



Annual Report 2013-2014

Attachment 1...



: Theme Area : A Liveable Place

L1 - Wellbeing and safety

Outcome Area L1.1 Improved and realistic perception of Bega Valley as a safe community

Strategic Action	Annual Activity	Status
Develop and implement a community safety outcomes into community strategic planning process	Social issues response paper used to inform review of CSP and develop programs	Completed

Outcome Areas L1.2 Public safety and amenity Improved through proactive regulation programs

Strategic Action	Annual Activity	Status
Public amenity and safety maximized through development of proactive regulatory programs.	Promote and undertake education and compliance programs of on street carparking in school zones across the Shire	Completed

Outcome Area L1.3 Services provided to support lifesaving, rural fire service and State Emergency Services

Strategic Action	Annual Activity	Status
Review opportunities to extend summer lifeguard service in partnerships with businesses and surf lifesaving organisations	Complete review beach of life guard services and equipment. Call tenders to supply contract services for 3years	Completed

Outcome Area L1.4 Improved access to local health services; resultant health referrals outside the Bega Valley Shire are reduced

Strategic Action	Annual Activity	Status
Develop partnership with local area Health Service, Division of General Practice and education sectors to : Research areas of unmet need in health prevention; Develop health and wellbeing education programs : Provide access to all relevant services locally ; Identify funding opportunities focussed on health and healthy ageing	Finalise healthy communities funded program completed and health services partnership continued	Completed
Consult, assess and finalise appropriate planning for establishing new regional hospital; and determining future/continued usage of Pambula Hospital and ancillary facility	Planning liaison team continues operation	Completed
Foster partnerships to provide health education opportunities in the Shire.	Continuing support for research and literacy instruction	Progressing

Outcome Area L1.5 Healthy lifestyle promoted through education, health promotion, support networks and facilities

Strategic Action	Annual Activity	Status
Promote healthy environments and activities.	Delivery of Healthy Community Initiative programs as identified in the implementation plan	Completed
Promote healthy environments and activities.	Project with Bega Valley Cancer Network developed and implemented.	Completed

Outcome Area L1.6 Diversity and affordability of new housing increased

Strategic Action	Annual Activity	Status
Facilitate and support private / community sector investment in affordable housing through policy mechanisms such as provision of low cost Council land, joint partnerships, revised infrastructure standards and time payments	Continued representation at Housing and Homelessness forums	Completed

L2 Access to learning and creativity**Outcome Area L2.1 Improve access to affordable learning opportunities for all children**

Strategic Action	Annual Activity	Status
Implement transition plan to the National Early Years Learning Framework for children's services workforce and service operations.	Complete final phase of transition and implement any actions identified by external audit processes. Incorporate recommendations into quality improvement plans.	Completed
Implement transition plan to the National Early Years Learning Framework for children's services workforce and service operations.	Continue training programs that enable all staff to meet National Quality Framework.	Completed

Outcome Area L2.2 Strengthen Bega Valley Library service as a centre for life-long learning

Strategic Action	Annual Activity	Status
Develop partnerships with schools, tertiary institutions and community groups to grow services	Current partnerships with UOW, ANU, Auswide, TAFE and Marine Discovery Centre further developed and strengthened. New partnership developed with high schools, home schoolers and U3A students	Progressing
Review mobile program and new technologies for library service provision.	Continue to keep current with technology to meet information needs of the community	Progressing

Strategic Action	Annual Activity	Status
Review mobile program and new technologies for library service provision.	Link technology to adult literacy programs	Completed

Outcome Area L2.3 Support regional university, TAFE and community/vocational training partnerships to examine, analyse and expand options in the Bega Valley

Strategic Action	Annual Activity	Status
Investigate and implement a mentoring and educational support program for trainees and apprentices.	Work with Community Training Partnership and other bodies to identify new opportunities	Completed
Research new areas of opportunity for training and employment for young people (e.g. in aged care) and support local training and employment initiatives for young people.	Work with Community Training Partnership and other bodies to identify new opportunities	Completed

Outcome Area L2.4 Advocate for increased opportunities for post school and adult education options

Strategic Action	Annual Activity	Status
Research education courses that meet needs of young people and local business growth (Eden Port, aged care, cultural industries, health care, child care) and training pathways.	New trainee commenced with ongoing completion of course	Progressing
Research education courses that meet needs of young people and local business growth (Eden Port, aged care, cultural industries, health care, child care) and training pathways.	Develop further opportunities for Workability placements	Progressing
Continue and expand Council's local education scholarship program, and encourage business focus groups and other organisations to extend or implement complimentary programs.	Presentations to local organisations on Tertiary Scholarship program	Completed

Outcome Area L2.5 Improve access to technology, particularly high speed broadband Internet

Strategic Action	Annual Activity	Status
Facilitate NBN roll-out in Bega Valley in top 25% for state.	Continue advocating for local roll out and implement digital economy strategy	Completed

Outcome Area L2.6 Community actively participates in events, festivals and creative community activities

Strategic Action	Annual Activity	Status
Promote cultural profile of the Shire through tourism, business and general promotions.	Deliver Science Week program to young people, other members of the public to further promote knowledge of science fields and promote career paths	Completed
Promote cultural profile of the Shire through tourism, business and general promotions.	Profiles live on web sites	Completed
Promote cultural profile of the Shire through tourism, business and general promotions.	Cultural setting report and response paper used to determine key projects; establish festivals program and group	Completed
Facilitate the development of training and capacity building in the arts, cultural and heritage sectors.	Partner with South East Arts in providing local training opportunities	Completed
Develop promotion program for all cultural facilities and activities.	Continue development of online calendar and social media	Completed

Outcome Area L2.7 Cultural services and facilities provided

Strategic Action	Annual Activity	Status
Consult, assess, develop and adopt Cultural Plan incorporating long term plan for cultural facilities with funding sources identified.	Cultural response paper programs implemented	Completed
Consult, assess, develop and adopt Cultural Plan incorporating	Finalise storage options for Shirley Hanan collections	Completed

Strategic Action	Annual Activity	Status
long term plan for cultural facilities with funding sources identified.		
Implement developer contributions plans providing for the development of community and cultural facilities	Implement updated Public Art Policy	Completed
Incorporate design criteria for Council redevelopment of public spaces (CBD , major parks and foreshores) to incorporate services and spaces for cultural activities	Develop asset planning processes with community for design of key public areas	Progressing
Shire-wide performance centre constructed	Asset management plans reviewed	Progressing

Outcome Area L2.8 Cultural industries supported and developed

Strategic Action	Annual Activity	Status
Support cultural industries and community cultural events as a key theme in cultural plan and business growth plan.	Develop a promotion campaign and prospectus of cultural events and activities	Completed

L3 Respect and inclusion

Outcome Area L3.1 Recognises, supports and engages with Aboriginal community to ensure appropriate outcomes and involvement in relation to services, programs, policies and planning

Strategic Action	Annual Activity	Status
Work in partnership with Aboriginal communities and others to narrow the gap on issues of education, employment and health.	Aboriginal traineeship appointed in community services	Completed
Work in partnership with Aboriginal communities and others to narrow the gap on issues of education, employment and health.	Implement action approved by the Independent Indigenous Representative to close the gap on literacy and numeracy	Completed
Work in partnership with Aboriginal communities and others to	Apply for Elsa Dixon funding to create two designated Indigenous	Completed

Strategic Action	Annual Activity	Status
narrow the gap on issues of education, employment and health.	positions	
Work in partnership with Aboriginal communities and others to narrow the gap on issues of education, employment and health.	Further development and support for adult and children's literacy programs	Progressing
Engage Liaison Officer to work with Aboriginal communities on council projects and services	Aboriginal Liaison Officer position to be reviewed and advertised as permanent role	Completed
MOU reviewed and implemented	Develop and implement MOU actions for 2013/14	Completed

Outcome Area L3.2 Respects preserves and promotes our Aboriginal and European cultural heritage

Strategic Action	Annual Activity	Status
Assist implementation of SCT Ltd Cultural Heritage Strategy	Link cultural heritage stories developed through the SCT Cultural Heritage Strategy to Council's web site and promote stories	Progressing

L4 Opportunities for all stages of life

Outcome Area L4.1 Young people are involved in all aspects of local life – including civic leadership, business, education and volunteering

Strategic Action	Annual Activity	Status
Work with young people to increase youth-related activities and opportunities in the Shire.	Investigate funding for operation of Bega Youth Space	Completed
Work with young people to increase youth-related activities and opportunities in the Shire.	Delivery of digital media education workshops for secondary school students	Delayed With Reason
Work with young people to increase youth-related activities and opportunities in the Shire.	Further develop Indigenous literacy programs including use of technology	Delayed With Reason

Outcome Area L4.2 Young people in crisis are supported by volunteer groups (in addition to other support organisations)

Strategic Action	Annual Activity	Status
Strengthen cross-sector partnerships on issues related to young people in particular in coordination of mental health services.	Continue support for SPAN as required	Completed
Establish a program to encourage young people to volunteer as carers for "youth in crisis"	Explore opportunities to engage Indigenous volunteer to assist with Indigenous programs	Not Progressing

Outcome Area L4.3 Transport opportunities for young people are available and accessible

Strategic Action	Annual Activity	Status
	No annual activity 2013-14	

Outcome Area L4.4 Land use planning and facility design ensure the opportunity for members of our community to access services and age in place successfully

Strategic Action	Annual Activity	Status
Promote information and awareness on "Access for All" across the built environment	Disability Action Plan developed with relevant staff briefing provided	Progressing

Outcome Area L4.5 Adequate services to meet range of living needs for the whole population

Strategic Action	Annual Activity	Status
Advocate to Federal and State agencies to ensure Bega Valley receives equitable share of funding resources for health and aged care services and lobby for additional related services.	Continue to assist in design and construction of South East Regional Hospital and associated education facility	Completed
Develop and promote programs, services, activities and facilities for older people and people with a disability.	Increase home library services and further develop computer training for seniors	Progressing
Develop and promote programs, services, activities and facilities for older people and people with a disability.	Photographic workshops held for seniors during Seniors Week	Completed

Outcome Area L4.6 Volunteer program developed and implemented across whole of Shire

Strategic Action	Annual Activity	Status
Establish a Volunteer "resource centre" in partnership with key volunteer groups including mechanisms for older people to provide mentoring and skills development for young people (e.g. via web based register)	Develop model for the establishment of a Volunteer Resource Centre	Completed
Establish a Volunteer "resource centre" in partnership with key volunteer groups including mechanisms for older people to provide mentoring and skills development for young people (e.g. via web based register)	Identify partnerships to engage new volunteers including young people, working people and retirees	Completed

Outcome Area L4.7 Barriers to volunteering identified and resolved

Strategic Action	Annual Activity	Status
Streamline and rationalise bureaucratic burdens on volunteers in order to maintain and grow volunteer base.	Review and refine Committee processes to ensure viability	Completed

Strategic Action	Annual Activity	Status
Streamline and rationalise bureaucratic burdens on volunteers in order to maintain and grow volunteer base.	Volunteer Database developed	Completed

Outcome Area L4.8 Volunteers trained and safe

Strategic Action	Annual Activity	Status
Streamline and rationalise volunteer training and records administration amongst council and NGOs operating in shire	Ongoing program of volunteers delivered across library services	Progressing

: Theme Area: An Enterprising Place

E1 Growth of our local economy We have increased business capacity and opportunities, generating ongoing economic development

Outcome Area E1.1 A comprehensive range of goods and services is available locally, resulting in reduced retail leakage

Strategic Action	Annual Activity	Status
Communicate business-relevant research to local businesses e.g. "over 55 and overlooked" package designed to help business owners understand how best to service that niche market.	Research on population and business opportunity growth undertaken and reported and business growth plan package drafted	Completed
Supply Shire businesses with valuable business intelligence on developments in the Shire.	Information gained through research on population and business opportunity growth prepared and disseminated to relevant sectors	Completed

Outcome Area E1.2 Upgraded business connections and networks, communication (to and between businesses) offering support and technologies to help business growth

Strategic Action	Annual Activity	Status
Advocate to Federal and State Government for National Broadband services, adequate telecommunications coverage, adequate electricity supplies	Facilitate construction on NBN satellite tracking station	Completed
Advocate to Federal and State Government for National Broadband services, adequate telecommunications coverage, adequate electricity supplies	Advocate carriers, installation of additional towers to minimise mobile blackspots	Completed
Advocate to Federal and State Government for National Broadband services, adequate telecommunications coverage, adequate electricity supplies	Work with South Coast RDA to develop Local Government renewable energy company feasibility plan	Delayed with reason <i>RDA review</i>

Outcome Area E1.3 Increased population with diversified employment opportunities to support a self sustaining local economy

Strategic Action	Annual Activity	Status
Analyse in-and-out migration and plan for aggregation of population in centres capable of servicing, connection or upgrade by government for electricity, telecommunications	Survey to be conducted on in/out migration	Not Due To Start <i>This activity has been reviewed</i>
Promote the Shire as a thriving and growing community and economy.	Partnership with FSCRDA and Industry and Investment further developed to support business opportunities including active web portal	Not Due To Start <i>This activity has been reviewed</i>

Outcome Area E1.4 An appropriate industrial land supply

Strategic Action	Annual Activity	Status
Complete land use plans to support economic development, and develop partnerships with large landowners in targeted areas to develop industrial land supply.	Update industrial land strategy and adopt	Progressing
Promote land subdivision activity and low density multi-unit development to increase rateable properties and properties connected to utilities.	Continue model used for Merimbula into other townships	Not Due To Start <i>This activity has been reviewed</i>

Outcome Area E1.5 Outreach services to remote communities supported

Strategic Action	Annual Activity	Status
Provide outreach services through Council vehicles and support other outreach services	Mobile preschool services expanded to reach additional communities	Delayed With Reason

E2 Enhanced Tourism Opportunities Our tourism business opportunities are enhanced, and reflect the values of the community and natural environment

Outcome Area E2.1 Visitation to the Shire sustains the expanded tourism sector throughout the year

Strategic Action	Annual Activity	Status
Support implementation of Australia's Coastal Wilderness program and encourage tourism operators to benefit from and contribute to the experiences that ACW will bring.	Work with ACW to develop local promotions and to support operators	Completed
Facilitate new business investment to provide facilities and services currently not available e.g. nature based accommodation, trailhead transport services, tour guide services.	Liaising with Sapphire Coast Tourism and Australian Coastal Wilderness to develop local business forum	Completed
Facilitate expansion of the Sapphire Coast Marine Discovery Centre.	Support grants and construction plans for redevelopment of Port of Eden	Completed
Support development of maritime, food, cheese and wine cultural clusters.	Facilitate cluster meetings with operator and agencies to initiate Government priorities in South East Action Plan	Progressing

Outcome Area E2.2 Visitors to the Shire know where things are and how to get there

Strategic Action	Annual Activity	Status
Implement tourism and facility signage plan.	Install touring route signage along Sapphire Coast touring route	Progressing
Link signage plan to Sydney-Melbourne Coastal Drive.	Work with ACW, RTA and Victoria Roads to extend touring route to Orbost	Progressing
Support development of the Bundian Way and Monaroo Bobberra Gudu Keeping Place.	Advocate for construction of Bundian Way from Eden and upgrading of entrance at Jigamy	Completed

Outcome Area E2.3 Tourism Infrastructure targeted and designed to reflect SCT and ACW values

Strategic Action	Annual Activity	Status
Design new and renewed jettys, fire trails, board walks and cycle ways and lookouts to reflect SCT themes	Complete AMP review of jetties and boat ramps. Seek funding for asset renewal program. Undertake targeted rehabilitation	Completed

E3 Strength and diverse future Our economy is strong and diverse with vibrant regional and district centres, and our traditional industries have the opportunities to forge new futures

Outcome Area E3.1 Promote Bega as a centre for regional health, government, tertiary education, retail, activity and Merimbula, Eden and Bermagui as district centres

Strategic Action	Annual Activity	Status
Complete major projects in Bega including the Bega Town Centre traffic study, Littleton Gardens development and Civic Precinct Plan.	Complete construction of stage 1 for Bega Littleton Gardens including public toilet	Completed
Complete major projects in Bega including the Bega Town Centre traffic study, Littleton Gardens development and Civic Precinct Plan.	Community updated and informed of details for Stage 2 for Bega Littleton Gardens	Progressing
Support major developments in health, education, government services, retail in Bega.	Continue to support Project team between BVSC and NSW Health	Completed
Support major developments in health, education, government services, retail in Bega.	Work with UOW, ANU, UoC to retain and expand campus presence and courses delivered in Shire including marine research	Completed
Support retail and commercial services throughout other town centres	Work with chambers of commerce and other groups to support local activity	Completed
Ease traffic congestion in regional and district centres	Assist RTA in completion of Bega By Pass	Completed
Ease traffic congestion in regional and district centres	Commission the Bega traffic and carpark study	Completed
Ease traffic congestion in regional and district centres	Construct service road for Merimbula CBD development subject to developer planning agreement .	Progressing

Outcome Area E3.2 Growth areas Kalaru and Wolumla, Cobargo, Candelo promoted

Strategic Action	Annual Activity	Status
Develop prospectus that outlines the “liveability” and “affordability” aspects of the nominated growth areas	Use web material developed for Live Work Invest to produce prospectus	Completed

Outcome Area E3.3 Traditional businesses have survived to grow and/or reinvented themselves

Strategic Action	Annual Activity	Status
Support farms for existing and future agricultural enterprises	Complete Merimbula effluent reuse study to identify feasible utilisation areas.	Completed
Support forestry businesses to enter value added sector.	Continue to develop port opportunities in Eden for export of forest value added product	Progressing
Support fishing/seafood businesses develop post structural readjustment.	Work with public and private sector agencies to establish seafood cluster group.	Not Due To Start <i>This activity has been reviewed</i>
Monitor growth and retention of Bega Cheese operations in the Shire	Proactively support and promote Bega Cheese as a key industry	Completed
Support the ongoing implementation of recommendations from the South East Producers project	Continue to support elements of the South East Producers project.	Not Due To Start <i>This activity has been reviewed</i>
Review Council regulations in relation to road side vendors and signage to ensure that projects such as farm gate sales can be accommodated.	Review through Development Control Plan	Completed

Outcome Area E3.4 Growth in employment opportunities across large, medium, small and home based businesses

Strategic Action	Annual Activity	Status
Support businesses planning to grow locally or investigating establishing in the Shire	Set economic vision for the Shire in 2030 and produce and distribute prospectus to lever business development	Completed
Support businesses planning to grow locally or investigating establishing in the Shire	Host workshop with local businesses to understand economic profiling of Shire with Profile Id	Completed

Outcome Area E3.5 Increased jobs in health, education and aged care and cultural industries

Strategic Action	Annual Activity	Status
Partner with key industries to ensure skilled workforce and training is available locally for new positions.	Work with Community Training Partnership and other bodies to identify new opportunities	Completed

E4 Innovation We are innovative and have a reputation for our commitment to new and emerging services and industries

Outcome Area E4.1 Growth in businesses focussing on renewable energy, clean food, local produce value-adding, farm-gate sales, cultural industries, marine clusters

Strategic Action	Annual Activity	Status
Develop business growth plan that identifies and assists sectors which are futures-focused and reflect Shire values, e.g. industries such as renewable energy, food value-adding, specialised manufacturing, marine technologies, Port of Eden, creative and cultural industries incorporating festivals	Develop Business Growth Plan	Completed

E5 : Confidence We have community and investor confidence in our local economy**Outcome Area E5.1** A well promoted as a leading regional business location with a dynamic investment prospectus and approach

Strategic Action	Annual Activity	Status
Research and analyse key economic data including population trends, characteristics of settlers, visitor trends – conduct or commission research as specific needs are identified and as resources allow.	Commission research on population and business opportunity growth to inform development of business growth plan	Completed
Coordinate and implement an Economic Gardening program in Shire.	Live Work Invest model further developed: Economic gardening project scoped	Completed
Support business networks in the Shire to facilitate connections and communication.	Business forum and small business network program agenda developed	Completed

Outcome Area E5.2 Tertiary and trade education growth locally

Strategic Action	Annual Activity	Status
Support and advocate for increased local provision of training and skills programs.	Partner with education and training organisations to increase local training opportunities	Completed

Outcome Area E5.3 Merimbula Airport repaired, improved and upgraded consistent with community demand and passenger/ cargo operator requirements and managed appropriately to suit all users

Strategic Action	Annual Activity	Status
Implement Merimbula Airport Strategy and enter into new lease for the facility.	Complete business plan and determine operating model	Progressing
Implement Merimbula Airport Strategy and enter into new lease for the facility.	Construct runway renewal and bring to current standards aviation lighting and aircraft movement areas	Completed
Implement Merimbula Airport Strategy and enter into new lease for the facility.	Complete masterplan and relevant documentation for relevant approvals	Completed
Determine community demand and passenger/cargo operator requirements for future operations of Merimbula Airport.	Finalise Merimbula Airport strategy with consultative input from business, community, General Aviation operators, airlines and CASA	Completed
Appoint management model ensuring that lease requires management of the airport in a manner appropriate to suit all users – cargo, Regular Public Transport (RPT), General Aviation, and ancillary aviation support industries and businesses.	Determine operating model for management of airport.	Completed
Appoint management model ensuring that lease requires management of the airport in a manner appropriate to suit all users – cargo, Regular Public Transport (RPT), General Aviation, and ancillary aviation support industries and businesses.	Prepare and adopt Business Plan and Master Plan	Completed
Potential to be explored to ascertain viability for other domestic or international air links	Advocate to carriers for Canberra and Melbourne links	Progressing

Outcome Area E5.4 Eden Port upgraded and operational to suit perceived variety of demands.

Strategic Action	Annual Activity	Status
Determine requirements for Eden Port to be upgraded and operational to suit variety of demands.	Prepare RDAF application for construction of breakwater wharf extension, wave attenuator and associated infrastructure	Completed
Determine requirements for Eden Port to be upgraded and operational to suit variety of demands.	Advocate for private sector marina and associated tourism infrastructure.	Progressing
Determine requirements for Eden Port to be upgraded and operational to suit variety of demands.	Support increased cruise ship visitations and marketing	Completed
Prepare investment prospectus to promote landside facility / service development	Prepare Snug Cove Master Plan including major development sites	Complete

Outcome Area E5.5 Reliable energy supplies including gas, electricity and alternate energy

Strategic Action	Annual Activity	Status
Work with energy suppliers to schedule capacity and network expansion in accordance with shire growth plans	Work with Essential Energy in trials for load distribution and 'smart' energy infrastructure projects (eg public buildings and street lighting)	Progressing

: Accessibility

A1 Connecting communities We are connected and able to travel around the shire in a safe, accessible, environmentally friendly and efficient way, and our local and tourist community are provided with the information they need.

Outcome Area A1.1 An integrated and well maintained transport network via roads, walking and cycling trails and public transport systems to support the local economy and promote activity

Strategic Action	Annual Activity	Status
Implement Asset Management Strategy and Transport Asset Management Plan.	Maintain and renew bridge and drainage structures in accord with Asset Management Plan	Completed
Implement Asset Management Strategy and Transport Asset Management Plan.	Maintain and renew road and path surfaces in accord with Asset Plan	Completed
Merimbula CBD Traffic plan adopted and construction commenced	Construct service road subject to developer planning agreement	Progressing
Merimbula CBD Traffic plan adopted and construction commenced	Seek RMS approval commence land acquisition	Progressing
Bega transport plan developed and traffic lights installed	Complete professional consultancy including public consultation	Completed
Bega transport plan developed and traffic lights installed	Work with local transport network to establish strategic plan.	Completed
Bega By-Pass constructed	Support to RMS for Bega Bypass completion	Completed

A1.2 Information presented by visible and clear signage (as well as by hardcopy and online methods) is available for the local community and visitors

Strategic Action	Annual Activity	Status
Other information products developed for access and/or distribution via media, BVSC website, through Council libraries and offices.	Revise website, templates, social media and signage with accord with Communications Strategy	Completed

A2 Facilities and services Our facilities and services are strategically planned, designed and maintained to meet the community needs.

Outcome Area A2.1 The built environment progressively provides “access for all”.

Strategic Action	Annual Activity	Status
Guided by ‘Access Committee’, install ramps, amenities and other access options to facilities and paths	Implement key/strategic projects of Disability Action Plan (DAP)	Delayed with reason <i>Infrastructure installed as per AMP's, Disability Action Plan has not been developed.</i>

Outcome Area A2.2 Council and development infrastructure is constructed in compliance with assessed standard and is “fit for purpose.”

Strategic Action	Annual Activity	Status
Partner with community groups and utility providers to facilitate renewable energy supply and reduce asset operating costs	Install energy saving street lighting	Completed
Develop 'simulated peak demands' to model pressures and impact on services and infrastructure	Implementation of AMP to enable rationalisation of recreational assets and building assets based on changing demographic need	Progressing

Outcome Area A2.3 Safe and well maintained sporting fields, recreation areas and built facilities meet the cultural, recreational, tourism and community service needs of all ages and abilities in our community

Strategic Action	Annual Activity	Status
Consolidate partnerships with community groups in managing and maintaining some community assets such as halls, playgrounds and sporting grounds/facilities	Develop community partnership through the establishment of management committees for regional sporting complexes	Completed
Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan	Evaluate, prioritise and construct community recreational assets in accordance with RAMP	Completed

Outcome Area A2.4 Key community facilities are developed in key locations and are supported by public transport services.

Strategic Action	Annual Activity	Status
Conduct check-survey on plans for	Revise road and other public facility assets identified through AMP's based on siting and standards to reflect local geography and demography	Progressing
Enhance accessibility across the region through Council facilitated projects which increase transportation opportunities.	Work with SCG and NSW transport working group for community transport and door to door packages	Not Due To Start <i>This activity has been reviewed</i>

Outcome Area 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.

Strategic Action	Annual Activity	Status
Maintain continuing check on demographic changes to Shire to feed data into infrastructure and facility development programs on an ongoing basis.	Demographic information is made available through partnership with Profile Id and training session held for key interest groups	Completed

Outcome Area 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.

Strategic Action	Annual Activity	Status
Model future demographic developments to match against land release and zoning plans to ensure compatibility between demand, purpose and availability.	Demographic information is made available through partnership with Profile Id with staff training session delivered.	Completed

A3 Essential services - Our water, sewer and waste services and facilities meet the need of our local and tourist community

Outcome Area 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 sustainable manner

Strategic Action	Annual Activity	Status
Develop Treatment Scheme for Kiah Water Supply	Complete concept design development	Progressing
Explore options for fluoridation of Merimbula Water Supply	Consult on fluoridisation of all water supply systems with community and relevant State/Federal authorities	Delayed With Reason <i>This project has been delayed due to limitations associated with staff resourcing.</i>

Outcome Area 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 sustainable manner

Strategic Action	Annual Activity	Status
Complete the reuse of treated effluent study at Merimbula STP	Complete Merimbula effluent reuse study to identify feasible utilisation areas	Completed
Lobby State Government for subsidy to upgrade STP works.	Seek further opportunities for Federal and NSW state Government capital works subsidies	Completed
Explore options for Bemboka, Quamma, North Bega and Tarraganda sewerage	Continue investigation and feasibility work in accordance with Asset Management Plan objectives	Completed

Outcome Area A3.3 Manage waste in accordance with waste strategy and land fill management plans in a financially sustainable manner

Strategic Action	Annual Activity	Status
Review 2020 vision on waste and implement infrastructure actions and recommendations	Transfer station planning and landfill closure plans.	Progressing
Manage waste disposal facilities in accordance with land fill environmental management plans.	Complete construction of Central Waste Facility	Completed
Manage waste disposal facilities in accordance with land fill environmental management plans.	Prepare and implement closure plans for Eden, Bermagui and Merimbula Landfills	Progressing

A4 Emergency Planning Emergency funding and resource support is planned for and made available

Outcome Area A4.1 Support RFS and SES during emergency weather events to protect community and property and provide support through emergency planning and development control measures

Strategic Action	Annual Activity	Status
Complete Flood Study and develop flood plain management plan.	Complete study and development flood plain risk management plan for Bega/Brogo River	Completed
Establish general emergency planning protocols to be initiated/followed by Council when circumstances dictate.	Administer the Local Emergency Management Committee	Completed
Join with RFS and SES in trial runs	Assist state response agencies during emergency events	Completed

: Sustainable

S1: Valued natural environments

Outcome Area S1.1 Threatened communities, flora and fauna species are protected and enhanced through the provision of buffers, landscapes scale corridors and recovery action

Strategic Action	Annual Activity	Status
Increase awareness and understanding of values of biodiversity.	Collaborate with NP&WS to increase public awareness of shorebirds.	Completed
Increase awareness and understanding of values of biodiversity.	Develop and implement a vegetation clearing awareness campaign	Progressing
Develop partnerships with NSW Local Lands Services, State and Federal Government to facilitate investment in Biodiversity and Natural Resource Programs'	Negotiate partnership agreements for biodiversity and natural resource programs with the NSW Local Lands Services.	Progressing
Develop a Natural Resources and Biodiversity Strategy for the Shire that prioritises areas for habitat expansion and for corridors to improve the survival of threatened species and compliments the new LEP	In collaboration with NSW LLS and NP&WS develop a Koala Management Plan	Progressing

Outcome Area S1.2 The coastal zone remains our premier natural asset and is protected through appropriate land use planning, infrastructure siting and regulated resource usage.

Strategic Action	Annual Activity	Status
Administer Coastal Zone Management Program.	Develop the Pambula Lake Coastal Zone Management Plan	Progressing
Administer Coastal Zone Management Program.	Complete the Lake Entrance Management Strategies for 5 estuaries	Completed
Administer Coastal Zone Management Program.	Develop the Coastal Hazard Research MOU between BVSC UoW	Progressing

Strategic Action	Annual Activity	Status
	and SCG	
Catchment management programs developed for small estuaries, based on Wapengo model.	Complete the Wapengo Catchment Action Plan.	Progressing
Establish 'Coastal Co-Op' group.	Coastal Co-op Group established and web page developed.	Not Progressing <i>This activity has been reviewed.</i>

Outcome Area S1.3 Our environmental qualities provide the Shire with a “natural advantage” over other coastal destinations and reinforce the “Wilderness Coast” brand.

Strategic Action	Annual Activity	Status
Promotion of economic and social values of our environment and support education programs set up to develop greater understanding in the community of these concepts.	Actively promote the Community Environmental Grants Program.	Completed
Ensure land use and infrastructure	Implement environmental considerations included in the BVSC LEP 2012 and 2012 DCP.	Completed

Outcome Area S1.4 Certainty for siting of development by means of identified environmental constraints.

Strategic Action	Annual Activity	Status
Update bushfire hazard mapping is current and consistent with current fire science.	No operational action 13/14. To be undertaken in 14/15	Progressing

Outcome Area S1.5 Lands having key natural or cultural heritage values set aside

Strategic Action	Annual Activity	Status
Undertake Heritage program review to ensure Aboriginal and European cultural heritage management reflects legislative requirements as well as community expectations and values	Strategic Action Completed	Completed

Outcome Area S1.6 Planning controls reflect environmental values and minimise cumulative impact from development

Strategic Action	Annual Activity	Status
Review effectiveness of environmental zonings in LEP in protecting environmental values, specified in Natural Resources Strategy	Strategic Action Completed	Completed
Council's service provision, infrastructure development and operation does not impact on environmental values.	Develop an environmental audit program of Council's operations based on best practice and statutory compliance.	Progressing
Reduce the environmental impact of development across the Shire	Develop tree management processes that comply with LEP 2012	Completed
Reduce the environmental impact of development across the Shire	Council to endorse revised Conditions of Consent	Progressing

Outcome Area 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

Strategic Action	Annual Activity	Status
Identify the economic growth opportunities provided by the Shire's natural assets.	Complete and adopt CDCP	Completed

Outcome Area S1.8 Healthy landscapes based on protection of natural resources, innovative land use policies and Government & Community partnerships.

Strategic Action	Annual Activity	Status
Develop integrated weed control strategy to include revegetation.	Strategic Action Completed	Completed
Targeted catchment rehabilitation works on Council managed land to enhance natural system storage of water.	Liaise with NSW LLS for the development of funded programs for the Bega River Rehabilitation Grant Funding	Completed

S2 Sustainable communities

Outcome Area S2.1 Draw on natural resources per capita (water, land, energy and fuel) is managed for reduction by Council.

Strategic Action	Annual Activity	Status
Develop and implement sustainability strategy.	Complete the Corporate Sustainability Policy	Completed
Define and reduce Council's environmental footprint and demonstrate community leadership.	Implement energy usage anomaly reporting for Council asset managers.	Completed
Implement energy efficiency opportunities through the Energy & Resource Efficiency Fund and Energy Saver Audits.	Energy Audits of Council assets completed	Completed

Outcome Area S2.2 Waste generated per capita (domestic and construction waste and carbon emissions) reduced and waste sent to landfill minimised

Strategic Action	Annual Activity	Status
Review 2020 Vision on Waste program, including landfill site and transfer station operations, kerbside collection and community education.	Complete waste audits at both kerbside and disposal sites to identify waste reduction opportunities -	Completed
Review 2020 Vision on Waste program, including landfill site and transfer station operations, kerbside collection and community education.	Programme of council consultation to identify broad strategic objectives.	Progressing
Education to encourage waste minimisation behaviour to ensure Council waste management goals can be achieved and contamination of recycling is reduced	Roll out of rural recycling programme and associated educational package	Completed
Education to encourage waste minimisation behaviour to ensure Council waste management goals can be achieved and contamination of recycling is reduced	Enhancement of reuse / tip shops at council waste facilities	Progressing
Review waste minimisation and management programs through the regional co-operation model	Continue engagement in regional forums through Southern Councils Group and SEROC	Completed

Outcome Area S2.3 Community's reliance on cars for transport within and between urban centres is reduced.

Strategic Action	Annual Activity	Status
Cycling and pedestrian strategy developed, identifying key needs and opportunities for infrastructure development and linkages.	Complete cycling and pedestrian plan	Completed

Outcome Area S2.4 Community-based sustainability initiatives are supported and implemented across Shire.

Strategic Action	Annual Activity	Status
Council will partner groups and provide support to community based sustainability projects and activities	Collaborate with CEFE Clean Energy for Eternity and Government grant bodies for renewable energy infrastructure pilots	Completed

S3 Character and amenity**Outcome Area S3.1 The existing open space areas and landscape features of our towns and villages are retained and have expanded with population growth.**

Strategic Action	Annual Activity	Status
Ensure development controls in DCP are consistent with community values and reinforce the individual character of each settlement.	Complete and adopt CDCP	Completed
Landscape guidelines developed for inclusion in development consent conditions.	DCP review and Consent conditions to be finalised to ensure best practice landscape outcomes	Complete
Implement Recreation Strategy and	Complete Facility Management Plans for 6 key sportsgrounds	Completed

Outcome Area S3.2 Town themes determined and in place

Strategic Action	Annual Activity	Status
Incorporate town themes and banners into tourism signage plan.	Final design concepts developed and implemented for Bermagui, Merimbula, Eden Bega and Bemboka	Progressing

Outcome Area S3.3 Community has an understanding of the heritage and history of the area overall and of the separate localities

Strategic Action	Annual Activity	Status
Develop key themes and design concepts for each key town, village and locality that are articulated through the Shire's planning scheme and reflect the cultural tourism heritage strategy.	Finalise Plans on a page for key towns	Completed
Develop key themes and design concepts for each key town, village and locality that are articulated through the Shire's planning scheme and reflect the cultural tourism heritage strategy.	Final design concepts developed and implemented for Bermagui, Merimbula, Eden Bega and Bemboka	Progressing

S4 Proactive support and planning**Outcome Area S4.1 Maintain water quality in accord with Integrated Water Cycle Management Plan (IWCMP)**

Strategic Action	Annual Activity	Status
Drinking water quality - Source water supply and assess treatment needed.	Consult on fluoridisation of all water supply systems with community and relevant State/Federal authorities	Delayed With Reason <i>This project has been delayed due to limitations associated with staff resourcing.</i>
Improve resourcing of storm-water management.	Prepare Integrated Water Cycle Management Plan to assist review of Water Strategic Business Plan	Progressing

Outcome Area S4.2 Effluent reuse across the area maximised

Strategic Action	Annual Activity	Status
Increase Beneficial Effluent Reuse	Complete Merimbula effluent reuse study to identify feasible utilisation areas	Completed

Strategic Action	Annual Activity	Status
Identify further implementable opportunities for a cost-effective increase in beneficial effluent reuse, in addition to levels of reuse already being achieved.	Complete Merimbula effluent reuse study to identify feasible utilisation areas	Completed
Undertake beneficial reuse in accordance with appropriate health and environmental standards.	Revise selected Operational Environmental Management Plans (OEMP) and User Agreements	Progressing
Minimise ocean outfall discharges	Complete Merimbula effluent reuse study to identify feasible utilisation areas	Completed

Outcome Area S4.3 Council plans integrate mitigation and adaptation measures in respect of climate change into operations and strategic planning

Strategic Action	Annual Activity	Status
Develop a Climate Change Policy.	Completed	Completed
Develop and implement climate change strategy, incorporating priority actions from Corporate Climate Change Risk Assessment.	Develop the Climate Change Action Plan	Completed

: Theme Area : A Leading Organisation

LO1 Proactive leadership Bega Valley Shire Council is proactive in representing the needs and aspirations of our community

Outcome Area LO1.1 Knowledgeable, skilled and connected community leaders elected as Councillors.

Strategic Action	Annual Activity	Status
Provide professional development opportunities to support current and future community and organisational leaders.	Completed - To be undertaken in new Council term 2016	Completed
Hold awareness sessions for potential candidates in six months leading up to each Council election and ensure information packages are available	Completed To be undertaken in new Council term 2016	Completed

Outcome Area LO1.2 Council conducts its affairs in an open, transparent and accountable manner within a sound governance framework.

Strategic Action	Annual Activity	Status
Review and adopt Code of Conduct and Code of Meeting Practice after Councillor elections.	Completed To be undertaken in new Council term 2016	Completed

Outcome Area LO1.3 Council articulates its role (leader, advocator, partner, facilitator, regulator, promoter, provider) to agencies and the community as appropriate to the activity

Strategic Action	Annual Activity	Status
Determine criteria to assess what role Council operates in for key priorities.	Finalise register to capture Council's current representative commitments	Progressing

Outcome Area LO1.4 Council has partnerships with government agencies and other parties to address priority issues.

Strategic Action	Annual Activity	Status
Initiate partnerships (with community, business, State and Federal agencies) to ensure integration of outcomes.	Work with State Agencies in revision of strategic plans and alignment of CSP	Completed

LO2 Business excellence Bega Valley Shire Council is an organisation that embraces and demonstrates best practice governance and workplace excellence

Outcome Area LO2.1 Council is financially sustainable and services and facilities meet community need while minimising transfer of costs to ratepayers.

Strategic Action	Annual Activity	Status
Implement services review and agreed levels of service to achieve AFSR targets.	Cost attribution allocations implemented across the Organisation and monitored monthly	Progressing
Comprehensively review fees and charges and implement four year regime of approaching full cost recovery.	Finalise development of an organisation fees and charges matrix to inform Council budget process	Progressing
Council to seek additional and enhanced funding through a centrally coordinated and strategic approach	As part of strategic review of Council's Organisation Structure - identify resourcing/funding opportunities	Not Due To Start

Outcome Area 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.

Strategic Action	Annual Activity	Status
Develop Asset Management Financial Reporting system; implement E-Services (payment and enquiry of Rates, Water, etc.)	Finalise implementation of Asset Management System (Civica). Finalise implementation of E-Services for fees and charges by June 2014	Progressing
Implement Contract management system including register administration, processes and procedures.	Contract management system implemented with staff training provided as required	Progressing
Develop revenue source from the leases of car parks and airspace.	Results presented to Council - implement Council Decisions by end of June 2014	Not Due To Start
Realise dividend returns from water and sewer to general fund	Review of Charging Policy completed and recommendations implemented by June 2014	Not Due To Start
Implement procurement best practice to ensure cost effective expenditure throughout Council	Procurement Policy adopted and implemented across all Council areas by December 2013	Completed
Implement procurement best practice to ensure cost effective expenditure throughout Council	Following implementation of Procurement Policy - all staff to undertake training course by June 2014	Completed

Outcome Area LO2.3 Services provided are delivered in an economically and efficient way.

Strategic Action	Annual Activity	Status
Develop and implement Information and Communications Technology Strategy including evaluating emerging technologies with regard to delivery services, review of ICT Disaster Plan, procurement and management.	Following development of Strategy document - implement recommendations across the organisation by December 2013	Progressing

Outcome Area LO2.4 Council has an integrated enterprise risk management approach.

Strategic Action	Annual Activity	Status
Develop Enterprise Risk Plan, processes and procedures	Systematic risk mitigation plans for all known risks and developed for all operational areas by June 2014	Progressing
Develop Enterprise Risk Plan, processes and procedures	Risk management awareness strategies and training programs in place for all managers and staff by June 2014	Completed
Develop Enterprise Risk Plan, processes and procedures	Finalise Lone Worker/Remote Working Policy and Procedures by end of December 2013	Completed
Update and test Business Continuity Plan	Business Continuity Plan - Hold live coordinated BCP disaster exercise to determine BCP risk gaps by Dec 2013	Completed
Update and test Business Continuity Plan	BCP Awareness training in place for all staff by June 2014	Completed

Outcome Area 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.

Strategic Action	Annual Activity	Status
Council will proactively embrace and develop Organisational Excellence strategies that will place us in the top quartile performing NSW Councils for Customer Service by 2016	Develop a business case and organisational approach for adopting and implementing the Australian Business Excellence Framework (ABEF) across the whole of the Council	Not Due To Start – activity reviewed

Outcome Area LO2.6 Council's organisational culture encourages integrity, responsiveness and innovation. (prev Outcome LO6.1)

Strategic Action	Annual Activity	Status
Negotiate Enterprise Wide Collective Agreement	Develop Enterprise Collective Agreement framework - and commence negotiation with Union/Staff representatives - by June 2014	Not Due To Start – <i>This activity will take place 2015</i>

Outcome Area LO2.7 Council attracts retains and develops a skilled workforce that meets the needs of the organisation.

Strategic Action	Annual Activity	Status
Phased retirements, succession plans achieved, pre-retirement mentoring provided to staff. -	Continue implementation of strategies identified under the Workforce Strategy 2009-2014 and commence development of new Workforce Strategy framework for 2015 onwards.	Progressing
Expand initiatives to support training and employment of young people in Council	Continue implementation of strategies identified under the Workforce Strategy 2009-2014 and commence development of new Workforce Strategy framework for 2015 onwards.	Progressing
Review Position Descriptions, essential criteria and performance objectives ensuring that all recruitment is reflective of our strategic and operational needs	Complete review of all position descriptions in line with the Operational and Delivery Plans	Delayed With Reason <i>Delayed due to resourcing. To be undertaken 2014-15</i>

LO2.8 Council provides a safe, healthy working environment and takes a pro-active approach to all WHS matters

Strategic Action	Annual Activity	Status
Workforce trained in safe work practices, work method statements updated and communicated, and updated	Continue to improve and update WHS Manual and Safety Procedures to ensure compliance with standards and legislation. Ensure all staff are trained in WHS requirements.	Completed

LO3 Informed and engaged community Our community is informed and engaged with opportunities to determine the direction of the shire with effective and accountable leadership.

Outcome Area LO3.1 Residents are informed about and involved in Council's decision making

Strategic Action	Annual Activity	Status
Implement Council's community engagement policy and report annually to Council on action and impact.	Implement Communications Strategy	Progressing
Develop and conduct an annual program of community/ Councillor forums	Develop and implement annual program in consultation with Councillors and General Manager	Completed

LO3.2 Effective community engagement uses varied communication channels relevant to the community in planning, responding to and informing the community and individuals

Strategic Action	Annual Activity	Status
Develop and implement a suite of tools and mechanisms for providing opportunity for community to access information and provide input.	Develop a suite of tools for community engagement	Progressing
Develop and implement a suite of tools and mechanisms for providing opportunity for community to access information and provide input.	Train staff in purpose and use of tools	Delayed With Reason <i>Independent review undertaken of Communications Strategy. Outcome of this review will deliver staff training 2014-15</i>
Map out major consultation/information program across year, managed centrally.	Develop and maintain community consultation calendar and promote through print, web and social media	Completed

Outcome Area LO3.3 There is better understanding within the community of services and facilities available through Council.

Strategic Action	Annual Activity	Status
Develop and implement a communications strategy to profile Council services and facilities and the key directions of this plan.	Implement Communications Strategy	Progressing

Outcome Area LO3.4 Staff are customer focused, proactive and highly trained

Strategic Action	Annual Activity	Status
Customer service culture embedded across all facets of the organisation	Continue to implement measures to build and embed a culture of Customer Service throughout the organisation as identified in the organisational Customer Service Charter	Completed

Outcome Area LO3.5 Council provides a central point of contact (telephone and online) where requests are forwarded to skilled and knowledgeable staff for timely response.

Strategic Action	Annual Activity	Status
Review opportunities for Council Call Centre, including internal service-based operations through to prospective regional, multi-agency function	Defined Council Call Centre operations strengthened and reviewed for 'fit for purpose'	Completed
Implement Customer Records Management, e-services	Continue auditing processes and procedures	Completed
Implement Customer Records Management, e-services	Training program continued for records staff	Progressing
Implement Customer Records Management, e-services	All manual records and documents transferred to electronic copies	Progressing

LO3.6 Council's community strategic planning process is clearly visible and the plans accessible and written in plain English.

Strategic Action	Annual Activity	Status
Implement and report against Bega Valley 2030 Strategic Plan as required by DLG including a review following each Council term	Develop system for the ongoing capture, collation and reporting of strategic and operational achievements to streamline reporting against the Operational Delivery and Community Strategic Plans	Completed
Set up mechanism for gaining community input to annual strategic plan review process.	Develop and maintain community consultation calendar and promote through print, web and social media	Completed

Outcome Area 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

Strategic Action	Annual Activity	Status
Develop training for managers in developing and reporting against key result areas, key performance indicators and performance indicators.	Develop a training program to facilitate delivery against the integrated planning and reporting framework of New South Wales	Progressing
Incorporate KRAs, KPIs and PIs in Council reporting processes	Finalise BVS Performance Management Framework and Reporting Approach which ensures incorporation of all KRAs, KPIs and PIs in Council reporting processes	Progressing

Outcome Area LO3.8 Performance management concepts are embedded in the organisational culture and routines/ processes understood by all staff.

Strategic Action	Annual Activity	Status
Internal executive, group, service and personnel performance reporting will be aligned to the IPR and will reinforce service delivery and customer Service.	Executive reporting will align to the IPR and will enable pro-active Service management by the Executive team	Progressing
Internal executive, group, service and personnel performance reporting will be aligned to the IPR and will reinforce service delivery and customer Service.	The Employee Performance Review will incorporate performance indicators clearly aligned to service delivery and the achievement of strategic objectives as identified in the IPR	Progressing



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