage and Hotel Australasia EOI).

Audit Title						Risk Rating		IAC Review Date	
Contract Management						HIGH			
Audit Objectives									
An internal audit of the Bega Valley Shire Council's (Council) Contract Management has been undertaken to provide assurance on compliance with Council's internal policy and procedures for contract management, along with a risk assessment of current practices. This included an assessment of current contract management processes against the Division of Local Government Tendering Guidelines for NSW Local Government (the Guidelines).									
Findings									
There appears to be no formal documented organisational policies or procedures regarding contract management. From discussions with Peter Jones, Risk and Internal Audit Co-ordinator/LEMO, and interviews with various Council employees, a documented policy and procedures for contract management could not be identified that represented Council's overall approach. It was noted however that some divisions have developed procedures for their individual division. This has highlighted the fact that there is no consistency across the divisions regarding contract management. As per the Guidelines, councils in managing contracts should;									
<ul style="list-style-type: none"> - Ensure that appropriate contract documents are prepared and kept with Council's legal documents - Ensure proper processes are followed for the approval of variations to the contract - Monitor and document contract performance - Ensure there is a proper complaints handling and disputes resolution process established in accordance with the General Conditions of Contract. 									
Associated Risks to Council									
The largest risk to Council with respect to contract management is that Council does not currently have a designated, centralised contract management function taking ownership of associated policies, procedures, tools and templates. It is acknowledged that individual officers do undertake contract management tasks as required, however lack of an overarching function is likely to result in inconsistencies from an organisational perspective. Although the Supply Services team have undertaken extra curricular activity with respect to this Audit, it is not sustainable into the future and Council needs to consider implementation of a contract management function or role to provide continuous management of risks identified in the Audit.									
Implementation of Controls (%)									
10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Auditor Recommendations					Current Status (include evidence)				
1. A Contact Management Register - A contract management register to be developed. The register should be available to employees from other divisions to access.					Business Services Manager Comments: The Supply Services team have established a register of contracts entered into from FY 15/16 which will be regularly updated in line with predetermined thresholds and available for all divisions as a read-only file on Sharepoint. Refer snapshot attached. Action = SS to update to end May and upload to Sharepoint by mid June 2016.				
2. Financial Parameter Checks - Parameters are set regarding the utilisation of financial checks. Council may wish to set parameters in line with the Local Government (General) Regulation 2005 tendering threshold of \$150,000.					Business Services Manager Comments: This should be set as an organisational wide requirement in conjunction with the Risk Coordinator. Consider higher threshold if dollar value is set, otherwise consider financial checks based on project risk (e.g. a water pipeline renewal has a higher risk to the community if contractor fails due to financial capacity than, say the works office refurbishment project would have had). Action = BS Manager, SS Coordinator and Risk Coordinator to formulate process for review by end June 2016.				

<p>3. Contract Management Template</p> <p>- It is recommended that a contract management template is created for the Contract Manager to use. This template should include, but not be limited to, the following key points:</p> <ul style="list-style-type: none"> • Reason for the contract. • Scope of the contract. • Roles and responsibilities of persons involved. • Communication strategies. • Dispute resolution process. • Variations to contract procedures. • Administrative arrangements, such as security access, bonds held and payment terms. • Reporting requirements, such as inspection reports, environmental reports. <p>By designing a contract management template, it will create uniformity across the divisions. It is recommended, however, that these templates are subsequently reviewed on an annual basis to ensure their relevance and appropriateness.</p>	<p>Business Services Manager Comments:</p> <p>Contract management template created, refer attachment.</p>
<p>4. Budgeting of Man Hours/ Training Programs</p> <p>- It is recommended that a budget is devised regarding man hours required to manage the contract, with the budget reviewed during the operational phase of the contract. It is also recommended that training programs are conducted to assist employees developing effective skills for managing contracts.</p>	<p>Included within contract management template, refer attachment.</p>
<p>5. Contract Close-Out Process</p> <p>- A review process should be established for completed or terminated contracts in terms of determining whether goals and objects had been met, stakeholder needs addressed, that security and IT access arrangements terminated and transfer of property successfully performed. By performing an overall review, efficiencies can be built into the management of future contracts.</p>	<p>Contract close-out template created, refer attachment.</p>
<p>6. Bond Documents</p> <p>- It is recommended that a formalised document is retained with the contract regarding the type of bond held, the value of bond held, conditions of holding the bond, the term of the bond and any other information deemed relevant to the management of the bonds held.</p>	<p>Business Services Manager Comments:</p> <p>Overarching contract execution summary created, refer attachment.</p>
<p>7. Contract Numbers Assigned to Register</p> <p>- It is recommended that contract numbers are assigned to all contracts by maintaining a contract register, to ensure that Council are meeting current legislative requirements as well as demonstrating transparency in contractor selection and management. Furthermore, a contract number (or a reference number) should form part of the initial tendering and procurement procedures. As contract numbers provide an audit trail for financial accountability, transparency and integrity. In addition, contract numbers should be linked to the approval process to demonstrate probity.</p>	<p>Business Services Manager Comments:</p> <p>This is maintained by the Supply Services Team. A procurement register is maintained to capture all contract numbers allocated as part of the initial tendering and procurement process. A separate register of contracts entered into is also maintained as per above response to finding no.1. The reason for two registers is to provide a more efficient means of reporting contracts entered into in quarterly and EOFY legislative reports (i.e. not all entries into the procurement register result in a contract being entered into). Refer snap-shot of procurement register attached. Action = SS to update both registers and upload to Sharepoint by mid June 2016.</p>

<p>8. Conflict of Interest Register. - It is recommended a register for conflict of interest is developed and be referred to, and procedures document to address such conflicts.</p>	<p>Business Services Manager Comments: SS to develop a register for conflicts of interest that are declared during tender evaluation (i.e. not an organisational COI register). Action = SS to develop register and upload to Sharepoint by end June 2016.</p>
<p>9. Capturing of Contract/Supplier Performance. - It is recommended that measures are taken to develop an overarching approach to report on poor contractor/supplier performance. It is noted that software programs such as VendorPanel and Tenderlink include a feedback section. It is recommended that this tool is utilised as it will provide a centralised source of supplier reference and documented communication with the supplier/contractor.</p>	<p>Business Services Manager Comments: Included within contract management template, refer attachment.</p>
<p>10. Execute Checklist for all Contracts. - It is recommended that a formal process or checklist is developed to ensure that copies of contracts are effectively retained and easily accessible in the future.</p>	<p>Business Services Manager Comments: Included within contract execution summary, refer attachment.</p>
<p>11. Contractor Insurance Policies Checklist to be Incorporated into the Council's Policies. - It is recommended that checklist is incorporated into the Council's policies regarding contractor insurance policies, to illustrate that copies of policies have been obtained or sighted and deemed appropriate. This will ensure that current and appropriate policies are held as per the terms of contract for the duration of the project.</p>	<p>Business Services Manager Comments: Contractor insurance policies are registered and monitored within the BNG Conserve system. Tender documentation (refer preliminaries section) states that successful contractors need to register on this system, as does the BVSC public website. Refer attached screenshots.</p>

Audit Title		Risk Rating	IAC Review Date						
Cash Handling		High							
Audit Objectives									
<p>The objective of the audit was to assess existing controls relating to cash handling and other receipts, test a sample of transactions to determine if controls are effective and compare current cash activities against better practice.</p> <p>For 3 selected sites, review the adequacy of:</p> <ul style="list-style-type: none"> - cash handling and receipting policies and procedures - daily balancing and reconciliation - segregation of duties and key controls in the cash handling and other receipts process and - internal controls over other receipts to ensure they are operating satisfactorily and that Council is not unnecessarily exposed in terms of risk. 									
Findings									
<p>Overall, we found there are areas for improvement in terms of the processes and current cash handling and receipting controls currently in place at Council. These areas include developing a cash handling policy, improvements to physical safety and security and the reporting mechanisms relating to cash handling</p>									
Associated Risks to Council									
Financial, Governance and Health and Safety									
Implementation of Controls (%)									
10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Auditor Recommendations		Current Status (include evidence)							
1. Cash Handling and Receipting - It is recommended that an overarching policy for Cash Handling and Receipting is documented and reviewed.		Executive Manager ODG Comments: Continuous improvement plan has been developed. ODG to develop and implement policy as agreed 13 May 2016.							
2. Limited Physical Access - It is recommended that Council install measures that mitigate the risks to employee safety. This may include protective Perspex and an additional auditory cue for the front counter that limits physical access to employees and alerts other staff to the potential threat.		Waste & Recycling Manager Comments: I believe this recommendation is not for the waste dept. We do not have front counters.							
3. Waste Station Till - It is recommended that the Merimbula Waste station till is locked when not in use and the key is removed from the till.		Waste & Recycling Manager Comments: Noted, Cash Handling Procedure updated, key cash drawers being installed at other sites where possible.							
4. Waste Station - It is also recommended that a safe or deposit box is installed on site to provide greater protection for the cash accumulated by Council throughout the day's business.		Waste & Recycling Manager Comments: Currently sourcing a safe via Anthony Basford/ Simon Schweitzer							

<p>5. Keys for the Safe and Cash Deposit Box</p> <p>- It is recommended that Council formulate a list of staff members who can have access to the keys to the cash storage facilities. If the keys are available to all staff there is no system in place to monitor who has been accessing the safe. In the event of the key going missing there is no obvious way of tracking which staff member would have the key and the associated access to the cash storage</p>	<p>Leisure Services Manager & Community & Cultural Manager Comments:</p> <p>A lock box will be put in place in which the keys will be stored. A register of who has an access code for the lock box will be kept. A sign in/sign out register will be put in place to track usage.</p>
<p>6. Refunds</p> <p>- It is recommended that a process of independent approval of all refunds is established and signed off at the time of transaction by a senior customer service staff member.</p>	<p>Finance Manager Comments:</p> <p>The procedure will be changed to include sign off by the customer service team leader or other team member on any transactions that require a refund or are to be voided. (Simon Schweitzer)</p>
<p>7. Reports</p> <p>- It is recommended that Council explore the reporting functionality of the current systems to determine if a payment split report is available to monitor payment methods.</p>	<p>Finance Manager Comments:</p> <p>A support call has been logged with Civica to identify if the reporting capability is available. No response has been received yet from Civica.</p>
<p>8. Periodic Internal Review</p> <p>- It is recommended that a periodic internal review is conducted of the Waste Station to monitor and address compliance with cash handling procedures.</p>	<p>Waste & Recycling Manager Comments:</p> <p>Noted, periodic review of all Waste procedures is currently in place.</p>
<p>9. Signing of Policies and Procedures</p> <p>- It is recommended that Council ensure that staff sign policies and procedures to ensure all training obligations are documented.</p>	<p>Business Services Manager Comments:</p> <p>Employee Support Services are rolling out e-Recruit in the new financial year and are moving from hard to soft copies of all new starter procedures. The recruitment system cannot move forward until employees have signed all respective procedures</p>
<p>10. Bemboka Aquatic Centre</p> <p>- It is recommended that Council issue a receipt for all purchases at Bemboka Aquatic Centre to provide proof and authorisation of transactions. This is commonly executed via a cash register with strong controls around the management of “z readings”</p>	<p>Leisure Services Manager Comments:</p> <p>Suitable cash register to be purchased prior to the start of the 2016/17 swim season. Staff to be trained in finalised BVSC cash handling procedures.</p>

Audit Title		Risk Rating	IAC Review Date						
Development Contributions		High							
Audit Objectives									
The objective of the audit is to assess the adequacy of managing, monitoring, and reporting on the collection and use of Development Contributions and whether Council effectively use Development Contributions to deliver planned infrastructure									
Findings									
Overall, we found there are areas for improvement in terms of the processes and Developer Contributions controls currently in place at Council. These areas include establishing a Developer Contributions register, accounting for Works in Kind and the Development Application files. A number of recommendations have been made throughout this report (section 3) that Council should consider and implement to further strengthen controls relating to Developer Contributions.									
Associated Risks to Council									
Financial, Ethics and Reputation									
Implementation of Controls (%)									
10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Auditor Recommendations		Current Status (include evidence)							
1. Contributions Register. - It is recommended that Council implement, maintain and review a contributions register for Developer Contributions.		Planning Services Manager Comments: Register implemented and maintained by Finance Section. Review process being finalised.							
2. Planning Assessment Register. - It is recommended that Council implement, maintain and review a Planning Assessment register for planning agreements.		Planning Services Manager Comments: Planning Agreement register implemented and will be maintained by Planning Services in accordance with Legislative requirements.							
3. Compliance Audits. - It is recommended that the compliance audits carried out by the Planning Department are documented and any findings discovered during the process should be captured to ensure historical learnings are recognised and improved upon.		Planning Services Manager Comments: Compliance audit to be carried out every quarter.							
4. Accounting Process. - It is recommended that Council formalise the accounting process to establish a framework for the provision and acceptance of Works in Kind to satisfy the requirements of Council and ratepayers.		Planning Services Manager Comments: Accounting process being finalised. Opportunity to include in Section 94 Register being investigated.							
5. Development Contributions Records. - It is recommended that Council maintain accurate records linking Development Contributions collected with those expended to track what was delivered against what was planned.		Finance Manager Comments: New reports have been developed to provide detailed information on each development contribution. Also a detailed reconciliation will be prepared at year end identifying each project delivered using the contribution funds.							

<p>6. Developer Contributions Sign Off.</p> <p>- It is recommended that both the Planning and Finance Departments sign off Developer Contributions to provide assurance that contributions are being effectively managed.</p>	<p>Manager Planning Services & Finance Manager Comment:</p> <p>The dual signoff process will commence from 2015- 16 Financial Year onwards.</p> <p>Allocation of contributions to be monitored through the Quarterly Audit review.(K Tull)</p>
<p>7. DA Section 94 Criteria.</p> <p>- It is recommended that Council adapt the Development Application sheet to include whether or not the Section 94 criteria applies to particular projects.</p>	<p>Planning Services Manager Comments:</p> <p>Development Application administration sheet amended as per recommendation.</p>
<p>8. TRIM Recording.</p> <p>- It is recommended that documents are saved in Trim and are accessible to all relevant staff and can be provided upon request</p>	<p>Planning Services Manager Comments:</p> <p>All documents relating to the Development Application Assessment, including Section 94, saved to TRIM.</p>

Audit Title	Risk Rating	IAC Review Date							
ICT General Controls	MEDIUM								
Audit Objectives									
The primary objective was to determine if the current primary IT general controls are effective in mitigating risks.									
Findings									
The Bega Valley Shire Council relies heavily on the availability, integrity and performance of its IT infrastructure systems and resources. While the current Information and Communication Technology practices addressed within this audit were, to a large extent found to be satisfactory, there are a number of areas for improvement in processes and control. We have detailed these matters below, together with recommended actions.									
Associated Risks to Council									
<p>In the absence of effective strategic planning, tactical planning, an ICT service inventory and related service level agreements the following risks are increased.</p> <ul style="list-style-type: none"> • business unit management may not be aware of the ICT services available, the opportunities available and the risks faced • business unit management may not have effectively communicated its requirements and expectations • ‘expectations’ may not be met • ICT efforts and resources may be misplaced • inability to service business unit requirements • misunderstandings based on assumption, ignorance and poor communication • failure to identify and prioritise business requirements and expectations • failure to service business expectations/tolerances (possibly because they have not been defined) • failure to address succession planning leading to loss and an inability to replace intellectual property and skills. <p>In the absence of effective strategic planning, tactical planning, an ICT service inventory and related service level agreements the following risks are increased.</p> <ul style="list-style-type: none"> • business unit management may not be aware of the ICT services available, the opportunities available and the risks faced • business unit management may not have effectively communicated its requirements and expectations • ‘expectations’ may not be met • ICT efforts and resources may be misplaced • inability to service business unit requirements • misunderstandings based on assumption, ignorance and poor communication • failure to identify and prioritise business requirements and expectations • failure to service business expectations/tolerances (possibly because they have not been defined) • failure to address succession planning leading to loss and an inability to replace intellectual property and skills. 									
Implementation of Controls (%)									
10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Auditor Recommendations					Current Status (include evidence)				

<p>1a. The ICT Strategic Plan.</p> <p>- The ICT Strategic Planning & Alignment of ICT and Business should continue to address a 3 to 5 year period and be managed on a rolling basis with formal updates conducted on an annual basis.</p>	<p>Business Services Manager Comments:</p> <p>An ICT Strategy is currently under development, due for submission to the Executive in August 2016</p>
<p>1b. Establish ICT Steering Committee.</p> <p>- Recommended establishment of an ICT Steering Committee.</p>	<p>Business Services Manager Comments:</p> <p>A steering committee effectively has been established between the Technology Services Coordinator, Business Services Manager, and Process Improvement Analyst under the guide of Directory, Strategy & Business Services. As part of the ICT Strategy, Managers will be invited to provide nominations for a broader steering committee.</p>
<p>1c. ICT Service Level Agreements.</p> <p>- The ICT services have not been determined and have not been documented.</p> <p>- Council has not established service level agreements in relation to the ICT infrastructure, services and resources which underpin the effective operation of its primary business systems, day-to-day processing and communication.</p>	<p>Business Services Manager Comments:</p> <p>Details relating to services will be outlined in the ICT Strategy.</p>
<p>2a. Risk Management Profile for Services Provided by ICT.</p> <p>- There is a need to establish a formal risk profile for those facilities, resources and services provided by ICT on which the business relies.</p>	<p>Business Services Manager Comments:</p> <p>Risks associated with services provided by ICT have been identified and documented in the Business Continuity Plan. Work is in progress to complete the enterprise risk radar, due for completion July 2016.</p>
<p>2b. ICT Risk Management</p> <p>- While it is appropriate that IT risk be represented under 'Business Continuity', there are other important categories of business risk where IT should also be represented.</p>	<p>Business Services Manager Comments:</p> <p>Business risks are outlined in Council's enterprise risk radar. Work is ongoing to identify and record risks.</p>
<p>2c. ICT Risk Management</p> <p>- Whilst the draft ICT Strategic Plan has a brief comment on Risk Management, management may wish to address ICT related risk to a greater extent in the ICT Strategic Plan. Uncertainty is an inherent element of an ICT strategy. Contingency steps should be planned to manage and control the identified risks whenever possible.</p>	<p>Business Services Manager Comments:</p> <p>Business risks will be outlined in the enterprise risk radar.</p>

<p>3. Formalisation of Arrangements with Third Party Providers / Contract Management</p> <p>- Establish formal contracts with these service providers ensuring the BVSC requirements/expectations and the provider's obligations are clearly specified, in the contract or accompanying service level agreements. Where providers may have access to BVSC assets and data, ensure the contracts bind the provider with respect to:</p> <ul style="list-style-type: none"> a. confidentiality (what is considered confidential under the Agreement) b. privacy (with reference to the prevailing legislation) c. non-disclosure (in any way or form) d. accessing (and copying, destroying and updating) information/data e. consequences of non-compliance f. a third party's obligation to ensure that each of its employees, temporary staff and contractors is also obligated in this respect. 	<p>Business Services Manager Comments:</p> <p>This is in progress with a joint review being undertaken by Technology Services and Supply Services, due for completion Q3 2016.</p>
<p>4a. Policies and Procedural Documentation.</p> <p>- Management Direction - It is recommended where the overheads of implementing 'policy' as opposed to 'procedures' or 'standards' are identified, develop detailed procedural documentation but with an introduction which effectively states the 'policy' from the BVSC LEG perspective and also that of ICT management.</p>	<p>Business Services Manager Comments:</p> <p>Technology Services procedures are currently under review and will incorporate appropriate references to policy.</p>
<p>4b. Policies and Procedural Documentation.</p> <p>- Management Direction - Implement policy/procedures which are consistent with ITIL, ISO27001, ISO20000, PCIDSS etc.</p>	<p>Business Services Manager Comments:</p> <p>Technology Services procedures will be in line with best practice models where practicable.</p>
<p>5a. User Account Management Procedures.</p> <p>- Develop and publish user account management procedures (for the operating and applications environments/systems)</p>	<p>Business Services Manager Comments:</p> <p>Draft completed, under review and due to be completed Q3 2016.</p>
<p>5b. Review of Present User Accounts.</p> <p>- Conduct a review of the present user accounts with a view to minimising the creation and use of generic accounts, promoting individual accountability as well as disabling accounts which have not been used for a significant period (eg greater than 6 months)</p>	<p>Business Services Manager Comments:</p> <p>A review and audit has been undertaken within the last 12 months to minimise the amount of redundant user accounts on the system.</p>

<p>5c. Security Environment.</p> <p>- A robust logical access security environment cannot be established in the absence of strong authentication, individual accountability and user activity logging. To achieve this it will be necessary for the BVSC to implement a regime which includes the use of passwords which should be subject to complexity rules, denies use of prior passwords and requires periodic change.</p>	<p>Business Services Manager Comments:</p> <p>This is part of a broader set of controls surrounding information security currently under development and due for completion Q3 2016.</p>
<p>5d. Documentation of Security Procedures.</p> <p>- Document and publish ICT Data Security procedures describing the data security architecture and how the BVSC partitions and segregates its data in accordance with ownership, usage, confidentiality and privacy requirements. The procedures need only address the primary requirements and issues.</p>	<p>Business Services Manager Comments:</p> <p>To be included as part of the ICT strategic plan.</p>
<p>5e. Group Policy Configuration Settings.</p> <p>- Document and publish the Group Policy logging configuration settings for the various production servers. In addition, describe the retention requirements and the usage of the logs (eg investigation, active monitoring, and targeted monitoring).</p>	<p>Business Services Manager Comments:</p> <p>Documented processes will be published in Councils Sharepoint site</p>
<p>6a. Patching Procedures.</p> <p>- Document the patching procedures in detail as described in 2.4 Policies and Procedural Documentation.</p>	<p>Business Services Manager Comments:</p> <p>Documented processes will be published in Councils Sharepoint site.</p>
<p>6b. Patches and Software Upgrades.</p> <p>- Ensure all patches and software upgrades are recorded in the Change Control Register given that each is an update to the production environment. Where patches are applied automatically and are not subject to Change Control and Release Management procedures, evidence of the approval and configuration of the receipt and deployment utility should be entered to the Change Control Register</p>	<p>Business Services Manager Comments:</p> <p>1. A change control register has been created. 2. This is being progressively updated.</p>
<p>7a. LEG Approval of Upgrades.</p> <p>- It is recommended that LEG support any necessary upgrades to ensure the reliable operation of the replication processing which provides the basis for systems recovery in the event of a disaster at the primary data centre.</p>	<p>Business Services Manager Comments:</p> <p>Proposals for upgrade of existing infrastructure are raised with LEG and Council where appropriate. Eg. Microwave network, unified communications system.</p>

<p>7b. ICT Disaster Recovery Plan.</p> <p>- We recommend the ICT Disaster Recovery Plan be submitted to the LEG (and the ICT Steering Committee when it is established) for review and ratification once the current version has been finalised. It is also necessary that the outcomes of related testing be submitted to the LEG to evidence proven capability.</p>	<p>Business Services Manager Comments:</p> <p>Completed</p>
<p>7c. Updating of the DRP.</p> <p>- Update the DRP at the earliest opportunity and prior to the planned test in April 2014</p>	<p>Business Services Manager Comments:</p> <p>This was completed mid 2015 and was incorporated into the BCP.</p>
<p>7d. LEG Approval of Necessary Upgrades.</p> <p>- It is recommended that the LEG support any necessary upgrades to ensure the reliable operation of the replication processing which provides the basis for systems recovery in the event of a disaster at the primary data centre. Having finalised the DRP, create (document) a DRP Test Plan and schedule DR Plan testing.</p>	<p>Business Services Manager Comments:</p> <p>A disaster recovery theoretical operation was undertaken mid 2015 as part of the BCP and DRP development.</p>
<p>8. Change Control and Release Management Procedures</p> <p>- Document the Change Control and Release Management procedures in detail. The procedures should also address production source code security and integrity.</p>	<p>Business Services Manager Comments:</p> <p>In progress. Change control register complete.</p>
<p>9a. Physical Access Review</p> <p>- Review and rationalise the physical access available via the INSIGHT proximity cards issued.</p>	<p>Business Services Manager Comments:</p> <p>This was undertaken as part of the exit-user review and audit.</p>
<p>9b. Assess and Document Security</p> <p>- Determine and document the basic requirements for the physical security and physical environment at both the primary and backup Data Centres.</p>	<p>Business Services Manager Comments:</p> <p>This was undertaken and requirements identified as part of the Business Continuity Plan and Disaster Recovery Plan.</p>
<p>9c. Physical Security Measures for Minyama</p> <p>- Implement measures to address the physical security issues raised for the Minyama site</p>	<p>Business Services Manager Comments:</p> <p>These issues were identified and addressed as part of the redevelopment of the Minyama building. Access to the DR room with accompanying alarm code is available only to IT staff.</p>
<p>9d. Physical Security Measures for Primary Data Centre.</p> <p>- Implement measures to address the physical security issues raised for the Zingel Place primary data centre.</p>	<p>Business Services Manager Comments:</p> <p>Coded access door systems were installed in the Communications room and access to the main server room was upgraded within the last 12 months to address these issues.</p>

<p>9e. Physical Environment Issues for Minyama Site - Implement measures to address the physical environment issues raised for the Minyama site.</p>	<p>Business Services Manager Comments: These issues were identified and addressed as part of the redevelopment of the Minyama building. Air-conditioning and general clean up were performed at this site to ensure a consistent and safe environment.</p>
<p>9f. Physical Environment Issues for Primary Data Centre - Implement measures to address the physical environment issues raised for the Zingel Place primary data centre.</p>	<p>Business Services Manager Comments: Coded access door systems were installed in the Communications room and access to the main server room was upgraded within the last 12 months to address these issues.</p>
<p>9g. Provision of Physical Access Security Services - Audit supports the action proposed by the Property/Contracts Officer to go to tender for the provision of physical access security services for the Council with a view to obtaining reliable, contracted services.</p>	<p>Business Services Manager Comments: Implementation of an expandable door security system has been installed. This was initially installed in the main building at Zingel Place, and has been expanded to the new building sites at Minyama Parade.</p>

Audit Title					Risk Rating		IAC Review Date		
Investment Process					High		08/05/2014		
Audit Objectives									
The audit was designed to assess Bega Valley Shire Council compliance with the investment requirements of the Local Government Act 1993 and Local Government (General) Regulation 2005 and review the key processes and controls relating to the investment process.									
Findings									
In total 6 items have been identified and have received recommendations for improvement. Of these six, three were classified as high importance, one classified as medium and two received a low categorisation.									
Associated Risks to Council									
Financial, Governance, Ethics and Reputation									
Implementation of Controls (%)									
10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Auditor Recommendations					Current Status (include evidence)				
1. Segregation of duties. - Review the responsibilities of all Finance staff to ensure adequate segregation of duties for the investment process. The following tasks should be separated: <ul style="list-style-type: none"> • Initiation (selection) of investment • Transfer of investment funds • Reconciliation of balances • Preparation and review of reports • Creation of new bank accounts 					Finance Manager Comments: Appropriate segregation of duties have been established as recommended.				
2. Investment Funds Transfers. - Due to the nature and size of investment fund transfers, rollovers should be confirmed and authorised by a second, independent person with appropriate delegated authority.					Finance Manager Comments: Second approval process is also operational.				
3. Delegations Register. - Clarify and formalise investment delegations. The Register of Delegations should include: <ul style="list-style-type: none"> • Delegated authority for entering into and transferring investment funds. • Upper limits (amounts) should be set according to the staff member's position within the Finance team. The investment delegations should also be referenced in the Council's Investment Policy.					Finance Manager Comments: Both delegated authority and upper limits have been established in the delegation register.				

<p>4. Investment Policy.</p> <p>- As per the Division of Local Government Investment Policy Guidelines, the Council's investment policy should:</p> <ol style="list-style-type: none"> a. Set the objectives of investing (eg security, liquidity and return) b. Outline the legislative requirements c. Ascertain the authority for implementation and management of the policy d. Establish capital, liquidity and return expectations e. Determine the diversity of the portfolio f. Define the risk profile (including minimum credit ratings) g. Establish legal title h. Set appropriate performance benchmarks i. Define duties, obligations and delegations of the council officers j. Set a date for policy review 	<p>Finance Manager Comments:</p> <p>Investment policy has been reviewed recently and is currently in a draft state. The policy was peer reviewed by T-Corp. This will be presented to Council for adoption in coming months.</p>
<p>5. ADI Credit Ratings.</p> <p>- ADI credit ratings should be reviewed at least on an annual basis to ensure currency of the ratings and compliance with the Council's investment requirements.</p>	<p>Finance Manager Comments:</p> <p>Recommendation has been implemented and an annual review is conducted.</p>
<p>6a. Review Investment Strategy & Portfolio.</p> <p>- It would be prudent for the Council to regularly review its current investment strategy and portfolio (including asset class, selected ADIs and performance benchmarks) to ensure that it not only continues to meet legislative and Council requirements but it also continues to maximise investment returns.</p>	<p>Finance Manager Comments:</p> <p>Council staff continually seek to maximum return within the parameters set by the investment policy.</p>
<p>6b. Reviewing Cash Flow Requirements.</p> <p>- Council may also consider reviewing its cash flow requirements on a regular basis to maximise opportunities for investing 'surplus' cash.</p>	<p>Finance Manager Comments:</p> <p>Council staff continually seek to maximum return within the parameters set by the investment policy.</p>

Audit Title		Risk Rating	IAC Review Date						
Conflict of Interest		High							
Audit Objectives									
The objective of the audit is to ensure that Council is applying good practice processes in regards to the identification and management of conflicts of interest and to identify opportunities for improvement where significant gaps exist									
Findings									
<p>The management of conflicts of interest at a councillor and staff level is considered to be overall at a good standard. There is a strong awareness of the areas of potential conflict across Council and methods applied to manage any potential conflicts were in all instances observed as being effective.</p> <p>It is pleasing to note that training around the Code of Conduct including the management of conflicts of interest has been recently completed with good response.</p> <p>Several recommendations of an administrative nature have been made in the report. These are designed to further strengthen monitoring processes in particular. To assist with strengthening of the monitoring role a conflict of interest audit template tool which was developed to assist with this audit process has also been provided to the Internal Auditor for further use as desired.</p>									
Associated Risks to Council									
Governance, Ethics, Reputation and Financial									
Implementation of Controls (%)									
10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Auditor Recommendations		Current Status (include evidence)							
1. Exposure Awareness - Contents of the annual Disclosure of Interest returns should be reviewed by the Leadership Executive Group and Internal Auditor once all returns are lodged.		1. ODG Executive Manager Comments: Complete. Senior management review content of submission before they are published/recorded as necessary.							
2. Disciplinary Matters - On a confidential basis and as permitted by legislation the Internal Auditor should be made aware of the nature of all disciplinary matters including those that give rise to the termination of employees.		2. ODG Executive Manager Comments: Through mandatory reporting, the Internal Auditor received a summary of disciplinary investigations completed in the calendar year. This is alongside other stats including GIPA etc.							
3. Preparation of annual Disclosure of Interest Returns - All Disclosure of Interest annual returns should be completed in typed form.		3. ODG Executive Manager Comments: Task Complete. Collection and retention of information managed by Executive Assistants							
4. Records Management - All Disclosure of Interest annual returns and Declarations of Interest should be uploaded to Council's document management system.		4. ODG Executive Manager Comments: Task managed by Executive Officers. Hard copy files maintained, with schedule for scanning into TRIM implemented.							

5. Secondary employment

- A schedule of secondary employment should be maintained and key assurance roles provided confidential access to facilitate them undertaking their assurance roles.

5. ODG Executive Manager Comments:

Governance Coordinator maintains this register. Clause included in secondary employment procedure linking process to new eKas system. Staff required to declare annually. Database maintained as entries are received.

Audit Title		Risk Rating	IAC Review Date						
Delegations		High							
Audit Objectives									
An internal audit of the Bega Valley Shire Council's (Council) Delegations process has been undertaken to provide assurance on the currency, coverage and conformance of the Register of Delegations. As well as, noting recommendations for improvement in operational efficiency and effectiveness									
Associated Risks to Council									
Governance, Ethics and Financial									
Implementation of Controls (%)									
10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Auditor Recommendations		Current Status (include evidence)							
1. Review of Register by Council - The Register should be reviewed and formally adopted by Council.		1. ODG Executive Manager Comments: Part 1 reviewed and adopted 23 December 2015 - 100% completed Part 2 reviewed June 2016 - 90% completed							
2. Revisions made before adoption of Register - It is recommended that the process of reviewing and adopting the Register is examined. Procedures should be put in place to ensure that the correct process of adopting the Register occurs.		2. ODG Executive Manager Comments: New procedure of review is: Governance Coordinator schedules review. Sends copy to Manager's Group for content review. Changes entered by Governance Coordinator. Clean copy sent to LEG for review and adoption. Published.							
3. Sub delegations not documented - It is recommended that all sub delegations are documented and where necessary through an Instrument of Delegation. Written documentation should be retained and a copy should be provided to the sub delegate soon afterwards. - It is recommended that Human Resources (HR) are assigned the task of ensuring that delegations are documented and retained with employee files. Council may wish to review HR policies and procedures.		3. ODG Executive Manager Comments: This is redundant. Council has no official "HR" department. The review of delegations sits within the portfolio of the Governance Coordinator and is completed in consultation with the Executive Manager ODG. - 100% completed for Part 1 - 90% completed for part 2							

<p>4. Delegations regarding Credit Cards not evident</p> <ul style="list-style-type: none"> - It is recommended that the Register is reviewed to ensure that appropriate authority has been delegated to all credit card account holders. In doing so, Council may wish to consider restructuring the Register of Delegations document by employee job title. This will assist in ensuring all card holders are covered by the Register and clearly identify their respective purchasing parameters. - Council may also wish to ensure that the HR policies include information regarding delegated authority on credit card accounts. For example employee declarations regarding credit cards usage. 	<p>4. ODG Executive Manager Comments:</p> <p>Review conducted. All managers and members of LEG have reviewed the financial delegations relevant to positions in each of their respective service areas. Amounts of financial delegation, including that of purchase card holders, has been reviewed as of 24 June 2016. - 100% completed</p> <p>Delegations Registers - Part 1 and 2 are both set out to include position titles, not individual names of staff members within those roles. - Part 1 100% completed Part 2, 90% completed</p>
<p>5. On-line purchases not documented as approved by a duly appointed delegate.</p> <ul style="list-style-type: none"> - It is recommended that 'purchase orders' are implemented to ensure that the supply of goods and services are being duly authorised by Council employees with approved delegation. - Council may wish to create purchase order templates that are maintained on TRIM for all employees across all divisions to use. - It is recommended that spot checks are conducted in the future to ensure that the purchase orders are being utilised as an effective internal control. 	<p>5. ODG Executive Manager Comments:</p> <p>New procedures for managing online requisitions and purchasing have been implemented as of the week dating 27 June until 1 July 2016 - 100% completed</p>
<p>6. Authority to transfer investment funds and bonds.</p> <ul style="list-style-type: none"> - It is recommended that the Register is amended to include the delegated authority for entering into and transferring of investment money. Similarly, upper limits should be identified for employees and set according to the employee's position, such as in the Finance team. - Recommended that an authorisation template is designed regarding the release of bonds, in order to provide documentation of the approval process. 	<p>6. ODG Executive Manager Comments:</p> <p>This action should be undertaken by SBS (Finance Manager). SBS to arrange. - 50% completed</p>

<p>7. Awareness of Delegation</p> <ul style="list-style-type: none"> - Whilst we have not reviewed Council’s human resource policies, it is recommended these policies are reviewed to check that employment contracts and employee files contain records showing communication between Council and employees regarding their Delegation. Especially in the case of sub delegations where instruments of Delegations are involved. - Council may also wish to conduct training on delegation and authorisation, as a means of communicating the function and parameters established by the Register. - Council may also wish to incorporate regular training sessions as a HR activity to ensure employees are informed of changes made to the Register 	<p>7. ODG Executive Manager Comments:</p> <p>All position descriptions include information about Council's PLaCE based theme. These themes are a reflection of the NSW Local Government Model Code of Conduct. All positions descriptions are held account against the Model Code and all incumbents receive training in the Code during their induction. Staff also receive biennial training in the Code of Conduct and how it related to each position on a day-to-day level. - 100% completed</p>
<p>8.Clarity of Register – presentation.</p> <ul style="list-style-type: none"> - It is recommended that the Register is documented as “under review” until a review and formal adoption of the Register is under taken. 	<p>8. ODG Executive Manager Comments:</p> <p>Done - 100% completed</p>
<p>9. Accuracy of Register</p> <ul style="list-style-type: none"> - It is recommended that both parts of the Register are reviewed to ensure that people listed are correct. Furthermore, it is recommended that a policy is created regarding the maintenance of the register. 	<p>9. ODG Executive Manager Comments:</p> <p>Done - 100% completed</p>
<p>10.Frequency of reviewing the Register.</p> <ul style="list-style-type: none"> - A regular review of the Register, such as on a quarterly basis, be undertaken to ensure that the Register is accurate and meeting legislative requirements. 	<p>10. ODG Executive Manager Comments:</p> <p>Delegations part 2 reviewed quarterly from February each year. - 90% completed</p>
<p>11. Process of reviewing Delegations Register.</p> <ul style="list-style-type: none"> - It is recommended that policy is created regarding the management of the Register of Delegations. Likewise, it is recommended that the task of managing the Register is assigned to an employee or outsourced. 	<p>11. ODG Executive Manager Comments:</p> <p>Done - 100% completed</p>

<p>12. Clarity of Delegation - It is suggested that further detail is provided regarding the boundaries, if applicable, to the assigned Delegation. This would improve transparency within Council and to the general public. Furthermore, sub delegations should be documented and identifiable in the Register.</p>	<p>12. ODG Executive Manager Comments: Done - 100% completed</p>
<p>13. Clarity of Delegation – purchasing delegations. - It is recommended that the purchasing delegations listing contains further detail regarding the purchasing boundaries assigned to each of the listed positions. As well as information regarding any financial sub delegations. To assist this process, Council may wish to review all payroll sign off officers and cross check this with the Register of Delegations.</p>	<p>13. ODG Executive Manager Comments: Financial delegations included in Part 2 of the register. These delegations are based on upper levels of financial delegations for respective positions - 90% completed</p>

Audit Title				Risk Rating	IAC Review Date				
Fringe Benefit Tax				High					
Audit Objectives									
The objective of this internal review was to evaluate FBT governance; the robustness of processes in place to support compliance and return preparation; the adequacy of current controls, policies and procedures; and a high level assessment of a number of FBT technical positions adopted by the Shire.									
Findings									
Tax risk management framework									
The "ownership" of FBT and tax risk is with the Finance Team. There is an informal process where issues identified within the organisation will be referred for consideration to the Finance Team. However, there is a lack of awareness of FBT risks across the organisation resulting in issues not being identified or not being referred to Finance for consideration.									
FBT Awareness / Education									
FBT related training provided to operational staff is limited, resulting in limited knowledge of FBT issues.									
Associated Risks to Council									
Financial, Governance, Ethics and Reputation									
Implementation of Controls (%)									
10%	20%	30%	takeholder	50%	60%	70%	80%	90%	100%
Auditor Recommendations				Current Status (include evidence)					
1. Key Roles and Responsibilities - Key roles and responsibilities need to be clearly defined to ensure that FBT returns are complete and accurate.				1. Finance Manager Comments: Position descriptions have been reviewed to establish the roles and responsibilities of staff involved in preparing the FBT returns.					
2. Stakeholders - Key stakeholders should be provided with briefings to ensure that they are aware of material FBT risks and issues.				2. Finance Manager Comments: Annual FBT key stakeholder meeting is being organised and key issues discussed.					
3a. FBT Training - Broad FBT-related training should be provided by The Shire's tax specialist staff to key stakeholders and operational staff responsible for authorising material transactions and/or operations.				3a. Finance Manager Comments: FBT refresher training is provided annually to the staff preparing the return.					
3b. Guide for Operational Staff - The Finance staff should prepare a guide for key operational staff in each division to follow in the preparation of the annual FBT submission. This guide should define any potential benefits that may have been provided to employees				3b. Finance Manager Comments: The FBT procedure will address all the key issues. It will ensure risk of misstatement are minimised.					
4. FBT Workpapers -The quality of supporting work papers be improved so that there is a clear linkage between work papers and the FBT return.				4. Finance Manager Comments: FBT spreadsheet has been refined to ensure clear linkage between the return and the work papers. Staff are looking into software options to assist in preparation of the FBT return.					

<p>5. FBT Procedures - Formal processes be implemented for quality assurance and approval.</p>	<p>5. Finance Manager Comments: A peer review and approval process will be enforced through the new FBT procedure (to be drafted) before the return is lodged with the tax office.</p>
<p>6. Documentation Control - Documentation needs to be improved, particularly in respect of: • Log sheets of relevant vehicles • Requisite statutory declarations • Entertainment records</p>	<p>6. Finance Manager Comments: Electronic log sheets is being created using Ausfleet program. This ensures the documentation is compliant.</p>
<p>7. Technical Positions - Uncertain technical positions be clarified by obtaining expert advice or ATO rulings.</p>	<p>7. Finance Manager Comments: Any new technical positions on complex matter will be supported by expert advice.</p>
<p>8. Policy Review -Consistent policies need to be developed covering benefits provided to staff.</p>	<p>8. Finance Manager Comments: FBT policy is being drafted.</p>
<p>9. Payroll and Finance Link - Coordination between Payroll and Finance regarding FBT reporting requires improvement.</p>	<p>9. Finance Manager Comments: The finance team has been restructured so that payroll staff now report to Council's tax specialist staff. This will ensure better coordination between the two.</p>
<p>10. FBT Policies and Procedures - FBT policies and procedures should be documented to an adequate standard.</p>	<p>10. Finance Manager Comments: BT policy is being drafted. This will be peer reviewed by expert in the field to ensure an adequate standard.</p>
<p>11. Capturing of FBT Data - Improved processes are required to identify, collect and report relevant FBT information.</p>	<p>11. Finance Manager Comments: The new FBT procedure will look at refining the current process to ensure any gaps are addressed and efficient ways of capturing the information is in place.</p>
<p>12. Technical Positions - Technical positions and other decisions need to be fully documented so that accumulated knowledge is retained. External tax advice should be sought in relation to complex and/or contentious FBT issues (such as transactions involving certain monetary thresholds, multiple stakeholders etc.) where the risks of non-disclosure are material.</p>	<p>12. Finance Manager Comments: Any new technical positions on complex matter will be supported by expert advice.</p>
<p>13. Motor Vehicle Contracts -The Shire consider renewing motor vehicle contracts with employees who hold existing contracts to ensure that the Shire take advantage of the reduced statutory rates available on the calculation of car fringe benefits</p>	<p>13. Finance Manager Comments: All staff have been phased to the lowest statutory rate.</p>

Audit Title		Risk Rating	IAC Review Date						
Payroll		High							
Audit Objectives									
The objective of this internal review was to evaluate Payroll governance; the robustness of processes in place to support payroll processing; the adequacy of current controls, and policies and procedures.									
Findings									
Persons performing the control activities do not have appropriate training and knowledge to perform the control activities effectively, or defined policies and procedures are not being followed. Policies and procedures are out-dated and do not reflect existing practice, or have not been defined in sufficient detail to address the risks to the business. Technology is not appropriately implemented or configured to mitigate the risks identified									
Associated Risks to Council									
Financial, Human Resources and Governance									
Implementation of Controls (%)									
10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Auditor Recommendations		Current Status (include evidence)							
1.Organisational Structure and Oversight - A program be implemented to improve the processes that are currently being conducted that involves: a. Documentation of policies, processes, roles and responsibilities that are required when conducting payroll processing. b. Provision of training to supervisors and those responsible for payroll processing. c. Put in place a program whereby the Payroll Officer’s functions are able to be performed by a suitably trained alternate staff member. d. Supervisory functions and approvals are made more rigorous with formal sign off of payrolls being required before payments are processed. e. The ANZ transaction group should consider the adequacy of the review process conducted by the Financial Accountant Coordinator and other comparative evidence of the reasonableness of the payroll payment before authorising the payment.		1. Finance Manager Comments: All recommendation have been adopted including documenting of payroll processing as well as cross training of alternate staff.							
2. Information Technology Systems and Controls - Data access controls need to be reviewed and upgraded to reflect the current roles, responsibilities and authorities.		2. Finance Manager Comments: Access to PY module has been reviewed and necessary changes made to ensure currency.							

<p>3. Information Technology Systems and Controls</p> <p>- Civica should be consulted to determine how the current processes can be made more efficient. Improvements could include:</p> <ul style="list-style-type: none"> a. Retention of payrolls in electronic format. b. Automation of processing of time records. c. Provision of audit trails to identify changes to master data. d. Design of data analytics to enable improved management and supervision of the payroll function. e. Electronic data retention that will eliminate the need to retain hard copy payroll reports. 	<p>3. Finance Manager Comments:</p> <p>A number of recommendations have been implemented such as audit trails and electronic data retention. For other system related matters, budget line item has been voted for 2016-17 financial year for this review to be conducted by Civica payroll specialist.</p>
<p>4. Procedural Controls</p> <p>- Alternatives should be investigated with a view to improving the timeliness and quality of timesheet submissions. Electronic lodgement would assist in both timeliness and facilitate the approval process. In addition, validity checks could be included in the on-line processes so that incorrect coding of timesheets is stopped at the input stage, rather than during the processing of the payroll. We suggest that consultation is conducted with Civica to ascertain what options may be available, and a decision taken regarding improvement of the systems following this consultation.</p>	<p>4. Finance Manager Comments:</p> <p>Council's Business Analyst is undertaking analysis of electronic time sheeting solution. The first phase has completed with an electronic indoor staff timesheet solution in place. The next stage involves extending this to the outdoor workforce.</p>
<p>5. Procedural Controls</p> <p>- Staff who have accumulated excess leave should be required to reduce their outstanding leave when their entitlements exceed the eight week limit. In particular, a program should be put in place to significantly reduce the Payroll Officer's leave balance as soon as an alternative resource has been trained in the payroll processing role.</p>	<p>5. Finance Manager Comments:</p> <p>Alternate resource has been trained and payroll officer is scheduled to take long service leave in the next few months.</p>
<p>6. Document Storage and Security</p> <p>- The inability to store payroll reports other than as a hard copy version seems unlikely. Consultation should be conducted with Civica to resolve the retention of the payroll in electronic format. Retention of payrolls in electronic format will enable data analytics tools to be designed to assess the accuracy of payroll runs</p>	<p>6. Finance Manager Comments:</p> <p>Budget line item has been voted for 2016-17 financial year for this review to be conducted by Civica payroll specialist.</p>

<p>7. Training Provision to ensure Document Storage and Security</p> <p>- Training should be provided to the Payroll Officer (and potentially HR personnel) in the use of TRIM. As part of the policies and procedures, document standards should be set for retention of payroll related information.</p>	<p>7. Finance Manager Comments:</p> <p>The training has been provided internally by Council's records department.</p>
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Audit Title										Risk Rating		IAC Review Date	
Procurement										High			
Audit Objectives													
N/A (refer below comments)													
Findings													
N/A (refer below comments)													
Associated Risks to Council													
N/A (refer below comments)													
Implementation of Controls (%)													
10%	20%	30%	40%	50%	60%	70%	80%	90%	100%				
Auditor Recommendations							Current Status (include evidence)						
<p>A detailed procurement review was conducted during the first and second quarters 2015. Observations during this review (carried out by an independent industry expert) resulted in a number of recommendations for the organisation, with the intention that implementation of these recommendations would lead to a more effective and efficient procurement function. Recommendations fell into five categories:</p> <ol style="list-style-type: none"> 1. Strategy 2. Tools & Processes 3. People 4. Systems & Technology 5. Suppliers 													
<p>The "People" category mentioned above included a re-structure of the existing procurement function, which resulted in recruitment of the new Supply Services Team. This team reached full complement in February 2016 and has since settled quite quickly into a cohesive working group.</p>													
<p>Several elements or recommendations of the procurement review have a direct link to recent Internal Audits, and also the '15/'16 Risk Management Action Plan (RMAP). For example:</p> <ul style="list-style-type: none"> - Probity enhancements (communication to staff in line with IAC Tendering recommendation no.5). - Procurement strategy (drafted in line with RMAP objective OP2.2). - Review of procurement procedures (commenced in line with RMAP objective OP2.3). - Expenditure analysis (complete in line with RMAP objective OP2.5). 													
<p>Remaining recommendations to be implemented have been prioritised and programmed into the Supply Services Teams' annual work plan. This work plan can be located within the draft Supply Services Strategy.</p>													

Audit Title	Risk Rating	IAC Review Date							
Business Continuity Management Review	MEDIUM	n/a							
Audit Objectives									
<p>BVSC was invited to participate in the Statewide Mutual; Business Continuity Management Review and Gap Analysis Programme. This programme, fully funded by Statewide Mutual, offers all its members a comprehensive review and gap analysis of Council's Business Continuity arrangements and participation in a facilitated scenario-based exercise, to assess the efficacy of the documents developed and the key personnel's ability and effectiveness to respond. The document review and exercise considers the following key elements:</p> <ul style="list-style-type: none"> ● Effectiveness of Council's BCM documentation; ● Council's preparedness to respond; ● The readiness of dependable resources; ● Understanding of Council's Critical Functions; ● Key personnel knowledge and confidence in their role; and ● Identification of any deficiencies and issues with current arrangements. 									
Findings									
<p>Some of the key elements requiring improvement are:</p> <ul style="list-style-type: none"> ● Greater use of Council's documentation to benefit from the guidelines, templates and reference to the Critical Functions' priority timeframes. ● It would be of great benefit for the Continuity Management Team to have available a list of all Critical Functions in order of priority that also lists each Function's resource requirements. This list will assist the Team to systematically deal with those functions most urgent according to their Maximum Allowable Outage (MAO) and allow for the distribution and allocation of resources, including office accommodation. ● Remember to set up the Coordination Centre appropriately. For example the setting up of the Coordination Centre generally requires the use of display/ notice boards. It is important that all key matters of note, such as notices, media releases and allocation of duties etc, be clearly displayed chronologically to help the Team to keep focus, maintain order and avoid confusion or duplication. ● Communication channels - There should be an agreed line of communication established to and from the respective CMT Member and Sub Plan Owners; for Sub Plan Owners to provide status reports to the CMT and receive instructions from back in accordance with decisions made. Further, it should be remembered that some of the non-critical functions may also be affected and communication with them should also be established and maintained. These communication channels should work in all circumstances, even if power and or phone lines are down. 									
Associated Risks to Council									
Reputation, Financial, Communications, ICT.									
Implementation of Controls (%)									
10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Auditor Recommendations					Current Status (include evidence)				

<p>1. Business Continuity Management</p> <ul style="list-style-type: none"> - Council to revisit or conduct a new Business Impact Analysis, to ensure it reflects current structure experience and availability of resources. - Ensure the framework addresses roles, responsibilities and reliance of external providers. For example; consider the impact on or from external providers in analysis and dependability of response. - Ensure the next review is thorough and critical of content and takes into account and make reference to all relevant interruption plans such as the DRP. framework 	<p>1. ODG Executive Manager Comments:</p> <p>This is a recent audit activity conducted during the 2015/16 reporting period. A Business Impact Analysis has been commenced by the Risk & Internal Audit Coordinator TRIM document D16/22594. This BIA will be completed during the 2016/17 reporting period. The BCP was recently updated as part of the annual risk management action plan required by Council's insurer. This included the drafting of critical function sub-plans, a BCP SharePoint page, BCP fact sheets and some pre & post exercise checklists.</p>
<p>2. Training and awareness of Business Continuity</p> <ul style="list-style-type: none"> - Ensure training is promptly provided to all staff in key and alternate roles; - Ensure the delivery of awareness training to general staff; and - Include awareness training of Council's BCP arrangements within the induction program as part of risk management awareness. 	<p>2. ODG Executive Manager Comments:</p> <p>Training in BCP to be formalised within the BIA. Additionally a sharepoint page has been created which contains all relevant BCP documentation and is available to all staff able to log on to a Council computer. Full exercise undertaken by Ellie Diaz at request of Statewide Mutual during July 2015.</p>
<p>3. Risk Assessment</p> <ul style="list-style-type: none"> - Council to revisit or conduct a new Business Impact Analysis, which includes the risk assessment, to ensure it reflects current structure experience and availability of resources. - Review the functions' potential failure scenarios as these may have changed since first assessed. 	<p>3.ODG Executive Manager Comments:</p> <p>A Business Impact Analysis has been commenced by the Risk & Internal Audit Coordinator TRIM document D16/22594.</p>
<p>4. Business Impact Analysis</p> <ul style="list-style-type: none"> - Council to revisit or conduct a new Business Impact Analysis, to ensure it reflects current structure experience and availability of resources. - Review the functions criticality as these may have changed since first considered. 	<p>4. ODG Executive Manager Comments:</p> <p>A Business Impact Analysis has been commenced by the Risk & Internal Audit Coordinator TRIM document D16/22594.</p>

<p>5. Preparatory controls identified and implemented.</p> <ul style="list-style-type: none"> - (This includes contingencies that will mitigate the impact of an interruption event of reactive measures that will assist to better manage the interruption.) - Conduct a critical review of all preparatory controls to reflect current conditions and level of resources. - Ensure the strategies that best meet the Council’s needs have been implemented based on a cost-benefit analysis. 	<p>5. ODG Executive Manager Comments:</p> <p>The BCP was recently updated as part of the annual risk management action plan required by Council's insurer.</p>
<p>6. Documented and suitably endorsed Business Continuity Plan and framework</p> <ul style="list-style-type: none"> - Conduct a more critical review of the document and ensure it remains consistent and current in content, analyses and resources. - Ensure the BCP is referenced and aligned with Council’s IT Disaster Recovery Plan. 	<p>6.ODG Executive Manager Comments:</p> <p>The BCP was recently updated as part of the annual risk management action plan required by Council's insurer.</p>
<p>7. Business Continuity arrangements tested and exercised</p> <ul style="list-style-type: none"> - Ensure Council follow a regular cycle of training and exercising of its BCP arrangements to ensure they remain current, relevant and key personnel maintain a sound level of knowledge and understanding. - Testing and exercise should also involve Alternate personnel 	<p>7. ODG Executive Manager Comments:</p> <p>This will be formalised in Business Impact Analysis.</p>
<p>8. Monitoring and review for continuous improvement</p> <ul style="list-style-type: none"> - A more thorough review be undertaken that critically interrogates the written arrangements in the current organisational context to establish consistency across all documentation. 	<p>8. ODG Executive Manager Comments:</p> <p>The BCP was recently updated as part of the annual risk management action plan required by Council's insurer.</p>

Audit Title		Risk Rating	IAC Review Date						
Fraud and Corruption		High							
Audit Objectives									
The objective of the fraud and corruption assessment is to identify, test and evaluate the effectiveness of existing fraud and corruption controls.									
Findings									
Overall, we found there are areas for improvement in terms of the processes and fraud controls currently in place at Council. These areas include developing fraud risk assessments, improvements to pre-employment procedures and controls relating to accounts payable and payroll. A number of recommendations have been made throughout this report (section 3) that Council should consider and implement to further strengthen controls relating to the prevention of fraud.									
Associated Risks to Council									
Reputation, Governance, Financial and Ethics									
Implementation of Controls (%)									
10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Auditor Recommendations		Current Status (include evidence)							
1. Fraud Control Plan - It is recommended Council formally develop a Fraud Control Plan. A Fraud Control Plan or similar document should become a key document that explains how the Council's separate fraud policy, risk register, prevention, detection and response strategies are coordinated and reviewed		1. ODG Executive Manager Comments: Risk & Internal Audit Coordinator is currently in the process of developing the fraud control plan; this plan will include the following information: <ul style="list-style-type: none"> • Definition of Fraud • Council Expectations • Ethics • Responsibilities for Fraud • Prosecution Policy • Fraud risk management statement • Summary of Fraud Risks • Strategies to Address Fraud Risks • Internal Controls and Internal Audit • How to Report a Suspected Fraud • Internal and External Investigations Expected completion date is 31/12/2016							
2. Code of Conduct - It is recommended that Council consider documenting a Bega Valley Shire specific Code of Conduct. - It is recommended that records showing staff have read and understood Council's Code of Conduct be captured and retained on file as acknowledgement that they have agreed to abide by this Code of Conduct at all times.		2. ODG Executive Manager Comments: The Governance Coordinator is currently investigate the viability of developing a BVSC specific Code of Conduct vs using the Model Code. (If it is deemed appropriate to develop a BVSC specific code then this action will be to undertake that task). Attendance register to be kept which shows who has attended Code of Conduct training.							

<p>3. Fraud Risk Assessment, Risk Assessment and Risk Appetite</p> <ul style="list-style-type: none"> - It is recommended Council complete an organisation wide Fraud Risk Assessment to identify and assess all possible fraud risks. - It is recommended a risk appetite is developed and endorsed by Council. 	<p>3. ODG Executive Manager Comments:</p> <p>Risk & Internal Audit Coordinator is in the process of conducting an organisation wide Fraud Risk Assessment to identify and assess all possible fraud risks.</p> <p>Risk & Internal Audit Coordinator to ensure all Risk appetite statements to be included in all risk management plans.</p>
<p>4. Fraud Register</p> <ul style="list-style-type: none"> - It is recommended the Council formally develop a centralised Fraud Register to ensure the Council has a system for recording all reports received relating to fraud. This will also allow a central review of the progress of investigations and also make sure appropriate actions have taken place. 	<p>4. ODG Executive Manager Comments:</p> <p>Council is currently investigating whether or not existing TRIM folders (which contain confidential information relating to incidents of fraud) is sufficient to use as a centralised Fraud Register. Completion date 31/12/2016.</p>
<p>5. Policies and Procedures</p> <ul style="list-style-type: none"> - It is recommended that Council formally document policies and procedures relating to Fraud and Corruption. 	<p>5. ODG Executive Manager Comments:</p> <p>Fraud Control Plan will use the same format as a Council procedure (see 1.1.1). Implementation date 31/12/2016.</p>
<p>6. Pre-Employment Screening</p> <ul style="list-style-type: none"> - It is recommended Council incorporate mandatory police checks, verification of applicants' identity and verification of qualifications into the current pre-employment screening process, especially for staff taking on roles remunerated in excess of a set threshold. 	<p>6. Business Services Manager Comments:</p> <p>Employee Support Services is drafting an On-Boarding Procedure - expected completion, 01/08/2016. This procedure will mirror e-Recruit for the processing of all new employees which includes the verification of licences and mandatory requirements. Further research on the tasks, pricing and overall considerations of undertaking police checks will be undertaken which will require LEG review and decision.</p>
<p>7. Vendor Masterfile</p> <ul style="list-style-type: none"> - It is recommended Council changes to the vendor master file should be independently reviewed on a timely basis to ensure there is appropriate segregation of duties. 	<p>7. Finance Manager Comments:</p> <p>Due to structure of the accounts payable team, with only one staff, segregation of duty is not possible. As an alternative option, audit trail of vendor master files have been setup to log any changes. This will be reviewed periodically to identify any discrepancies.</p>
<p>8. Portable and Attractive Assets Register</p> <ul style="list-style-type: none"> - It is recommended that a Portable and Attractive Assets register is created and reviewed on a timely basis. - It is also recommended formal guidelines are developed and communicated to staff members in terms of the use and operation of the Portable and Attractive Assets 	<p>8. Business Services Manager Comments:</p> <p>Work has commenced on both of these items. Both items expected to be complete in Q1 of 2016/17 Financial Year.</p>

<p>9a. Delegations and Credit Notes</p> <p>- It is recommended that user access and user access levels are formally reviewed on a periodic basis by an authorised staff member to ensure that access is appropriately restricted.</p>	<p>9a. Business Services Manager Comments:</p> <p>Technology Services will implement a review process for this item within the Q1 of the 2016/17 Financial Year.</p>
<p>9b. Delegations and Credit Notes</p> <p>- It is recommended an approval process be implemented for the issue of refunds and credit notes.</p>	<p>9b. Community & Cultural Manager Comments:</p> <p>The procedure will be changed to include sign off by the customer service team leader or other team member on any transactions that require a refund or are to be voided.</p>
<p>10. Credit Cards</p> <p>- It is recommended reconciliations are completed in a timely manner. Portal access should be removed when an employee leaves and more generally reviewed at regular intervals to ensure access levels assigned are appropriate.</p>	<p>10. Business Services Manager Comments:</p> <p>Employee Support Services is drafting an Off-Boarding procedure, that will provide directives for the correct processing of an exiting employee. This will include processes not just for employees permanently exiting however for employees exiting one position and entering another with Council, that by virtue of the procedure, will ensure access levels are reviewed and change requirements identified. Estimated roll out date of 01/8/16.</p>
<p>11. Fraud Awareness Training</p> <p>- It is recommended that Management develop an ongoing fraud awareness training program to ensure that staff members fully understand and are aware of their fraud control responsibilities.</p> <p>- Once developed, it is recommended that Council establish a means of evaluating the adequacy of their fraud training and awareness programs to ensure this has been conveyed adequately to all staff members and is fully understood.</p>	<p>11. ODG Executive Manager Comments:</p> <p>Risk & Internal Audit Coordinator facilitates induction & fraud awareness training as part of corporate induction. Fraud Awareness information is currently been developed for SharePoint and a Quality Control system will be built in to training package to assess staff awareness of Fraud Control within Council. Completion date 31/12/2016.</p>
<p>12. Data Mining and Continuous Monitoring</p> <p>- It is recommended Council formally document and implement a process for detection measures relating to data mining and continuous monitoring of data.</p> <p>- Analysis and continuous monitoring on a regular basis will provide additional controls and can be used to indicate the occurrence of fraudulent activities</p>	<p>12. Finance Manager Comments:</p> <p>Council has introduced Business Intelligence dashboard that summaries employee, supply, finance and asset data at various levels. The dashboard is placed on Council's intranet so that council staff can regularly monitor and identify trends.</p>
<p>13. Review of the Payroll Masterfile Changes Reports</p> <p>- It is recommended the payroll Masterfile changes reports are independently reviewed on a regular basis.</p>	<p>13. Finance Manager Comments:</p> <p>All changes to payroll Masterfile is logged and reviewed periodically.</p>

Media highlights through this Council term

September 2012

- The Shire Council election returns five existing councillors and elects four new ones.
- Bega Library takes centre stage in solar panel trial.

October 2012

- Councillors elect a new Mayor and Deputy Mayor.
- Effluent Reuse System commissioned for Oaklands at Pambula.
- Council hosts free 'Healthy Parenting Day' in Eden.

November 2012

- Council resolves to relay the results of the Pambula Hospital poll to the State Government.
- The Library unveils its 2013 Calendar showing historic photographs of residents.
- Ten new Council trainee, apprentice and cadetship positions appointed.

December 2012

- Council's Goodwill Committee distributed \$1,500 from money raised by staff during the year.
- The Bega Art Prize of \$5,000 awarded.
- Sapphire Coast beaches received the thumbs up from Beachwatch testing.

January 2013

- Council hosts Australia Day photo competition.
- Council's 'Every Home a Farm' project awarded an Outstanding Achievement from NSW State Government.
- 18 Australian Citizens welcomed as part of Australia Day celebrations.

February 2013

- Library hosts the first of many 'Rhyme Time' songs and rhymes sessions for children and their parents.
- "Pit Stop" mens health screening hosted to raise awareness of mens health.
- Council hosts free 'Healthy Parenting Day' events in Pambula.

March 2013

- Margaret Sheaves of Eden awarded Bega Valley Shire Senior of the Year.
- Siobhan Linehan awarded Bega Valley Shire Council Young Women's Scholarship.
- Council accepts a tender for just under \$1.7m for the Central Waste Facility civil works.

April 2013

- Council hosts screening of rare Anzac footage, the only moving images of Anzacs taken during the Gallipoli campaign.
- Sustainable community workshops held.
- Council hosts free 'Healthy Parenting Day' events in Bega.

May 2013

- Council offers \$5000 in tertiary scholarships for local TAFE and University students.
- Updated community directory released.
- Council hosts the 'Small Biz' bus to help small businesses.

June 2013

- Free Waste tip vouchers for all rate payers.
- Free screening of the youth short film competition, YOOF Tube showcasing young and emerging local filmmakers.
- Council acquires Tura Beach Tavern.

July 2013

- \$10 million for the development of cruise ship and commercial fleet infrastructure at the Port of Eden.
- Council recognised the outstanding voluntary contributions to the local community of six residents.
- Assistance to conserve and promote the Shire's heritage places through the Local Heritage Assistance Fund established by the Bega Valley Shire Council with the aid of a grant from the Office of Environment & Heritage.
- Council announced an exciting new relationship formed between the Sapphire Aquatic Centre and a local disability service provider.

August 2013

- Council's customer service team was awarded runner up in the Government Contact Centre Awards held in Sydney.

- Bega Valley Shire Library Service delivered 21st century skills to the community by offering Telstra's Tech Savvy Seniors Program.
- Council launched an innovative gardening program aimed at encouraging neighbours to grow, share and cook healthy home grown food.
- Bega Valley Shire Library Service launched a new smartphone-friendly interface to improve access to the libraries services for people on the go.

September 2013

- Council welcomed the announcement of a new University of Wollongong Degree qualification aimed at providing graduate level educators for the Shire's Children's Services.
- Council's Mayor and Acting General Manager met with Hines Construction executives to sign the contract for the construction of the Bega Valley Commemorative Civic Centre.

October 2013

- Young people and community organisations with big ideas were provided with an opportunity to get them off the ground with a round of grants to fund the 2014 Youth Week activities.
- Council ranger John Flanagan made a new friend, or three, after he organised the reunion of a Sydney man with his beloved dogs.

November 2013

- Hard on the heels of the HSC Visual Arts assessment, the annual Grad Show at the Bega Valley Regional Gallery opened featuring selected work from graduating students from across the Shire.
- Council offered four professional scholarships for people interested in working as lifeguards at Eden swimming pool.
- A new gym, dubbed the Green Gym, was launched at the Bega Valley Fields.
- Council offered grants of up to \$500 for community groups interested in running events as part of the 2014 Seniors Week.

December 2013

- A nature walk linking Tura Beach with Short Point benefitted from Council and the Tura Mirador Landcare group working together to improve signage and vegetation management.
- A day of celebration marking the official opening of the redeveloped Littleton Gardens Bega (Stage 1) Foundation for the awarding of community grants.
- Bega non-profit groups and organisations benefit from Council donating \$30,000 made in the establishment of Southern Phones by the Council back in 2002.

January 2014

- People in the Bega Valley Shire got snapping for Council's annual Australia Day Photo Competition.
- Bega Valley Shire Libraries had lots on offer again for school holidays to keep kids occupied.
- Council offered a \$30,000 three year commitment to support Bermagui's Sculpture on the Edge exhibition.
- The Bega Valley Shire Council's Citizen of the Year and joint Young Citizens of the Year for 2013 received their awards at the Australia Day ceremony in Littleton Gardens, Bega.

February 2014

- Council trialed extended opening hours at the Eden Swimming Pool.
- Council supported a local historical society educational and exhibition program about the Great War and the local area, to coincide with the Anzac Centenary next year.
- Community groups throughout the Shire received Council grants to operate events during the upcoming Seniors Week and Youth Week celebrations.
- A community from a little known corner of the world reached out to connect with local people through a request to form a twinning arrangement with the BegaValley Shire.

March 2014

- The Mayor welcomed the Deputy Premier announcement of the NSW Government's \$3 million contribution to the Eden Wharf Extension.
- Library goes in Bega a step closer to cool and comfortable conditions with work starting on the installation of air conditioning for the building.
- Council offered home business owners a chance to be better understood through offering a tailored insight survey for local operators.

April 2014

- Sapphire Aquatic Centre received an artistic face lift with local resident, Belinda Rosenbaum's image, 'Dream Swim' winning entry for the Sapphire Aquatic Centre's indoor mural competition.
- Its official, the Bega Valley Shire has the best tasting water in New South Wales!
- Interest in the free Business Building Skills Expo in Bega mounted fast with a range of local businesses and government organisations signed up.
- Council and Clean Energy for Eternity signed a Memorandum of Understanding for the development of the Tathra Community Solar Farm.

May 2014

- Council celebrated National Volunteers Week by acknowledging the power of lending a hand and the valuable assistance that volunteers offer throughout Australia.
- Sharp eyed residents of the Bega Valley Shire may have noticed a new look Council logo making an appearance in a number of places.
- An overwhelming response to the 2013 Bega Valley Shire Council Tertiary Scholarships resulted in another \$5000 of scholarships being offered in 2014.
- Leading contemporary Australian artist Shaun Gladwell won the 2014 Shirley Hannan National Portrait Award with a diptych of Aboriginal actor Meyne Wyatt as Black Digger in Army uniform costume.

June 2014

- Council and three Local Aboriginal Land Councils signed their third Memorandum of Understanding.
- Local people helped Bega Valley Shire Council to improve its communications and engagement methods through a range of face-to-face sessions with an independent consultant.
- Pambula shoppers had some extra space for parking with the moving of a bus zone to an area behind the shops.

July 2014

- London-based contemporary Australian artist, Shaun Gladwell was named winner of the Shirley Hannan National Portrait Award for 2014 in the Bega Valley Regional Gallery.
- Council staff gave a demonstration to NSW Public Works designers of the new \$4.5 million Eden and Tura Beach sewage treatment plant.
- Scores on Doors for local food businesses was launched in Merimbula.
- The Bega Valley Regional Gallery introduces the Shirl: a National Youth Portrait Prize for young and aspiring artists.
- The children at Bandara Children's Services celebrated Aboriginal and Torres Strait Islander history, culture and achievements as part of NAIDOC Week celebrations.
- Council allocated funding and scholarships for a number of people and community projects throughout the shire.

August 2014

- The best of Shire was on display at a regional NSW expo in Sydney to encourage people wanting a 'tree change' to move the Bega Valley Shire.
- A meeting to discuss proposed changes to the Eden Pool operating hours was held, in the Eden Fishermen's Club.
- Council, through its Children's Services section, is part of an early childhood transformational project in partnership with the University of Wollongong.
- Work began on replacement of Dry Creek Bridge at Towamba.
- Council obtained three grants to rehabilitate priority wetland areas in the Shire.
- Cr Michael Britten was elected Mayor and Cr Liz Seckold Deputy Mayor.

September 2014

- Council encourages ratepayers to use the Snap Send and Solve app to report problems like potholes or unwelcome graffiti.
- Council secured close to \$100,000 for the rehabilitation of Bega's Kisses Lagoon and to reduce storm water pollution in the town's urban catchment.
- A Tourism Summit organised by Bega Valley Shire Council and Sapphire Coast Tourism set to pave the way for future growth and interest in the sector.

October 2014

- Street Artist BYRD, who had work in the current exhibition 'Takin it to the Streets' at the Bega Valley Regional Gallery, led a youth graffiti workshop to transform the Bega Skate Park with one of his renowned wall murals.
- Community comment and feedback was sought for the draft Landscape Master Plans for Bega, Bermagui and Merimbula.
- A number of popular projects in the Shire received a collective boost of \$300,000 from the NSW Crown Lands Public Reserves Management Fund.

- In the lead-up to National Asbestos Awareness day November, 'Betty', an asbestos information house on wheels, will visited Eden and Bega as a special guest of the Council.
- Council called for expressions of interest from artists to create two new innovative public art works for Littleton Gardens in Bega.

November 2014

- Council strengthened its community focus to include Leisure Services and Infrastructure in the newly formed Community, Relations and Leisure group.
- The Sapphire Coast recorded a third consecutive period of above average growth in visitor numbers to the area.
- Council acquired a new clean and green machine to help keep sewer systems in top condition while lowering costs and emissions.
- A Development Application was lodged with Council proposing a major marina development in Eden.
- Council provided a chance for local residents to learn more about its annual financial review statements at a public meeting.

December 2014

- Community concerns about a fenced off area of grass at a former CBD service station site were addressed at a public meeting in Merimbula.
- Council sought State Government assistance to help with the repair and clean-up bill caused by a weekend storm that dropped more than 200mm of rain on some areas in the Shire.
- Councillors resolved to implement safety recommendations from an independent risk assessment report for Tathra and Merimbula wharves.
- Grants from the Mumbulla Foundation and the Southern Phone Grants Scheme were distributed to community groups.

January 2015

- The Bega Valley Shire Library and Bega Valley Regional Gallery hosted their first pop-up events in Cobargo.
- Lifeguard services at Tathra Beach will be extended to the end of February thanks to the Tathra Chamber of Commerce and a Southern Phones Mayoral Grant funded from its annual dividend.
- Sapphire Coast beaches received the thumbs up from the Office of Environment and Heritage in the latest round of Beachwatch results.

February 2015

- Council adopted Landscape Master Plans for Eden, Merimbula, Bega and Bermagui and design guidelines for their central business districts.
- Expressions of interest for the external management of Merimbula Airport were sought.
- Quarterly reports on a number of major projects in the Shire were initiated to keep the community informed of what is happening.
- A new Section 94 and Section 94A Contributions Plan that applies to all residential subdivisions of land and residential and commercial development over \$100k that increase the demand for community infrastructure was adopted.
- Works in preparation for the construction of a roundabout on Merimbula Drive, Merimbula began

March 2015

- The small pool at the Bermagui Blue Pool was drained in preparation for substantial work to repair the leaking structural concrete lining of the rock pool.

- 'IMAGINE', the Tathra community solar farm, was opened by Bega Valley Shire Council and Clean Energy for Eternity.
- Software for the Time banking volunteering initiative was introduced.
- Council engaged consultants to undertake a Flood Study for the Merimbula Lake and Back Lake Catchments.

April 2015

- Residents were invited to learn about progress on the Lake Curalo shared pathway project at an information session in Eden.
- Council announced internal changes to improve service delivery and connections with the community and business.
- Council held a series of 'drop in' sessions at its libraries to discuss some key plans with interested ratepayers and residents.

May 2015

- Council seeks feedback proposals for construction of a 100m walking track from the Tathra Wharf to the Tathra Headland and Tathra Memorial Gardens.
- Work began on construction of a new concrete cycleway in East Street, Bega.
- Council responded to the State Government's Fit for the Future initiative with Councillors agreeing to exhibit a draft Improvement Proposal for public comment.
- Bega Valley Shire Council rangers were called to Nethercote Falls when a concerned visitor noticed that a dog had managed to get itself stuck on the cliff face. Together with Merimbula Fire Brigade and the local SES, the dog was rescued and safely returned to his family.
- Boaters and recreational fishers now have improved access to Wonboyn Lake with work to build a new boat ramp and floating pontoon jetty completed.

June 2015

- Council developed a Draft Coastal Zone Management Plan for Pambula Lake Estuary.
- Work began on Master Plans to guide the future use and development of two regionally significant sportsgrounds in Pambula and Bega.
- Council is working with planning consultants to develop masterplans for the Bruce Steer Pool area in Bermagui, Short Point in Merimbula and the Pambula Surf Club precinct with a view to their becoming more inclusive and accessible recreational spaces.
- Works on the new rock wall, ramp and path at the Beach Street foreshore area in Merimbula were completed.

July 2015

- Council has resolved to provide funding and endorse a Deed with Transport NSW to deliver upgrades to the boat ramps at Mogareeka and Beauty Point, and the jetty at Kianinny.
- The new pavilion at Dickinson Oval in Bermagui was officially opened by Member for Bega, Andrew Constance, and Bega Valley Shire Mayor, Michael Britten.
- Council secured funding from the Office of Environment and Heritage to conduct an assessment of three Shire estuaries and their catchments, Cuttagee Lake, Nelson Lagoon and Middle Lagoon.
- Council accepted a tender for work on the second stage of the Central Waste Facility in Wanatta Lane, Wolumla.

August 2015

- Council allocated \$40,000 from the environment levy in Community Environmental Grants for projects targeted at enhancing the local environment.
- The children at Bandara Children's Service in Bega donned their leathers and helmets and revved up with the establishment of the Bandara Bikies.
- A major redesign of an intersection to create the roundabout in Merimbula was completed in a joint project by Council's Design and Works teams.

September 2015

- Council announced that a four million litre water supply reservoir will be constructed to increase Bermagui's water storage capacity by 60 per cent.
- Council bought a regional training centre in Merimbula to serve as the Bega Valley Regional Learning Centre and providing a self-funded option for Council to invest in the Shire's economic development.
- As part of the Urban Interface Project Work, planting of the East Street, Bega cycleway was carried out by high school students, local residents, Council staff and members of Bega River and Wetlands Group.
- Council adopted a Coastal Zone Management Plan that recognises the values, uses, condition and range of threats to the lake and identifies short, medium and long term action for the Pambula Lake estuary's management.

October 2015

- Work begins on the Merimbula CBD bypass to reduce traffic congestion within the Merimbula CBD and improve through-traffic movement.
- The efforts and contribution of 11 Shire residents were recognised with the presentation of Bega Valley Shire Community Service Medallions.
- Council increased the annual issue of free waste disposal vouchers from one to two a year to encourage proper waste disposal.
- Construction of gravel paths began as part of the work being undertaken by Council to complete the pathway around Lake Curalo, Eden.

November 2015

- Bega Valley Shire Council won a prestigious Green Globe Award for the Tathra Community Solar Farm, a joint project of Council and the community organisation, Clean Energy for Eternity. The project won the Climate Change Leadership category which recognises environmental excellence, leadership and innovation.
- Council confirmed its support for the recognition of Aboriginal and Torres Strait Islander peoples in the Australian Constitution.
- Council lodged an application with the NSW Government to continue as a 'stand-alone' organisation.
- The draft Master Plans for the Bega and Pambula Sporting Complexes were endorsed by Council and put on public exhibition.

December 2015

- Council convened and hosted the South East Region Leadership Forum to help the region develop and strengthen leadership alliances, services and co-operation.
- Work began on a new observation platform at Pambula Beach to improve views of the beach and main swimming area.
- Council has worked with planning consultants to develop Master Plans for the Bruce Steer Pool area in Bermagui, Short Point in Merimbula and the Pambula Surf Club precinct with a view to their becoming more inclusive and accessible recreational spaces.

January 2016

- Following heavy rain within the Brogo River water supply catchment, Bega Valley Shire Council introduced a Boil Water Notice as a precautionary measure.
- Work began to construct a new accessible playground in Merimbula. The project was sponsored by Council, the community and the Touched by Olivia Foundation.
- The new Bega Valley Commemorative Civic Centre in Bega was officially opened on Australia Day.

February 2016

- Unprecedented weather events had a major impact on the infrastructure network of the Shire. Unsealed road surfaces were washed away, bridges had debris on and jammed under their decks and potholes appeared on many of the sealed roads.
- Council resolved to relocate the Dr Evershed memorial clock tower from the intersection of Gipps and Carp Street to a more suitable location within Bega.
- Construction began on new Mogareeka boat ramp
- A new service that was launched on Council's website that allows for the tracking of development applications and compliance development certificates.
- Council resolved to buy Eden's Hotel Australasia to restore and preserve the heritage value of the site

March 2016

- Council has begun developing an Aquatic Facilities Strategy to provide direction for the ongoing provision of aquatic facilities in the Shire to best meet the needs of the community over the next 10 to 20 years.
- The Bega Valley Regional Gallery hosts the Flora Australis exhibition worth over \$1.5 million and included works of such quality and historic importance that never before had been exhibited in the Bega Valley Shire.
- The new playground at Bega Park was officially opened with an Easter Egg hunt.

April 2016

- The Bega Valley Shire welcomed its sister city friends from Littleton, Colorado USA, with a civic dinner at the new Bega Valley Commemorative Civic Centre.
- Teenagers across the Shire learned about creating movies with an iPad at one of the free workshops offered by Bega Valley Shire Library during Youth Week.
- Seniors throughout the Shire celebrated Seniors Festival with Council funded 13 events run by community organisations.
- The official opening of the newest section of pathway in the ongoing Lake Curalo project with four new bridges, fresh gravel pathway and stormwater drainage improvements making up the bulk of the \$350,000 in works completed by local contractors.
- The Tathra Community Solar Farm project has been highly commended in the NSW Local Government Awards for Excellence in Environmental Leadership and Sustainability.
- Council supported Australia's first Regional Innovation Week around Merimbula and Bega to highlight the opportunities and entrepreneurial community already at play in our stunning natural environment.

May 2016

- Council's new community recycling centre in Merimbula takes problem waste that should not go in any of the kerbside bins.
- Bega Valley Shire Council approved a weekly market for Bega's Littleton Gardens with Councillors also agreeing to expand the number of stalls allowed from 30 to 40.
- Council is began the process of reviewing its Community Strategic Plan and more than 1400 people took the Understanding Our Place survey, our biggest public consultation yet
- A report card on Bandara Children's Services in Bega and Eden Preschool has delivered top marks to Bega Valley Shire Council's early childhood services.

June 2016

- The 10th Shirley Hannan National Portrait Award exhibition began. The Shirley Hannan is well established as one of Australia's best loved and richest portrait prizes with a first prize of \$50,000.
- Library Services in the Shire have expanded with the official opening of the Tura Marrang Library and Community Centre and a decision to keep the Merimbula Library Portal open for the foreseeable future.

Council resolutions

Council Resolutions will be provided as part of a report to Council titled “End of Term Report” which will be tabled at the Council Meeting of 10 August 2016.

All resolutions will be available on Council’s website following this meeting.