



Annual Report

Bega Valley Shire Council

2016



2017



Recognising Aboriginal Custodians

The Bega Valley Shire Council acknowledges, by way of our Memorandum of Understanding with the Bega, Eden and Merrimans Local Aboriginal Lands Councils and the Native Title Holders, that

Aboriginal people are the original inhabitants, custodians and native titleholders of all land and water in the Shire.



We recognise Aboriginal spiritual, social and cultural connections to these lands and waters and state our commitment to ensuring that Aboriginal rights, as enshrined in legislation, are upheld and not eroded.

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Introduction

Bega Valley Shire Council is proud to present our Annual Report for 2016-17. This report has been developed for our community, to share our progress over the past financial year. It provides a summary of the achievements we have made in working towards our previous Community Strategic Plan.

This report summarises our activities under each of our community ambition statements. It provides an overview of Council's financial position, operations and progress, and is prepared in accordance with the Local Government Act, 1993.

Audited financial statements are provided in Attachment 1.



Our Place

Who we are

The Bega Valley Shire is located at the south-eastern extremity of New South Wales. The Shire's coastal fringe extends from Wallaga Lake in the north to Cape Howe and the Victorian border in the south. Collectively this 220 kilometre section of coastline forms the beautiful Sapphire Coast. Inland the higher peaks of the Great Dividing Range give way to rolling hills and numerous rivers and streams. Approximately 73% of the Shire's 6,052 square kilometres is National Park or State Forest.

The Shire's combination of natural beauty, temperate climate, its proximity to Sydney, Melbourne and Canberra and its range of towns, villages and recreational opportunities and commercial enterprises has attracted visitors and new residents for many years.

Our place by numbers

227 bridges
10 sewerage treatment systems
37 sewerage pump stations
990 pressure sewerage pump stations
6,628 sewerage manholes
347 km of reticulation sewerage mains
231 km of sewer rising mains
1,422 km of roads
78 km of footpaths
20 community halls

25 sporting grounds
6 swimming pools
2 Ocean pools
4 libraries
1 Regional Art Gallery
101 beaches
19 childcare and preschools
29 estuaries
13 cemeteries



Your Place
Our Place
Great Place

Home of the
Sapphire Coast



Our Shire

The estimated resident population of the Bega Valley Shire in 2017 is 34,000 people.

In 20 years it is estimated that an additional 5,500 people will be living in the Shire which is an average annual growth rate of around 0.65 per cent.

Our population is ageing and the proportion of people over 60 is expected to increase from 20 per cent to 35 per cent in the next 20 years.

The population density of the Shire is around 0.05 persons per hectare.

The Shire's economic output was valued at \$3.2 billion in 2014 (equating to 0.3 per cent of New South Wales' gross state output) or \$93,563 per capita.

Current Profile

Median Age
Bega Valley Shire : 51
NSW : 38



Median weekly household income
Bega Valley : \$987
NSW : \$1,481



Couples with Children
Bega Valley : 20%
NSW : 32%



Couples without children
Bega Valley : 32%
NSW : 24%



Homes owned unencumbered
Bega Valley : 43%
NSW: 31%



Households with a mortgage
Bega Valley : 26%
NSW: 30%



Households renting
Bega Valley : 22%
NSW : 30%



Non-English speaking backgrounds
Bega Valley : 4%
NSW : 21%



*Bachelor or Higher Degree
Bega Valley : 13%
NSW : 20%



*Vocational
Bega Valley : 23%
NSW : 20%



*Unemployment
Bega Valley : 5.9%
NSW : 3.5%



*Public Transport to work
Bega Valley : 1%



*SEIFA Index of Disadvantaged
Bega Valley : 968.7



Source: *ABS 2011 census data
ABS 2016 census data











Volunteers in our
community

Your Place
Our Place
Great Place

Home of the
Sapphire Coast



Population Forecast

	2016	2036
 Infants (0 to 4)	1,468	1,737
 Primary (5 to 11)	2,635	2,771
 Secondary/Tertiary (12 to 24)	4,134	4,217
 Young workforce (25 to 34)	2,482	2,886
 Parents and home builders (35 to 49)	5,263	5,620
 Older workers and pre-retirees (50 to 59)	5,558	5,090
 Empty nesters and retirees (60 to 69)	6,045	6,199
 Seniors (70 to 85+)	5,663	10,320

Source: ABS 2016 census data

Volunteers in our community

The Bega Valley Shire boasts the highest rate of volunteerism per capita in NSW with over 500 people actively volunteering directly for the Council. Volunteers are responsible for maintaining and managing our beautiful halls, ensuring our cemeteries are shown the respect they deserve, assisting to deliver home library services, sitting in the Bega Valley Regional Gallery as well as maintaining a host of sports grounds, parks, gardens and nature strips throughout the Shire.

Regardless of skills, experience or ability, volunteering is rewarding for both the community and the volunteer.



Our Council



A message from the Mayor

Councillor Kristy McBain, Mayor
Bega Valley Shire Council

The first year of the newly elected Council has passed quickly!

This Council has been focused on asset management and review. We have redirected Council funds to make sure that we are maintaining current assets and we have undertaken major reviews of assets across all classes in the new Delivery Plan, adopted in June 2017.

To the credit of staff, Councillors have benefited from having the most detailed information about our assets ever received by any Council.

A significant achievement that aids good governance and budgetary planning.

We are committed to doing things in new and interesting ways, and accept that sometimes change is met with mixed reviews and further consideration.

Better communication and engagement with the community has been a theme for Council over the last 12 months, one initiative I've implemented is the 'Meet the Mayor' sessions in our smaller towns and villages.

Through different organisations and in different settings, this simple idea has created an opportunity for people to bring ideas, ask questions, and provide insight into their dealings with council.

You don't have to come to Bega to see a Councillor, we are approachable people and one of the strengths of this Council is a commitment to listen to the community.

Councillors and I live and work here, we have homes and families here, we come from different back grounds and perspectives but all approach our role with the aim of trying to make this place the best it can be.

Take the time to read over our achievements of the last 12 months, you will also get a sense of the work still to come.

Councillors for the report period

Bega Valley Shire Council is governed by nine elected Councillors. The Councillors are elected every four years with the last election being held in September 2016. Councillors provide leadership and establish policy and strategic direction for the organisation and the future of the Shire. There are no wards or ridings in the Bega Valley Shire so the nine Councillors are elected by the people to represent the interests of all residents, to provide leadership and guidance to the community, and to encourage communication between Council and the community. The Council elects the Mayor and Deputy mayor each September. Our Mayor for two months of the reporting period was Councillor Michael Britten and our Deputy Mayor was Councillor Liz Seckold. In September 2016 Councillor Kristy McBain was elected Mayor and Councillor Liz Seckold Deputy Mayor for a two year term.



Mayor
Clr Kristy McBain



Deputy Mayor
Clr Liz Seckold



Clr Tony Allen



Clr Robyn Bain



Clr Jo Dodds



Clr Russell Fitzpatrick



Clr Cathy Griff



Clr Mitchell Nadin



Clr Sharon Tapscott

Council meetings

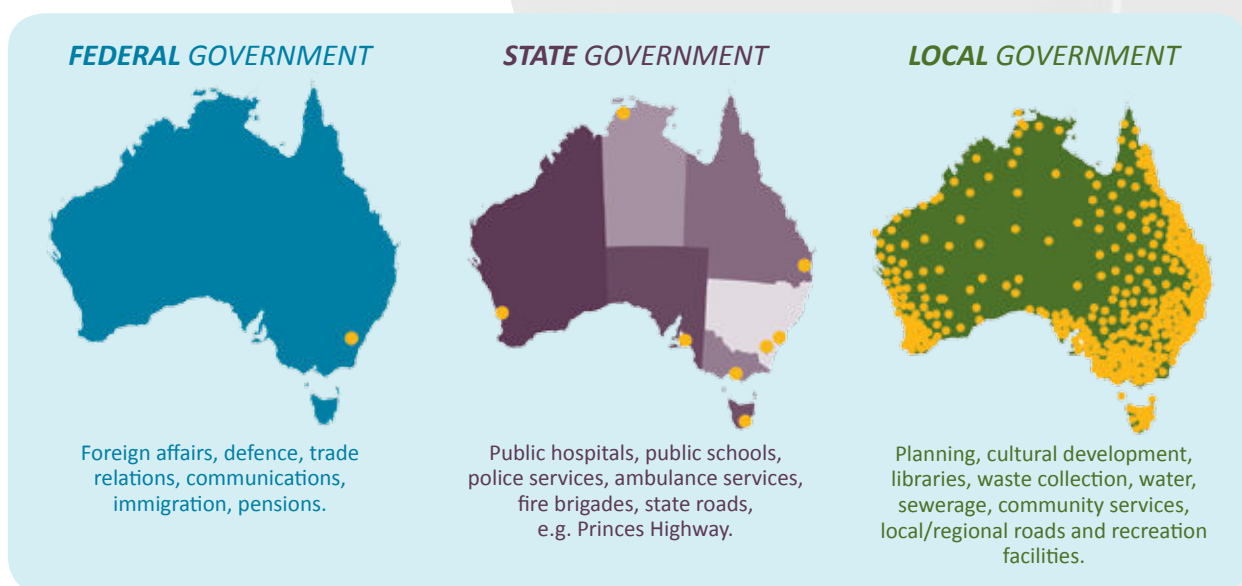
Everyone is invited to attend meetings of Council. Ordinary Council Meetings are held every third Wednesday. The meetings start at 2pm and are held in the Bega Valley Commemorative Civic Centre at Zingel Place Bega. Extraordinary Meetings are held from time to time to attend to urgent matters which require the decision of the full Council, these meeting are advertised in the local papers.

The Agendas for Council Meetings and reports for each meeting are available from 5pm on the Thursday prior to each Ordinary Meeting on Council's website and a hard copy is made available at the Bega Administration reception desk and in the Council Chambers on the day of the meeting.

Council meetings are lived streamed and can be viewed on the Council's website.

How Council operates

Council is the third level of government that is directly accountable to the local community with powers and responsibilities conferred from State Government, with funding from local rates, charges and fees and grants from the NSW State Government and the Commonwealth Government. The Local Government Act 1993 provides Council with the framework and powers to provide community services and facilities.





Our Organisation



General Managers Message

Leanne Barnes, General Manager,
Bega Valley Shire Council

Welcome to Bega Valley Shire Council's Annual Report for 2016-17

September 2016 saw four new Councillors elected and the election of Mayor Kristy McBain for a two year term. Putting your hand up to become a local Councillor is a daunting prospect. There is much to learn and understand about the very broad nature of local government – its opportunities and challenges. I would like to start by thanking the Councillors both past and present for their commitment and work over the 2016/17 year.

The election was followed by a very busy period of Councillor induction and the development of Council's next suite of long term planning and reporting documents. This is a process that brings Council and the community together to set the direction of the Shire for the next twenty years, and importantly, address the priorities for Council's work for the next four years.

Council (staff and Councillors) put an enormous effort into reviewing and refocussing our approach to asset management, a process which continues. Asset management and financial planning along with communications, strategic planning, supporting business growth and service delivery are key priorities for the Council in this term.

Works have commenced at the Eden Port with both the State and Federal Governments building on Council's \$2 million investment. The wharf extension and safe harbour project bring significant economic opportunities into the region, and Bega Valley Shire Council is proud to have played a leadership role on the project.

The first stage of the Merimbula Airport upgrade has commenced with plans well underway for future stages.

The Merimbula Bypass is all but finished, the benefit of which will be felt this holiday season.

The Tathra Wharf was restored following extensive damage during an East Coast Low storm event and a number of boating facilities were upgraded including Kianniny and Mogareeka.

Funding that responds to other flood and storm damage will see this repair and restoration work continue.

The Murrah Bridge works were completed, with respect to the structures history and appeal.

The North Bega Sewer Project progresses as does work around the Bemboka Water Filtration Plant, and the development of the environmental impact statement for the Merimbula Ocean Outfall has also commenced.

While these significant infrastructure projects progressed, a large number of community based projects and programs were delivered through the Regional Gallery, Shire libraries, our children's services team, our waste facilities, our sportsgrounds, pools and beaches; services that have continued to exceed expectations.

The successful Bega Valley Economic Development Summit was held in July 2016, igniting conversations and collaborations that continue to grow.

Funding for new projects includes shared pathways through the Active Transport initiative in Merimbula and between Tathra and Bega, and business development projects associated with Cruise Eden and the Bundian Way.

These achievements revolve around the commitment and expertise of staff.

We are a key provider of services to people in the Bega Valley whether that is roads, playgrounds, libraries, childcare and education, planning assessment, water, sewer and waste services. Yes it is the job of staff to do this work, but what is sometimes forgotten is that our staff are people who also live in the Bega Valley and are part of this community.

I am very proud of their hard work, brilliant ideas and loyalty to the local community and Council as their employer.

This is a dynamic organisation to lead and serve; I encourage you to look at the case studies included in this annual report to get a fuller understanding of the breadth of activity carried out by your Council in your community.

Our Structure

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 the role by four Directors and an Executive Manager. These organisational leaders report to the General Manager and form the Leadership and Executive Group. The group is fondly referred to as LEG by our staff.

Leanne Barnes
General Manager



Executive Manager

Nina Churchward
Organisation
Development &
Governance



Directors



Anthony Basford
Community, Relations
and Leisure



Andrew Woodley
Planning and
Environment



Terry Dodds
Transport and Utilities



Graham Stubbs
Strategy and Business



What we do:

Provide and maintain community facilities such as:

- Parks and sportsgrounds
- 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 Merimbula
- Preschools and Childcare centres in Bega and Eden, and our Mobile service for Candelo and Bemboka
- Merimbula Airport, Bega Saleyards and cemeteries throughout the Shire

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, 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

Our Workplace

Organisational Development

Our PLaCE Charter of organisational values and behaviours continues to drive our people processes and practices.

A major outcome this year was the finalisation and implementation of the simplified salary system, which brought our remuneration practices much closer to current industry norms. This was implemented side-by-side with the new annual employee review system known as the Employee Knowledge & Skills (EKaS) system. EKaS has a focus upon ensuring employees have the requisite skills and knowledge required for the position occupied. This has driven a focus upon the provision of a wide range of mandatory training to ensure staff (particularly our outdoor workforce) have the requisite licences and qualifications.

The human resource management information systems were improved through the implementation of 'Planning@Work', an organisational charting and staff reporting tool. This will further enable strategic staff planning in the area of succession planning to be undertaken.

Work has commenced with the Canberra Joint Organisation (CBRJO) to develop a rolled-up strategic workforce plan. It is intended that synergies will be identified where efficiencies and economic benefits will be realised in areas such as training and recruitment by working together with other Councils in our region.

Equal Employment Opportunity

Council has an ongoing commitment to ensuring the principles of EEO underpin policy, procedures and activities across Council.

We continue to conduct a rolling program of 'Code of Conduct' Workshops which are mandatory for all staff to attend. Issues of bullying and harassment are included in the content of the workshop.

We are committed to the inclusiveness of Aboriginal people in our organisation, and to this end have commenced research and investigation of an Aboriginal Reconciliation Action Plan (RAP) which will be integrated into our Workforce Plan. Persons currently identifying as Aboriginal in our workforce shows we are representative of our community demographic. Work continues to ensure identified Aboriginal positions have career outcomes similar to others we employ.

Providing a Safe Workplace

In 2016-17 Council continued to review its safety management system to ensure compliance with all relevant legal requirements as well as a moral commitment to provide a safe and healthy workplace. Councils WHS Committee continued to play an active role in examining

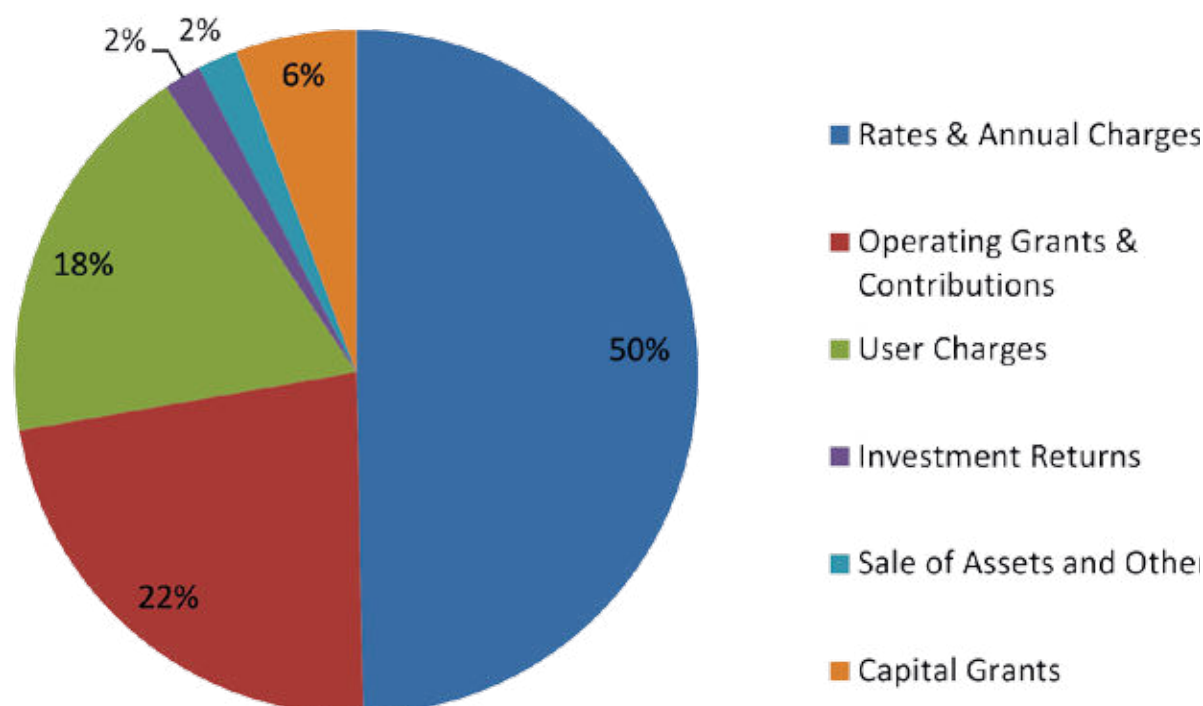
safety related issues notably reviewing the arrangements for first aid officers, the issue of PPE and Contractor Safety Management Protocols.

During the 2016-17 reporting period Council continued its program of alcohol and other drugs testing which aims to discourage people from entering a BVSC workplace where they may be unfit for work. Additionally other employee health initiatives/programs conducted in 2016-17 included: annual influenza vaccinations; hepatitis screening program; skin screening checks, audiometric testing for staff exposed to excessive workplace noise and the smoke free workplace initiative.

	2016/2017	2015/16	2014/15	2013/14	2012/13
Lost time hours cumulative*	191	2,197	805	353	4,188
Number of new claims	23	36	17	14	29

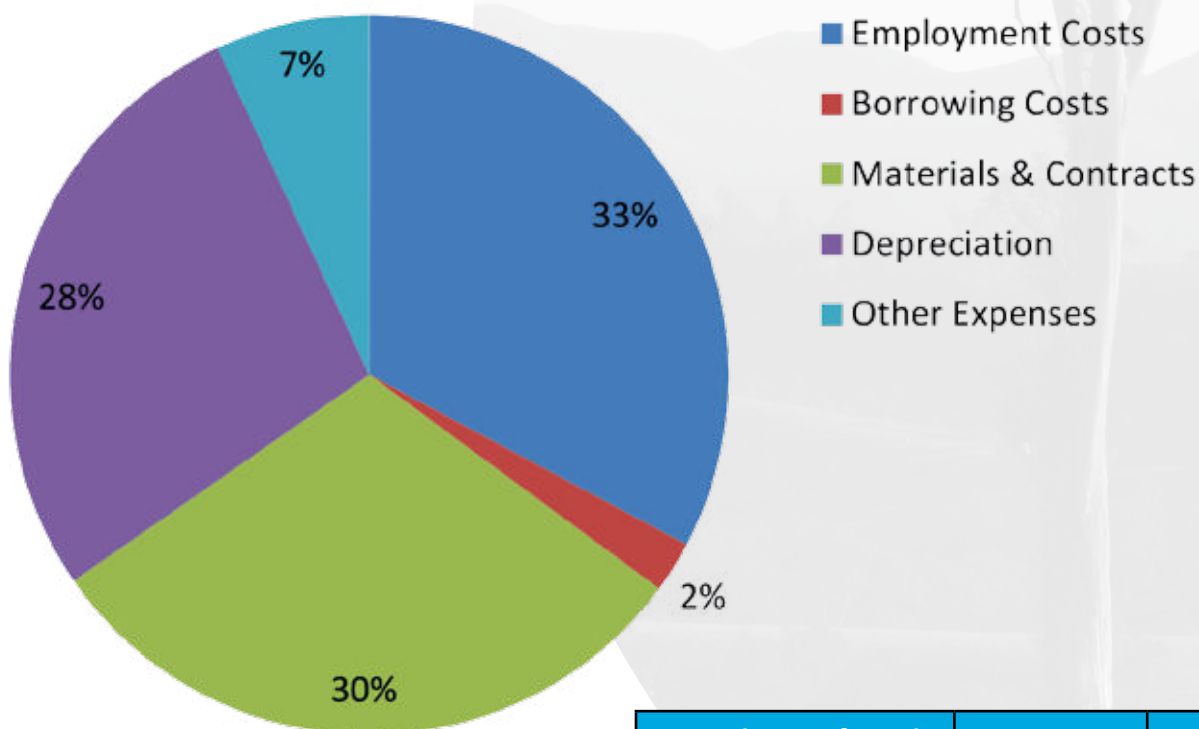
*Equals lost time hours for injuries received plus lost hours for claims carried over from previous years.

Financial Snapshot



Source of Funds	Amount	%
Rates & Annual Charges	\$47,567,000	50
Operating Grants & Contributions	\$21,629,000	22
User Charges	\$17,573,000	18
Investment Returns	\$1,700,000	2
Sale of Assets and Other	\$1,808,000	2
Capital Grants	\$5,463,000	6
Total	\$95,740,000	100

Expenditure of Funds 2016-17



Expenditure of Funds	Amount	%
Employment Costs	\$30,443,000	33
Borrowing Costs	\$2,135,000	2
Materials & Contracts	\$28,029,000	30
Depreciation	\$25,734,000	28
Other Expenses	\$6,432,000	7
Total	\$92,773,000	100



Media Highlights

July 2016

- Local environment a winner to the tune of \$50,000 - Eleven projects designed to restore and protect the local environment have received financial backing from Bega Valley Shire Council.
- The Bega Valley - grabbing hold of the future and leading the way. - The inaugural Bega Valley Economic Summit has attracted the brightest people from across Australia, who all see the potential of south east NSW.
- Gen-I students visit Eden businesses - Members of the Gen-I project in Eden are creating a T-shirt they hope will build positive, strong relationships with the broader community.

August 2016

- Club Grants support local community projects - Over 80 people attended the Bega Valley Club Grants presentation earlier this week, where over \$98,000 was allocated to a broad range of community projects.
- Library brings biodiversity and robotics to Science Week - Bega Valley Shire Library is proud to host two events for National Science Week this month, in partnership with the Sapphire Coast Regional Science Hub and the Atlas of Life in the Coastal Wilderness.
- Paper Plane Trio delivers musical Storytime - Bega Valley Shire Library together with Four Winds and the Australian National Academy of Music (ANAM) will offer children an inspiring and creative Musical Storytime at Tura Marrang, Bermagui and Bega libraries in September.
- Monthly NDIS info sessions - Bega Valley Shire Council is continuing its commitment to people living with a disability in our community, through a series of monthly information sessions explaining the National Disability Insurance Scheme (NDIS).

September 2016

- Bega Valley Shire Council joins Garage Sale Trail - Bega Valley Shire Council, households, schools and community groups will join hundreds of thousands of people in October as part of a national campaign.

- Council's compost to revitalise lawn in Littleton Gardens - The lawn in Bega's Littleton Gardens will be revitalised this weekend using compost made from the Shire's green waste collection.
- Way2Go Bega Valley volunteers The Bega Valley's deep and valuable pool of volunteers has been bolstered with 30 community based organisations making the most of three Council backed workshops.
- For young people, by young people - Gen-i! "By young people for young people" is the essence of a new social enterprise created by Gen-i young leaders that aims to assist local young people build their skills and find job opportunities.

October 2016

- Green Army helps out at Rawlinson Wetland - Green Army crews have recently installed bollards and undertaken weed control for the new pathway around Rawlinson Wetland in Bega.
- Better communications at Emergency Operations Centre - Communications during times of emergency and natural disaster have been improved, with fibre optic cable now in place to the regional Emergency Operations Centre (EOC) in Bega.
- Shire's Bike Plan in action - Bega's network of shared pathways is about to grow with Bega Valley Shire Council and NSW Roads and Maritime (RMS) partnering on a project that will open new travel and fitness options
- Sapphire Coast tourism industry shines at gala awards night - The Sapphire Coast stood tall at last night's gala awards presentation for the region's tourism operators.
- Giant mural celebrates Merimbula's coastal life - A new gigantic public artwork has popped up at a gateway to Merimbula to showcase local art and the towns coastal heritage.



November 2016

- Eat the Park! - The Bega Valley's history and flair for fresh produce will be recognised in Littleton Gardens with Council and SCPA - South East Producers working together on two demonstration kitchen garden beds.
- Pokamania at Bega Library - Show off your Pikachu, bring out your Lucario, let your creativity shine and test your knowledge of all things Pokamon at Bega Library's Pokamania!
- Flora Australis blooms for Bega Valley - Bega Valley Regional Gallery has been singled out amongst its peers by one of the State's peak arts and cultural intuitions.
- Library wins award for Autism Lab - The Bega Valley Shire Library Service has won a state award for its involvement in hosting after school workshops for young people with high functioning Autism.

December 2016

- Short Point - restoring a coastal icon - Work is underway at Short Point, Merimbula to restore native vegetation and construct a formal walking track.
- Waves and Water wash into the BVRG - Sun bathers, swimmers, surfers and surf life savers are the stars of a new travelling exhibition from the Australian National Maritime Museum, Waves & Water Australian beach photography, set to open at the Bega Valley Regional Gallery
- Merimbula's evolving CBD - The second stage of the Merimbula CBD By-pass will be completed in the days before Christmas, with Bega Valley Shire Council moving to make the area ready for the towns influx of summer visitors.
- Heroes and Villains at Summer Reading Club - Weekly prizes and a lucky draw for an iPad mini will keep children and teens reading this summer with the Bega Valley Shire Library's Summer Reading Club.
- Tech Expo for Kids these Holidays - An interactive Tech Expo will be part of the school holiday program on offer at Tura Marrang and Bermagui libraries in January and will give local kids the chance to try out 3D Printing, Robotics, Coding, Drones and Electronic Music Making.

January 2017

- Giant mural celebrates Eden's ancient past - A gigantic new public artwork has popped up as a gateway to Eden, showcasing local talent and links between the region's indigenous people and the coastal environment.
- Path and access options for Tathra - Tathra residents are being asked for their view on how to spend \$50,000 currently allocated to repairing the Thatchers Flat footbridge.
- Bega the new home of Vegemite -- Bega Valley Shire Mayor, Kristy McBain has congratulated Bega Cheese for its acquisition of Vegemite.

February 2017

- 'Let's do more together' for Seniors Festival - Bega Valley Shire libraries will host morning teas and information sessions about library services for senior residents to celebrate Seniors Festival in March.
- Tertiary scholarships open - Bega Valley Shire Council is throwing its weight behind the region's young people and calling for nominations for this year's round of Tertiary Scholarships.
- Shire businesses to find their sweet spot - NSW Back to Business Week is underway with Bega Valley Shire Council coordinating a not-to-be-missed FREE business mentoring event this Thursday (March 2) night in Merimbula.
- Bermagui saltmarsh restoration - Valuable saltmarsh habitat in the Bermagui River area is being treated to restoration works thanks to Council securing a NSW Government grant from the South East Local Land Services Wetland Fund.

March 2017

- Bega Valley gets 'Back to Business' - Back to Business Week has culminated in Merimbula with an inspiring presentation from Canberra based business coach Natasha Vanzetti.
- Merimbula - Sydney air route de-regulated - Bega Valley Shire Council and Regional Express airlines (Rex) have welcomed today's news that the Merimbula to Sydney air route has been deregulated by the NSW Government.
- Young Women's Scholarships awarded - Five young women have each been awarded \$500 Council scholarships to encourage the achievement of their goals and to celebrate their valuable contribution to the local community.
- Community confirms direction - A dynamic two days of discussion has wrapped up with Bega Valley Shire Council inviting further community comment on the organisation's vision and strategies for the next 20 years.
- 21st Century 'Make-a-tivities' for Youth Week & school holidays - Teenagers will be able to experiment with digital music and visual mediums during Youth Week with two exciting free workshops organised by Bega Valley Shire Library.
- Extended hours to see the Archibald - Right now, Australia's biggest and most loved portraiture exhibition is gracing the walls of the Bega Valley Regional Gallery and the viewing hours have been extended to help everyone see the artworks on display.



April 2017

- GG loves Eden ! - This week's visit by his Governor General, Sir Peter Cosgrove and Lady Cosgrove will be long remembered throughout the Bega Valley and especially by the people of Eden.
- Community Environment Grants - Bega Valley Shire Council is pleased to announce the launch of the 2017/18 Community Environment Grants Program.
- Time running out on Clubs GRANTS 2017! - Time is running out to apply for money through the ClubGRANTS program, with just a handful of days left.

May 2017

- Intergenerational playroom connects old and young - An exciting collaboration between local resident, Hayley Reynolds and the Bega Valley Shire Library has created the regions first Intergenerational Playroom based at Tura Marrang Library and Community Centre.
- Aurelia Quartet offers musical storytime - Bega Valley Shire Library together with Four Winds and the Australian National Academy of Music (ANAM) will offer children an inspiring and creative Musical Storytime at Tura Marrang, Bermagui and Eden libraries in May.
- Housing conversation with the Honourable Susan Ryan AO - The Hon Susan Ryan AO, former Age and Disability Discrimination Commissioner for the Australian Human Rights Commission will be visiting Bermagui Library to discuss community housing options in a conversational-style event.
- Access all areas, an inclusive shire - Bega Valley Shire Council is building opportunities by being an inclusive community, with the release of the Draft Disability Inclusion Action Plan.

June 2017

- Discover Hidden Flora and Fauna of Tura Beach - Tura Marrang Library is offering a day of discovery for people to explore one of the most unique ecosystems in the Bega Valley and the chance to pick up a free native tree on Saturday 17 June, starting at 10.30am.
- Shire welcomes Refugee Week - An event to be held at Bega's Littleton Gardens in June will acknowledge the plight of people seeking asylum from conflict and disaster while celebrating the Shire's official position as a safe zone for refugees.
- North Bega sewer upgrade commences - Stage 1 of work has started to connect Bega Cheese in the North Bega area to the Council reticulated sewer system.



Our Plan 2016-17

Vision

The Bega Valley is a community that works together achieving a balance between quality of life, enterprising business, sustainable development and conservation of the environment.

Framework to achieve the Vision

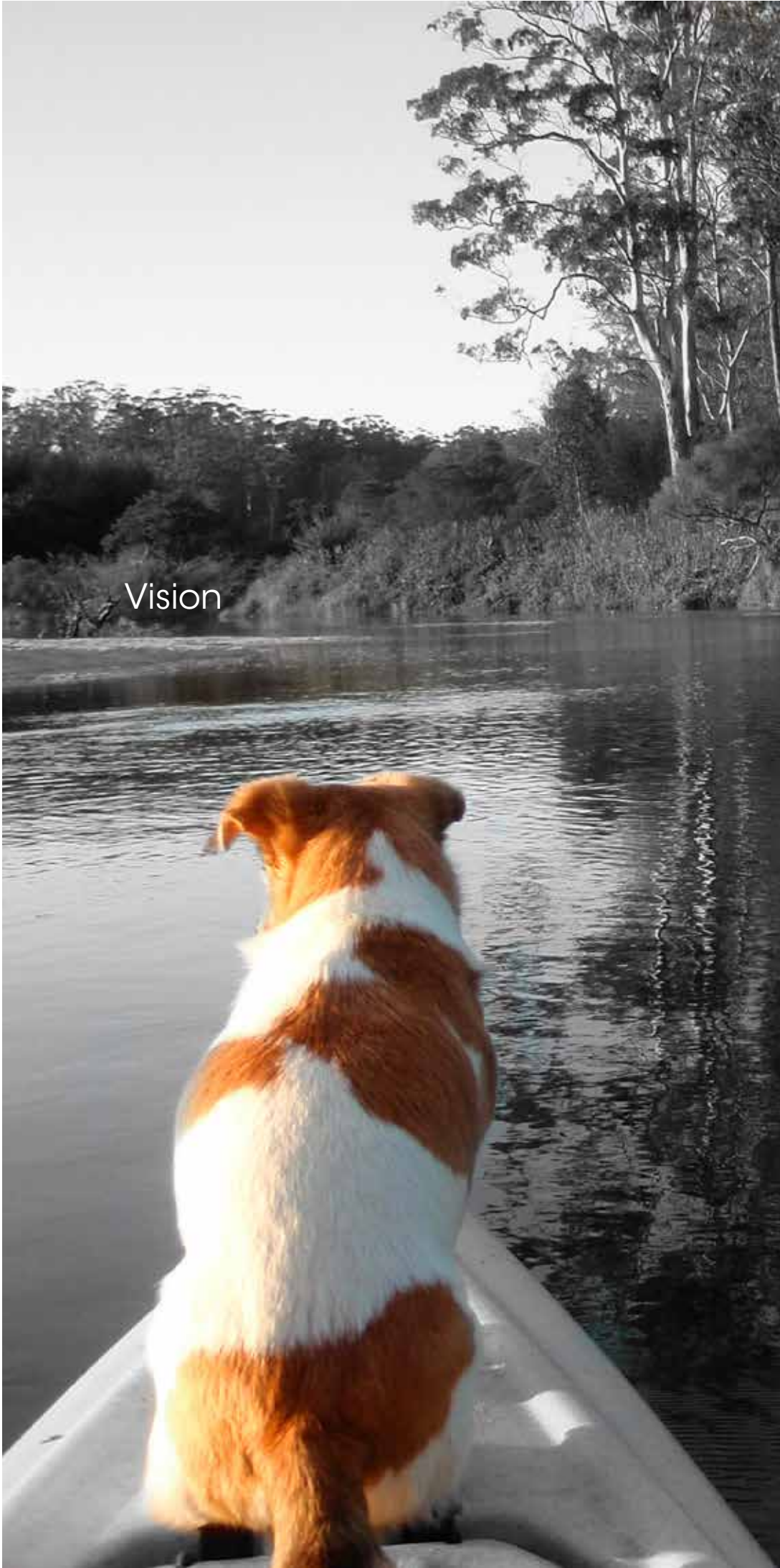
Key Themes: Bega Valley 2030 has five key themes. These reflect the ambitions of the community and are presented in a manner that outlines the outcomes to be achieved by 2030.

The first three themes provide the framework to deliver social, environmental, economic outcomes to achieve our vision in partnership with other levels of government, the community and business.

The fourth theme provides the support to the first three themes through the provision and renewal of infrastructure.

The fifth theme outlines how as an organisation Bega Valley Shire Council will support the community through effective and transparent leadership.

- 1  A Liveable Place
- 2  An Enterprising Place
- 3  A Sustainable Place
- 4  An Accessible Place
- 5  A Leading Organisation

A photograph of a dog with white and brown patches sitting in the back of a white kayak. The dog is facing away from the camera, looking towards a calm river. The river reflects the surrounding trees and sky. On the far bank, there is a dense line of trees and bushes. The sky is clear and bright. The word 'Vision' is written in white text on the left side of the image.

Vision

The Bega Valley is a community that works together achieving a balance between quality of life, enterprising business, sustainable development and conservation of the environment.

Achieving Our Plan

Highlights by key themes



1

A Liveable Place

To support a place where everyone regardless of age or circumstance can enjoy a safe, involved and affordable community life.



2

An Enterprising Place

To support a creative and innovative business community, invigorating growth in employment and economic activity, in partnerships with government.



3

A Sustainable Place

To ensure the unique environment is protected to maintain biodiversity and water quality, and managed for our community to provide growth and economic opportunity.



4

An Accessible Place

To plan and provide a comprehensive mix of public and private sector services and facilities in order that residents and visitors have access to the quality of health, recreation, education, employment, transport, utility and retail resources they want and need.



5

A Leading Organisation

To shape an organisation that supports the agreed aspirations of the community within the capacity of the community and the capacity of the organisation and resources they want and need.

Achieving Our Plan

Liveable Place

To support a place where everyone regardless of age or circumstance can enjoy a safe, involved and affordable community life.



A Liveable Place

To support a place where everyone regardless of age or circumstance can enjoy a safe, involved and affordable community life.

Fun facts

that show, that we work towards making your place a Liveable Place

• Number of children enrolled in Council Children's Services	2,831
• Number of Council volunteers	500
• Hours Council volunteers have contributed to the community	30,082
• Number Brighter Futures active clients	268
• Number library visits	19,5037
• Number of library loans	20,7081
• Number of library events and activities	583
• Number of individuals attending library events	7,000
• Number of exhibitions held in the Regional Gallery	8
• Number of people who attended exhibitions at the Regional gallery	21,600
• Number of members Sapphire Aquatic Centre	1,423
• Number beaches professionally patrolled	8
• Number significant rescues by lifeguards	137
• Number of community groups and organisations Council community support staff have met with over	250
• Number of queries on grants and scholarships	140
• Number of Council volunteers inducted	100
• Number of small grants promoted and assessed to community groups	75
• Number of Youth Voice / Youth Action activities initiated or supported over	24
• Number of training sessions delivered to support volunteer groups	8



A Liveable Place

Community Ambitions

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.

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.

L3 - Demonstrated respect and inclusion

by 2030 we are a harmonious community where everybody is welcomed, respected and diversity is celebrated.

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.

Case Studies

Bega Valley Autism Lab

The Bega Valley Shire Library Service has won a state award for its involvement in hosting after school workshops for young people with high functioning Autism.

The NSW Public Libraries Association award recognised Council's involvement in facilitating a valuable program that has gone on to be a self-sufficient community run asset.

Bega Valley Autism Lab was started in partnership with local resident Monika Ryan, who saw a similar model in Melbourne. The purpose of The Lab is to offer an engaging, technology-focused environment for young people with Autism using the common theme of technology to help develop social and communication skills.

While it is fantastic that Council has received this award, the real bonus is to see the much needed after school club being so popular in the community.

The Lab has grown to the point where it has secured a permanent venue, and has been granted funding to pay professional mentors. The Bega Valley Shire Council Library sees it as an extremely valuable program and continues its support through administration, technical advice and equipment.

The after-school club can help young people connect with each other through shared technology interests. Technology interests may include gaming, creating games, coding, computer programming and design or online media. The results have been impressive with many of the children showing improvements in communication and socialising skills, but also furthering their interest and knowledge of technology.





A Liveable Place

Children's Dreaming Garden

The new Children's Dreaming Garden in Eden has been delivered thanks to thorough community consultation and collaboration.

Stemming from the vision of local children and responding to a community desire for an upgrade to the Endeavour Park in the Eden social housing estate, the project is a powerful example of what can be achieved when a community works together towards a common goal.

Prior to the activation, the ageing Endeavour Park playground sat as an underutilised Council asset. Now, it is an activated space that features new play equipment, a small basketball court, new paths, a water tank and drinking fountain, food forest and a modified bus shelter.



Driven by Bega Valley Shire Council staff, alongside local residents, the Children's Dreaming Garden project was funded through a NSW Department of Family and Community Services grant and involved the local primary and secondary schools, Eden Local Aboriginal Land Council, Twofold Bay Aboriginal Corporation, Aboriginal Education Consultative Committee and many other companies and groups.

The children and young people who would be using the space played a significant role in the design. Their desires were the catalyst for the vision. The involvement of the town's youth continued through the development and construction phase, and Eden Marine High School incorporated the Children's Dreaming Garden into the 2017 curriculum for Agriculture and Design and Technology.

Many other community members were involved in the construction phase, with the Eden Local Land Council work crew chipping in to help build pathways and garden beds.

The park is now being enjoyed by young and old alike, with local artists working with children and families on murals, the next stage in the design.

Bega Valley Regional Gallery

The 2016-17 period was another big year for the Bega Valley Regional Gallery, with the Gallery singled out amongst its peers by one of the State's peak arts and cultural intuitions.

The IMAGinE Award from Museums and Galleries NSW was awarded to the Gallery for the 'Flora Australis' exhibition earlier this year, winning the 'Best Exhibition by a Small Gallery' category.

This award shows that despite Regional Gallery being physically small it is the strength of the programs that stands tall. Flora Australis was also a real win for the local economy, injecting an estimated \$300,000 into the region

This success lead into the Gallery hosting the finalists in 2016 Archibald Prize in late March 2017. The 2016 Archibald Prize opened on March 24, and was one of only six galleries outside of Sydney to host the Art Gallery of New South Wales touring exhibition.

Monaro based artist and 2016 Archibald finalist Lucy Culliton will opened the exhibition which showcased all of the 51 finalists. The touring exhibition brought in 9000 visitors 40% were overnight visitors from outside the Shire and generated a spend of \$1,320,408 into the local economy.

The Bega Valley Regional Gallery continues to grow in its professionalism of exhibits and popularity with both locals and visitors, with this years visitor numbers at 21,600. A great lead in to the celebrations ahead in 2018 for the gallery's 30th year.

Total number of visits for:

- 2016-17 = 21,600
- 2015-16 = 15,200
- 2014-15 = 11,114
- 2013-14 = 8,783





A Liveable Place

Gen I – our Young Leaders

By young people for young people” is the essence of a new social enterprise created by Gen-i young leaders that aims to assist local young people build their skills and find job opportunities.

Gen-i is a youth led project run by Bega Valley Shire Council in collaboration with Community Training Partnerships around the themes of empowering, motivating and inspiring Eden’s youth community.

This year, Gen-i young leaders visited businesses to pitch their ideas, a great sharing of experience that goes both ways.

The support of the Eden Chamber of Commerce has been strong and gratefully received by the 12 young people taking part in Gen-i.

Gen-i young leaders are now looking for support and sponsorship for two new projects that will bring the whole community together; an outdoor movie event at Cocora Beach and the Gen-i T shirt.

Local businesses and community organisations can get involved and show their support by sharing their skills to help plan the outdoor movie event or by sponsoring the Gen-i T shirt which promotes the program. Sponsors will have their logo printed on the sleeves of each T shirt.



Harmony Day

Harmony Day is a celebration of our cultural diversity – a day of cultural respect for everyone. For Harmony Day 2017, Bega Valley Shire Council coordinated several events that celebrated multiculturalism, inclusiveness and cultural diversity in the community with the theme of ‘everyone belongs’.

During the week of 21 March, Bega Valley Shire Council, together with local service providers and active community members hosted a Didgeridoo workshop and Displaying Cultural Pride workshop in Candelo, organised a Multicultural Street BBQ in Eden and a Multicultural luncheon at Country Women’s Association, and funded culturally diverse workshops at the Funhouse Studio and. All events were well attended and supported by Bega Valley community members.

To deliver these events, Bega Valley Shire Council worked in collaboration with Candelo Arts Society, local Aboriginal musicians Nathan Lygon, Chelsy Atkins and Meaghan Holt, the Country Women’s Association, Funhouse Studio, Bega TAFE and Uniting Church in Eden.





A Liveable Place

Celebrating our Volunteers

In May 2017, Bega Valley Shire Council participated in National Volunteers Week, an annual celebration to acknowledge the generous contribution of our region's volunteers.

Bega Valley Shire Council has approximately 370 council volunteers who give their time to assist Council across a range of endeavours. Council volunteers can be found helping with local libraries, halls, sporting and recreation areas, in cemeteries and parklands and in the Regional Gallery.

This translates to approximately 30,000 hours are contributed annually to Council with a conservative estimated value of \$1.1 million.

Beyond Council, a host of organisations are at work along our stretch of coastline, and in many cases people are volunteering as part of more than one group.

The Shire has a proud history of volunteering with more than 26% of the Bega Valley community aged over 15 engaged in some form of voluntary work. That is 6% above the NSW average and speaks volumes about the Bega Valley community and the willingness to pitch in and help make a difference."

National Volunteer week which ran from May 8 to May 12, was celebrated by Bega Valley Shire Council through the production and hosting of a series of short films on the shire's volunteers, and the presentation to of the annual Bega Community Service Medallion which was awarded to: Carolyn Cole; Neville & Eileen Targett; Colleen Elton; Olwen Morris; Christine Bimson; Fay Frost; and Marj Watson.



National Youth Week

National Youth Week (NYW) is Australia's largest celebration of young people aged from 12 to 25 years of age. In the Bega Valley National Youth Week ran from 30 March to 9 April 2017 showcasing and celebrating the valuable contribution young people make in our communities. All activities held were planned and delivered in close collaboration with young people 'for young people by young people'. Youth involvement in creating and running activities is encouraged as part of Bega Valley Shire Council's Youth Voice, Youth Action initiative

In addition to internally delivered events, through the provision of small grants, Bega Valley Shire Council funded local organisations to create their own events. These grants encouraged community members to work with young people to run activities that are accessible to a broad range of young people across the Bega Valley Shire, with activities ranging from engaging young people in music.

One of the highlight events of NYW was a touch footy competition at the Bega recreation ground organised by Wandarma Aboriginal Drug & Alcohol Services. Young people were actively involved in forming teams, sourcing prizes, helping out with the BBQ and refereeing. Teams were from all around the Shire including Wallaga Lake, Eden and Bega took part in the event and with more numbers than expected they had to make up another team. GPH (Grand Pacific Health) and the Local Health District Sexual health nurse held sexual health screenings and information workshops to raise awareness about men's sexual health at the event.

The Bega Valley Shire Library contributed an engaging array of programs for NYW that built on previous requests from the youth of the Shire. The focus was on creativity and included a music production course to teach the skills of recording and mixing music, electronic music making.

From the success of NYW, Bega Valley Shire Council was nominated and shortlisted in the NSW local Government awards under 'Best Small Council with the Most Outstanding Youth Week Program in 2017'



Achieving Our Plan

Enterprising Place

To support a creative and innovative business community, invigorating growth in employment and economic activity, in partnerships with government.



An Enterprising Place

To support a creative and innovative business community, invigorating growth in employment and economic activity, in partnerships with government..

Fun facts

That show that we work towards making your place an Enterprising Place

• Number of visits to Sapphire Coast Tourism websites	380,032
• Number of followers on Sapphire Coast NSW facebook	15,835
• Number of Social Media Engagements across all platforms	218,000
• Number of Sapphire Coast NSW facebook posts	524
• Number of walk-in visitors to accredited visitor information centres	129,087
• Number of Sapphire Coast Tourism members and joint members	512
• Number of cruise ships visiting Eden	14
• Number of cruise ship passengers disembarking at Eden	12,508
• Number of airport leases managed	12
• Number other leases and licences managed	125
• Number of property parcels managed	1136
- which includes 600 Shire properties	
- 450 Crown reserve portions	
- and 86 Crown Reserves	
• Number of property transactions managed (purchases and sales)	45
• Regional Learning Centre % occupancy office space	85%
• Regional Learning Centre % occupancy training rooms enterprising	74%



An Enterprising Place

Community Ambitions

E1 – Embracing business and a stronger economy

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.

E2 – Providing the foundations

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

E3 – Embracing opportunity

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

E4 – Partnering for success

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

E5 – Enhancing visitor experiences

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

Case Studies

Bega Valley Regional Learning Centre

The co-working space at the Bega Valley Regional Learning Centre in Merimbula has made its presence felt in a market looking for flexible and dynamic work options.

There are currently four permanent desk holders offering services to the community across home care for seniors and apprenticeship support, the space has also proven to be a valuable 'home base' for a local entrepreneur and small business owner.

Visiting users are also making the most of the centre's capacity, include business people from Wagga, Melbourne, Sydney, and Canberra who talk of being able to mix work and business with their Sapphire Coast holiday.

Local's report being drawn to the space seeking collaboration, inspiration, and networking opportunities – escaping the home office environment to find a new or deeper focus and purpose.

Users of the co-working space have access to wifi and fair use printing as part of their hire fees. Use of the centre's meeting and interview rooms, shared use of the breakout and outdoor spaces, kitchen and shower facilities make for an attractive package.

All day parking adds to the appeal, as does the centres proximity to Merimbula Lake, CBD, boardwalk and beaches – terrific work/life balance!

The co-working space compliments the work of the Centre's permanent tenants including - Job Active providers - MAX and Mission Providence, the registered training organisation - South Coast Careers College, group training organisation - Australian Training Company, NDIS local area coordinators -Uniting, community housing service provider - Sapphire Coast Tenancy Scheme, and the southern region tourism development agency - Destination Southern NSW.





An Enterprising Place

InSync Merimbula (Tulgeen) and Healthy Seniors Program (Uniting Care) also operate out of the building two days a week.

The Bega Valley Regional Learning Centre has also become the 'go-to' venue in Merimbula for a range of training, professional, and social events.

A fresh, accessible environment that meets a need and is a point of difference in the community.



Bega Valley Economic Summit

The extremely successful Bega Valley Economic Summit was held at the Bega Valley Commemorative Civic Centre on 28 and 29 July.

An initiative of the Bega Valley Shire Council, the summit focused on a number of emerging opportunities that have the potential to contribute significantly to future economic growth in the region.

A key driver behind hosting the economic summit was the recognition of the growth and areas of opportunity our local economy is experiencing. Major investments including the South East Regional Hospital, Port of Eden redevelopment and funding announcements for improvement to the Merimbula Regional Airport are all foundations upon which our economic future can be built and secured. Another area of opportunity discussed at the summit was the potential that Canberra Airport brings to the region with the commencement of direct flights to and from Singapore and New Zealand.

To be held over two days and including a Summit dinner, a number of industry leading experts contributed their views and guidance on how our region's economy can benefit from opportunity and innovation.

Speakers at the Summit included;

- Chris Jordan AO, Commissioner Australian Taxation Office
- Glenn Keys, Chair of the Canberra Business Chamber and Founder of Aspen Medical Services
- Margy Osmond, CEO Tourism and Transport Forum
- Julian Webb, Consultant to the World Bank
- Monique Donaldson, Senior Trade Advisor Export Growth China and International Trade, NSW Business Chamber.



Sustainable Place

To ensure the unique environment is protected to maintain biodiversity and water quality, and managed for our community to provide growth and economic opportunity.



A Sustainable Place

To ensure the unique environment is protected to maintain biodiversity and water quality, and managed for our community to provide growth and economic opportunity.

Fun facts

That show that we work towards making your place a Sustainable Place

• Number of construction, occupation and complying development certificates issued	932
• Number of beaches monitored under the Beachwatch program	15
• Number of town water microbiological samples taken	325
• Percentage of compliance town water microbiological samples	100%
• No. town water chemical samples taken	37
• Percentage of compliance town water chemical samples	89%
• Number of. subdivision and strata-subdivision certificates issued	32
• Number of. development applications received	550
• Number of. development applications approved	518
• Number of modifications applications received	96
• Number of modifications applications approved	90
• Value of development approved	\$100,638,632
• Number of food premises inspections conducted	279



A Sustainable Place

Community Ambitions

S1 – Valued natural environments

by 2030 the natural environment and ecosystems are appropriately protected and enhanced.

S2 – Sustainable communities

by 2030 our community has the services, opportunities and support to live sustainably.

S3 – Character and amenity

by 2030 the character and amenity of our towns and villages is protected and enhanced.

S4 – Proactive support and planning

by 2030 there is proactive planning with the community for the protection of our built and natural environment.

Flying Fox in Bega Valley

Bega Valley Shire Council is developing a flying-fox camp management plan for the Glebe Lagoon grey-headed flying-fox camp in Bega.

Environmental consultants Ecological, along with a local community engagement consultant, are developing the plan that will document the potential impacts from flying foxes that roost in Glebe Lagoon. The Plan, funded predominantly by a grant from Local Government NSW, will also capture community sentiment and suggestions on how to manage this issue now and into the future.

Flying foxes have been using the Glebe lagoon as a daytime roost and breeding site (camp) for around 10 years, arriving in spring and leaving in autumn.

Flying foxes are listed as a vulnerable species and are protected by NSW and commonwealth legislation so any management actions need to consider the welfare of the flying foxes. Community input has been very important for the development of the plan and a steering committee including representatives from key stakeholder groups has been established to assist.

Representatives from the Bega Showground trust, Rotary, Friends of Glebe Wetlands, Office of Environment and Heritage, National Parks and Wildlife, BVSC, wildlife carer network and a Vet with extensive Hendra virus communication experience have all contributed to the discussion and way forward.

While the plan is focussed on Glebe Lagoon the information contained in the plan will assist with the management of camps that may sporadically form elsewhere in the Shire, including townships like Candelo. Council also opened up consultation to the Candelo community through information sessions in partnership with the Office for Environment and Heritage.





A Sustainable Place

Community Environment Grants

2016-17 was the sixth year of Bega Valley Shire Council's Community Environment Grants Program. Eleven projects were funded with the aim to encourage and assist community involvement in the management of the Shire's environment for the benefit of the whole region. More specifically, the program addressed the need to:

- Support community groups and organisations to enhance, protect and restore the natural environmental assets of the Shire.
- Increase community awareness and understanding of the Shire's environmental assets.
- Support conservation strategies currently undertaken by Council.
- Assist in the provision of innovative environmental management projects.
- Council funds the Program through Bega Valley Shire Council's Environment Levy.

The projects are:

Bemboka Landcare Group Inc.

Bemboka River Reserve Infrastructure Project - Steps to information sign and viewing deck, Bemboka - \$3310

The Group successfully erected a set of recycled hardwood steps leading up from Colombo Creek to the information shelter. This will ensure the river bank remains intact, preventing erosion whilst providing a more accessible path into the reserve.



Bemboka Landcare Group Inc.

Weed eradication and revegetation on Colombo Creek bank, Bemboka - \$2690

The group successfully coordinated and undertook the following: Woody weed control including; Japanese honeysuckle, blackberry, hawthorn, plum, privet and in-stream willow suckers were treated by the cut/paint method using residual herbicides. Knock-down herbicides were applied to African lovegrass and cocksfoot. The revegetation site was planted out with a mixture of canopy trees, shrubs and grasses, sedges and lillies, indigenous to the locality. This work goes towards ensuring the high conservation value vegetation is maintained in great condition.



Dry River Landcare Group Inc

Reclaim Our Riverbank Stage 3 - weed control on Dry River Reserve, Quaama - \$ 2170

Dry River Landcare continue to undertake much needed works in a challenging environment. 10 volunteer working bees have been undertaken with 12 people involved at different times. 208 hours of volunteer effort, 230 seedlings planted and maintained.

Hand removal of dead willows to allow public access to the river and improve amenity. Mowing and brushcutting of the walking track to keep good access. Contractors have undertaken stem injection and foliar herbicide applications of the willows in the river. Foliar applications to Japanese honeysuckle, Blackberries, Privet seedlings and the mowing of Periwinkle.

There have been 6 articles in 'The Triangle' updating the community of the projects direction and achievements.



Far South Coast Landcare Association

Sustainable Schools Landcare Education Program, Tathra, Bemboka, Eden - \$6000

The project successfully educated and initiated school students in the propagation of environmentally significant native plant species and expanded sustainability programs within three local schools. Some of the highlights included;

- FSCLA Seedbank Officer delivered half day workshops at each of the three schools which were greatly received and engaged students.
- Costa Georgiadis (ABC Gardening Aust) toured 6 schools (August 2nd - 5th. Whilst touring the three Eco-Verge schools he initiated the planting stage of each Eco-Verge. Costa also profiled the Eco-Verge initiative at each of the six schools' assemblies and highlighted the project at the REAP Panel presentation.
- Approximately 2000 propagates initiated and currently being nursed in each school's garden. 20% of which expected to be utilized onsite (80% of the propagated will be donated to: CMA and FSCLA projects, 4 x non-participant schools and From Little Things Parklands community garden project
- SE ABC Feature Profiling of project in conjunction with Student Gardeners Convergence coverage





A Sustainable Place

On Track

Old Bega Racecourse Management Committee - Bega River - Anabranch Wildlife Corridor, Bega - \$5971

The wildlife corridor has been successfully planted and the plants established and maintained. The project was a great partnership between the On Track Committee, BRAWL and LLS. Mumbulla School and Green Army also assisted with planting and weeding. The track continues to be a great asset to the community linking the community to the Bega River and now with the added benefit of a developing wildlife corridor.



Pambula Landcare

Conservation of significant environmental assets within Pambula Beach - \$6000

The group successfully targeted and controlled high priority weeds infesting the road corridor, crown reserve and Jiguma Reserve. In the road corridor there has been a dramatic reduction in weeds setting a great example of what can be achieved with the appropriate methods.

The roadside weed corridor work resulted in positive feedback from residents that public land was being looked after. A number of residents took it upon themselves to remove some of the environmental weeds within their own properties.



Pambula Wetlands and Heritage Project Inc.

Panboola's diverse birdlife interpretive signage, Pambula - \$5500

Two signs have been successfully installed at the Old Pambula Racecourse. The signs measure 1220mm x 610mm each and have been positioned such that the viewer can look over the signs, to the landscape beyond. The signs assist with identification of ten different bird species, one marsupial and two amphibian species and highlight interesting facts about each.



Salty Lagoon Nature Reserve Action Group

Salty Lagoon Nature Reserve Weed Eradication / Control Project Stage Two, Bermagui - \$5500

Salty Lagoon Nature Reserve Action Group successfully coordinated targeted weed control focusing on asparagus fern species within the Salty Lagoon Reserve. Small scale experimental burns were also trialled as a means of controlling asparagus with effective follow-up of re-sprouting plants, results so far have been encouraging.



Springvale Landcare Group

Bega River revegetation and stabilisation project, stage 6 - \$6000

This project extends Springvale Landcare's rehabilitation of the Bega River road/river reserve on Bega's urban fringe both towards the Bega bridge and upstream towards Buckajo, focusing on revegetation and removal of noxious weeds. The works continue to enhance improve this significant wildlife corridor within Bega.



Tathra Landcare

Tathra Foreshore Weed Control Program - \$6000

Weed mapping extended up the Bega River estuary, including the islands that provides ground-truthed mapping for this project, Tathra Landcare volunteers, BVSC weeds staff and the Coastal Weeds project. Weeds targeted for mapping include Asparagus fern, Bitou bush, Prickly pear, African lovegrass and Mother of millions. This mapping process has improved the understanding of weed distribution, along with improving the mapping and weed identification skills of the Bega Local Aboriginal Land Council (Bega LALC) workers. The project worked from the estuary to the west of Thompson's Road, the Tathra Flora and Fauna Reserve, the estuary around Mogareeka, and south along the dunes to the caravan park.

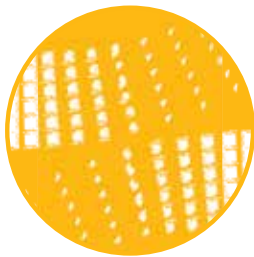
Along with the 8 days of paid bush regeneration work undertaken by Bega LALC, the Tathra Landcare Group undertook their regular monthly working bees focused on Bitou bush. The volunteer effect equated to 297 hours of bush regeneration works.





Accessible Place

To plan and provide a comprehensive mix of public and private sector services and facilities in order that residents and visitors have access to the quality of health, recreation, education, employment, transport, utility and retail resources they want and need.



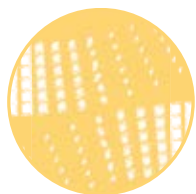
An Accessible Place

To plan and provide a comprehensive mix of public and private sector services and facilities in order that residents and visitors have access to the quality of health, recreation, education, employment, transport, utility and retail resources they want and need.

Fun facts

That show that we work towards making your place an Accessible Place

• Number of bridges	277
• Km of cycleways	15
• Km of urban stormwater infrastructure	117.7
• Km of footpaths	71
• Km of unsealed roads	666
• Km of sealed roads	749
• Km of kerb and gutter	276
• Number of roadside bus shelters	49
• Number of roadside signs	9,649
• Number of sewerage treatment systems	10
• Number of sewerage pump stations	1,027
• Number of sewerage manholes	6,628
• Km of reticulation sewerage mains	347 km
• Km of sewer rising mains	231 km
• Number of civic car parks	13
• Number of waste transfer stations	7
• Number of storage dams and weirs	6
• Number of reservoirs	63
• Number of water pumping stations	37



An Accessible Place

• Number of hydrants and valves	7,207
• Number of water meters	12,467
• Number of wharves/public jetties	3
• Number of commercial and non-residential properties waste collection service	1,600
• Number of properties domestic waste collection service	17,457
• Number of domestic bins serviced weekly	27,150
• Average kilograms of landfill waste generated per household from kerbside collection	500
• Tonnes of domestic waste sent to landfill from kerbside collection	8,730
• Average kilograms of recycling per household from kerbside collection	230
• Tonnes of household recycling collected from kerbside collection	4,002
• Tonnes garden organics collected from kerbside collection	1,984
• Tonnes organics processed into compost	2,040
• Tonnes organics processed into mulch	1,300
• Number of residential properties connected to water systems	13,470
• Number of commercial properties connected to water systems	1,149

Community Ambitions

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 environmentally sustainable and the road network allows for efficient travel and is clearly marked.

A2 – Facilities and services

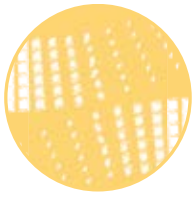
by 2030 our infrastructure, facilities and services are strategically planned, located, designed and maintained to meet our local and visiting community needs.

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

A4 – Emergency Planning

by 2030 our emergency services are supported and provide emergency response for our community during natural disasters.



An Accessible Place

Case Studies

Cobargo School of Arts Hall Revamp

The Cobargo School of Arts Hall has had a revamp due to the hard work and dedication of the committee and volunteers who have tirelessly given their time to breathe new life into the building that was constructed in 1887.

In 2015 the kitchen was upgraded to a non-domestic grade which has opened up the hire to a number of groups including small batch producers, cooking demonstrators and the local 'Baking Buddies' group that make cakes for sale.

Also during 2015 the interior of the hall was repainted by volunteers and contractors, old window curtains were replaced with blinds and a new stage curtain was installed.

This financial year saw the renovation continue with re-stumping works and the start of the external painting, again the painting was carried out with a combination of volunteers and contractors and completed. In addition to this, old inefficient gas heating has been replaced with reverse cycle air conditioning, this required some electrical upgrades to take place to ensure that the system could be handle the extra work load.

All of these works have been funded through a combination of monies received from Fees and Charges, funding from Council and external funding sources and fundraising sought by the committee.



A new Shared Pathway in Bega

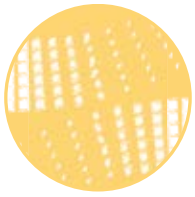
Bega's network of shared pathways continues to grow with Bega Valley Shire Council and NSW Roads and Maritime (RMS) partnering on a project that has open new travel and fitness options for residents and visitors to Bega.

Work on a new link connecting Baker St, Nelson St and High St was delivered in the 2016-17 financial year. This new shared pathway

connects residents and visitors with the Bega CBD and the existing pathway network down to the river. The completed concrete link allows residents to walk and ride through to the shared path that runs beside the netball courts, Bega Valley Public School and down to the Bega River. The new shared pathway also makes the most of Council's recent landscaping works around Kisses Lagoon.

The \$280,000 project was split evenly between Council and RMS and makes use of the NSW Government's Active Transport Grant Scheme, and works towards Councils adopted Bike Plan.





An Accessible Place

Short Point – restoring a coastal icon

In November 2016 work commenced at Short Point, Merimbula, to restore native vegetation along the coastal escarpment and to construct a formal walking track from the Short Point carpark to the eastern most headland.

The aim of the Short Point Master Plan project is to improve access for all people to the beach and headland areas, protect and expand areas of native vegetation and better locate and improve visitor facilities.

Restoring the native coastal vegetation involved removal of woody and non-woody weeds, notably Coral Trees and invasive kikuyu grass, in an effort to free up existing native plants currently smothered by these weeds. This created an opening for the establishment of native trees, shrubs and grasses returning the headland to its more natural state.

Further to the rehabilitation of the coastal escarpment vegetation, Council will constructed a 2.5m wide walking track from the existing carpark area to the eastern most headland. This pathway has been constructed of gravel material over the pre-existing access track in this area.

Throughout the project Council was mindful of the Aboriginal heritage of the area and sites officers from the Bega Local Aboriginal Land Council (Bega LALC) have surveyed the site and recovered artefacts prior to commencing construction. To minimise any further impacts to heritage items, the pathway was constructed without the need to undertake any excavation at the site.

This was an interesting and exciting project for the local and visiting community, involving the integration of environmental restoration, Aboriginal heritage and accessibility. This work was co-funded by the NSW Office of Environment and Heritage (OEH) under their Coastal Management Program.



A new Waste App

Bega Valley Shire Council developed a new Waste App for Bega Valley Shire residents that sends a personal reminder to your phone of when to put the bins out.

The APP, available for free in the APP store and on Google Play, also includes tip opening times and household collection days. It also provides information about the rubbish you can put into your council-collected bins and updates from recycling centres and tip shops. You can also use to the APP to request additional bins and report illegally dumped material or damaged and lost bins.

Many people would relate to forgetting to put the bins out and having to race out to meet the rubbish truck. The bin reminder is one of the many great features of the APP. The council's Waste department staff developed the APP to replace the Bin Collection Calendar as the delivery of the calendar was an ongoing challenge with many residents not receiving theirs due to so many residential addresses in the shire not having a mail delivery service. Although we are still making the calendars available to people who want them.

The APP will result in significant cost savings as well as giving people current and up to the minute information about our waste services.

To date, there has been 2,549 downloads of the App



A man in a black wetsuit is surfing on a wave, carrying a woman in a black and teal wetsuit on his shoulders. The woman has her arms outstretched and is smiling. The man is also smiling and looking towards the camera. The background is a vast ocean under a clear sky.

Leading Organisation

To shape an organisation that supports the agreed aspirations of the community within the capacity of the community and the capacity of the organisation and resources they want and need.



A Leading Organisation

To shape an organisation that supports the agreed aspirations of the community within the capacity of the community and the capacity of the organisation and resources they want and need.

Fun facts

That show that we work towards making your place a Sustainable Place

• Number of visits to Council's website	48,482
• Number of followers on Facebook	4,717
• Number of Facebook likes	2,153
• Number of followers on twitter	630
• Number of tweets	1,035
• Number of media releases/alerts issued	232
• Number of subscribers to newsletter	862
• Number of social media interactions	16,788
• Number of calls through switchboard	42,440
• Percentage of calls resolved by customer service	85%
• Number of after hours telephone service calls	829
• Number of formal GIPA applications	26



A Leading Organisation

Community Ambitions

LO1 – Proactive leadership

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

LO2 – Business excellence

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

LO3 – Informed and engaged

Our community is informed and engaged with opportunities to determine the direction of the shore with effective and accountable leadership

Meet the Mayor

Better communication and engagement with the community has been a focus for the new Council in their first year.

It's a theme that will continue to flow through the organisation; however Mayor Kristy McBain has lead from the front initiating a series of simple conversations in local towns and villages.

Twenty-two 'Meet the Mayor' sessions were rolled out between May and August 2017.

Locations have included – Nethercote, Rocky Hall, Wyndham, Cobargo, Candelo, Quaama, Bemboka, Wolumla, Brogo, Towamba, and Wandella among others.

Different organisations, in different settings have made the most of this opportunity to speak directly with the Mayor, giving time to new ideas, questions, and feedback - a real world insight into people's dealings with council.

As the Mayor says, "We are approachable people and one of the strengths of this Council is a commitment to listen to the community."

As the Mayor moves into her second year leading Council expect more opportunities for you to 'have your say'.



A Leading Organisation

Case Studies

Focus groups held on future vision and direction

A dynamic two days of discussion was held in March 2017 when Bega Valley Shire Council invited further community comment on the organisation's vision and strategies for the next 20 years.

Around 90 local residents and a range of government, community and commercial agencies gathered over a Friday and Saturday at the Bega Valley Commemorative Civic Centre.

This focused consultation was the next step in developing the Shire's Community Strategic Plan which had already have input from approximately two and half thousand local people, which resulted in the public document 'Understanding our Place', a supporting work to the Community Strategic Plan.

The focus group consultation added depth and enabled Council to 'check in' with the community to make sure the initial consultation stages were understood and reflected in the draft Community Strategic Plan, and the draft directions of the Council Delivery Plan.

The people and agencies involved in the two days of discussions were experts in their fields covering health, transport, education, sustainable living culture and communications.

Council invited members of the community and agencies to partake in the event to ensure that plans were developed in a meaningful way. Having local people to drive the process was an essential step in ensuring this could happen.

The feedback and guidance collected over the two day workshops were used to refine the Community Strategic Plan, Council's Delivery Plan and subsequently Operational Plan, with all documents placed on public exhibition in May for further public comment, and adopted on the 28th June 2017.





FOCUS GROUP • SHAPING THE FUTURE OF OUR SHIRE • FOCUS GROUP • SHAPING THE FUTURE OF OUR SHIRE

**Focusing
on the vision
for the Shire
over the next
20 years**



Council Review by Organisation

Activity Status by Service Area

The 2016-17 adopted Operational Plan was presented to Council and the Community by Council Service Area. The reason for this was to enable a clearer understanding of what each Service Area of Council provides, and to clearly show what additional activities/projects were undertaken above our core service delivery.

The following updates are against the planned activities in the adopted Operational Plan.

The following key applies:



Red Dot

This activity area has not been completed.



Orange Dot

This activity has commenced and will continue into the next financial year as a planned multi-year project or a project that has been delayed.



Green Dot

This activity has been completed within the financial year



Community Relations
and Leisure

To shape an organisation that supports the agreed aspirations of the community within the capacity of the community and the capacity of the organisation and resources they want and need.



Community Relations and Leisure (CRL)

Anthony Basford, Director

Branch and Service Areas



Our activities above our Core Service delivery have been planned and reported on by Service Area.

<i>Branch</i>	<i>Service Area</i>
Children, families and ageing	<ul style="list-style-type: none"> • Ageing and disability services • Children services • Children, families & ageing coordination • Early intervention and support
Community, culture and information	<ul style="list-style-type: none"> • Community centres and halls
Community, culture and information	<ul style="list-style-type: none"> • Community development • Community, culture & information coordination • Customer service • Public cemeteries • Public libraries • Regional gallery
Community, relations & leisure coordination	<ul style="list-style-type: none"> • Community, relations & leisure coordination
Leisure and recreation	<ul style="list-style-type: none"> • Beach control • Leisure & recreation coordination • Parks & gardens • Sporting grounds and venues • Swimming pools




Children, Family and Ageing

Ageing and Disability Services


- **Strategic Action:** 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.

Annual Activity	Annual Comment	Status
Work with members of our community with a disability to prepare for the National Disability Insurance Scheme	Council's Disability team assisted community members and prospective clients to find out more about the National Disability Insurance Scheme (NDIS) through various mechanisms. These included holding 'drop in' information sessions at Eden and Tura Marrang libraries, providing information through radio and other media, providing consultations over the telephone and in person, and participating in networking activities and interagency committees. These activities have assisted dozens of community members to understand their options and rights under the NDIS, learn how to start using their NDIS plans, and to begin receiving NDIS services from Council as well as other participating local agencies.	
Deliver brokerage support, and care coordination to people aged 65 and older to support them in the home	Brokerage support for people aged 65 and older was delivered through the Commonwealth Home Support Program (CHSP), an small program funded by the Commonwealth Department of Health in order to support older adults to live and remain in the home. Care coordination is no longer permitted as a formal component of CHSP, however an element of coordination is still required in practice in order to deliver effective brokerage services. The CHSP program remained at full capacity for the duration of the year.	

- **Strategic Action:** Develop and promote programs, services, activities and facilities for older people and people with a disability.


Annual Activity	Annual Comment	Status
Deliver case management and early intervention support for people with a disability	Case management and early intervention support was provided to people with a disability under the Community Options program, funded by the NSW Department of Family and Community Services. In line with wider disability funding reforms, the Community Options program ceased on 30 June 2017, to be fully replaced by the National Disability Insurance Scheme (NDIS). In the future, under the NDIS, eligible people with a disability will be assisted through Support Coordination services, an alternative to the traditional case management and early intervention model. Some case management and early intervention is still incorporated into Support Coordination services, however there is a greater focus on participant empowerment, choice and control.	
Delivery of short term case management to frail older people at risk of hospitalisation and for older people exiting hospital	Brokerage support and care coordination for frail older people at risk of hospitalisation, and for older people exiting hospital, was delivered via the Compacts program. This program offers six-week blocks of case management support in an attempt to prevent hospital admissions and/or speed up the recovery process for older adults who are exiting hospital. In 2016/17, this service remained at full capacity.	
Provide brokerage services for people with disability support needs	Brokerage for people with disability support needs was delivered under the Community Options program, funded by the NSW Department of Family and Community Services. 2016/17 was the final year that services were delivered under this program and through a brokerage model. In 2017/18 and beyond, disability services will be delivered through the National Disability Insurance Scheme (NDIS) instead. The NDIS does not accommodate brokerage, where agencies purchase services on behalf of a participant or client in order to assist with their needs. Instead, under the NDIS, participants will purchase services directly from agencies themselves, eliminating the need for any brokerage to occur.	



- **Strategic Action:** 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.

Annual Activity	Annual Comment	Status
Delivery of Home visiting programs, brokerage services and referrals to other support programs	Home visiting, brokerage and referrals to other supports is provided to vulnerable families via the Brighter Futures program. This program offers support with families who have children under the age of eight years in order to strengthen supports, parenting, and child wellbeing. Families can remain part of the Brighter Futures program for up to two years and during this time they participate in a range of interventions including the Circle of Security parenting program, case management, and individualised supports for children and parents/carers.	

Children, Families and Ageing Administration




- **Strategic Action:** Identify funding opportunities to develop health and wellbeing education programs and healthy ageing programs.




Annual Activity	Annual Comment	Status
Prepare Disability team for the National Disability Insurance Scheme commencement	In 2016/17 Council's Disability team began delivering Support Coordination and Plan Management services under the National Disability Insurance Scheme (NDIS). The NDIS has now fully replaced the former state-funded Community Options program, with block funding transforming to individualised funding in a consumer-driven market. Demand for Council's Disability services is growing rapidly as the number of local community members becoming eligible for NDIS services continues to grow. All Disability team staff have been trained in new service provision methods under the NDIS and measures have been put in place to upskill the team and ensure stable staff resourcing in the face of growing demand.	

Annual Activity	Annual Comment	Status
Undertake research project on new service opportunities	Research was undertaken in 2016/17 to explore the potential for several new service opportunities. The delivery of Plan Management activities under the National Disability Insurance Scheme was one such opportunity that was researched and ultimately progressed due to the fact that this service addressed unmet gaps in the community relating to the availability of disability services.	
Prepare Brighter Futures team for funding reforms	<p>The Brighter Futures team have been involved in preliminary planning activities and discussions with the funding body relating to possible changes in the Brighter Futures program specifications. Information is currently being gathered by the funding body about resourcing, service delivery models and pricing in order to inform these changes. Any changes to the Brighter Futures program are not expected to occur for 12-18 months or more.</p> <p>Other wider changes by the NSW Department of Family and Community Services in the community sector under the Targeted Earlier Intervention Reforms are currently commencing, but at this stage these wider reforms are not expected to have a significant impact on the Brighter Futures program and are separate to any changes to the Brighter Futures program specifications.</p>	


Childrens Services

- **Strategic Action:** Implement transition plan to the National Early Years Learning Framework for children's services workforce and service operations.


Annual Activity	Annual Comment	Status
Implement Preschool Disability Support program Grant (CDSP) Grant for Children's Services projects	Preschool Disability Support Program Universal Disability Loading (PDSP - UDL) grants are available to every preschool in NSW so that the whole group of preschool children can be supported in their learning regardless of whether or not they have a formal diagnosis of disability. Through these grants, five Children's Services staff were able to attend PDSP training in Nowra relating to behaviour management and developing on developing Individual Learning Plans for children. The grants also enabled the preschools to purchase sensory resources that allow children with additional needs to engage in every day programs. Resources included 'pod chairs' and tee pees to enhance children's self regulation and calming skills, and 'eye spy' sensory bags that capture children's attention and promote resilience.	
Implement Preschool Disability Support Program (PDSP) grant supporting children with a disability	Preschool Disability Support Program (PDSP) grants offer targeted support to preschool-aged children within Sapphire Mobile Preschool, Eden Preschool and Bandara Children's Services who have diagnosed difficulties that require additional learning support. PDSP funding enables preschools to provide extra staffing support for these identified children over the calendar year. There are currently eight children across Children's Services who receive support under PDSP grants.	
Deliver early childhood education through an approved curriculum in order to foster children's learning, development and growth	Early childhood education is delivered at all Children's Services sites in line with an approved curriculum that meets the educational requirements of the National Early Years Learning Framework. All Children's Services centres possess a Quality Improvement Plan and deliver services under the leadership of a Nominated Supervisor as well as an Educational Leader, who is a University-qualified Early Childhood Teacher. Children's programs are constantly evolving and are responsive to children's interests, needs and levels of development.	


Annual Activity	Annual Comment	Status
Commence implementation actions from Children's Services Review	Children's Services continues to implement actions arising from the Children's Services Review in line with its five-year Action Plan. Changes that occurred in 2016/17 included the creation of new staff positions including the appointment of Educational Leaders in addition to Nominated Supervisors (previously, some staff used to have dual roles); the creation of a Children's Services Finance Officer role; and the addition of more staffing hours to the administration team. Other changes that have been implemented include the designation of regular weekly programming time for permanent educators, and the cessation of the Vacation Care program in line with Council's priority to specialise in services provided to the 0-6 year age group. The Children's Services Action Plan will continue to progress in 2017/18 and beyond with medium- and long-term strategies.	
Upgrade babies room at Bandara to align the physical environment with best practice	The upgrade to the babies room at Bandara experienced significant delays due to difficulties in sourcing appropriate and cost-effective quotes from local providers. Approximately 30% of works have been completed, primarily in the outdoor area, with changes still required to the indoor environment and nappy change area. This project will be continued in 2017/18.	
Recruit 3 Aboriginal school based trainees in Children's Services to support the attainment of qualifications and increase job opportunities for young people	It was not possible to recruit three Aboriginal School Based Trainees to Children's Services due to demand - only two students applied to undertake the traineeship. These students commenced in January 2017 at Eden Preschool and Bandara Children's Services. Additional Aboriginal School Based Trainees will be sought for Children's Services in late 2017 in line with program priorities and commitments.	

- **Strategic Action:** Work in partnership with Aboriginal communities and others to narrow the gap on issues of education, employment and health.

Annual Activity	Annual Comment	Status
Convene an Aboriginal Reference Group to guide the Indigenous Advancement Strategy 'Gujaga Journey' project	The Aboriginal Reference Group that guides the Indigenous Advancement Strategy 'Gujaga Journey' project has been operating since 2015. This group met three times in 2016/17, and has recently requested more frequent meetings in order to remain updated and involved with the program. The Reference Group has recently contributed to the development of unique Culture Plans that guide each of Council's Children's Services.	


- **Strategic Action:** Work in partnership with Aboriginal communities and others to narrow the gap on issues of education, employment and health.

Annual Activity	Annual Comment	Status
Develop cultural resources to enrich the learning of Aboriginal children at Council's Children's Services	Each of Council's Children's Services has approached Aboriginal culture in a different way, responding to the unique ideas and advice of the Aboriginal families, children and staff associated with the service. For example, Bandara Children's Services has begun developing an outdoor cultural pathway with the input of Aboriginal children and the Aboriginal Engagement Officer. Eden Preschool and Eden Child Care Centre have both created bush tucker gardens with the assistance of Aboriginal children and the Aboriginal Women and Yams (AWAY) team. Eden Preschool and Eden Child Care Centre have both also participated in an Aboriginal language and culture program called 'Allawah Ngindigaan', delivering education surrounding Aboriginal language, animals, arts, food and history. Special techniques are used in this class to encourage and demonstrate memory, recall, and other skills that are important for school readiness. Aboriginal and Non Aboriginal children alike have taken an interest in this programme and often heard to mention how they can 'hop like a buru' or singing 'budjaan sits in the old gum tree'. Even at the end of the term, the children have been able to demonstrate that they can still recall terms and information from Lesson 1.	

Annual Activity	Annual Comment	Status
Develop partnerships with Aboriginal Elders who will undertake engagement activities, advise the project, and mentor the school based trainees	Children's Services has engaged in a range of partnerships with Aboriginal Elders who participate in educational activities. These have included assisting in the creation of Eden Preschool and Eden Child Care Centre's bush tucker gardens; visiting Centres to discuss Aboriginal language; attending National Aboriginal and Torres Strait Islander Children's Day activities; advising the Centres through the Gujaga Journey Project Reference Group; and attending Children's Services events such as Eden Preschool's picnic night.	




Early Intervention and Support

- **Strategic Action:** Promote healthy environments and activities.


Annual Activity	Annual Comment	Status
Provide specialist support for families with children at risk	Specialist support for families with children at risk is provided through Brighter Futures. Through this program, highly trained caseworkers support the whole family unit in order to build resilience, improve child wellbeing, and strengthen parenting. A number of children participating in the Brighter Futures program have been assessed by the Department of Family and Community Services as being at risk of significant harm, and these children and families often require more intensive interventions in order to reduce risk. Interventions may include frequent home visiting, referrals to external agencies, and brokerage support relating to care of the child.	

Community Relations and Leisure Administration


- **Strategic Action:** Guided by 'Access Committee', install ramps, amenities and other access options to facilities and paths.

Annual Activity	Annual Comment	Status
Implement Access Advisory Committee Projects	The Access Advisory Committee (now the Access and Inclusion Advisory Committee) has provided advice to Council in regard to works at Merimbula (Palmer Street car park), Kianinny and Mogareeka Boat Ramps and the Coastal Accessibility projects. The Committee was instrumental in achieving the adoption of a motion at the NSW LG Assembly to improve the planning requirements around disability access to commercial premises.	
Facilitation of the Access Advisory Committee	The Access and Inclusion Advisory Committee (renamed to better reflect the NSW State Legislative requirements) was reformed in 2017 with new guidelines and membership following the completion of the previous Committee's term in December 2016. A total of three Committee Meetings were held in 2016/17.	
Continue to host and maintain online calendar to promote community and cultural events	The community calendar remained available on Council's website for community members to include their event. More than 50 events were registered by community groups.	

- **Strategic Action:** 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.

Annual Activity	Annual Comment	Status
Incorporate Disability Inclusion Planning requirements through the Community Strategic plan review	Disability Inclusion Planning occurred through the Community Strategic Planning consultations. Disability agencies and the Access Advisory Committee were included in CSP consultations. In addition a specific Access Advisory Committee session was held to brainstorm content that could be included in the Disability Inclusion Action Plan (DIAP). The DIAP was adopted by Council on 28 June 2017.	




- **Strategic Action:** Develop and implement a suite of tools and mechanisms for providing opportunity for community to access information and provide input.

Annual Activity	Annual Comment	Status
Communications review - This review will provide independent advice on the tools and resources required to deliver the best possible level of service in communications and engagement which is appropriate to the size of the organisation.	The Communications Review has been completed and recommendations provided to the General Manager. Staff have been briefed on the findings.	


Community, Culture and Information

Administration and Education (Community Development)


- **Strategic Action:** Promote healthy environments and activities.

Annual Activity	Annual Comment	Status
Work with community members, groups and organisations to build community wellbeing	Council Officers met with over 250 community groups to provide Council and Community information, support training in a range of areas including emergency management, volunteering, arts and small grants. Meet the Mayor sessions were held across the community in a range of towns and villages.	
Collaborate with groups and individuals on initiatives that benefit local communities through a place based approach	<p>Over the last 12 months the Place Based Team has Dealt with more than 850 individual enquiries with over 50% of these being face to face.</p> <p>Met with more than 250 community groups and organisations in the locations where they operate.</p> <p>Responded to more than 140 queries on grants and scholarships.</p> <p>Inducted over 100 Council volunteers.</p> <p>Supported the promotion and assessment of over 75 small grants to community groups.</p> <p>Provided information on more than 60 opportunities that could benefit local communities.</p> <p>Supported over 48 Council programs /projects through community and business engagement.</p> <p>Played a part in more than 28 Council consultations.</p> <p>Initiated or supported over 24 Youth Voice/Youth Action activities.</p> <p>Represented Council on 9 interagency networks and steering groups.</p> <p>Delivered 8 training sessions to support volunteer groups; and Applied successfully for 3 grants,</p>	
Deliver Council's Tertiary and Young Women's Scholarship programs	<p>2016/17 Tertiary Scholarships delivered to four TAFE students and 3 University Students.</p> <p>2016/17 Young Women's Scholarships awarded to 5 local young women.</p>	



- **Strategic Action:** Work in partnership with Aboriginal communities and others to narrow the gap on issues of education, employment and health.

Annual Activity	Annual Comment	Status
Support individuals from culturally and linguistically diverse backgrounds	Council continues to deliver the Federally Funded Settlement program in partnership with the Queanbeyan Multilingual Centre. Collaborations with local Refugee groups continue including celebrations of Refugee Week and attendance at local refugee forums. Multicultural arts workshop held in Candelo, Bega and Eden	


- **Strategic Action:** Work with young people to increase youth-related activities and opportunities in the Shire.

Annual Activity	Annual Comment	Status
Deliver Council's Youth Week small grants program	Youth Week Calendar of Events developed. Youth Week activities (11) held across the Shire during Youth Week. Calendar of events nominated for best youth week calendar (small regional council)	


- **Strategic Action:** Work with young people to increase youth-related activities and opportunities in the Shire.

Annual Activity	Annual Comment	Status
Implement the outcomes of the youth engagement review	A wide range of Youth Voice and Youth Action outcomes were achieved arising from the Youth Engagement Review adopted by Council. As part of the CSP engagement over 400 young people were consulted in workshops across the 4 high schools to seek their input into the future of the Shire. Delivery of the Tertiary (7 recipients) and Young Women's Scholarship programs (5 recipients) Work on the Engagement Review will continue into 2017/18.	
Continue advocacy and support of SPAN (Suicide Prevention Action Network)	Support provided to SPAN as required. Participated in and supported Mental Health Month activities.	


- **Strategic Action:** Develop and promote programs, services, activities and facilities for older people and people with a disability.

Annual Activity	Annual Comment	Status
Deliver Council's Seniors Week small grants program	Seniors Festival Calendar of events created. 21 Seniors week events held across the Shire.	

- **Strategic Action:** 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).



Annual Activity	Annual Comment	Status
Strategic action complete. Volunteering Time banking initiative developed and promoted across the Shire as an online volunteer resource centre	Ongoing promotion of time banking program delivered by placed based officers	

- **Strategic Action:** Streamline and rationalise bureaucratic burdens on volunteers in order to maintain and grow volunteer base.


Annual Activity	Annual Comment	Status
Support the work of Volunteers in the shire	Currently Council has 442 volunteers, with 106 volunteers inducted in 2016/17. Volunteer support provided to Council's volunteers and to volunteer Groups across the shire. Delivered information sessions on applying for small grants to community groups in Bermagui, Bega, Tura and Eden. Development of new Volunteering Packs for Council volunteers and supported establishment of volunteers groups to value add to Council activities including Friends of Bermagui Salt Marsh and Friends of Blue Pool Volunteers Groups.	

Art Gallery

- **Strategic Action:** Develop promotion program for all cultural facilities and activities.



Annual Activity	Annual Comment	Status
Scheduling and promotion of Bega Valley Regional Art Gallery (BVRG) public programs	The BVRG utilises its strong support in both traditional and digital media spaces to reach a broad audience of participants in its public programs. While word of mouth, radio and newspaper articles are the stable in reaching audiences, the gallery's stand alone website has received increased traffic over its first 12months and its social media profiles both enjoy upwards of 2000 followers. Similarly, the email database has grown to 2200 from 3000 in the last three years.	
Delivery 8 Major exhibitions for the 2016/17 period including the Bega Art Prize	The Regional Gallery continues to deliver diverse and engaging exhibitions. Four exhibitions were presented at the Gallery in the six months to June 2017. The final weeks of Waves to Water, Young and Free - an Australian Discourse, Tracey Moffat and the Archibald Prize Regional Tour. The Archibald saw almost 9000 people visit the gallery and helping to bring the visitation to a record number for the 2016/2017 year	

- **Strategic Action:** Consult, assess, develop and adopt strategies for cultural facilities incorporating long term plan for cultural facilities with funding sources identified.

Annual Activity	Annual Comment	Status
Delivery 15 Public programs for 2016/17 including broad community outreach	Public Programs were well attend and provided a range of opportunities for the local community to participate. 26 Public programs delivered across the Shire to support the exhibition program and provide opportunities for local artists to develop their skills.	


Community Centres and Halls

- **Strategic Action:** Consolidate partnerships with community groups in managing and maintaining some community assets such as halls, playgrounds and sporting grounds/facilities.


Annual Activity	Annual Comment	Status
Maintain and manage Council's Community Halls in partnership with Hall Committees	Community Halls operations and maintenance objectives delivered with community hall committees and volunteers across the 18 community halls. All identified maintenance/renewal projects completed.	
Facilitate the 355 General Halls committee meeting	S355 Hall Committee Meetings held in February and May. Extraordinary meeting held in June to discuss maintenance/renewal projects in 2017/18	

Community, Culture and Information Administration


- **Strategic Action:** Facilitate the development of training and capacity building in the arts, cultural and heritage sectors.

Annual Activity	Annual Comment	Status
Support creative industry training programs through the Bega Valley Regional Art Gallery and South East Arts	New Memorandum of Understanding developed with South East Arts to 2021, that will deliver Cultural and creative industry outcomes for the Shire. 2017 Artists Residency Grant from the Australian Copyright Agency Cultural Fund to host workshops and master classes facilitated by Sydney based painter Julian Meagher who featured in the Flora Australia and Shirley Hannan exhibitions at BVRG in 2016 - in partnership with National Parks and Wildlife Service	
Work with community organisations to support community and cultural activities in the shire	New Memorandum of Understanding developed with the Mumbulla Foundation through to 2021 and adopted by Council in June 2017.	

- **Strategic Action:** Work in partnership with Aboriginal communities and others to narrow the gap on issues of education, employment and health.



Annual Activity	Annual Comment	Status
Renew the Memorandum of Understanding with the Local Aboriginal Lands Councils	Aboriginal protocols developed and work has commenced on the Cultural Mapping project in consultation with Local Aboriginal Lands Councils and NSW Office Environment and Heritage. MOU to be finalised by December 2017	

- **Strategic Action:** Work in partnership with Aboriginal communities and others to narrow the gap on issues of education, employment and health.

Annual Activity	Annual Comment	Status
Facilitate the implementation of the Memorandum of Understanding with Local Aboriginal Lands Council's	Implementation of the MOU will commence once final sign off achieved, expected to be finalised by December 2017	

Contact Centre

- **Strategic Action:** 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.

Annual Activity	Annual Comment	Status
Provide primary resolution services for the community when in contact with Council	The Customer Service team has achieved a first point of contact resolution rate of 84.7% for the 2016/17 year (target 80%) The team answered 42440 calls and also managed 23 332 counter enquiries across the year.	
Conduct file searches as per customer requests within 48 hours	File Searches completed within identified targets. Across the year 718 development applications were processed.	


Public Cemeteries



- **Strategic Action:** Consolidate partnerships with community groups in managing and maintaining some community assets such as halls, playgrounds and sporting grounds/facilities.

Annual Activity	Annual Comment	Status
Manage and maintain the Shire's Public Cemeteries	Cemeteries management and maintained within legislative and policy requirements and meeting community expectations. Cemetery at Tantawangalo returned to Council management following a long period of community management. New Cemetery Advisory Committee established in May 2017.	
Finalise the cemetery mapping project	Finalisation of cemetery mapping project deferred to 2017/18, awaiting data integration into Council's information technology system.	
Facilitate the 355 General Cemeteries Committee	New Cemetery Advisory Committee formed in May 2017 with first meeting held in June. The committee will provide advice and recommendations to staff on the strategic direction and overall management of Council's 14 cemeteries.	


Public Libraries

- **Strategic Action:** Optimise Bega library and branch libraries to provide services and spaces for children, young people, students and older people and develop as a learning centres.

Annual Activity	Annual Comment	Status
Deliver a schedule of community and childrens programs across four library branches - Bega, Bermagui, Tura Beach and Eden	Library Program outcomes continue to exceed expectations. 520 programs were run, across all library branches, in the final quarter of the year with more than 7000 individuals attending. the programs included Children's story time, multimedia, language, author talks and a youth magazine project amongst a range of others.	

Annual Activity	Annual Comment	Status
Operate a home library service for elderly, remote and medically impaired customers	The Home Library Service (HLS) is growing steadily and saw 4301 items borrowed in 2016/17. The HLS currently has 65 active members.	
Deliver University of Wollongong (UoW) partnership services	UoW collection managed by BVSC Library services at the Bega library Branch. Support provided to University students by Council Library staff at the University Campus and in the Bega Library.	


- **Strategic Action:** Review program and new technologies for library service provision.

Annual Activity	Annual Comment	Status
Implement 16/17 actions from the Library Service Strategic Plan	<p>Of the 164 actions identified in the library strategic plan 121 have now been completed and/or adopted into library operations. A further 21 actions are in progress. The remaining actions identified will be addressed over the coming year.</p> <p>All library staff have undertaken customer service training by the customer service team leader. A customer service manual is also at each library.</p>	

Leisure and Recreation


Beach Control

- **Strategic Action:** Review opportunities to extend summer lifeguard service in partnerships with businesses and surf lifesaving organisations.

Annual Activity	Annual Comment	Status
Contract Review and Retender - Summer Lifeguard Program	<p>Discussions with Eurobodalla Shire Council to coordinate specification development and 'regional' tendering opportunities.</p> <p>Specification for service delivery reviewed considering above however regional tendering not preferred at this time.</p> <p>BVSC tender period planned for August 2017.</p>	



Leisure and Recreation Administration

- **Strategic Action:** Customer service culture embedded across all facets of the organisation.


Annual Activity	Annual Comment	Status
Provide co-ordination and financial management to the Leisure and Recreation Section	<p>Corporate reporting, workshops and presentations completed. Recreation asset inventory & revaluation completed September 2016. Recreation Management Plan review completed. 2017/18 Leisure and Recreation forward budget completed. 2016/17 works and service programs completed within 5% total Leisure and Recreation budget allocation.</p> <p>Additional works and programs directed by Council resolution prioritised, noting some deferral or delay in operational plan works as reported. (Examples: Thatchers Flat footbridge consultation, Tathra Headland Walk concept design, commenced public amenities review project, Short Point coastal accessibility plan review, Tura Coastal Reserves workshop, Bruce Steer Pool Amenities consultation)</p>	

Parks and Gardens

- **Strategic Action:** Implement Asset Management Strategy and Transport Asset Management Plan.

Annual Activity	Annual Comment	Status
Review and map Councils walking paths and trails network	<p>Some delay in beginning this project due to work involved with inspecting, recording and prioritising repairs to recreation assets damaged in the June 2016 east coast low storm.</p> <p>Tracks and trails mapped Bermagui, Tathra, Bega, Tura, Merimbula areas.</p>	
Review provision of high quantity asset types to balance quantity, quality and servicing of facilities.	Some delay in works due to June 2016 storm repairs. Workshops with Councillors scheduled for August 2017 to continue the discussion on recreation assets management in terms of reviewing provision and quantity asset types to balance quantity, quality and servicing.	

- **Strategic Action:** Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan.

Annual Activity	Annual Comment	Status
Implement developed service level specifications for Parks Assets	Developed service delivery systems and programs with Bega Valley Shire Council Works department. Focus areas to date have been sportsground mowing programs, parkland mowing programs and playground operational service programs. Progress has also been made with completion of an annual inspection programs for viewing platforms and playgrounds which will be used to direct planned maintenance programs. Boat ramp servicing program is also in development.	

- **Strategic Action:** Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan.





Annual Activity	Annual Comment	Status
Develop and deliver annual condition reporting for program for playground assets	Annual playground condition inspection completed. Information being used to direct prioritised planned maintenance programs. Regular playground operational service program has also been implemented.	
Develop and deliver a program to update parks and reserves signage based on the shire wide signage strategy	Bega Valley Shire Council messaging (welcome, facilities, cautions, probations & leaving message) incorporated into beach signage design. Shire wide beach sign updates completed. Playgrounds and sportsgrounds signage underway.	

- **Strategic Action:** Visitors to the Shire know where things are and how to get there.

Annual Activity	Annual Comment	Status
Utilise Councils website to provide information and promotion of Council's Parks and Recreation Assets	Some updates made to sportsground information including posting of adopted sportsground facility management plans. Pools opening times and information posted. Sapphire Aquatic centre website utilised to provide news and information.	





Sporting Grounds and Venues

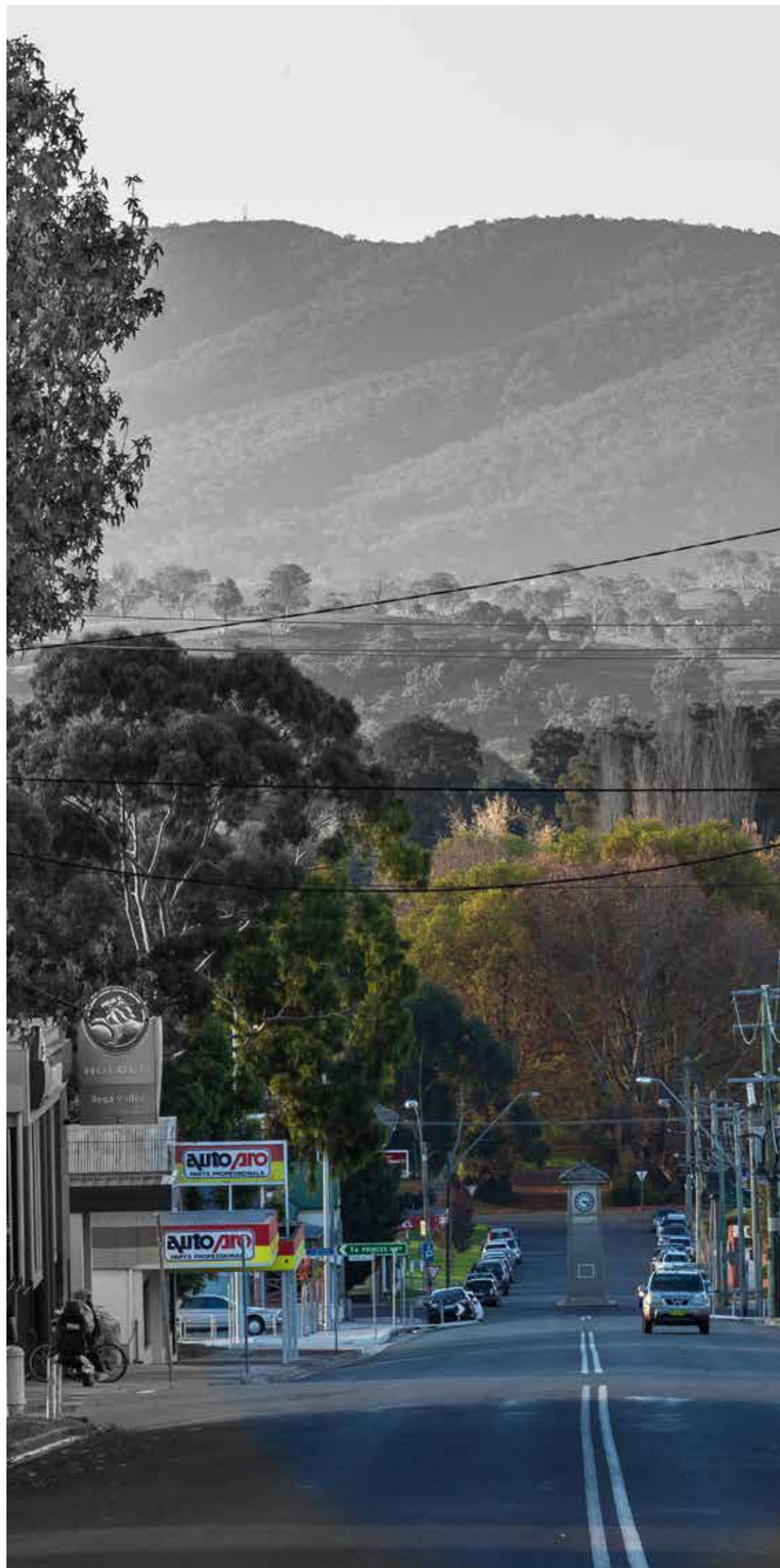
- **Strategic Action:** Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan.

Annual Activity	Annual Comment	Status
Implement adopted Sportsgrounds Facility Management Plans (FMPs) in partnership with the various sportsgrounds committees	Staff have worked with committees to coordinate delivery of tasks identified in FMPs. Notable milestones include mowing schedules linked to booked 'home & away' fixtures' and delivery of 2016 Shire-wide sportsground renovation program actions (fertilising and weed control).	
Develop Facility Management Plans for the remaining local level sports facilities.	Draft plans endorsed by local site committees at Lawrence Park Tathra, Colombo Park Bemboka. Discussions held with Ford Park Courts Committee and Bermagui indoor stadium and John Gordon Recreation Reserve at Candelo.	
Undertake concept and design development for priority actions identified in the Sporting Complex Master Plans	Tender for architectural design services Bega Indoor Sports Building completed. Site features and underground services survey contract underway Pambula Sporting Complex.	
Pursue external funding opportunities to enable developments in line with the adopted Sporting Complex Master Plans	Bega Sporting Complex master planned utilised in successful Safer Streets grant (car park lighting) Several grant applications made referencing adopted master plans (Club Grants, NSW Community Building Partnership) unsuccessful. External funding provided to community projects at Pambula Sporting Complex. (Pony Club Shed, fencing upgrade, irrigation)	

Swimming Pools

- **Strategic Action:** Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan.

Annual Activity	Annual Comment	Status
Sapphire Aquatic Centre Air Handling System - Design and Installation	Vapour barrier separating foyer and pool hall completed. Consultancy report on heating, ventilation and air conditioning (HVAC) options completed. Aquatic & Leisure Services Coordinator to make recommendation on preferred option to progress with pool hall air handling and ventilation.	
Finalise the 2016 Aquatic Facilities Strategy and develop program to implement actions.	Public exhibition of the Draft Aquatic Facilities Review document held in August 2016. Submitted comments forward to Otium Planning for review. Final document amended to include reference and consideration of submissions. Workshop to be held with the 2016 elected Council to discuss and consider a way forward. The Draft Aquatic Facilities Review is an informing document to Council's Long Term Financial Plan, Delivery Plan and Asset Management Strategy, and it is hoped the Review will pave the way for the development of a clearly articulated Aquatics Strategy for the Shire outlining Council's role in the provision and management of aquatics facilities and programs. Review of the specification for operation of seasonal pools completed and new contracts implemented. Review of pools fees completed considering fairer and more consistent fee and membership options for use of BVSC aquatic and leisure facilities.	
Continue to collect consistent information to enable monitoring of pools use, operations and program delivery	Consistent methods in patronage and operations reporting implemented across all sites. Patronage data includes day, time, age group and use. Data completed and collated for 2016/17 summer season and information used in Tender for operating seasonal pools.	
Review contracts for pools operations and implement actions for ongoing pool operations identified in the 2016 Aquatic Facilities Strategy	Major review of contract specifications completed and tendered. Recommendations endorsed by Council, all tenderers notified of outcomes with local contractors notified directly.	



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Planning and Environment (PEG)

Andrew Woodley, Director

Branch and Service Areas


Our activities above our Core Service delivery have been planned and reported on by Service Area.

<i>Branch</i>	<i>Service</i>
Building and health services	<ul style="list-style-type: none">• Ranger services• Building services• Ranger services• Health services
Environment services	<ul style="list-style-type: none">• Environment services• Vegetation management services
Planning & environment coordination	<ul style="list-style-type: none">• Planning & environment coordination
Planning services	<ul style="list-style-type: none">• Planning services

Building and Health Services


Building Services

- **Strategic Action:** 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.

Annual Activity	Annual Comment	Status
Provide certification, inspections and general building expertise to Council and the community	Council is working towards improvements on customer needs and expectations. A review of Development Services processes has been completed and staff are actioning the outcomes of the recommendations from the review	




Health Services

- **Strategic Action:** Public amenity and safety maximized through development of proactive regulatory programs.

Annual Activity	Annual Comment	Status
Delivery of education programs regarding environmental health issues	Environmental Health Services are delivering ongoing programs that centre on education regulation in swimming pool safety fencing, onsite sewerage management, swimming pool water sanitation	

Ranger Services






- **Strategic Action:** Public amenity and safety maximized through development of proactive regulatory programs.

Annual Activity	Annual Comment	Status
Delivering dog and cat management and education programs	Dependant on grant funding. There have been more localised discussions and assistance provided to local groups and interested individuals concerning pet ownership and management.	
Create companion animal facility reserve	Reserve has been created and funding sourced via budget process to secure for companion animal facility upgrade. General maintenance is sourced from operational budget.	
Enforce illegal dumping and littering compliance	Investigating reports of illegal dumping is ongoing and rangers have been active in following up with offenders that can be identified with penalty notices issued to offenders.	

Environmental Services

Environment Services

- **Strategic Action:** Administer Coastal Zone Management Program.

Annual Activity	Annual Comment	Status
Complete the Lakes and Rivers Entrance Management Policy	Entrance management draft policies, government approvals and concurrences, and review of environmental factors completed and Council briefed 7/12/16. Policies Adopted by Council 14/12/16.	
Develop the Bermagui River Coastal Management Plan	NSW Government funding delays have held this project up but very good progress has been made with the appointed consultant and the Estuary Processes Study completed and Estuary Focus Groups having been formed and met on 2 occasions. Issue identification and action management options will be developed during 2017/18.	
Support Council's Coastal Planning and Management Committee	This Council advisory Committee is functioning well and contributing very positively towards Council's statutory responsibilities in coastal zone management.	
Mechanically opening lakes and rivers to alleviate flood and safety risk to roads, infrastructure and private property during flood events	Adopted Entrance Management Policies have been implemented and deliver all required legal and statutory approval processes.	
Adopt the Coastal Lakes and Lagoons Catchment Assessment Program.	Rapid Catchment Assessment Report adopted by Council early 2017. This methodology will be used for future small catchment studies.	

- **Strategic Action:** Catchment management programs developed for small estuaries, based on Wapengo model.

Annual Activity	Annual Comment	Status
Undertake Local Lands Service Tathra Wetlands Project	This Project remains delayed due to Tenure issues. Funding via South East Local Land Services (SELLS) remains committed and it is hoped the project tenure issues will be resolved and that it will commence during 2017/18.	●
Develop and implement environmental education program	The environmental education pilot project was delayed due to funding and recruitment issues but commenced during the 3rd quarter 2016/17 and strategy development has well commenced. The completion of the strategy and implementation of actions will continue throughout 2017/18 and into 2019.	●



- **Strategic Action:** Increase awareness and understanding of values of biodiversity.

Annual Activity	Annual Comment	Status
Strategic Action complete. Strategy adopted	Completed in previous year.	●


- **Strategic Action:** Define and reduce Council's environmental footprint and demonstrate community leadership.

Annual Activity	Annual Comment	Status
Conduct environmental audits of Council operations	Programmed operational audits completed and reported via risk management processes. Implementation and further investigation of identified issues for some operations will continue in 2017/18.	●


- **Strategic Action:** Define and reduce Council's environmental footprint and demonstrate community leadership.

Annual Activity	Annual Comment	Status
Undertake National Climate Change Adaption Research Facility (NCCARF) funded Project	Year 2 (final year) of grant funded project completed. Additional partnership pilot adaptation project was also completed with Sapphire Coast Wilderness Oysters. Adaptation tools completed and available on NCCARF web pages.	
Review the corporate Energy Efficiency and Adaptation Fund.	This project has been delayed and will be reported to Council during the second half of 2017	

- **Strategic Action:** Council will partner groups and provide support to community based sustainability projects and activities.




Annual Activity	Annual Comment	Status
Implement the revised Community Environmental Grants program	All 2016 projects completed and delivered on schedule. 14 Grants awarded for 2017	

- **Strategic Action:** Council will partner groups and provide support to community based sustainability projects and activities.



Annual Activity	Annual Comment	Status
Undertake Environmental Management projects (E Levy)	Completed and to be reported in Annual Report 2016/2017.	



Noxious Plants and Insect / Vermin Control

- **Strategic Action:** Increase awareness and understanding of values of biodiversity.


Annual Activity	Annual Comment	Status
Develop Bega Valley Shire Rabbit Management Strategy	This project was delayed by the deferred commencement of the Biosecurity Act 2017. The Act commenced 1.7.17. The implications of this new legislation will be examined and included in the drafted Vertebrate Pest Management Policy that will be reported to Council during 2017/18.	
Delivery of rabbit control program	All required controls were completed within budget. The impact of the Biosecurity Act 2017 on Council rabbit management activities will emerge during 2017/18.	
Implement actions of the South East Regional Weed Management Committee	This was a lengthy project that was delayed by the commencement of the Biosecurity Act 2017. The Regional Plan was completed and accepted by government late June 2017. Implementation of the Plan will occur in line with the requirements of the new Biosecurity Act 2015.	

- **Strategic Action:** Develop partnerships with NSW Local Lands Services, State and Federal Government to facilitate investment in Biodiversity and Natural Resource Programs.


Annual Activity	Annual Comment	Status
In partnership with Department of Primary Industries (DPI) Delivery of the South East Weed Action Program 2015 2020 including project specific training to meet the program requirements.	Delayed by the commencement of the Biosecurity Act 2015 but all works and training obligations were completed during the 4th quarter 2016/17.	
Delivery of Public Reserves Management Fund Crown Land Grant Project	No funding was available from NSW Lands. The project did not proceed.	

Annual Activity	Annual Comment	Status
Delivery of the third year of South East Local Lands Services Contain and Connect Project	Project works completed and reported.	
Develop Roadside Vegetation Guide	This project was delayed due to funding issues. NSW Environmental Trust funding was awarded during the 4th quarter 2016/17 and project scoping has been completed. Works will be commenced during the 1st quarter 2017/18 and adoption and implementation of the Strategy is anticipated during the 4th quarter 2017/18.	

- **Strategic Action:** Develop integrated weed management strategy to include revegetation.

Annual Activity	Annual Comment	Status
Implement Natural Asset Maintenance programs	Natural areas biodiversity outcome maintenance completed on schedule and within budget. Management of dangerous trees within biodiversity reserves accounted for the majority of expenditure.	


- **Strategic Action:** Targeted catchment rehabilitation works on Council managed land to enhance natural system storage of water.

Annual Activity	Annual Comment	Status
Develop Natural Asset Management Pilot Project	This is a complicated action and has been slowly developed due to the variety of community lands across Council's reserve assets. An ecological assessment of key ecosystems across the reserve systems has commenced and will be used to inform guidelines for the more specific management of key natural assets. The ecological review will inform priorities and this work will continue through 2017/18. Specific Plans of Management for each are not intended and are beyond Council's resourcing capability. In the interim Council's adopted Generic Plan of Management remains in place and is suitable. Priorities for more specific strategic management of key natural assets will emerge in 2018.	

Planning and Environment Administration



Planning and Environment Administration

- **Strategic Action:** Customer service culture embedded across all facets of the organisation.


Annual Activity	Annual Comment	Status
Provide coordination and financial management to the Planning and Environment Group administration	This is an ongoing service	

Planning Services

- **Strategic Action:** Public Infrastructure - Deliver appropriately zoned land to attract and retain residents and businesses to assist growing the region.

Annual Activity	Annual Comment	Status
Identify and zone appropriate land for industrial and enterprise development opportunities	Draft report received for Council consideration	
Strategic Action complete. Contribution Plans approved by Council February 2015 and to be implemented as ongoing service	Completed in the previous year and is now an ongoing service.	


- **Strategic Action:** Incorporate design criteria for Council redevelopment of public spaces (Central Business District (CBD), major parks and foreshores) to incorporate services and spaces for cultural activities.

Annual Activity	Annual Comment	Status
Strategic Action complete. CBD Masterplans have been adopted by Council. Future town centre initiatives to be delivered in alignment with adopted Masterplans	The Bermagui Masterplan was rescheduled and Imlay Street works in Eden was completed.	

- **Strategic Action:** Administer Coastal Zone Management Program.

Annual Activity	Annual Comment	Status
Implement findings of Coastal Hazard report and new coastal legislation into Development Control Plan	Awaiting release of legislation and State Environmental Planning Policy.	

- **Strategic Action:** Ensure land use and infrastructure and planning decisions do not impact upon our 'Natural Environment'.

Annual Activity	Annual Comment	Status
Strategic Action complete through Bega Valley Local Environmental Plan (LEP) 2013 and the Bega Valley Development Control Plan (DCP)	DCP currently being reviewed. Awaiting release of new Coastal and Biodiversity Legislation.	

- **Strategic Action:** Undertake Heritage program review to ensure Aboriginal and European cultural heritage management reflects legislative requirements as well as community expectations and values.

Annual Activity	Annual Comment	Status
Finalise protocols for Aboriginal Cultural Heritage and implement in the Development Control Plan (DCP)	Awaiting finalisation of draft protocols with Local Aboriginal Land Councils	●

- **Strategic Action:** Undertake Heritage program review to ensure Aboriginal and European cultural heritage management reflects legislative requirements as well as community expectations and values.

Provide heritage advice regarding relevant Development Applications and to the community	Advice provided by Council's Heritage Advisor as an on-going service	●
Administration and evaluation of Heritage grant program and allocation of funding	Funding allocated for 2016/17 year. 2017/18 Grants Program to be advertised in September 2017	●
Identify and zone appropriate land for rural residential purposes	Funding allocated for 2016/17 year. 2017/18 Grants Program to be advertised in September 2017. Initial briefing session held with Councillors in 4th quarter 2016/17	●

- **Strategic Action:** Ensure development controls in DCP are consistent with community values and reinforce the individual character of each settlement.

Annual Activity	Annual Comment	Status
Review current village zonings and character	Draft Plan for Wolumla workshopped with Council and proposed zonings being finalised. Initial review of Cobargo and Candelo commenced. Initial briefing session held with Councillors in 4th quarter 2016/17.	●



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Transport and Utilities (TUG)

Terry Dodds, Director

Branch and Service Areas




Our activities above our Core Service delivery have been planned and reported on by Service Area.

<i>Branch</i>	<i>Service area</i>
Civil assets	<ul style="list-style-type: none"> • Airport • Cycleways • Drainage • Marine infrastructure • Stormwater management
Fire & emergency services	<ul style="list-style-type: none"> • Fire & emergency services
Sewer services	<ul style="list-style-type: none"> • Sewer services
Transport & utility group	<ul style="list-style-type: none"> • Transport & utility group
Transport services	<ul style="list-style-type: none"> • Bridges • Footpaths • Roads • Town centre carparks
Waste services	<ul style="list-style-type: none"> • Waste services
Water supplies	<ul style="list-style-type: none"> • Water supplies
Works	<ul style="list-style-type: none"> • Council depots • Fleet • Private works • Public amenities • Quarries • Saleyard


Civil Assets

Airport

- **Strategic Action:** Air Transport - Advocate and deliver the continuing implementation of the Merimbula Airport Master Plan.



Annual Activity	Annual Comment	Status
Advocate and, if approved, implement the National Stronger Regions Fund application for airport terminal and security upgrades.	Funding secured, design stage underway	
Advocate and, if approved, implement the Restart NSW application to upgrade runway infrastructure	Funding secured - design and consultation stages progressing	
Advocate for improved services leveraging Canberra Airports international growth	Additional funding for SCT and contributor to export analysis. Strong partnership relationship with Canberra Airport. This advocacy role is ongoing	

- **Strategic Action:** Air Transport - Advocate, support and deliver improved Regular Public Transport (RPT) services connecting the regional with Sydney, Melbourne and Canberra.

Annual Activity	Annual Comment	Status
Advocate for increased passenger services to Melbourne and Sydney	Community consultation was held in the first half of the year regarding deregulation of the Merimbula - Sydney route as part of a business case to commercially activate. This route is now deregulated. Advocacy role will continue.	



Cycleways

- **Strategic Action:** Implement Asset Management Strategy and Transport Asset Management Plan.

Annual Activity	Annual Comment	Status
Construct cycleways in Bega (shared footpath) to align High St, Nelson St, Baker St to link the area at Bega west of the new Bega Bypass to the central business district.	High Street shared footpath is complete was completed within budget and on time	
Strategic Action complete	Ongoing and will be included in the Regional Transport Strategy being developed in 2017/18.	


Drainage

- **Strategic Action:** Implement Asset Management Strategy and Transport Asset Management Plan.

Annual Activity	Annual Comment	Status
Conduct condition assessment Bega, Bunga St Bermagui, Monaro St Merimbula - as per Stormwater Renewal Program	Conducted condition assessment in select sections of Bega, Merimbula, Bermagui and Eden. Bunga Street Bermagui has commenced with the underground pipes, kerb and channel works in preparation for the 2017/18 capital works. Monaro St Merimbula has been delayed to 2017/18.	
As per Stormwater Upgrade Program, Upgrade Government Rd (Eden) in conjunction with Urban Renewal Program. Refer to Urban Stormwater Upgrade Program	Bridge works have been completed ahead of the drainage works. Pavement to be completed in 2017/18 with drainage upgrades	


Marine Infrastructure

- **Strategic Action:** Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan.

Annual Activity	Annual Comment	Status
Upgrading of boat ramps in accordance with Council's AMP and Better Boating Grants	Upgrade to Kianinny jetty and boat launching area completed and Mogareeka jetty and boat launching area completed.	

Stormwater Management

- **Strategic Action:** Complete Flood Study and develop flood plain management plan.

Annual Activity	Annual Comment	Status
Through support of Office of Environment and Heritage funding, Council will engage consultants to undertake a flood study for the Eden/ Twofold Bay and Towamba River Catchments.	Grant secured and technical brief prepared for tender to be delivered in 2017/18. Merimbula flood study was completed.	

Fire and Emergency Services

- **Strategic Action:** Establish general emergency planning protocols to be initiated/followed by Council when circumstances dictate.

Annual Activity	Annual Comment	Status
Continue to provide administration role for the Local Emergency Management Committee	Attended all Local Emergency Management Committee meetings as Council's representative delegated by the General Manager	●
Assist state response agencies during emergency events		●

Sewer Services

- **Strategic Action:** Complete treated effluent reuse and disposal options study for Merimbula STP.

Annual Activity	Annual Comment	Status
Environmental Impact Statement (EIS) for deep water ocean outfall in Merimbula	Tender for EIS/Design consultancy awarded to AECOM and work commenced.	●
Design of West Pambula pressure sewer mains	Project halted based on limited land development potential and cost.	●



- **Strategic Action:** Provide additional storage capacity at Bega STP to enable temporary capture of stormwater due to wet weather events.




Annual Activity	Annual Comment	Status
Bega Swan Street sewer pump station upgrade	Project has not commenced due to resourcing issues.	●

- **Strategic Action:** Provide additional storage capacity at Bega STP to enable temporary capture of stormwater due to wet weather events.

Annual Activity	Annual Comment	Status
Design and construction of a new reticulate sewer network at North Bega	Design and tender documentation complete. Construction commenced and at the 80% completed stage.	
Bermagui sewer treatment plant upgrade - improve bio solids management	Council has undertaken a review of planned biosolids and treatment process upgrades for its sewage treatment plants. Due to the significant capital costs an additional peer review has also been undertaken. It is likely that Tura Beach STP followed by Bermagui STP will be subject to the first upgrades in the 2018 year, following Council resuming operational responsibility for treatment plant operations.	

- **Strategic Action:** Increase beneficial effluent reuse at Bermagui Country Club.






Annual Activity	Annual Comment	Status
Bermagui sewer treatment plant upgrade - process control improvements	STP related projects have been delayed. Council has undertaken a review of planned biosolids and treatment process upgrades for its sewage treatment plants. Due to the significant capital costs an additional peer review has also been undertaken. It is likely that Tura Beach STP followed by Bermagui STP will be subject to the first upgrades in the 2018 year, following Council resuming operational responsibility for treatment plant operations.	
Bermagui sewer treatment plant upgrade - design and construct bio solids drying beds	STP related projects have been delayed. Council has undertaken a review of planned biosolids and treatment process upgrades for its sewage treatment plants. Due to the significant capital costs an additional peer review has also been undertaken. It is likely that Tura Beach STP followed by Bermagui STP will be subject to the first upgrades in the 2018 year, following Council resuming operational responsibility for treatment plant operations.	


Annual Activity	Annual Comment	Status
Bermagui sewer treatment plant upgrade - inner works design	<p>STP related projects have been delayed.</p> <p>Council has undertaken a review of planned biosolids and treatment process upgrades for its sewage treatment plants. Due to the significant capital costs an additional peer review has also been undertaken. It is likely that Tura Beach STP followed by Bermagui STP will be subject to the first upgrades in the 2018 year, following Council resuming operational responsibility for treatment plant operations.</p>	
Develop concept design and options report to increase beneficial reuse options	Completed.	
Design and construct new sewer treatment plant (STP) drying beds at Tura Beach STP	<p>STP related projects have been delayed.</p> <p>Council has undertaken a review of planned biosolids and treatment process upgrades for its sewage treatment plants. Due to the significant capital costs an additional peer review has also been undertaken. It is likely that Tura Beach STP followed by Bermagui STP will be subject to the first upgrades in the 2018 year, following Council resuming operational responsibility for treatment plant operations.</p>	

Transport

Bridges



- **Strategic Action:** Implement Asset Management Strategy and Transport Asset Management Plan.

Annual Activity	Annual Comment	Status
Vegetation clearing to improve safety and visibility in and around bridges and guardrails.	Reactive program completed.	
<p>Timber Bridge Renewals as required by AMP for the 2016-17 period</p> <ul style="list-style-type: none"> • Yowaka Bridge, Nethercote Rd • Katchencarry Bridge, Upper Cobargo Rd • Armco culvert, Nobbys Park Rd • Wandella Rd, Cobargo 	<p>Yowaka Bridge, Nethercote Rd (This is currently under tender)</p> <p>Katchencarry Bridge, Upper Cobargo Rd (transferred to 2018 as the design exceeded budget)</p> <p>Armco culvert, Nobbys Park Rd - Wandella Rd, Cobargo completed</p>	
Improvements to Snake Track, Kiah, through replacement program to the major culverts.	Under construction	
Upgrade Pretty Point Bridge, New Buildings Rd - stage 5.	Under construction	
Renewal of Timber bridge at Wandella Rd, Cobargo as scheduled in the Asset Management Plan	<p>The renewal of the timber bridge at Wandella Rd, Cobargo has been scheduled for 2018</p> <p>Tender has been issued work to be completed in 2017/18</p>	

Annual Activity	Annual Comment	Status
Renewal of Murrah Bridge piers and abutments with reinforced concrete structures.	Renewal of Murrah Bridge piers and abutments with reinforced concrete structures is complete, the project was completed bridge renewal funding acquitted.	


Footpaths


- **Strategic Action:** Implement Asset Management Strategy and Transport Asset Management Plan.

Annual Activity	Annual Comment	Status
Implement Footpath Renewal Program as required by the AMP.	Program completed with the construction of Peden Street / Carp Street; and Stage 1 Canning Street.	
Accelerate footpath trip hazard removal program as required by AMP. Trip hazards are a significant insurance risk.	Footpaths inspected with defects recorded for action by Works.	

Roads


- **Strategic Action:** Implement Asset Management Strategy and Transport Asset Management Plan.

Annual Activity	Annual Comment	Status
Delivery of Urban Sealed Pavement Renewal Program funded by Roads to Recovery Program as required in AMP. 2016-17 Projects include Government Rd, Eden. Parrabel St, Bega. Coraki Rd, Pambula Beach. Wildlife Dr, Tathra	<p>Parrabel St, Bega. Programmed for Jan- April 2017 - completed on time.</p> <p>Coraki Rd, Pambula Beach. Programmed for Jan- April 2017 - completed on time.</p> <p>Wildlife Dr, Tathra Programmed for Jan- April 2017- completed .</p>	

Annual Activity	Annual Comment	Status
Repairs to Candelo Wolumla Rd as per AMP	Repairs to Candelo Wolumla Road are complete	
Seal renewal to Verona Road (segments 10/20/30) and Kerrisons Lane (segment 10)	Seal renewal to Verona Road (segments 10/20/30) has been moved to 2017-2018 year under reseal program Kerrisons Lane (segment 10) construction complete acquittal of Blackspot funding has been completed	
Commence replacement of chainwire and guardrail in poor condition on Wolumla-Candelo Rd and Mogilla Rd as required by AMP	Location changed - now various collector roads . Under construction	
Commence sign replacement program on collector and regional sealed roads	Sign replacements for 2017 are completed	
Kerb and Gutter renewal as per AMP, including renewal of kerb and gutter damage by garbage trucks and the renewal and construction of kerb and gutter to complement urban pavement renewal program in Monaro St, Merimbula	Urban pavement renewal program in Monaro St, Merimbula will need to be carried over as budget was not adequate	
Renewal of Eden - Towamba Rd stages 3 & 4, Burragate Rd, Reedy Swamp Rd, Dignhams Creek Rd as per AMP	Due to reduced R2R funding Burragate Rd, Reedy Swamp Rd, Dignhams Creek Rd will be carried forward to 2017/18 Towamba Rd stages 3 & 4 are complete	

Town Centre Carparks



- **Strategic Action:** Implement Asset Management Strategy and Transport Asset Management Plan.

Annual Activity	Annual Comment	Status
Pambula Car Park renewal as per AMP	Pavement seal renewal completed	


Transport and Utilities Group Administration

Transport and Utility Group


- **Strategic Action:** Advocate to government for improvements to the Princes Highway, public transport and courier services in conjunction with Southern Councils Group and South East Australia Transport Strategy (SEATS).

Annual Activity	Annual Comment	Status
Actively participate and advocate strategic transport initiatives through membership with South East Australia Transport	Continued participation in East Australia Transport Strategy (SEATS)	
Commence detailed design of town masterplans main street programs	Council resolved in February 2017 for a report to come back with an estimate for the cost of taking the Concept (or Master Plans) to more detailed construction plans.	

- **Strategic Action:** Public Infrastructure - Advocate, support and deliver high quality public infrastructure to attract and retain residents and businesses to assist growing the region.



Annual Activity	Annual Comment	Status
Implement Asset Management Plans (AMPs) assure that existing infrastructure is maintained at acceptable standards	Full review of AMPs undertaken as part of the Community Strategic Plan (Integrated Planning and Reporting) program.	

- **Strategic Action:** Shire-wide performance centre constructed.

Annual Activity	Annual Comment	Status
Strategic Action complete. Bega Valley Commemorative Civic Centre completed and formal opened January 2016	Strategic Action complete. Bega Valley Commemorative Civic Centre completed and formal opened January 2016	

Waste Services

- **Strategic Action:** Review 2020 vision on waste and implement infrastructure actions and recommendations.

Annual Activity	Annual Comment	Status
Construction of Eden Waste Transfer Station	Upgrade of Eden landfill to a waste transfer station and construction and demolition waste processing facility enables staged closure of legacy landfill activity and improves level of resource recovery.	
Capping of Central Waste Facility Stage 1	Carried over to 2017/18	

- **Strategic Action:** Manage waste disposal facilities in accordance with land fill environmental management plans.



Annual Activity	Annual Comment	Status
Annual reporting to EPA to enable tracking against NSW Avoidance and Resource Recovery Strategy	Completed	●
Annual reporting to EPA on environmental compliance and waste data	Completed	●
Delivery of waste composition audits (winter and summer)	Planned for peak season 17-18	●

- **Strategic Action:** Education to encourage waste minimisation behaviour to ensure Council waste management goals can be achieved and contamination of recycling is reduced.

Annual Activity	Annual Comment	Status
Delivery of organic waste composting trial	Food and garden organic waste collection and processing to form part of revised waste strategy	●

Water Services

- **Strategic Action:** Fluoridation of water supply for Bermagui area, Merimbula, Tura, Pambul area and Eden.

Annual Activity	Annual Comment	Status
Conduct fluoride community consultation	Community information process completed in accordance with Council resolution.	
Water supply Upgrades - Nutleys Creeks to improve pressure and improve reliability of water supply particularly after heavy rainfall events	Reservoir completed. Commissioning planned for September 2017.	


- **Strategic Action:** Construct a new water main to improve water pressure and fire fighting capacity to Quaama customers.

Annual Activity	Annual Comment	Status
Strategic Action complete	Completed	

- **Strategic Action:** Review options to improve water pressure and quality to Tarraganda customers.

Annual Activity	Annual Comment	Status
Strategic Action complete	Completed	


- **Strategic Action:** Provision of filtered and treated water for Bemboka customers.

Annual Activity	Annual Comment	Status
Water supply upgrades - Bemboka water treatment plant (WTP) to improve water quality	Contract awarded and detailed design commenced. Construction to commence in November 2017.	

- **Strategic Action:** Upgrade water transfer main for proposed Yellow Pinch Dam Water Treatment Plant (WTP) to enable filtered water to be supplied to Eden customers.

Annual Activity	Annual Comment	Status
Investigation and design of trunk water main from Pambula to Bellbird Hill	On hold pending Integrated Water Cycle Management and associated decisions regarding treatment plant location.	


- **Strategic Action:** Investigate treatment technologies to improve water quality and meet statutory requirements for all customers.

Annual Activity	Annual Comment	Status
Collection of source water quality data to inform future treatment choices	All mandatory data collection completed. However supplementary wet weather event based data being collected.	

Works


Council Depots

- **Strategic Action:** Implement procurement best practice to ensure cost effective expenditure throughout Council.

Annual Activity	Annual Comment	Status
Operate Councils 4 works depots in Bega, Bermagui, Merimbula and Eden	Ongoing program - service meeting expectations	


Fleet

- **Strategic Action:** Implement procurement best practice to ensure cost effective expenditure throughout Council.

Annual Activity	Annual Comment	Status
Operate, maintain and renew Councils fleet	Ongoing program - service meeting expectations	


Private Works

- **Strategic Action:** Implement procurement best practice to ensure cost effective expenditure throughout Council.

Annual Activity	Annual Comment	Status
Provide private works where requested	At the current time Private Works are not being undertaken by Transport and Utilities Group unless by exception	


Public Amenities

- **Strategic Action:** Implement procurement best practice to ensure cost effective expenditure throughout Council.

Annual Activity	Annual Comment	Status
Operate, maintain and renew Councils public amenities	Ongoing program - service meeting expectations	


Quarries

- **Strategic Action:** Implement procurement best practice to ensure cost effective expenditure throughout Council.

Annual Activity	Annual Comment	Status
Operate, maintain and renew Council's quarries	Ongoing program - service meeting expectations	

Saleyard

- **Strategic Action:** Implement procurement best practice to ensure cost effective expenditure throughout Council.

Annual Activity	Annual Comment	Status
Operate, maintain and renew Councils saleyard	Ongoing program - service meeting expectations	



To shape an organisation that supports the agreed aspirations of the community within the capacity of the community and the capacity of the organisation and resources they want and need.



Strategy and Business (SBS)

Graham Stubbs, Director

Branch and Service Areas





Our activities above our Core Service delivery have been planned and reported on by Service Area.

<i>Branch</i>	<i>Service</i>
Business services	<ul style="list-style-type: none">• Employee support services• Information, communication and technology• Procurement• Property services
Economic development	<ul style="list-style-type: none">• Bega valley regional learning centre• Economic development• Tourism
Financial management	<ul style="list-style-type: none">• Finance services
Strategy and business services coordination	<ul style="list-style-type: none">• Integrated planning and reporting• Research and development• Strategy and business services coordination

Business Growth



Bega Valley Regional Learning Centre

- **Strategic Action:** Advocate, support and deliver vocational and tertiary educational opportunities for Shire residents.


Annual Activity	Annual Comment	Status
Support tertiary organisations making the region a key training destination for remote, rural and regional students	Partnership and collaboration with University on a number of levels	
Support tertiary education bodies to expand, keeping many of our studying residents locally based	Ongoing support and advocacy through partnerships with University of Wollongong	
Advocate for adequate educational services to be delivered in the Shire	Partnerships and advocacy are ongoing	
Develop partnerships and programs to encourage both potential workers and employers to work together to achieve positive outcomes.	Ongoing advocacy of Southern Region Business Enterprise Centre and Commissioner of Small Business.	

Economic Development


- **Strategic Action:** Advocate, support and deliver support programs for businesses looking to expand or for new businesses wanting to operate locally.

Annual Activity	Annual Comment	Status
Maintain and promote the Live, Work and Invest website as a Council resource dedicated to the business community.	Subject to funding application to the NSW Regional Growth Marketing and Promotion fund. Grant application was to the value of \$62,000. Council was successful in obtaining funds of \$50,000 to continue this project.	
Consider and implement ways of encouraging and attracting start-up businesses in the region	A funding submission to the Australian Government's Incubator Support Program (and Jobs for NSW) is being prepared with Council involvement under community leadership, a collaborative task force has been working on this since January. The funding submission which includes a 2 year budget of \$1.2 million has been prepared, with the Australian government providing up to \$500K – proponents must be able to contribute 30% of total budget. For this project it is \$200K, with University of Wollongong having confirmed \$50K. BVSC \$50K, Bega Chamber of Commerce \$5K. Council have provided introductions and attended meetings with Bega Cheese and National Australia Bank.	


- **Strategic Action:** Road Transport - Investigate freight opportunities for the region.

Annual Activity	Annual Comment	Status
Investigate options for improved East West transport routes connecting the Shire to the Hume Hwy.	<p>Advocacy through SEATS (South East Australian Transport Strategy), including advocacy to NSW Chief Planning Office, and Advocacy to Department of Premier and Cabinet.</p> <p>Input provided to the South East and Tablelands Regional Plan, the infrastructure priority list for the Regional Infrastructure Coordinator and the draft State Future Transport Plan.</p>	


- **Strategic Action:** Advocate, support and deliver business education opportunities for Shire business owners and their employees.

Annual Activity	Annual Comment	Status
Participate in Community Liaison Group and Alternate Use Working Group	Strengthened relationship with Business Connect and Commissioner for Small Business resulting in targeted workshops and training opportunities.	


- **Strategic Action:** Sea Transport - Support the development of the Eden Breakwater Wharf Extension.

Annual Activity	Annual Comment	Status
Continue to support Cruise Eden in coordinating the cruise ship industry in the Bega Valley	Developed funding details for a \$300,000 grant from the NSW Government for the Eden Cruise Strategy	

- **Strategic Action:** Sea Transport - Advocate, support and deliver opportunities for Eden Port to provide increased freight services to Sydney, Melbourne and Canberra.

Annual Activity	Annual Comment	Status
Advocate for long term Twofold Bay Masterplan, looking at economic benefits for the Bay	Advocacy role ongoing with Council Leadership and Executive Group and Department of Crown Lands with other State and Federal agencies.	

- **Strategic Action:** Public Infrastructure - Deliver appropriately zoned land to attract and retain residents and businesses to assist growing the region.

Annual Activity	Annual Comment	Status
Update and publish the land investment strategy and activate	This area has been delayed due to staff changeover	

- **Strategic Action:** Advocate and support the provision of commercial grade connectivity infrastructure throughout the Shire.

Annual Activity	Annual Comment	Status
Advocate for the implementation of the National Broadband Network (NBN) to the Shire's towns and villages and obtain clear rollout timeframes	Council has facilitated three visits of NBN state office staff to deliver public presentations and hold meetings with Council staff and Councillors.	●


- **Strategic Action:** Work with the community to develop and sustain information technology opportunities throughout the Shire.

Annual Activity	Annual Comment	Status
Advocate and support the creation of an ICT knowledge cluster in the Shire	A funding submission to the Australian Government's Incubator Support Program (and Jobs for NSW) is being prepared with Council involvement under community leadership through the Bega Innovation Taskforce	●


- **Strategic Action:** Advocate, support and deliver forums that allow for connections to be made between businesses and opportunities.

Annual Activity	Annual Comment	Status
Economic Forum - Deliver an Economic Development symposium, discussing specific Economic Development issues with industry experts, focusing on tangible solutions and connections	Economic Development Summit was held 28 - 29 July 2016	●


- **Strategic Action:** Deliver collated economic related data to identify key trends, opportunities and gaps in the market and relay this information to business networks and stakeholders.

Annual Activity	Annual Comment	Status
Provide access to Council information and resources such as mapping data to assist businesses make better decisions	Through the hosting of Profile ID - economic site this information is available to Council, community and businesses.	

- **Strategic Action:** Deliver realisation of developable Council Assets to seed development through the region.

Annual Activity	Annual Comment	Status
Creation, adoption and commence implementation of the Land Investment Strategy	Delayed to be completed following finalisation of asset review.	


- **Strategic Action:** Support Entrepreneurs achieve their visions for the region.

Annual Activity	Annual Comment	Status
Investigate the opportunity for Council to provide financial support through grant or seed funds to improve community infrastructure and economic development in the region	The Regional Micro Credit program has been developed including guidelines and categories. The first release of these funds were allocated to the Bega Innovation hub as per Council decision 28 June 2017.	


- **Strategic Action:** Advocate, support and deliver on behalf of the region, its strengths and opportunities to attract and expand business opportunities.

Annual Activity	Annual Comment	Status
Continue representation activities to attract and expand business opportunities	Participation in a number of regional projects includes: Canberra Airport, the development of the Canberra Regional Joint Organisation of councils and local projects.	

- **Strategic Action:** Advocate, support and deliver business education opportunities for Shire business owners and their employees.

Annual Activity	Annual Comment	Status
Develop a 12 month business education program that collates Shire wide programs in one place for businesses to utilise	Support and promotion provided for the State Government 'Small Biz Bus'	


- **Strategic Action:** Advocate, support and deliver opportunities for the region to become a Centre of Excellence in various fields including agriculture, food production, food distribution, education, health services and technology.

Annual Activity	Annual Comment	Status
Investigate opportunities for a Centre of Excellence in the region	<p>Funding submission prepared through the Bega Innovation Task Force.</p> <p>Continued focus on local sites for integration between education, research and industry focusing on marine , agriculture and tourism.</p>	


Tourism

- **Strategic Action:** Advocate, support and deliver visitor experiences to maximize the social, cultural, environmental and economic wellbeing of the community through sustainable tourism.

Annual Activity	Annual Comment	Status
Deliver marketing campaigns aimed at attracting new visitors to the region.	Through partnership with Sapphire Coast Tourism marketing campaigns aimed at attracting new visitors are ongoing	
Digital marketing strategy and operations : Deliver high quality web resources	Through partnership with Sapphire Coast Tourism digital marketing strategy continues to be implemented	
Internal product development: Deliver marketing campaigns aimed to local residents visiting new destinations.	Delivered through partnership with Sapphire Coast Tourism	
International product development : Deliver marketing campaigns aimed at attracting new visitors to the region	Delivered through partnership with Sapphire Coast Tourism	
Provide visitation data to industry operators to assist with business decision making.	Delivered as requested via partnership with Sapphire Coast Tourism	
Support local tourism operators to deliver high quality products to the region's visitors.	Support provided through partnership with Sapphire Coast Tourism	
Support the National Landscapes program and continue to support the ACW brand.	Support provided through partnership with Sapphire Coast Tourism	

Annual Activity	Annual Comment	Status
Provide support to the region's Visitor Information Centres including financial, property and product support	Support provided through partnership with Sapphire Coast Tourism	



- **Strategic Action:** Plan and implement effective infrastructure to assist maximizing experiences for the Shires visitors.

Annual Activity	Annual Comment	Status
Deliver visitor signage program, including Shire entrances, town entrances and local attractions	Shire entrance contract in place	


Business Services

Employee Support Services

- **Strategic Action:** Expand initiatives to support training and employment of young people in Council.



Annual Activity	Annual Comment	Status
Develop and sustain local partnerships to assist in adoption and delivery of programs which support local employment and work experience opportunities	Employee Support Services co-ordinate a range of programs to support local employment. This includes school based work placements.	
Deliver and support Council employees' legislated training requirements	Ongoing program undertaken by Employee Support Services. Forward training schedule available on Council's Intranet (ORACLE) with Learning Management System (LMS) in development to ensure statutory training and ticketing has taken place within legislated timeframes.	

- **Strategic Action:** Workforce trained in safe work practices, work method statements updated and communicated, and updated.


Annual Activity	Annual Comment	Status
Deliver the Employee Assistance Program	The Employee Support Services team continues to administer Council's Employee Assistance Program (EAP. Additionally, the ESS team have implemented the Support our Staff (SOS) contact officer network.	


Information, Communication and Technology

- **Strategic Action:** Optimise Bega library and branch libraries to provide services and spaces for children, young people, students and older people and develop as a learning centres.

Annual Activity	Annual Comment	Status
Provide technology enablement for community servicing, including: Tura Beach Library Hub and Bega Valley Regional Learning Centre	Council is working in partnership with technology partners to investigate future public WIFI access in various town and village centres.	
Identification of opportunities for sharing, partnerships and efficiencies with regional Councils	Several meetings held with Eurobodalla Shire Council (ESC) as part of Memorandum of Understanding between the two Councils. Council has participated in the CBRJO network which includes the eight Councils surrounding the Canberra ACT region.	



- **Strategic Action:** Initiate partnerships (with community, business, State and Federal agencies) to ensure integration of outcomes.

Annual Activity	Annual Comment	Status
Partner with Eurobodalla Shire Council to identify technology efficiencies	Several meetings held with Eurobodalla Shire Council (ESC) as part of Memorandum of Understanding between ESC and BVSC. Meetings are now established and ongoing	



Annual Activity	Annual Comment	Status
Through technology, enable better communication and contact servicing with the community	Technology Services team has undertaken a range of activities which enable community support. Examples of this include enablement of the Bega Valley Commemorative Civic Centre, Tura Marrang Library, Bega Valley Regional Learning Centre and, importantly, the Shire's Emergency Operations Centre which is now fibre-optic connected with business continuity arrangements also in place.	





Procurement

- **Strategic Action:** Initiate partnerships (with community, business, State and Federal agencies) to ensure integration of outcomes.


Annual Activity	Annual Comment	Status
Provide benchmarking with other government organisations	Benchmarking is undertaken as a continuous item of work with other Councils.	
Continue to collaborate regionally on procurement templates and practices	Supply Services team in continual contact with other Councils. This occurs informally and also as part of the CBRJO network.	

- **Strategic Action:** Implement procurement best practice to ensure cost effective expenditure throughout Council.

Annual Activity	Annual Comment	Status
Develop and adopt Storage Services Strategic Plan	Draft Storage Services Plan completed and submitted to Director Strategy and Business Services	
Develop and adopt Supply Services Strategic Plan	Supply Services Strategy completed and reported to Director of Strategy and Business Services	


Annual Activity	Annual Comment	Status
Implement Contract Management system	Council's Enterprise MIS (Authority) contract management module has been reviewed and found lacking in useability. Supply Services Team currently analysing alternatives and this will continue into the 2017/18	
Manage and report on Storage Services Risk Profile Radar	Risk radar established and reported on via toolbox meetings and to Director on as required basis.	
Prioritise first year actions and implement recommendations from Procurement Review.	First year priorities established with an ongoing program of work to implement. Reports provided to Director on as required basis.	
Provide quarterly operational reports to council	Internal reporting processes are in development across all four directorates of Council.	

- **Strategic Action:** Effective processes established to enable community engagement and understanding of Council decision making.

Annual Activity	Annual Comment	Status
Conduct annual community engagement session on procurement	Supplier engagement session held in partnership with Economic Development and Local Government Procurement.	

Property Services

- **Strategic Action:** Council to seek additional and enhanced funding through a centrally coordinated and strategic approach.

Annual Activity	Annual Comment	Status
Provide expert advice on property matters within Council	The Business Services Property Services team continues to provide expert advice in Property related matters. The team has been well recognised for its ongoing 'above and beyond' service.	

Financial Management

Finance Services

- **Strategic Action:** Refine Long Term Financial Plan (LTFP) process to ensure financial sustainability and the provision of quality data.

Annual Activity	Annual Comment	Status
Update and publish the revised Long Term Financial Plan	Long Term Financial Plan adopted by Council June 28	●
Strategic Action Complete	Strategic Action complete	●

- **Strategic Action:** Council to seek additional and enhanced funding through a centrally coordinated and strategic approach.

Annual Activity	Annual Comment	Status
Use cross functional teams for grant funding and establish organisational guidelines and procedures on grant funding	This activity has been postponed awaiting further preliminary work on a project portfolio. Interim action has been taken to second a staff member to coordinate funding.	●



- **Strategic Action:** Develop the integration of Asset Management Financial Reporting systems.

Annual Activity	Annual Comment	Status
Use Asset Management Group to facilitate the integration between systems and processes of business management	Asset management group has been meeting on a regular basis with the objective to integrate finances to asset management. Work will continue in this area	●


Integrated Planning and Reporting

Integrated Planning and Reporting



- **Strategic Action:** Determine criteria to assess what role Council operates in for key priorities.

Annual Activity	Annual Comment	Status
Ongoing review of Council service delivery with strategic goals drafted for development of new Delivery Plan	New Delivery Program adopted June 28	
Work with State Agencies and regional organisations in reviews of strategic plans and alignment of the draft Community Strategic Plan for 2017-18 period	Community Strategic Plan was widely consulted and adopted by Council June 28	

- **Strategic Action:** Map out major consultation/information program across year, managed centrally.

Annual Activity	Annual Comment	Status
Undertake Community Satisfaction Survey to develop understanding of community satisfaction and expectations, supporting the development of the Community Strategic Plan review	Survey completed. Results reported to Council 14 December 2016	


- **Strategic Action:** Map out major consultation/information program across year, managed centrally.


Annual Activity	Annual Comment	Status
Undertake series of planned community consultations to enable the development of 'Understanding Our Place' report, to be published October 2016	'Understanding Our Place' published November 2016	
Development and implementation of corporate reporting system to enable collection and collation of strategic and operational activities	Community Indicators have been developed and published. Performance measures against Council performance are in final stages of consultation with staff. Previous work of investigating a new software system / dashboard is on hold. This data will be held in existing system (Pulse).	

- **Strategic Action:** Set up mechanism for gaining community input to annual strategic plan review process.


Annual Activity	Annual Comment	Status
Develop and implement community consultation schedule and promote through print, web and social media	Community and Industry focus groups were delivered in March 2017 to gain feedback on goals and direction of draft Community Strategic Plan and direction of draft Delivery Program. Broader consultation was held during June 2017.	

- **Strategic Action:** Set up mechanism for gaining community input to annual strategic plan review process.


Annual Activity	Annual Comment	Status
Utilise population forecasting to support review and development of Community Strategic Plan	Data available has been utilised. The Community Strategic Plan will continue to be amended reflect updates as the 2016 updates are released.	

Annual Activity	Annual Comment	Status
Design Council dashboard system to further enhance Council internal reporting	Internal reporting dashboard was investigated and scoped with financial estimates. Initial estimates came back as not feasible. This project will be reviewed in 2017-18 period with further consideration to internal and external reporting needs.	

- **Strategic Action:** Incorporate Key Result Areas (KRAs) Key Performance Indicators (KPIs) and Performance Indicators (PIs) in Council reporting processes.

Annual Activity	Annual Comment	Status
Develop with staff and support implementation of defined KRA's, and KPI's through Community Strategic Plan review	The Community Strategic Plan has a complete suite of community indicators. The Community Strategic Plan indicators are formally reported on during the End of Term Reporting process.	


- **Strategic Action:** Incorporate Key Result Areas (KRAs) Key Performance Indicators (KPIs) and Performance Indicators (PIs) in Council reporting processes.

Annual Activity	Annual Comment	Status
Work with NSW Office of Local Government (OLG) data reference group to support the establishment of IPR core set of indicators as required	Office of Local Government have put this project on hold due to Fit For the Future and amalgamation priorities	

Strategy and Business Services Administration


Research and Development

- **Strategic Action:** Facilitate NBN roll-out in Bega Valley in top 25% for state.

Provide enhanced Business Systems to improve productivity and efficiency in the workplace.	Upgrade to the internal microwave links for wide area network to connect remote sites has been completed. Fibre rollout to link Council administration building and Council depot has been completed. Council has commenced a project to convert manual data processing and workflows to digital workflows. This will enable improved efficiencies, consistency and accuracy.	
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SBS Administration

- **Strategic Action:** Customer service culture embedded across all facets of the organisation.

Annual Activity	Annual Comment	Status
Provide co-ordination and financial management to the Strategy and Businesses Services group	Ongoing activity.	



To shape an organisation that supports the agreed aspirations of the community within the capacity of the community and the capacity of the organisation and resources they want and need.



Organisation Development and Governance (ODG)

Nina Churchward, Executive Manager

Branch and Service Areas





Our activities above our Core Service delivery have been planned and reported on by Service Area.

<i>Branch</i>	<i>Service</i>
Organisation Development and Governance	<ul style="list-style-type: none">• Elected officials• General manager's office• Organisation development and governance coordination• Records management• Risk management and internal control

Organisation Development and Governance

Elected Officials

- **Strategic Action:** Provide professional development opportunities to support current and future community and organisational leaders.

Annual Activity	Annual Comment	Status
Deliver the local government election in partnership with the NSW electoral commission	Election process completed and report provided to Council.	
Deliver the new councillor induction program	Induction Program developed and implemented. Part 2 Induction Program - Individual Development Training Program - Survey of Councillors completed.	
Deliver the councillor continuing professional development program	Councillor Survey about induction Program and Individual Development Plans delivered. This will be finalised and implemented progressively over the next 12 months	
Council in the six months following the election consider review and adopt the required strategic planning, budget, organisational structure, policy and codes	Resource Strategy adopted by Council in June 2017	



General Managers Office

- **Strategic Action:** Develop and implement a community safety outcomes into community strategic planning process.


Annual Activity	Annual Comment	Status
Host and administer Police Liaison Committee	Committee established and operational - quarterly meeting held each year with Action Plan in place. No further action required	●
Conduct day to day management of Council in accordance with adopted community Strategic Plan and Policies and Procedures	Ongoing service	●

Organisation Development and Governance Administration


- **Strategic Action:** Phased retirements, succession plans achieved, pre-retirement mentoring provided to staff.

Annual Activity	Annual Comment	Status
Corporate training to encourage and support staff in transition to retirement	Identified as part of Operational Plan for 2017-18 (as part of Resource Strategy)	
Ongoing support for cadets, trainees and apprentices within the workplace	Identified in Operation Plan for 2017-18 year	

- **Strategic Action:** Review Position Descriptions, essential criteria and performance objectives ensuring that all recruitment is reflective of our strategic and operational needs.

Annual Activity	Annual Comment	Status
Design, launch and implementation of Council Employee Knowledge and Skills (EKAS) System (Employee Performance Management System)	Will be completed by end of September 2017	

- **Strategic Action:** Workforce trained in safe work practices, work method statements updated and communicated, and updated.

Annual Activity	Annual Comment	Status
Corporate Training in Respect, Equity, Diversity.	Due to budget restraints - this program will reschedule for 2018/19 financial year	

- **Strategic Action:** Workforce trained in safe work practices, work method statements updated and communicated, and updated.


Annual Activity	Annual Comment	Status
Contact Officer Training	To be reviewed and a training program developed and updated Contact Officer list as part of 2017/18 Operation Plan	●
Implement staff corporate training in Advanced report writing.	2 Training Programs completed: Business Writing and Business Grammar. No further action required	●

- **Strategic Action:** Customer service culture embedded across all facets of the organisation.

Annual Activity	Annual Comment	Status
Corporate Training - delivery of Code of Conduct Training.	Training Program completed by over 350 participants	●
Participation in Professional annual benchmarking survey conducted by Price Waterhouse Coopers (PWC)	Survey completed on time. Currently completing survey for 2016/17 year.	●
Staff support and training on corporate values	PLaCE Values statements implemented - PLaCE Values session now delivered as part of new employee Induction Training. Annual PLaCE Awards implemented.	●
Internal survey and training on organisational health	OCI Survey Completed - top 3 issues identified - Working Group headed by Coordinators Coop - will develop project plans and implement across the organisation	●



Records Management

- **Strategic Action:** Customer service culture embedded across all facets of the organisation.




Annual Activity	Annual Comment	Status
Provide record and document management for Council	Ongoing service	

Risk Management and Internal Control

- **Strategic Action:** Develop Enterprise Risk Plan, processes and procedures.

Annual Activity	Annual Comment	Status
Implement Work Health and Safety risk management projects including the testing of contractor management systems	Purchased new Contractor Induction Software Program which will be implemented by December 2017.	
Deliver and support programs for the quality management of injured employees	Significant reduction in Lost Time Injury claims achieved for 2016/17 financial year	

- **Strategic Action:** Workforce trained in safe work practices, work method statements updated and communicated, and updated.

Annual Activity	Annual Comment	Status
Maintain a professional workforce trained in safe work practices and distribution best practices	Health and Safety Officer working in the field 3 days per week delivering a significant increase in information sessions for employees on work health and safety issues.	
Implement 3 yearly legislated training program for health & safety representatives	Work Health Safety (WHS) Reps have received refresher training program. No new WHS training reps identified	
Implement On going screening programs as per Work Health and Safety Act including hearing tests, and other ongoing programs including voluntary influenza vaccinations, skin cancer checks and Move-4-Life program	All health initiatives and programs completed for 2016/17 year	



Statutory Information

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Special Rate Variation (SRV)

Special Variation to Rates income approvals:

2006/2007 SRV approval

The 2006/07 Operational Plan implemented a Special Rate Variation approved by the Minister for Local Government of 5%. These funds are committed to supporting emergency services including the growing demands for additional bushfire mitigation works and additional support to general asset management.

	Total Income 2016 - 17	Total Expenditure 2016 - 17
Emergency Services	\$611,000	\$611,000
Loan Repayments	\$155,000	\$155,000
Engineering Administration for RFS	\$50,000	\$50,000
Environmental Levy	\$391,000	\$380,553
Total	\$1,207,000	\$1,196,553

2007/2008 SRV approval

The 2007/08 Operational Plan implemented a Special Rate Variation approved by the Minister for Local Government of 9.76%. These funds were targeted at infrastructure, continuing services in branch libraries, the Regional Gallery, tourism Visitor Information Centers (VIC) and the

Weeds program. This Variation was approved on an ongoing basis.

	Total Income 2016 - 17	Total Expenditure 2016 - 17
Branch libraries	\$192,000	\$192,000
Regional Gallery	\$129,000	\$129,000
Tourism (incl VICs year 1 then tourism infrastructure)	\$192,000	\$192,000
Weeds management	\$415,000	\$415,000
Total	\$928,000	\$928,000

2008/09 SRV approval

The 2008/09 Operational Plan implemented a Special Rate Variation approved by the Minister for Local Government of 9.33% inclusive of the rate pegging amount. These funds were directed at infrastructure rehabilitation and provision of ocean lifeguards over the busy summer holiday season at beaches not serviced by a Surf Lifesaving Club, but still popular with visitors. This variation was approved on an ongoing basis.

	Total Income 2016 - 17	Total Expenditure 2016 - 17
Rural sealed road rehab program	\$272,000	\$272,000
Armco culvert rehabilitation	\$126,000	\$59,000
Bridge rehabilitation	\$126,000	\$126,000
Footpath trip hazards	\$7,000	\$7,000
Recreation buildings and pools	\$88,000	\$88,000
Ocean lifeguards	\$186,000	\$186,000
Urban street construction	\$249,000	\$249,000
Kerb & guttering	\$54,000	\$54,000
Total	\$1,108,000	\$1,041,000

2011/12

In 2011/12, a Special Rate Variation was approved by IPART under the new assessment process. It continued the 2010/11 approval for tourism and the resurfacing of the existing tarmac at the Merimbula airport. The approval is for 20 years.

The amount of variation also includes an amount of 0.14% for a 'Crown Land Adjustment' which the Council is able to apply for under the Local Government Act 1993 and which the Office of Local Government recommended be included in the Council's Special Variation approval.

	Total Income 2016 - 17	Total Expenditure 2016/17
Merimbula Airport	\$381,000	\$341,413
Tourism development and promotion (SCT Ltd)	\$287,000	\$287,000
Total	\$668,000	\$628,413

2013/14 - 14/15 - 15/16

IPART approved the Special Rate Variation for 2013/2014 as part 1 of 3 covering the years from 2013/2014 to 2015/2016. The overall general rate income increase for Year 1 is 5.4% which includes a Special Rate Variation of 2% to be used to help fund renewal and upgrade of collector roads.

IPART approved the Special Rate Variation for 2014/2015 as part 2 of 3 covering the years from 2013/2014 to 2015/2016 of 2% to be used to help fund renewal and upgrade of recreational facilities.

IPART approved the Special Rate Variation for 2015/2016 as part 3 of 3 covering the years from 2013/2014 to 2015/2016 of 5% to be used to help fund renewal and upgrade of public halls and buildings.

	Total Income 2016 - 17	Total Expenditure 2016/17
Renewal and upgrade of collector roads	\$417,000	\$417,000
Renewal and upgrade of recreational facilities	\$545,000	\$545,000
Renewal and upgrade of public halls and buildings	\$441,000	\$198,525
Total	\$1,403,000	\$1,160,525

Weed and Vegetation Management

The Weed and Vegetation Management Levy was initially approved with the Special Variation to rates in 2007/08. This permanent Levy was approved to supply funding to help support the agricultural industry generally in regard weed and vegetation management initiatives.

Income and expenditure for the Weed and Vegetation Management Levy for 2016/17 is listed below:

Income 2016 / 17 \$415,000

Expenditure 2016 / 17 \$415,000

All funds were fully expended directly on works and management activities directed at controlling noxious and environmental weeds. This included the roadsides noxious weeds control program as well as noxious weeds inspection and control on reserves, and the inspection of private property. The funding across these activities was also used to match and leverage additional weed inspection and control funding from the NSW Department of Primary Industries South East Weeds Action Program.

Environmental Levy

Catchment, Biodiversity and Sustainability

The Environmental Levy has been in place since 2003. Permanent approval for the Environmental Management Special Variation was issued by the Minister for Local Government in 2006. At the time Council was one of the few Council's in NSW that had a permanent Environmental Levy in place to ensure that environmental management initiatives were adequately funded.

The following amounts show income and expenditure for the 2016/17 year:

Actual net income 2016/17 \$391,000

Actual expenditure 2016/17 \$380,553

In 2016/17 Environmental Levy was not fully expended. The un-expended funds have been included with the Levy Reserve and are expected to be exhausted during 2017/18.

Specific projects across the themes of Catchment Protection, Biodiversity and Sustainability remained the focus of expenditure in 2017/18 with funds used wherever possible to also leverage government grants and to supplement community environmental management effort through the Community Environmental Grants program. External funds leveraging occurred in the coastal management area as well as in vegetation management and rehabilitation projects.

Details of the major expenditure areas are provided below.

Community Environmental Works

A very successful element of the Environment levy expenditure in 2016/17 was the Community Environmental Grants program. \$50,000 was expended on this program and funded the delivery of a variety of on ground works across the shire by community groups.

- Bemboka River Reserve weed control project providing stable access and further protecting some of the best examples of South Coast Grassy Woodland.
- Education and awareness raising projects across 3 schools in regards the value of native species as well as in regards weed management and mulching.
- Environmental awareness raising signage at Panboola Wetlands at Pambula.
- Narira Creek Cobargo for stabilisation works and a walkway Project involving weed control and revegetation of Narira Creek.
- Weed control and rehabilitation works across a number of reserves at Bega, Bermagui, Salty Lagoon Bermagui North, Springvale, Dry River Quaama, Tathra and Pambula Beach.

Urban Storm-water management works

\$67,500 was expended in the engineering works area undertaking maintenance of urban storm-water infrastructure including gully pits and storm-water detention basins. This included rehabilitation of the Rawlinson Street storm water basin and the final sealing of the eroding Fairhaven Road and turning circle near the boat ramp.

Education & Awareness

\$31,000 was expended on awareness raising programs including conservation management, contractor training for improved erosion and sediment control, and also for environmental management staff in regards environmental investigations and statement taking.

Vegetation and Weed Management

\$76,000 was expended on vegetation and weed management activities. Of this \$40,000 was expended on roadside noxious weed spraying matching NSW DPI funding. The balance of funds were expended on weed control works at Bermagui, Tathra, Kisses lagoon, Rotary Park/walk in Merimbula, the Fishpen, Aslings beach and lovegrass control at Eden.

Environmental monitoring

\$32,5000 was spent on water quality monitoring and analysis and studies of coastal lakes and catchments across the shire. This included chemical, biological and algal analysis of coastal waterways. Funds were used for the purchase of microbiology incubators, acoustic monitoring software and a storm-water and waterways spill response trailer. Funding was also used to upgrade Council's environmental spill kits for construction teams and to purchase sediment barriers.

Vegetation assessment and rehabilitation

\$49,500 was expended on vegetation assessment and rehabilitation works including vegetation surveys for works in the coastal program and works at Cocora beach, Kisses Lagoon, Merimbula lake and Bermagui.

Corporate sustainability improvements

\$6,000 was expended on corporate sustainability activities involving corporate energy consumption and efficiency reviews.

Coastal planning and management

\$68,000 was expended on coastal and estuary management works largely as matching funds for NSW Office of Environment and Heritage Grants. Works were commenced for the reviews of the Management Plans for Merimbula and Back Lake, Lake Curalo and Wallaga Lake. In addition work commenced on the community consultation and processes studies for the Bermagui River. Works also commenced on the development and community consultation for the Shire Coastal Hazards adaptation Coastal Zone Management Plan. In addition the Levy funds were used to undertake develop policy for Council's management of the entrances of lakes rivers and lagoons across the Shire. Various dune protection works at Cocora and Fishpen were also funded.

Contracts

RFx	Register No.	Contract Title	Contractor	Value (Inc GST)	Acceptance Date
RFT	42/16	2 year Watermains Renewal/Upgrade Program	RD Miller Pty Ltd	\$2,153,435.00	20/07/2016
RFT	49/16	Sewer and water facilities condition assessment 2016	Kellogg Brown & Root Pty Ltd	\$158,598.00	20/07/2016
RFT	19/16	Sewer Manhole rehabilitation	Jullex Pty Ltd T/A Poly Spray Coatings	\$370,846.00	1/08/2016
RFQ	75/16	Purchase of Vehicle - Nissan	Momsen Motors	\$176,375.96	10/08/2016
N/A	89/16	Tathra Wharf Storm Damage Repair Project	GPM Constructions Pty Ltd	\$357,500.00	10/08/2016
N/A	SC-16/17	Insurance FY 16/17 (Workers Compensation)	Statecover Mutual Limited	\$729,491.85	23/08/2016
RFQ	74/16	Purchase of Vehicle - Ford	Coastal Auto Group Pty Ltd	\$154,710.00	30/08/2016

RFX	Register No.	Contract Title	Contractor	Value (Inc GST)	Acceptance Date
PO	157939	Oceanographic Data Collection & Monitoring - Merimbula Ocean Outfall	Department of Finance, Services and Innovation (NSW Public Works Advisory)	\$205,700.00	30/08/2016
RFQ	61/16	Specification P716 - Crawler Loader (Plant No. 155201)	Westrac Caterpillar	\$405,240.00	12/10/2016
RFT	78/16	Building condition assessment and quantity for BVSC	MBM P/L	\$154,970.00	08/11/2016
RFT	88/16	Leisure and recreation natural disaster recovery	Bega Bobcats Pty Ltd	\$231,471.50	11/11/2016
PO	160320	Water Sampling, Testing & Reporting	Ecowise Australia P/I	\$226,803.78	01/12/2016
RFT	93/16	Fleet Trucks - Specification T4.516 and T7.216	Nowra Truck and Tractor	\$344,260.00	14/12/2016
RFT	70/16	Construction of a domestic and fire service for the Merimbula Airport	RD Miller Pty Ltd	\$1,184,235.00	15/12/2016
RFQ	11/17	Purchase of Vehicle - Isuzu	Ron Doyle Motors	\$153,318.00	20/02/2017
RFT	10006501	North Bega Sewerage Pumping Station and Mains	RD Miller Pty Ltd	\$2,127,600.00	01/03/2017
RFQ	115/16	Specification PT1216 – Road Patching Truck, Plant Number 341101	Paveline International Pty Ltd	\$436,005.00	20/03/2017
RFQ	30/17	Asphalt Works Park Street Merimbula	Downer EDI Works Pty Ltd	\$202,709.79	23/03/2017
RFT	117/16	Merimbula Airport Airside Infrastructure Consultancy	Lambert & Rehbein (SEQ) Pty Ltd	\$494,538.00	23/03/2017

RFX	Register No.	Contract Title	Contractor	Value (Inc GST)	Acceptance Date
RFT	1402152	Merimbula Ocean Outfall Consultancy for Environmental Impact Assessment and Concept Design	Aecom Australia Pty Ltd	\$3,264,382.60	28/03/2017
RFT	69/16	Construction of Eden Transfer Station	RD Miller Pty Ltd	\$1,297,850.00	10/04/2017
PO	163926	Project & Design Management Services - Merimbula STP Upgrade and EIS	Department of Finance, Services and Innovation (NSW Public Works Advisory)	\$308,760.00	2/05/2017
N/A	PMGC	Renewal & Expansion of PMGC Effluent Irrigation System	Pambula Merimbula Golf Club	\$165,000.00	15/05/2017
RFT	29/17	Merimbula CBD Bypass – Market St / Monaro St Intersection Reconstruction & Associated Works	John Michelin & Son P/L	\$1,432,501.00	18/05/2017
RFT	37/17	Guardrail Replacement, Mrytle Mtn Rd	Topnotch Fencing	\$170,306.56	19/05/2017
RFT	39/17	Replacement of Two Timber Bridges with reinforced box culverts, Snake Track	Kauflin Investments Pty Ltd ATF Kaulin Family Trust T/AS South East Civil & Crane	\$255,453.00	19/05/2017
RFT	43/17	Management & Operation of BVSC Seasonal Swimming Pools	Harris Aquatics Pty Ltd	\$180,925.57	28/06/2017

RFX	Register No.	Contract Title	Contractor	Value (Inc GST)	Acceptance Date
RFT	43/17	Management & Operation of BVSC Seasonal Swimming Pools	Swansali Pty Ltd	\$166,570.00	28/06/2017
N/A	SMS-17/18	Insurance FY 17/18 (Public Liability, Professional Indemnity, Crime, Casual Hirers Liability, Property, Councillors & Officers Liability, Motor Vehicle, Carriers Liability, Personal Accident, Property Artworks)	Statewide Mutual via NSW Local Government Jardines Liability Scheme	\$1,040,133.63	28/06/2017
N/A	SC-17/18	Insurance FY 17/18 (Workers Compensation)	Statecover Mutual Limited	\$566,263.04	30/06/2017

Rates Written Off

Rates and Charges totaling \$83,277.22 were written off for the period 1 July 2016 to 30 June 2017 and these are detailed as follows:

	1 July 16 to 30 June 17	1 July 15 to 30 June 16
General Rates (Postponed and Voluntary Conservation Agreement)	PP \$7,634.94 VCA \$75,642.28	PP \$6,981.73 VCA \$75,373.93
Water Access Charges		
Sewerage Availability Charge		
Interest (*small debt write off)		\$2,059.54
Waste Charges		
Base Waste Management Charge		
Stormwater Charges		
Total	\$83,277.22	\$84,415.20

All of these rates and charges were written off as a result of adjustments in conservation agreements, postponed rates adjustments; re-classification of non- rateable properties to rateable; or re-classification of rateable properties to non- rateable.

Condition of Public Works

An independent Asset Sustainability Review was completed by consultants GHD in 2010. That review identified an asset back log of 1% for general fund assets and 4% for water and sewer assets, signalling over \$20m was required to restore critical assets.

The financial notes (note 9) indicate assets were renewed in 2016/17 at 45% of the depreciation rate, and this may accelerate the deterioration of assets without injection of capital to renew assets as recommended by GHD.

Public buildings

Council Offices (Bega, Bermagui, Eden and Merimbula)

Offices and Bega, Bermagui and Eden are in satisfactory condition. The planned refurbishment at the Merimbula office was put aside in the 2011/12 period given the continued consideration of other options for total redevelopment of the site. The building remains in fair condition.

Council halls

All Council's halls are managed by volunteer committees, with volunteer community members providing an emphasis on operational maintenance and hall management to ensure community activities are catered for. Costs for halls for the year 2016/17 was a total of \$222,000 with additional funds being provided by hall committees towards major repairs and maintenance.

Swimming pool facilities

Council's has six pool facilities at Bega, Bemboka, Candelo, Cobargo, Eden and the Sapphire Aquatic Centre in Pambula and one ocean pool at Bermagui.

Each of the facilities are in a reasonable condition, however only one is operational year round. The Sapphire Aquatic Centre was officially opened in December 2010. Council assumed responsibility for the Sapphire Aquatic Centre operations through direct management during the first half of 2013.

Overall costs to manage and operate the six facilities for the 2016/17 period was \$1,743,000.

Public roads

Council maintains a total length of 1,424 kms of public road throughout the Shire, which is made up of local roads: 494 kms sealed; 676 kms unsealed and Regional roads: 228 kms sealed; 26 kms unsealed.

In 2016/17 Council spent \$8,066,000 on road maintenance works and \$3,103,000 on capital and rehabilitation works.

There are a total of 255 bridges on Council's road network, of these 62 are timber and 163 are concrete/steel. There are also approximately 2,400 other miscellaneous drainage structures on the network comprising culverts and causeways.

In 2016/17 Council spent \$447,000 on bridge maintenance and \$2,000 on bridge capital and rehabilitation. Since increasing rates by the special levies in recent years the 'gap' between actual and required maintenance has improved.

Stormwater Management (drainage)

Council has an 109 km stormwater drainage network in the urban areas for which it is responsible. In 2016/17, Council spent \$334,000 maintaining the drainage systems, a further \$1,000 on capital works.

Legal Proceedings

Set out below is a summary of amounts incurred by Council in relation to legal proceedings taken by or against the Council in the period 1 July 2016 to 30 June 2017.

Subject	Particulars of proceedings	Result	Cost to Council
Debt recovery **	Recovery of Rates and Charges	Ongoing	\$238,000
Planning	Planning matters	Ongoing	\$37,000
Other			\$184,000
Total			\$459,000

** Note: Expenses recouped through the rate recovery process

Community Grants

Contributions made to community groups under Section 356 of the Local Government Act 1993 for the 2016/17 period was \$348,000

Councillors Expenditure

Fees payable to Councillors

The Mayoral allowance for the financial year of 2016-17 was \$41,000 . The allowance for the nine Councillors was a total of \$176,000 . A total of \$217,000 was paid to the Mayor and eight Councillors over the 2016/17 reporting period.

A total of \$ 126,300 was expended on the provision of Councillor Expenses comprising the following:

Expense	2016-17	2015-16
Childcare Reimbursement	\$4,000	\$3,800
Training - CPD Induction and Development	\$18,000	\$11,400
Other Delegates Expenses	\$52,800	\$53,000
Food and Catering Expenses	\$19,000	\$28,000
Publication and Subscriptions	\$5,000	\$11,000
Telephone and Communication	\$4,000	\$8,500
Mayor Vehicle Expenses	\$10,000	\$13,600
Conference and Seminars	\$12,000	
Interstate visits by Councillors, including transport, accommodation and other out of pocket expenses	\$1,500	Nil

Senior Staff Payments

Under the Integrated Planning and Reporting requirements, and Section 338 of the Local Government Act 1993 'Senior Staff' are defined as 'staff that are primarily responsible for the strategic direction of Council, and are on performance contracts, and who receive a total remuneration package equal to or more than the SES Level 1 base which is \$209,000 for the 2016-17 financial year.

Council has four staff members plus the General Manager in the Executive structure. The designated positions are set out below together with the value of their combined salary packages (inclusive of superannuation, motor vehicle, salary and other benefits) paid during the reporting periods 2016/17 and 2015/16.

Expense	2016-17 \$'000	2015-16 \$'000
General Manager	274	268
Senior Staff	813	863
	*Note - the reduction relates to unfilled Director's position and new Director being on lower remuneration package.	*Note - for the period of 2015 - 16 a total of 4 Senior Staff are reported under the Act and for the period Council had 2 Directors of TUG for a 2 month period
Total	\$1087	\$1131

Subsidised Works on Private Property

Council carried out no subsidised works on private properties during the 2016 - 17 reporting period.

Partnerships with other organisations

Statement of functions delegated to other organisations

- Hall and Building Committees; S355 general halls and buildings Committee and 17 individual community hall committees.

Function: Councils peak advisory body on issues related to the management of community halls and buildings. This committee is made up of representatives from each of the individual hall committees and forms the conduit between each individual committee and Council. The various individual hall and building committees have management responsibility delegated to them from Council, including arranging bookings and carrying out maintenance and improvements. Committees also provide information relevant to the development of plans of management for each specific facility.

- Cemetery Committee and S355 General Cemeteries Committee and five individual Community Cemetery Committees.

Function: Council's peak advisory body on issues related to the management of cemeteries. This Committee is made up of representatives from each of the individual Cemetery Committees and forms the conduit between each individual Committee and Council. The individual community committees provide care and maintenance of the Shires cemeteries. The role of each committee is to provide a dignified final resting place for members of our community who have passed on. The number of individual committees has reduced over

the last few years. Committees also provide information relevant to the development of plans of management for each specific facility.

- Coastal Planning and Management Committee

Function : Council's peak advisory body on coastal zone management for the following issues - estuarine, marine, foreshore, fisheries, coastal catchments, coastal planning and climate change impacts.

- Sportsgrounds and Reserve Committees – all S355 committees.

Functions: To oversee the care and use of Council's sporting and recreational facilities. Committees also provide information relevant to the development of plans of management for each specific facility.

- Access Advisory Committee.

Functions: Recommends access, design and modification to Council's assets and private developments.

- Bega Valley Bush Fire Management (by service agreement – RFS).

Functions: Bush fire management.

- Bega Valley Shire Medallion.

Functions: Considers nominations for community service awards.

- Road Safety Group.

Functions: Representative group providing advice on road safety.

Statement of all corporations, partnerships, or other bodies in which Council participates

MOU Aboriginal Land Councils

Through a Memorandum of Understanding (MOU) the Council works in partnership with the Eden, Bega and Merrimans Local Aboriginal Land Councils and the native title holders of the Shire. The MOU provides the primary framework for Council's work with Aboriginal communities.

MOU Eurobodalla and Bega Valley Shire Councils

The Memorandum of Understanding (MoU) sets out the objectives and management arrangements for the partnership between Bega Valley Shire Council and Eurobodalla Shire Council.

Canberra Region Joint Organisation (CBRJO)

The Canberra Region offers a dynamic and diverse range of industries running from the Alpine, through the Tablelands and down to the Coast, contributing to an increasingly influential regional economy.

The member councils involved include Bega, Eurobodalla, Hilltops, Goulburn Mulwaree, Queanbeyan-Palerang, Snowy Monaro, Upper Lachlan and Yass Valley. Collectively with the ACT Government, they form the Canberra Region Joint Organisation (CBRJO).

CBRJO Mission: To be a regional leader, advocating for all parts of the region in partnership to create vibrant communities.

CBRJO Vision: To be the voice of a strong and cohesive region which recognises and celebrates unique sub regions.

Sapphire Coast Tourism

Sapphire Coast Tourism (SCT) is under contract by Council to deliver tourism based promotion and marketing

Companion Animal Management

Companion animal management functions and activities are conducted by Bega Valley Shire Council Ranger Services in accordance with the Companion Animals Act and Regulations.

Expenditure

Expenditure for Animal Control for 2016/17 was \$254,259 and income of \$34,023.

Council employs seven (7) Rangers. This includes a Ranger assigned to public lands duties and a Trainee Ranger (Indigenous). Companion animal control and management is one of the core functions of Ranger Services but this portfolio competes with other regulation and compliance functions such as Environment Protection and Parking regulation. Ranger Services maintain a Companion Animal Facility (pound) employing two (2) part time staff to clean and maintain the facility.

Companion Animal Management Plan

Ranger Services continue to undertake proactive and reactive activities such as routine patrols of public places and sensitive coastal bird nesting sanctuaries, attend dog/cat complaints under the Companion Animals Act. Bega Valley Shire Council's five (5) year Animal Control Areas for 2012 - 2016 has now been reviewed. Community and stakeholders were consulted and invited to provide comment on the 2016 – 2021 review. A report has been prepared and will be presented to Council for adoption.

Companion Animal Facility (CAF)

The Companion Animal Facility (Pound) management data collection returns were lodged with the Office of Local Government October 2017 in compliance with the Companion Animals Act.

Desexing / Rehoming

Council continues to rehome dogs through the Animal Welfare League and cats through the RSPCA sub branch committee, to maximise Councils rehoming capability. This rehoming capability is one of the highest in the state in terms of Council rehoming as opposed to despatching of unwanted or unsuitable animals.

In this process Council's Companion Animal policy requires all animals to be desexed and lifetime registered when leaving Council's Companion Animal facility.

Dog Attacks / Dangerous, Menacing, Nuisance & Restricted dogs

During 2016-2017 Ranger Services received 105 complaints relating to dog attacks/dangerous dogs as classified on the Customer Request Management (CRM) database. This ranges from minor incidents such as dogs displaying unreasonably aggression while rushing at persons/animals to the more severe such as physical aggression on persons/animals where injuries have resulted on persons or animals.

This represents a steady increase from the previous financial year. Council are legally required to record these incidences on the NSW Companion Animal Register.

Following investigation of these incidents:

- 34 reported dog attack incidences
- 18 dog attacks on adult victims
- 03 dog attacks on child under 16
- 15 dog attacks on animal victim
- 07 dogs were destroyed
- 16 penalty notices
- 09 caution notices
- 14 Dangerous Dog Declarations
- 04 menacing dog declarations
- 18 Nuisance Dog Orders

Dangerous and Menacing Dog Declarations/dog control requirements

Compliance certificates are issued to owners of Dangerous and Menacing dogs where control requirements, such as enclosures, muzzles and specialised collars, have been complied with. Dangerous or Menacing dog control requirements are subject to an audit and inspection program. Where owners of Dangerous or Menacing dogs are found to be non-compliant then Penalty Notices and dog seizures may be sanctioned by Authorised Council Rangers.

Animal Registration

Bega Shire Council has discontinued with the distribution of lifetime registration letters. This is due to the introduction of an online NSW Pet Registry portal in 2016 which enables dog/cats owners to register an animal online.

Community Relationships

Council Rangers and staff continue to work with the Animal Welfare League (AWL) and Royal Society for the Prevention of Cruelty to Animals (RSPCA). Animals rehomed from Councils pound facility are reportedly the highest in NSW.

Barking dog complaints

Barking dog complaints and inquiries to call centre staff and Ranger Services continue to decrease this reporting period from previous years. This reduction attributes to the introduction of the Barking dog diary (template) which is accessible on Council's website. Complainants can now take ownership of the problem by monitoring and recording the noise emitted by barking dogs. This allows greater uniformity for Authorised Officers to assess legitimate complaints. The time of day, duration and discomfort levels which are used to determine and form part of a Nuisance Dog Order under the Companion Animal Act.

Following information derived from Councils Customer Request Management (CRM) database;

Type	2016 - 17	2015-16
General	365	495
Lost animals	228	211
Barking dogs	77	151
Found animals	220	215
Dog attacks/dangerous dogs	75/30	72
Registration enquiries	581	58

Water Supply

Water supply assets were in a satisfactory condition

1. Water supply assets were in a satisfactory condition
2. Total operating, maintenance and administration (OMA) expenses were (\$13,153,000).
3. Direct operations and maintenance expenses were (\$3,184,000).
4. Total depreciation of system assets, plant and equipment was (\$4,366,000).
5. A total of (\$1,604,000) was expended on capital works, capital equipment and asset refurbishment this year.

The following operations, maintenance, repair and management activities were undertaken for the year:

- Reticulation system work including water main flushing, house service repairs, water main repairs and reservoir cleaning.
- Trunk main maintenance work including flushing, air valve repairs and access track clearing.
- Electrical and mechanical maintenance work on pump stations including valve maintenance, switchboard repairs and servicing of pumps.
- Dam safety surveillance and studies.
- Water quality monitoring and water resources management activities.
- Water meter reading and data maintenance activities.

Of particular note is commencement of work to construct Bemboka water treatment plant. Activities undertaken on the project this year include options assessment, identification of the preferred option and engagement of the design/construction contractor.

Sewerage Services

1. Sewerage system assets were in a satisfactory condition
2. Total operating, maintenance and administration (OMA) expenses were (\$17,271,000)
3. Direct operations and maintenance expenses were (\$5,394,000)
4. Total depreciation of system assets, plant and equipment was (\$6,578,000)
5. A total of (\$709,000) was spent on capital works, capital equipment and asset refurbishment.

The following operations, maintenance, repair and management activities were undertaken for the year:

- Reticulation system operation and maintenance including CCTV inspections, flushing and jetting.

- Effluent reuse system operation and maintenance.
- Electrical and mechanical work including switchboard maintenance, valve maintenance and pump servicing.
- Electrical and mechanical contract maintenance of sewage treatment works associated with the Bega Valley

Of particular note is the planned transfer of sewage treatment plant operational responsibility from Downer to Council. Work undertaken to complete this task included recruitment of staff, finalisation of all contractual matters and asset management tasks.

PIIP Applications

Council received one (1) application, notifications or complaints under the PIIP Act 1998.

Governance

‘Governance’ encompasses all of the following reporting areas within Council:

- Code of Conduct Complaints
- ICAC matters
- Public Interest Disclosures
- Applications made under the Government Information Public Access (GIPA) Act 2009
- Matters relating to the Privacy and Personal Information Protection (PIIP) Act 1998

Code of Conduct Complaints

During the 2016/17 financial year there were 11 complaints made concerning alleged breaches of the Model Code of Conduct. Five of the eleven matters were referred to an independent investigator for preliminary assessment and investigation. Three of the complaints were referred to a member of Council’s Legal Services Panel for processing, one to the Office of Local Government for consideration, and three were managed internally by the Mayor and General Manager respectively.

During the period of 1 March 2017 through 30 June 2017, Council employees attended and participated in mandatory Code of Conduct workshops. The training was provided in-house and was delivered as an introduction to the Model Code of Conduct. The two-hour session outlined the most significant parts of the code for Council Officials and provided information to employees in relation to their rights and obligations as local government employees. This training is delivered to all employees on a biennial basis.

Public Interest Disclosure

There were zero Public Interest Disclosures made in the 2016/17 financial year.

ICAC Investigations

Council received zero notifications of this nature during the 2016/17 financial year.

GIPA Applications

During the 2016/17 financial year Council received a total of 26 formal GIPA Applications from various members of the public. All 26 applications were processed under the requirements of the Act, with a Notice of Decision being provided to each applicant. Formal records of these applications are reflected in Council's Disclosure Log, available electronically on Council's website www.begavalley.nsw.gov.au

The content of documents requested varied between information pertaining to Development Applications (DA's) and Approvals, submissions on DA's, Code of Conduct matters, as well as expenditure of Council funds. A description of each notice of decision is also included within Council's Disclosure Log on its website.



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