









# Council Review by Organisation



ACTION STATUS INDICATOR	
Ongoing activity ( <i>for business as usual activities</i> ).	
Project Completed.	
Project/Program On Track ( <i>in terms of deliverable, scope, timeframe</i> ).	
Project/Program Off Track ( <i>in terms of deliverable, scope, timeframe</i> ).	

## Assets and Operations

### Assets and Operations Coordination



#### Assets and Operations Coordination

Strategic Action	Annual Activity	Comments	Status
Oversee Assets and Operations services, programs and finances	Advocate to government for improvements to the Princes Highway, public transport and transport logistics (Transport Vision)	<p>Attendance at all South East Australia Strategy (SEATS) meeting with the exception of one during the period has occurred. Input into SEATS election advocacy documents has been provided.</p> <p>Staff and Councillor attendance at initial Princes Highway Corridor Strategy workshop with GHD (consultants developing strategy on behalf of multiple Governments).</p> <p>Draft BVSC Transport Futures document placed on extended exhibition.</p> <p>BVSC input provided to CRJO freight prospectus and road and bridge priority prospectus.</p>	
Oversee Assets and Operations services, programs and finances	Develop and implement a detailed financial budgeting and tracking system to enable all Sections to forecast and report in a reliable and consistent manner	Financial budgeting system has been developed, uploaded in Authority and handed to finance to manage as a corporate system. Finance register has been developed to track all financial movements across the directorate.	
Oversee Assets and Operations services, programs and finances	Develop comprehensive operational service level agreements for all Group areas	Initial meetings with managers have occurred.	
Oversee Assets and Operations services, programs and finances	Devise and implement a new Assets and Operations Group structure and operational model	Proposed structure has been put out for internal consultation	


Strategic Action	Annual Activity	Comments	Status
Oversee Assets and Operations services, programs and finances	Develop an accountabilities and reporting model for operational issues within the Group	Major projects (capital and operational) reporting framework in place in line with GM spread sheet, structured fortnightly individual manager/coordinator meetings in place as well as team meeting to report on and review operational issues	
Oversee Assets and Operations services, programs and finances	Review all Group Asset Management Plans and ensure they remain relevant and achievable	Review of all Group Asset Management Plans is ongoing.	







## ***Leisure and Recreation***

### **Beach Lifeguard Services**







Strategic Action	Annual Activity	Comments	Status
Improve safety for residents and tourists on the Shire's beaches	Provide lifesaving services at seven beaches in Eden, Merimbula, Tathra and Bermagui	Pre-season communication and planning for lifeguard services undertaken. Purchase order for season issued. Contractor meeting Friday 7th December, 2018. Lifeguard Services commenced at service locations.	
Improve safety for residents and tourists on the Shire's beaches	Implement funded recommendations from lifesaving service provider's annual report	Application for water safety grant submitted to increase service provision, but submission was unsuccessful. Service provision as per BVSC Contract and Special Rate Variation (SRV) funding amount. Australian Lifeguard Service providing Tathra Beach February lifeguard season extension at no cost to community.	





### **Marine Infrastructure**






Strategic Action	Annual Activity	Comments	Status
Capital Works: Marine Infrastructure	Boat ramp upgrades at Bermagui River, Blackfellows Lagoon, Kalaru and pontoon at Quarantine Bay, Eden	Review of Environmental Factors (REF) complete, site surveys complete, design consultant engaged and concept preparation underway.	



Strategic Action	Annual Activity	Comments	Status
Capital Works: Marine Infrastructure	Preparation of scope of works for renewals to Tathra Wharf	Currently the project is being scoped and a design program being prepared for the end of 2018/19 year to allow future funding bids for renewals to Tathra Wharf	
Construct and maintain marine infrastructure	Asset renewal program ground-truthed and projects prioritised. Include renewal contributions to grant programs	Projects for grant funding applications are being directed and influenced by the recreation asset renewals program. Examples include Rural Village Playground renewals, Wallaga Lake Walking Trail, Barclay Street Sportsground improvements and Boating Now boat ramp upgrades (Beauty Point, Bermagui River, Blackfellows Lagoon, Quarantine Bay jetty. Minor asset renewals prioritised and ground-truthed prior to works.	
Construct and maintain marine infrastructure	Maintain marine infrastructure	Beauty Point Boat Ramp design and tender work completed. Construction scheduled for 1st quarter 2019. Design work underway for Boating Now Round 2 grant funded projects (Bermagui River, Blackfellows Lake, Quarantine Bay Jetty / Pontoon.)	
Plan and manage minor marine infrastructure and the Tathra and Merimbula wharves and the Merimbula public jetty	Implement the recommendations of the Maritime Infrastructure Internal Audit	Audit priorities are being reviewed in the 2018/19 financial year. Budget allocation for actions will be considered in the 2019/20 budget. This year's allocation has gone to the Tathra Wharf.	
Plan and manage minor marine infrastructure and the Tathra and Merimbula wharves and the Merimbula public jetty	Concept design and scope for renewal requirements Tathra Wharf	Currently the project is being scoped and a design program being prepared for the end of 2018/19 year to allow future funding bids for renewals to Tathra Wharf	
Review the Transport Asset Management Plan for marine infrastructure	Nil	Appropriate updates to the asset register have been made with the received works as-executed. Valuations of asset condition have not been done this financial year.	

## Parks and Gardens




Strategic Action	Annual Activity	Comments	Status
Capital Works: Parks and Gardens	Recreation renewals for assets affected by the Tathra and District fire	<p>BVSC has renewed fencing around a number of sites e.g. Chad Izzard Park, Tathra headland walking track, Cliff Place Reserve.</p> <p>The viewing platform within the Tathra Headland Park is being designed by the firm appointed to design the Tathra headland walking. This is progressing and consultation with key stakeholders (THWAG, Tathra Lions) is being managed well.</p>	
Capital Works: Parks and Gardens	Consultation and design for Rural Village playground upgrades in Wyndham, Bemboka, Cobargo, Mogareeka	Initial consultation complete (park drop-in sessions and have your say poll regarding playground equipment) and design commenced.	
Capital Works: Parks and Gardens	Community engagement and concept design for a second all abilities playground within the Shire	<p>Consultation for Tathra Everyone Can Play Playspace completed.</p> <p>Council endorsed concept design December 2018.</p>	
Capital Works: Parks and Gardens	Construction design for major elements of the Coastal Accessibility Plans	Design works have commenced on particular project elements at Short Point and Bruce Steer Pool.	
Capital Works: Parks and Gardens	Construction design and procurement for Wallaga Lake Path renewal	Aboriginal Heritage assessment underway. Aim to commence survey and design work in Feb, 2019	
Capital Works: Parks and Gardens	Deliver the funded "Everyone Can Play" playground at Tathra	Concept and detail design completed. Project tender January 2019. Construction scheduled for March - May 2019.	

Strategic Action	Annual Activity	Comments	Status
Capital Works: Parks and Gardens	North Tura Trail improvements (from 2017/18)	<p>Notification of successful Stronger Country Communities grants application September 2018. (BVSC funding contribution revoked from 2017/18)</p> <p>Funding deed finalised November 2018.</p> <p>Detailed site assessment and determination approvals requirements scheduled for 1st quarter 2019.</p> <p>Project funding deed milestones 50% Feb 2020, project complete Oct 2020.</p>	
Construct and maintain recreation facilities	Asset renewal program ground-truthed and projects prioritised. Include renewal contributions to grant programs	This is an ongoing activity. Not all assets have been ground-truthed but getting there in an effort to inform Long Term Financial Planning. Recent funding from NSW government has helped the Recreation and Natural Assets team to make inroads into asset renewal backlog.	
Construct and maintain recreation facilities	Support parks volunteers through the parks volunteer program	Five established and functioning volunteer groups - Friends of the Blue Pools (Bermagui), Eat the Park (Littleton Gardens, Bega), Friends of Bar Beach (Merimbula), Friends of Warren's Walk (Eden) and North Tura Coastal Reserves Volunteer group. North Tura is a recently constructed volunteer group, with three working bees held. Site Management Plan for this site is being updated as directed by Council resolution in December 2018.	
Construct and maintain recreation facilities	Maintain Asset Protection Zones and fire trails on natural areas under Council control and continue membership of the Bushfire Management Control Committee	First pass of Council Asset Protection Zone (APZ) slashing completed November/December 2018, ongoing monitoring of vegetation growth to determine timing of second pass. Bush Fire Management Committee (BFMC) meetings attended and BVSC continues to be an active member of the BFMC.	



Strategic Action	Annual Activity	Comments	Status
Construct and maintain recreation facilities	Implement MOU with Crown Lands and RFS to create and maintain APZs to enable rebuilding of dwellings in Tathra affected by the Tathra and District Fire	MOU developed and APZ enhancement works at Sanctuary Place and Ocean View Terrace completed. Works for APZ establishment at Thompson Drive assessed and quotes currently being sought from contractors.	
Construct and maintain recreation facilities	Identify and implement priority vegetation protection and rehabilitation and restoration projects in public areas	Works program developed and vegetation restoration/management works undertaken at Bemboka River Reserve, Jiguma Reserve, Curalo Foreshore reserve and Murunna Point. Significant works undertaken at Tathra to restore fire damaged ecosystems including a large community planting project at Tathra Headland.	
Plan and manage recreation facilities	Develop operations and maintenance programs for parkland facilities, skate parks and playgrounds	Operational and maintenance programs for playgrounds and boat ramps in use. Services, inspections and maintenance works logged into Reflect. Specifications for 'Paths and Trails' and 'Minor Structures' are being developed.	
Plan and manage recreation facilities	Deliver and review the Community Project Proposals program	Community Project Proposal reviewed by staff and no changes. Waiting on LEG review and upload of procedure to BVSC website.	
Plan and manage recreation facilities	Apply for grants for the Coastal Accessibility Plans and implement successful applications	<p>Regional Growth Environment and Tourism Fund application successful. Funding deed finalised July 2018 (\$2.27m of \$2.76m total projects value)</p> <p>Short Point Coastal Access Plan review completed and endorsed.</p> <p>Sites Review of Environmental Factors (REF's) completed.</p> <p>Design work for project elements progressing. (Bruce Steer Pool amenities, Short Point viewing platform concepts endorsed by Council. Construction scheduled for 2nd quarter 2019. Bruce Steer Pool access ramp and civil design initial concept development)</p> <p>Scheduled projects completion June 2020.</p>	

Strategic Action	Annual Activity	Comments	Status
Review the Leisure and Recreation Asset Management Plan for recreation assets	Continue recreation asset inventory and mapping	This is an ongoing activity. Considerable work has been undertaken on mapping paths and trails (Q-GIS) across the Shire and we will continue to build this inventory so that recreation and natural assets can be managed more effectively.	
Review the Leisure and Recreation Asset Management Plan for recreation assets	Identify key issues and treatments of natural areas and assets and prioritise projects and tasks	Projects identified and prioritised based on ecological significance of the reserve, level of threat, likelihood of mitigating threats and opportunities for community involvement. Site visits and liaison with stakeholders provided baseline information for project development. Opportunities to tap into available funding were actively sought. Ongoing projects include saltmarsh restoration works at Bermagui, Endangered Ecological Community restoration at Bemboka River Reserve, Lake Curalo and Murunna Point, and sediment control works and revegetation across the Tathra/Vimy Ridge Fire ground.	



### Public Amenities




Strategic Action	Annual Activity	Comments	Status
Construct and maintain public toilets	Maintain public toilets to agreed service levels		
Construct and maintain public toilets	Asset renewal program ground-truthed and projects prioritised. Include renewal contributions to grant programs	Background for public amenities review developed first half of 2018. Draft strategy to be reported to Council early 2019. Bruce Steer Pool amenities upgrade design endorsed by Council (Asset renewal).	
Plan and manage public toilets	Develop and implement a Public Amenities Management Plan	Information gathering, current situation analysis and background work completed.  Initial draft BVSC Public Amenities strategy document in development scheduled to be reported to Council 1st qtr 2019.	




Strategic Action	Annual Activity	Comments	Status
Review the Leisure and Recreation Asset Management Plan for public amenities	Map public amenities and update the authority asset register and the valuation and condition of assets	Public amenities review has addressed the valuation and condition of assets and the BVSC Rec team has mapped public amenities across the Shire (refer to attached map). The next step proposed for early 2019 is to update the asset register (Authority or other program) so that these assets can be tracked more effectively.	
Capital works: Public Amenities	Bruce Steer Pool amenities (from 2017/18 year)	Concept design endorsed by Council. Detail design underway. Request for tender scheduled for 1st quarter 2019. Construction scheduled for 2nd quarter 2019.	





### Sporting Grounds and Facilities




Strategic Action	Annual Activity	Comments	Status
Construct and maintain sporting grounds and facilities with community committees and groups	Apply for grants and funding to implement the Regional Sporting Facility Master Plans for Bega and Pambula Sporting Complexes	Major Project Funding Application Submitted  Regional Sport Infrastructure Fund  Business Case: Bega Valley Regional Sports Hub (Bega and Pambula Sporting Complexes)  Funding Application for \$9.94m of \$12.5m total projects value.	
Construct and maintain sporting grounds and facilities with community committees and groups	Asset renewal program ground-truthed and projects prioritised. Include renewal contributions to grant programs	Recreation AMP validation has contributed to receiving funding for sportsground renewals (Tathra, Eden and Wolumla) under the Stronger Country Communities Fund Round 2 and a significant submission to the RGETF for the redevelopment of the Bega and Pambula Sporting Complexes.	

Strategic Action	Annual Activity	Comments	Status
Construct and maintain sporting grounds and facilities with community committees and groups	Barclay Street Sportsground renewal/improvements (from 2017/18 year)	<p>Stronger Country Communities R2 application successful and funding deed finalised December 2018. Projects directed by required asset renewals (AFL / cricket pavilion renewal and AFL floodlights)</p> <p>Request for tender for floodlighting scheduled for 1st qtr 2019.</p> <p>Pavilion concept design development scheduled for 1st qtr 2019.</p> <p>Funding deed project completion milestones 50% October 2019. 100% October 2020</p>	
Plan and manage sporting facilities	Develop and implement a maintenance program for sporting assets based on Facility Management Plans	<p>Annual oval maintenance programs progressing - programs carried out at Bega, Pambula and Berrambool Sporting Complex's, Dickinson Oval, Bermagui, Wolumla Recreation ground and Lawrence Park, Tathra. Maintenance programs include turf aerating, fertilising, black beetle/billbug control and turf growth regulation. Soil testing and amendments applied at Bega and Pambula Sporting Complex's.</p> <p>Irrigation audit completed and Irrigation Management Plan endorsed.</p> <p>Additional focus to playing surface at Bega Recreation ground for NRL pre-season trial match in February 2019 has been applied.</p>	
Plan and manage sporting facilities	Continue to develop, review and implement Facility Management Plans for regional, district and local level sporting facilities	Review of endorsed Facility Management Plans (FMP) underway and draft local level sporting facilities plans being reviewed. Expecting FMPs to go to April 2019 Council meeting for endorsement	

Strategic Action	Annual Activity	Comments	Status
Review the Leisure and Recreation Asset Management Plan for sporting facilities	Update the authority asset register and the valuation of and condition of assets	Due to various funding programs being granted (NSW Government primarily) along with the large number of projects to deliver, updating of the asset register along with the validation of this data has taken a back seat during this period. There will need to be a concerted effort to undertake this review throughout 2019.	


### Swimming Pools

Strategic Action	Annual Activity	Comments	Status
Capital works: Swimming Pools	Bega Pool renewal project concept design	Consultant engaged to prepare concept design for facility. Initial concept meeting held with architect, council staff, current and previous facility operators to determine facility mix for draft concept. Draft concept provided and currently being reviewed by working group for feedback.	
Construct and maintain swimming pools and the Sapphire Aquatic Centre	Asset renewal program ground-truthed and projects prioritised. Include renewal contributions to grant programs	Projects prioritised before season commencement and renewals undertaken (pool cleaners, pool painting, chemical dosing systems, pool covers). Reviewing forecast renewals for next financial year in preparation for budget development.	
Plan and manage swimming pools and the Sapphire Aquatic Centre	Supervise or contract manage seasonal pools and the Sapphire Aquatic Centre and provide aquatic programs		
Plan and manage swimming pools and the Sapphire Aquatic Centre	Increase programs at Council run seasonal pools	Programs advertised at Seasonal sites, through Council news, Facebook and program information distributed to schools. School holiday intensives programs scheduled at Bemboka, Candelo and Eden.	


Strategic Action	Annual Activity	Comments	Status
Plan and manage swimming pools and the Sapphire Aquatic Centre	Develop an Aquatic Facilities Strategy in partnership with the community in accordance with the Aquatic Facilities Review	Project is linked to broader organisational SRV review.  Draft BVSC Pools Facilities Discussion Paper developed post Councillor workshop. Draft discussion paper includes costing models for three differing pools strategy options. Discussion paper to be used for information and consideration in future SRV discussion and consultation.	
Plan and manage swimming pools and the Sapphire Aquatic Centre	Progress with funding application for Bega Pool renewal	No suitable grants available. Concept planning progressing in preparation for future grants opportunities.	
Review the Leisure and Recreation Asset Management Plan for aquatic facilities	Update the authority asset register and the valuation of and condition of assets	Asset condition inspection and review scheduled for end of season (April) due to operational focus at this time.	








## ***Property and Project Services***








### **Project Development Services**





Strategic Action	Annual Activity	Comments	Status
Manage the delivery of major transport infrastructure	Design and project manage the delivery of major Council infrastructure projects	Project as assigned are delivered to an agreed scope, budget and program in accordance with direction from relevant Asset/Project Owners	

### **Property Services**

Strategic Action	Annual Activity	Comments	Status
* DIAP* Contribute towards liveable and accessible public places	Identify and promote accessible Council venues and infrastructure	Status of Buildings accessibility will be updated as part of Council's review of Building Management	








Strategic Action	Annual Activity	Comments	Status
* DIAP* Increase access to community assets	Prioritise access outcomes in renewals and upgrades of community assets	Improving access is an important consideration in both minor and major projects. Minor project examples include park furniture replacements at Boller Park Merimbula and Scout Hall Park Eden. Other projects include rural village playground upgrade projects, Tathra Headland viewing platform replacement, Tathra Headland Walk, grant applications for all abilities playgrounds at Bermagui and Eden.	
* DIAP* Develop and enhance employment opportunities for people with a disability	Investigate improvements to the administration building to facilitate employment opportunities	Status of the Administration Building's accessibility will be updated as part of Council's review of Building Management	
Develop and manage Council's property portfolio and manage Council's Reserve Trusts	Manage Council's property portfolio, building assets, acquisitions, Crown Reserves and road closures	Council's property portfolio activity including acquisitions and disposals, Crown Land Management, road closures, road naming is progressing.	
Develop and manage Council's property portfolio and manage Council's Reserve Trusts	Carry out Native Title Assessments for development or use of Crown Land	Native Title Assessments are carried out on a needs basis where required.	
Develop and manage Council's property portfolio and manage Council's Reserve Trusts	Commence the land negotiation pilot project work with Bega Local Aboriginal Land Council and Crown Lands under the Crown Lands Management Act 2016	Not yet commenced due to advice from Crown Lands they are behind with other areas.	
Develop and manage Council's property portfolio and manage Council's Reserve Trusts	Determine use of Tura Marrang residence	Expression of interest out to the marketplace for potential uses of residence.	
Develop and manage Council's property portfolio and manage Council's Reserve Trusts	Administer the Community Group Fees and Charges Reimbursement Program if funding becomes available	No budget allocation at this time.	

Strategic Action	Annual Activity	Comments	Status
Review and update the Buildings Asset Management Plan	Update Council's building assets inventory with revised condition report information following review of corporate systems	There has been no progress on this action.	
Review and update the Buildings Asset Management Plan	Develop asset rationalisation plan and commence actions to dispose, upgrade or renew buildings	Report due to Council March 2019.	
Operate and maintain cemeteries and associated services in conjunction with volunteers	Manage the Shire's cemeteries in accordance with Cemetery Management Plans	This is an ongoing task, and is managed through the day to day operations of the cemetery business.	
Operate and maintain cemeteries and associated services in conjunction with volunteers	Finalise the Cemetery Mapping Project following review of corporate systems	This is an ongoing task and will require further investigation. We now have confirmation of continued use of Authority, specialised training for all staff in the Cemetery Module will be required to progress this project.	
Operate and maintain cemeteries and associated services in conjunction with volunteers	Develop a strategic plan for the management of cemeteries	Contract awarded to prepared Strategic Plan for cemeteries.	
Review and update the Cemeteries Asset Management Plan (*CAMP)	Refine asset data and update register	Ongoing activity.	
Maintain and manage community centres and halls in conjunction with hall committees	Manage the Shire's community centres and halls in accordance with Facility Management Plans	Ongoing and part of usual hall business.	







Strategic Action	Annual Activity	Comments	Status
Maintain and manage community centres and halls in conjunction with hall committees	Apply for grants to implement kitchen renewal and upgrade program for all community halls	<p>Five kitchens have been completed in 2018 through the Stronger Country Communities Round 1 funding, with a further five to be completed in 2019 through Round 2.</p> <p>With a number of other kitchens being upgraded through external and internal funding sources over the last 4years there is only Wandella Hall outstanding.</p>	
Maintain and manage community centres and halls in conjunction with hall committees	Audit all community halls and centres and develop a plan and apply for grants to deliver improved access and functionality	This is an ongoing activity to be further investigated when more resources are identified.	
Capital Works: Property Services	Kitchen upgrades to Bemboka, Eden, Kiah, Pambula, Tanja and Wolumla	All kitchen upgrades have been completed.	
Capital Works: Property Services	Eden Log Cabin roof replacement	<p>Ongoing project, funds identified through the Stronger Country Communities Round 1 Funding.</p> <p>RFQ process to commence in early 2019 to identify suitable contractor, approval sought from Heritage Advisor to use sheet metal rather than shingles to replace current asbestos material.</p>	

## Strategy and Asset Service

### Strategy and Asset Services



Strategic Action	Annual Activity	Comments	Status
* DIAP* Advocate for improved access and inclusion outcomes across all levels of Government	Continue to facilitate the Bega Valley Local Traffic Committee to improve access outcomes	The Bega Valley Local Traffic Committee actively considers requests for additional accessible parking. However constraints are considerable for on street parking due to the current DDA requirements which leads to additional on street accessible parking spaces difficult to deliver to meet compliance. Where possible the Bega Valley Local Traffic Committee will improve and add to off street parking numbers for people with disabilities.	
* DIAP* Continuously improve processes to achieve access and inclusion outcomes	Conduct an audit of accessible car spaces in the Shire	Project scheduled for Q4 2018/19.	
Identify and complete floodplain risk management projects	Complete Bega and Brogo Rivers Floodplain Risk Management Study and Plan	Study and Plan completed in accordance with the revised program.	
Identify and complete floodplain risk management projects	Continue Twofold Bay, Lake Curalo and Towamba River Flood Study	Study commenced and is progressing in accordance with the program.	
Identify and complete floodplain risk management projects	Commence Floodplain Risk Management Projects		
Map and maintain information on Council's assets	Develop and maintain the Asset Register for Council's transport and associated assets	Asset Register has been developed and maintained with the received works as-executed.	
Map and maintain information on Council's assets	Design and implement a real-time asset and works data management viewer for the Network Operation Centre	Project has been completed and is operational	














Strategic Action	Annual Activity	Comments	Status
Map and maintain information on Council's assets	Simplify asset data reports for Council's transport asset classes	Report concepts are being tested for reports and have been incorporated within the real-time asset and works data management viewer for the Network Operation Centre.	
Plan for transport Capital work	Plan the transport network	Planning for the transport network continues, including two key outcomes, 1. Adoption of the consultation draft transport vision document titled 'Transport Futures' and 2. Sealed road full condition survey.	
Plan for transport Capital work	Develop maintenance schedules and capital works programs for transport assets	Capital works programs were completed for 2018/19 and drafted for 2019/20 budget considerations. Council's maintenance schedules are currently being undertaken by the Works Section.	
Review and update stormwater renewal program	Complete analysis of condition assessment data	Analysis of condition assessment is ongoing. It has contributed significantly to the capital works program developed for the 2019/20 budget considerations.	
Review and update the Transport Asset Management Plan	Determine impacts on the Transport Asset Management Plan (AMP)	Analysis of the Transport AMP is ongoing and impacts on the capital work program development.	
Undertake a Regional Transport Strategy	Develop a Regional Transport Strategy Vision	The consultation draft transport vision document titled 'Transport Futures' has been adopted and currently in the consultation phase.	

## ***Transport Services***




### **Bridges**




Strategic Action	Annual Activity	Comments	Status
Capital Works: Bridges	Bermagui River Bridge, Bermagui	Ongoing Cathodic Protection of the bridge Piers utilising an existing contract to progressively complete the works as funding allows.	
Capital Works: Bridges	Brianderry Road, Buckajo	Design still to be finalised but works are due to commence on the 25th of February.	

Strategic Action	Annual Activity	Comments	Status
Capital Works: Bridges	Buckajo Road, Buckajo	Awaiting final scope and design but work is scheduled to commence on April 22nd.	
Capital Works: Bridges	Merimbula Lake Bridge - Market Street	Works current being scoped and a tender will be issued to undertake the required remedial works	
Capital Works: Bridges	Tathra Bermagui Road (Armco), Nelsons	Design options being considered in a culvert replacement or a bridge option is more viable in conjunction with Assets this project will be contingent upon obtaining Fisheries Permits and adequate funding - potentially may be required to roll in next financial year	
Capital Works: Bridges	Walls Flat Road, Numbugga	Design complete with works scheduled to commence on April 29th.	
Capital Works: Bridges	Whipstick - Mount Darragh Road	Project has been postponed. Scope has been increased and grant funding applied for.	
Capital Works: Bridges	Held over from 2017/18 Snake Track bridges 1&2	Both projects are being considered for the 2019/20 budget due to a change in bridge priorities based on condition assessments.	
Capital Works: Bridges	Held over from 2017/18 Pretty Point Bridge	A detailed design is being prepared for the completion of Pretty Point Bridge. This will provide detailed budget information for the staging of the project over a number of years.	
Construct and maintain concrete and wooden bridges, culverts and causeways	Maintain and renew bridges emphasising the use of reclaimed timber from replaced bridges for the existing timber bridge network	Maintenance and inspection complete by December.	
Construct and maintain concrete and wooden bridges, culverts and causeways	Commence a culvert replacement program	As projects and programs are assigned by the Asset Owners culverts will be replaced either a capital or maintenance works Noting - Strategic Assets are responsible for developing the program and assigning the budget	







Strategic Action	Annual Activity	Comments	Status
Plan and manage concrete and wooden bridges, culverts and causeways	Develop concept design estimates for 10 year program aligning with Asset Management Plan	Develop concept design estimates for 10 year program aligning with Asset Management Plan   Concept design estimates aligning with Asset Management Plan are being reviewed with review of construction delivery timing.	
Plan and manage concrete and wooden bridges, culverts and causeways	Develop and review the 30 year bridge replacement program emphasising the use of contemporary technologies	Development and review of the bridge replacement program has commenced and progressing.	



### Cycleways

Strategic Action	Annual Activity	Comments	Status
Capital Works: Cycleways	Shared Path - Lake Street, Merimbula	<p>Project is proceeding as per Council Resolution Option G - the design work is progressing and several approvals will be required prior to works commencing on site.</p> <p>Note - Project scope exceeds budget and options to deliver maximum value to the community and being investigated.</p>	
Capital Works: Cycleways	Bega Valley Regional Hospital shared path	<p>Project on schedule to be delivered by the Works team this financial year - letters sent out to affected residents advising of the works and impacts to existing traffic arrangements</p> <p>Note the \$300k budget is tight</p>	
Capital Works: Cycleways	Tathra - Kalaru bike track	Project progressing with Kalaru segment contract awarded and other segments to follow. Land acquisition issues still to be resolved prior to some segments commencing. Project to roll into next financial year.	





Strategic Action	Annual Activity	Comments	Status
Construct and maintain cycle network infrastructure	Maintain, renew and upgrade cycleways	Work logged into Reflect system. Council civil crew to action some in February 2019.	
Plan and manage cycle network infrastructure	Plan cycleways capital works program for upcoming year	Capital works programs were completed for 2018/19 and drafted for 2019/20 budget considerations.	
Plan and manage cycle network infrastructure	Identify and apply for grants to fund cycleways renewal and upgrade works	Review of grant opportunities ongoing and applications are made where application requirements are met.	

### Drainage


Strategic Action	Annual Activity	Comments	Status
Capital Works: Drainage	New drainage works - Wallaga Lake Road	Project complete in December. Some line marking is still outstanding.	
Capital Works: Drainage	Drainage renewal Bega Streets	Works to be delivered as per the program as developed and identified by Strategic Assets	
Capital Works: Drainage	Monaro St drainage Merimbula (held over from 2017/18)	Design and construction have been completed. Works as executed are nearly finalised.	
Construct and maintain stormwater infrastructure	Maintain, renew and upgrade drainage and stormwater infrastructure	A number of the rural drainage works diverted to this area in the absence of Roads Coordinator.	
Plan and manage stormwater infrastructure	Plan drainage and stormwater capital works program for upcoming year	Capital works programs were completed for 2018/19 and drafted for 2019/20 budget considerations.	
Plan and manage stormwater infrastructure	Prioritise and schedule culvert management works within the unsealed road network	Capital works programs were completed for 2018/19 and drafted for 2019/20 budget considerations. Maintenance projects are being identified as is expected throughout the year.	












Strategic Action	Annual Activity	Comments	Status
Plan and manage stormwater infrastructure	Investigate all urban underground stormwater condition allowing scheduled maintenance to occur in a manner that benefits the whole catchment	Condition assessments are being scheduled in accordance with the budget allocation. It is not possible to undertake condition assessment of all urban underground stormwater infrastructure with the current budget allocation.	
Plan and manage stormwater infrastructure	Deliver a proactive investigation and assessment regime and schedule of maintenance prior to failure	A schedule of maintenance inspections is ongoing delivered with Council's program called 'Reflect'.	










### Footpaths





Strategic Action	Annual Activity	Comments	Status
Construct and maintain pedestrian network infrastructure	Maintain, renew and upgrade footpaths	Work has progressed well so far and is on track for completion in 2019.	
Plan and manage pedestrian network infrastructure	Plan footpath capital works program for upcoming year	Capital works programs were completed for 2018/19 and drafted for 2019/20 budget considerations.	
Plan and manage pedestrian network infrastructure	Review inspection frequency of footpaths	Review of inspection frequency has commenced utilising the real-time asset and works data management viewer for the Network Operation Centre.	
Review and update the Transport Asset Management Plan	Determine impacts on the Transport Asset Management Plan (AMP)	Analysis of the Transport AMP is ongoing and impacts on the capital work program development.	

### Roads and Ancillary Infrastructure



Strategic Action	Annual Activity	Comments	Status
Capital Works: Roads and Ancillary Infrastructure	Seal West Kameruka Road	Survey and initial alignment completed and currently with Assets team for endorsement prior to finalising tender documentation	

Strategic Action	Annual Activity	Comments	Status
Capital Works: Roads and Ancillary Infrastructure	Stabilisation and reseal - Sapphire Coast Drive	Design complete and works are scheduled to commence 18/2/19.	
Capital Works: Roads and Ancillary Infrastructure	Stabilisation and reseal - Wallaga Lake Road	Project was complete in December with line marking still outstanding.	
Capital Works: Roads and Ancillary Infrastructure	Gravel resheet Jews Creek Road, Brogo	Project was complete in November 2018.	
Capital Works: Roads and Ancillary Infrastructure	Guardrail replacement - Mount Darragh Road	Tender completed and contract to be awarded and works completed as programmed	
Capital Works: Roads and Ancillary Infrastructure	Intersection renewal, stabilisation and reseal - Monaro Street	Project was complete in October 2018.	
Capital Works: Roads and Ancillary Infrastructure	Pavement rehabilitation - Swan Street, Bega	Works scheduled for early February 2019. On track	
Capital Works: Roads and Ancillary Infrastructure	Kerb and guttering - Bega Street, Tathra	Works to be delayed to tie in with the final design of the Tathra to Kalaru Bike track - request to carry over funds into next financial year	
Capital Works: Roads and Ancillary Infrastructure	Reseals (Various urban and rural locations)	Reseal program on track to be delivered in accordance with program prepared by Strategic Assets.	
Capital Works: Roads and Ancillary Infrastructure	Stabilisation and bitumen reseal - Max Slater Drive, Bega	Project is currently under construction and due for completion on the 8th of February 2019.	
Capital Works: Roads and Ancillary Infrastructure	Stabilisation and bitumen reseal - Ravenswood Street, Bega	Design complete and project is scheduled to commence on 29th April 2019.	
Capital Works: Roads and Ancillary Infrastructure	Stabilisation and bitumen reseal - Wallaga Lake Road, Bermagui	Project was complete in December 2018 with some line marking still outstanding.	





Strategic Action	Annual Activity	Comments	Status
Capital Works: Roads and Ancillary Infrastructure	Stabilisation and bitumen reseal - Wandella Road, Cobargo	Design complete and project scheduled to commence on the 8th of March 2019 for completion in the school holidays.	
Capital Works: Roads and Ancillary Infrastructure	Gravel re-sheet - Tantawanglo Mountain Road	Project completed in October 2018.	
Capital Works: Roads and Ancillary Infrastructure	Gravel re-sheet - Towridgee Lane, Candelo	Project completed in September 2018.	
Capital Works: Roads and Ancillary Infrastructure	Gravel re-sheet - Upper Brogo Road, Brogo	Scope set and project scheduled to commence on the 28th of January 2019.	
Capital Works: Roads and Ancillary Infrastructure	Sapphire Coast Drive rehabilitation (commenced 2017/18)	Not programmed to start delivery works until Q3/4	
Capital Works: Roads and Ancillary Infrastructure	Bermagui/Cobargo Road intersection (held over from 2017/18 year)	Design and construction have been completed. Works as executed to be finalised.	
Collaborate with Canberra Region Joint Organisation of Councils to investigate and progress improving the energy efficiency of street lighting	Program and source funds for next bulk replacement	Discussions have been held and are ongoing. Budget for next replacement program required.  Report being presented to 30 Jan 2019 council meeting updating progress and noting funding is being applied for	
Construct and maintain sealed and unsealed, rural and urban road network and associated infrastructure	Maintain, renew and upgrade roads, manage guardrail, roadside infrastructure and associated hazards and deliver street sweeping of the central business districts	Ongoing in accordance with program. Weather issues have meant minor rescheduling but still on track generally.	
Construct and maintain sealed and unsealed, rural and urban road network and associated infrastructure	Schedule a spoil removal program	Discussions have been held with Works Manager on the best process for this to occur. Due to complications with weeds and the availability of fleet to undertake the program it is not possible this financial year. Once a solution to the complications is found the removal program can be scheduled.	

Strategic Action	Annual Activity	Comments	Status
Plan and manage sealed and unsealed, rural and urban road network and associated infrastructure	Plan and review road network and associated infrastructure capital works program for upcoming year	Capital works programs were completed for 2018/19 and drafted for 2019/20 budget considerations.	
Plan and manage sealed and unsealed, rural and urban road network and associated infrastructure	Deliver a proactive investigation and assessment regime and schedule of maintenance prior to failure	A schedule of maintenance inspections is ongoing delivered with Council's program called 'Reflect'.	
Plan and manage sealed and unsealed, rural and urban road network and associated infrastructure	Consider a more proactive gravel re-sheeting program	A more proactive gravel re-sheeting program has been considered following the condition assessment undertaken this financial year. It is an ongoing activity and whilst a number of options have been identified and considered due to the availability of staff and fleet they were considered too challenging to be implemented in 2018/19. There is an ongoing review to refine the re-sheeting program.	
Plan and manage sealed and unsealed, rural and urban road network and associated infrastructure	Develop a long-term renewal program for roadside barriers	Program has been developed and included within both the short and long term budget planning process.	

### Town Centre Carparks




Strategic Action	Annual Activity	Comments	Status
Capital Works: Town Centre Carparks	Cabarita Car Park, Merimbula	Require design and scope. Can still be delivered this financial year.	
Capital Works: Town Centre Carparks	Bega Street, Tathra	Project deferred to 2020 FY to tie in with Tathra Headland and Bega Street Tathra renewal and upgrade works.	










Strategic Action	Annual Activity	Comments	Status
Construct and maintain town centre carpark infrastructure	Maintain, renew and upgrade carpark	General maintenance activities have been carried out on Carparks.	
Plan and manage town centre carpark infrastructure	Plan carpark capital works program for upcoming year	Capital works programs completed and drafted for 2019/20 budget considerations.	
Plan and manage town centre carpark infrastructure	Investigate and develop concept for direct to vehicle car parking management using smart technology	Proof of concept (POC) for data collection with Smart Parking Technology has been developed and installed within the recently upgraded off street parking area of Park Street, Merimbula. Data is being collected 24/7 to identify occupancy and duration of each car parking space.	
Review Airport Master Plan and update Asset Management Plan	Determine impacts on the Transport Asset Management Plan (AMP)	The Airport Master Plan is progressing in accordance with the delivery plan managed by the Manager Projects. The AMP will be updated at its next scheduled update in accordance with the works completed and planned for the airport.	

## Waste Services

### Waste Services





Strategic Action	Annual Activity	Comments	Status
Capital Works: Waste Services	Construct capping and gas management of stage two of the Central Waste Facility	Cell 2 final landform achieved. Cell 2 gas system to be constructed over a two week period in late March 2019. Commencement of capping works April/May 2019.	
Capital Works: Waste Services	Construct stage three of the Central Waste Facility	Stage 3 Cell construction complete 13/11/2018	
Deliver strategic waste minimisation programs	Continue WTF campaign and increase engagement with businesses		







Strategic Action	Annual Activity	Comments	Status
Deliver waste collection, waste disposal and recycling services and infrastructure	Provide waste and recycling collection services		
Deliver waste collection, waste disposal and recycling services and infrastructure	Administer the Waste Community Assistance Program		
Deliver waste collection, waste disposal and recycling services and infrastructure	Collaborate with Canberra Region Joint Organisation of Councils to develop a regional waste project	Attempts made to secure a regional approach to container deposit scheme with limited success	
Deliver waste collection, waste disposal and recycling services and infrastructure	Review charging system for waste management services	Domestic Waste Management (DWM) charging system changes being made throughout 18-19 lead by Revenue Team.	
Review Council's Waste Management Strategy and review and update the Waste Asset Management Plan for the central waste facility and waste transfer facility infrastructure	Implement FOGO collection service and roll out publicity	FOGO Programme rolled. Continuing education activities into FY19-20.	
Review Council's Waste Management Strategy and review and update the Waste Asset Management Plan for the central waste facility and waste transfer facility infrastructure	Plan and design a Materials Recovery Facility (MRF) and source funding	A conceptual design and costing undertaken. MRF to form part of overall waste infrastructure master plan subject to CBA.	






Strategic Action	Annual Activity	Comments	Status
Review Council's Waste Management Strategy and review and update the Waste Asset Management Plan for the central waste facility and waste transfer facility infrastructure	Investigate ways to increase diversion of construction and demolition waste from landfill	Site works are ongoing and purchase of additional plant required to progress construction and demolition waste processing at Eden Waste Depot.	

## ***Water and Sewer Services***

### **Water and Sewer Services**








Strategic Action	Annual Activity	Comments	Status
Capital Works: Water and Sewer Services (upgrade and new)	Plan Merimbula Deep Water Ocean Outfall and Sewage Treatment Plant upgrade	Project is slightly delayed but within expectations. Ministers approval expected mid-2020. The current largest risk area is in public perception/reputation (an expected risk). The project budget has been allocated more resources to communication and engagement.	
Capital Works: Water and Sewer Services (upgrade and new)	Upgrade Bermagui Sewage Treatment Plant	The scoping is complete. We have identified three packages of design and construct which are being project managed by Public Works Advisory. Civil works, process works and structural works. Civil and structural works are 80% designed and will be advertised for construction shortly. The process works will follow. Engagement with the Department of Industry – Water for Section 60 approval is on-track. There are no major risks emerging at this time.	
Capital Works: Water and Sewer Services (upgrade and new)	Upgrade Bega Sewage Treatment Plant	The scoping of the upgrade is progressing slowly, primarily due to internal staffing restrictions. As other projects progress then existing staff will be able to allocate more time to scoping this project.	
Capital Works: Water and Sewer Services (upgrade and new)	Construct Bemboka Water Treatment Plant	The treatment plant is mostly built and will enter the commissioning phase in the next few months. We expect supply to customers to commence in mid-2019.	





Strategic Action	Annual Activity	Comments	Status
Capital Works: Water and Sewer Services (upgrade and new)	Design and construct Brogo Water Treatment Plant	The project program is being developed. The procurement method has been identified by BVSC's Project Manager and the development of detailed specifications and scope has commenced. The pace of progression for this project is likely to increase over the next quarter as internal resources focus on the delivery.	
Capital Works: Water and Sewer Services (upgrade and new)	Plan Bega Water Treatment Plant	The internal resources required to begin delivery are currently allocated to other projects. Recruitment of a suitable project manager has been advertised to help. Addressing the planning constraints and completing survey of the environmental and physical factors on site is progressing in preparation for project management resources.	
Capital Works: Water and Sewer Services (upgrade and new)	Plan Yellow Pinch Dam Water Treatment Plant	The analysis of site layout and exact location for the Water Treatment Plant is underway.	
Capital Works: Water and Sewer Services (renewal)	Renew Supervisory Control and Data Acquisition (SCADA)	We have identified the preferred technology and software packages for the upgrade. Two test facilities will be upgraded in the next three months – Bermagui STP, and a catchment of Sewage Pump Stations in Eden. This will give us lessons learned and detailed specification for the public advertisement of the overall package.	
Capital Works: Water and Sewer Services (renewal)	Renew Bega Bore Field	The geo-hydrological review, including analysis of the Bega aquifer and bore location selection, is well progressed. This will give us the basis to design and construct the replacement bores.	
Capital Works: Water and Sewer Services (renewal)	Renew water supply and sewerage pipeline, mechanical and electrical capital works	<p>An expansion of our procurement panel to include water assets will enable the renewal program (pipes) to efficiently commence in the next 3-6 months.</p> <p>The major renewal of three Sewage Pump Stations in Eden has been awarded to DeKort Pumps (an Albury based firm). The next package of major station renewals will be advertised in the next three months.</p>	

Strategic Action	Annual Activity	Comments	Status
Enhance the environmental performance of water supply and sewerage system assets	Incorporate renewables technology into water and sewer treatment plant upgrades	Bemboka solar array on track for completion by June 2019. Bega STP remains in the options assessment stage.	
Enhance the environmental performance of water supply and sewerage system assets	Upgrade biosolids management capacity at five sewage treatment plants	The scoping of the required upgrades is progressing slowly, primarily due to internal staffing restrictions. As other projects progress then staff will be able to allocate more time to scoping these projects.	
Operate and maintain water supply and sewerage system assets	Operate and maintain water supply and sewerage systems to meet health and environmental regulatory requirements	Ongoing performance measures. 100% microbiological compliance with the Australian Drinking Water Guidelines. 100% compliance with the Fluoridation of Public Water Supplies Act (1957). 100% Compliance with the surveillance requirements of the NSW Dams Safety Act (2015). High levels of compliance with the NSW EPA Sewage Treatment Plant Environment Protection Licences.	
Operate and maintain water supply and sewerage system assets	Operate and maintain water supply and sewerage systems to meet Bega Valley Shire Council Strategic Business Plan (SBP) level of service objectives	Ongoing activity. High levels of compliance across all areas of the SBP levels of service objectives.	
Operate and maintain water supply and sewerage system assets	Review the current Water and Sewer Strategic Business Plan and develop an Integrated Water Cycle Management (IWCM) Plan for a sustainable future	Capital delivery plan completed. Financial modelling (LTFF) and price path calculations completed. Issues paper 80% completed.	



## Works Operations






### Merimbula Airport

Strategic Action	Annual Activity	Comments	Status
* DIAP* Contribute towards liveable and accessible public places	Implement a strategic approach to community input at concept design stage on identified projects in public places	Identified projects within public places as and when they arise will incorporate a communication and community engagement plan.  Example of this was in regards to the design of the shared path network in Tathra, Bega Street	
* DIAP* Include access and inclusion consideration in project management, design and strategy development	Audit project management processes to identify opportunities for access and inclusion considerations	Major projects will be considered for access and inclusion considerations and Concepts Design.  An example of this was the presentation of the concept design of the proposed BVRG project to the access in inclusion committee.	
* DIAP* Include access and inclusion consideration in project management, design and strategy development	Develop checklists that assess access to services and facilities to identify improvements	Access and inclusion factors are considered at each stage of projects including design stages	
Review Airport Master Plan and update Asset Management Plan	Investigate future peak demands and the impacts on Merimbula Airport services and infrastructure	This will be ongoing project to understand to impacts of the terminal and runway extension and future implementation of the Master plan for the Airport.	
Review Airport Master Plan and update Asset Management Plan	Develop a style guide for new buildings following airport terminal upgrade	This will be a activity of the Masterplan	
Review Airport Master Plan and update Asset Management Plan	Review and update the Merimbula Airport Master Plan	Works to update the master plan are ongoing and will tie in with capital works upgrades project progress in early 2019.	
Capital Works: Merimbula Airport	Extension of the Airport terminal	Contract to be awarded for the construction of the terminal	

Strategic Action	Annual Activity	Comments	Status
Capital Works: Merimbula Airport	Commence extension of Airport runway	EIS being prepared for the runway extension prior to submission for Development Approval	
Manage, construct and maintain Merimbula Airport	Provide an airport with regular passenger services to nearby capital cities and general aviation facilities and services	Passenger Numbers to be updated towards end of financial year	
Manage, construct and maintain Merimbula Airport	Prepare for end of current Merimbula Airport contractual management arrangements by retendering or other process	Transition into BVSC as Airport Operator underway and due to be finalised 31st March 2019.	
Manage, construct and maintain Merimbula Airport	Explore the potential for Australian Quarantine Inspection Service (AQIS) Plan for Merimbula Airport in partnership with oyster growers	Not yet commenced due to focus on other activities at airport	

### Works Section

Strategic Action	Annual Activity	Comments	Status
Deliver civil construction and infrastructure works for transport and recreation assets	Deliver the approved Capital Works (Renewal) Projects allocated to Works Section in the 18/19 budget	Roads projects are going well with minor design and weather issues making timings difficult. Anticipated bridge program has not been started due to lack of scope and design and conflicting priorities.	
Develop and implement a Whole-of-Fleet Management Strategy and update the Fleet Management Plan	Engage with organisation to ensure Fleet Strategy and Management Plan is appropriate, flexible, affordable and sustainable	Currently no work being undertaken on 'white fleet'. Awaiting LEG direction - Leaseback vs Novated Lease vs Award funding provision and commuter use etc.  Construction plant and work related fleet vehicles continue to be procured as per best practise guidelines.	





Strategic Action	Annual Activity	Comments	Status
Manage and maintain Council and NSW Rural Fire Service vehicles plant and equipment	Operate, maintain, renew and upgrade passenger, light, medium and heavy commercial vehicles, trailers and major plant items	<p>Fleet Facilities are tracking well relating to operational and capital revenue and expenditure.</p> <p>Fleet Hourly rates were adjusted late October with a slight increase. This is will offset record high fuel prices that have peaked in September 2018.</p> <p>Administration support has developed a fleet dashboard to assist in financial tracking.</p> <p>Fleet Facilities will be investing resource into Councils fleet management software "AusFleet" to improve utilisation, achieve a paperless job-sheet process and link plant operator pre-start checks directly into the system.</p>	
Operate and maintain Council amenities, urban streetscapes, public land and public facilities	Carry out operation and maintenance activities in accordance with service level agreements (SLA) and budget allocated	Tracking well overall with some minor budget adjustments required at review.	
Operate and maintain Council's works depots and stores	Operate Council's Works Depots and Stores in order to support operational and maintenance activities	Major work on Bega Depot Workshop still to be undertaken. Elsewhere all running within allowable norms	
Supply quarry material for Council's construction activities	Operate quarry as required to support operational need	All scheduled work for this financial year is complete	
Capital Works: Works Section	Delivery WHS and amenity improvements at the Bega Workshop	Works to be re-tendered in Feb 2019.	





## Business and Governance


### *Business and Governance Coordination*

#### Business and Governance Coordination

Strategic Action	Annual Activity	Comments	Status
Oversee Business and Governance services, programs and finances	Monitor major Council property and land matters including Merimbula Airport and Eden Wharf	<p>Merimbula Airport Upgrades are primarily the responsibility of the Assets and Operations Directorate, and are progressing well, with tenders for the landside (terminal upgrade) progressing through the evaluation phase as the calendar 2018 ended.</p> <p>The Eden Breakwater Wharf extension and Safer Harbour projects are both progressing on schedule. Council's budget commitments are also on track with the LTFP.</p>	
Oversee Business and Governance services, programs and finances	Implement outcomes of the Canberra Regional Joint Organisation of Councils working groups related to procurement, economic development and integrated planning and reporting	BVSC continues to participate and play a leading role in CRJO working groups	
Oversee Business and Governance services, programs and finances	Develop policies and procedures to oversee Council's business and financial management	<p>Almost all policies and procedures have been reviewed within their required timeframes.</p> <p>This process is being centrally administered and monitored by the People and Governance team</p>	
Oversee Business and Governance services, programs and finances	Develop and implement improvements in financial performance outcomes across the organisation	<p>A program of Financial Performance Reporting across the organisation is being implemented.</p> <p>This area has been hampered by staffing changes over the past two quarters, but will pick up momentum in the second half of the 2018-19 year.</p>	


Strategic Action	Annual Activity	Comments	Status
Oversee Business and Governance services, programs and finances	Review and update Council's Fit for the Future Improvement Program	Fit For The Future as a State-wide reporting framework is uncertain as to its future.  A similar localised framework is in development via the Management Reporting stream of Business and Governance	
Oversee Business and Governance services, programs and finances	Special Rate Variation (SRV) proposals and presentation of case to community and IPART	Council resolved to postpone the introduction of any Special Rate Variations until the 2020/21 financial year.  This project is expected to restart in the 3rd quarter of 2018-19.	






### Revenue and Customer Service




Strategic Action	Annual Activity	Comments	Status
Provide an efficient and high quality first resolution customer service	Respond to enquiries, receipt account payments, process applications, manage bookings and provide an emergency contact service	The majority of customer contacts are met within target.  Additional staff in the Customer Service and Revenue teams is enabling improved responsiveness.	

### Economic Strategy and Projects





#### Economic Development


Strategic Action	Annual Activity	Comments	Status
Support projects and opportunities that stimulate sustainable economic growth and align with the Economic Development Strategy	Advocate, support and deliver support programs for businesses looking to expand or for new businesses / start-ups wanting to operate locally	Small Business Month workshops delivered with local businesses and creative industries exposed to skills development in business planning, financial and marketing skills. New business referrals followed up - potential operators have been met in person and provided support in developing local knowledge and in Council requirements.	

Strategic Action	Annual Activity	Comments	Status
Support projects and opportunities that stimulate sustainable economic growth and align with the Economic Development Strategy	Leverage economic growth from infrastructure, innovation and commercial investments in the region		
Support projects and opportunities that stimulate sustainable economic growth and align with the Economic Development Strategy	Identify and develop partnership opportunities for across sectors, groups, stakeholders, education and skills	Economic Development has liaised with various groups, stakeholders and other levels of government including Department of Jobs and Small Business regarding Regional Employment Trials, Paul Morris and the Eden Social And Economic Development Working Group, TAFE NSW regarding Council training and development and the Bega Education Network.	
Support projects and opportunities that stimulate sustainable economic growth and align with the Economic Development Strategy	Develop a preferred business model for the saleyard		
Support projects and opportunities that stimulate sustainable economic growth and align with the Economic Development Strategy	Work with the NRMA to deliver an electric car energy hub	Construction completion by June 2019.	
Support projects and opportunities that stimulate sustainable economic growth and align with the Economic Development Strategy	Establish and manage a new centralised funding application and management system for external grants	<p>Secured \$1.7 million from the NSW Government's Stronger Country Communities Round 2 Fund for projects to improve rural playgrounds, amenities, community spaces and streetscapes.</p> <p>Eleven grant applications with a total grant request of \$25 million have been submitted to various NSW and Australia Government grant programs for a diverse range of projects for new infrastructure, research, community engagement and environmental protection across the Shire.</p>	






Strategic Action	Annual Activity	Comments	Status
Support projects and opportunities that stimulate sustainable economic growth and align with the Economic Development Strategy	Develop and administer the Economic Development grants program	Continuing support of the Bega Innovation Hub.	
Support projects and opportunities that stimulate sustainable economic growth and align with the Economic Development Strategy	Promote major projects including Merimbula Airport and the Port of Eden within the Shire to other levels of government		
Support projects and opportunities that stimulate sustainable economic growth and align with the Economic Development Strategy	Facilitate agreed concept design for Bermagui CBD	Funding application for a facilitator to bring all parties together submitted.	



### Learning and Civic Centres

Strategic Action	Annual Activity	Comments	Status
Provide, manage and promote use of the Bega Valley Regional Learning and Commemorative Civic Centres	Promote the facilities in the Regional Learning Centre for youth training and new business development and support		
Provide, manage and promote use of the Bega Valley Regional Learning and Commemorative Civic Centres	Promote the civic centre's facilities to not-for profit, private, government and corporate groups and to deliver successful productions		
Provide, manage and promote use of the Bega Valley Regional Learning and Commemorative Civic Centres	Implement an automated booking process for facilities		
Provide, manage and promote use of the Bega Valley Regional Learning and Commemorative Civic Centres	Develop and implement the Civic Centre and Learning Centre Business Plans	Initial work completed but more to be done. Presentation of key data sets and achievement to Clrs in early December 2018.	

Strategic Action	Annual Activity	Comments	Status
Provide, manage and promote use of the Bega Valley Regional Learning and Commemorative Civic Centres	Develop packages for weddings, wakes and corporate functions		



## Tourism



Strategic Action	Annual Activity	Comments	Status
* DIAP* Establish partnerships that address community wide barriers to access and inclusion	Continue to work with key community stakeholders on accessible Business and Tourism initiatives	ED Officer will attend Access & Inclusion Advisory Committee going forward from 2019.  Accessible tourism included in Tourism Industry future planning (TF2030)	
* DIAP* Contribute towards programs which aim to increase social inclusion and community connections	Promote the benefits of accessible business practice through the Business Forum and Chambers of Commerce	Inclusion of accessible tourism in Tourism Future 2030 document and discussion of accessibility with Eden Chamber of Commerce (CoC) at meeting. Ongoing actions will include referring information through to Chamber of Commerce (CoC) and through Council's social media as appropriate.	
Advocate, support and deliver sustainable tourism and visitor experiences to maximise the benefit to the community	Deliver contract management services, support to Council's contracted tourism service provider and manage transition to a new service provider contract	Sapphire Coast Destination Management (SCDM) on-boarded with business set up complete and key assets maintained (e.g. social media, industry partnerships etc.). Two (2) Visitor Information Centre (VIC) meetings completed as well as additional digital funding meeting discussion.	
Advocate, support and deliver sustainable tourism and visitor experiences to maximise the benefit to the community	Develop strategic partnerships and projects that support the broader visitor economy	Attendance at Destination NSW (DNSW) Regional Collaboration workshop and Tourism Future 2030 engagement with Destination NSW (DNSW).	
Advocate, support and deliver sustainable tourism and visitor experiences to maximise the benefit to the community	Support the management of the Eden Cruise Strategy including identified project support for the Bundian Way	Continued relationship development with DPC regarding funding that is executed mostly through Port Authority NSW (PANSW). Bundian Way branding project mostly complete.	

Strategic Action	Annual Activity	Comments	Status
Advocate, support and deliver sustainable tourism and visitor experiences to maximise the benefit to the community	Support and facilitate tourism infrastructure projects that assist maximising experiences for the Shires visitors	Gateway Signage project is progressing. Support given to the Recreation Assets team on tourism infrastructure.	
Advocate, support and deliver sustainable tourism and visitor experiences to maximise the benefit to the community	Bushfire marketing and promotion support	Tathra Business and Tourism Chamber supported through funding and Sapphire Coast Destination Marketing.	


## ***Financial Management***



### **Finance Services**

Strategic Action	Annual Activity	Comments	Status
Improve the provision of corporate financial services	Manage Council's Revenue Policy and investment portfolio, pay creditors and process the payroll	Additional staff resources will enable process improvements to the delivery of the council's financial management processes.  Deadlines have been met during the quarter, and payroll processing has made strong improvements with increased staffing.	
Improve the provision of corporate financial services	Review and update Council's Financial Information System	The review of tenders to replace Council's financial information system has been completed, with the outcome being to reject all tenders as unsuitable, and/or as not providing value for investment.  The 3rd quarter of 2018-19 will see a minor upgrade to BVSC's corporate system, including the financial modules.	




Strategic Action	Annual Activity	Comments	Status
Improve the provision of corporate financial services	Update Council's corporate business system	<p>The review of tenders to replace Council's financial information system has been completed, with the outcome being to reject all tenders as unsuitable, and/or as not providing value for investment.</p> <p>The 3rd quarter of 2018-19 will see a minor upgrade to BVSC's corporate business system.</p>	
Improve the provision of corporate financial services	Implement the Continuous Improvement Plan of recommendations arising out of internal audits relating to finance services	<p>A more systematic approach to Continuous Improvement Planning and implementation has been introduced by the Risk Management team (a team within People and Governance).</p> <p>The Audit Risk &amp; Improvement Committee (ARIC) has also recognised the challenge of implementing a large number of recommendations by reducing the number of internal audits being undertaken until this area can have additional resources allocated.</p>	

### Procurement and Contracts

Strategic Action	Annual Activity	Comments	Status
Ensure effective expenditure for purchasing goods and services	Implement procurement efficiency and cost reduction measures	<p>Notable high level summary</p> <ul style="list-style-type: none"> <li>a. Elimination of hardcopy tender submissions - Complete;</li> <li>b. Electronic contracts- Complete;</li> <li>c. Expansion of VendorPanel platform - Progressing/planning stage; &amp;</li> <li>d. LEG have considered and approved a Council Report to be issued to Council re. increase delegation for acceptance of tenders - Progressing/planning stage</li> </ul>	


Strategic Action	Annual Activity	Comments	Status
Ensure effective expenditure for purchasing goods and services	Undertake operational tendering activities for all Council Business Units	<p>The Procurement &amp; Contracts (P&amp;C) team facilitated 78 procurement processes, of which 62 have proceeded to contract stage.</p> <p>The team's remit is to facilitate all procurement processes that are estimated to exceed \$50,000.00 (inc GST) or where there is an organisational need as opposed to individual sections, we've found an increased usage for the service for processes not expected to exceed the above-mentioned threshold nor an organisational need. Feedback was sought to determine why, and predominately the response has been due to ease of use and streamlined processes.</p> <p>With the P&amp;C team continual effort on increasing on-contract spend, whether through ongoing arrangements or via panel arrangements, its forecast that the no. of processes P&amp;C conduct annually to decrease, allowing the team to dedicate a much needed focus on analytics, process + system improvement, communication and usability.</p>	
Ensure effective expenditure for purchasing goods and services	Collaborate with the Canberra Region Joint Organisation of Council's (CBRJO) Procurement Working Group	<p>Refer email dated 30/11/2018 w/ Brent Waldock (Goulburn).</p> <p>CRJO Procurement Working Group's (PWG) future to be considered in Feb 2019 meeting.</p> <p>The CRJO Procurement Coordinator position has been vacant since Aug 2017, which has resulted in nil initiatives.</p> <p>BVSC, amongst other member councils, has expressed interest in the PWG's reactivation if there is strategic benefit.</p>	






Strategic Action	Annual Activity	Comments	Status
Ensure effective expenditure for purchasing goods and services	Enhance Council's procure-to-pay process	<p>A business plan was prepared and endorsed to expand the existing VendorPanel platform to incorporate a Marketplace, the intent is to provide greater usability for suppliers and staff alike, as well as increased transparency, governance and a more competitive environment.</p> <p>The BP was endorsed 03/07/2018 with project planning underway for a roll-out forecast in the first quarter of 2019.</p>	
Ensure good governance practices in relation to procuring goods and services	Ensure adequate governance controls are in place for all procurement systems	<p>Reporting and audit measures are in place to ensure adequate governance controls place for all procurement related systems and processes.</p> <p>Improvements are being made through the expansion of the existing VendorPanel platform as well as revised procedures.</p>	
Implement key recommendations of the Procurement Review	Review activities and progress against the Procurement Review	The Procurement Review report has been consolidated into a readable format, discussion to occur to determine what activities are void due to irrelevance &/or post restructure and which activities are to be undertaken.	




## **Information Services**

### **Information, Communication and Technology**

Strategic Action	Annual Activity	Comments	Status
Provide and maintain corporate information, communication and technology services in alignment with the Technology Strategy	Provide effective and efficient computer systems, network infrastructure and user support		








Strategic Action	Annual Activity	Comments	Status
Provide and maintain corporate information, communication and technology services in alignment with the Technology Strategy	Implement the Information, Communications and Technology General Controls Audit recommendations		
Provide and maintain corporate information, communication and technology services in alignment with the Technology Strategy	Implement key recommendations from the Geographic Information Systems review	IntraMaps due for go-live Feb 2019 to replace ageing Exponare GIS system.	
Improve Council's business systems	Analyse business processes and develop recommendations for improvement	Authority7 upgrade and records digitization project underway.	





### Records Management

Strategic Action	Annual Activity	Comments	Status
Provide record and document management for Council	Register incoming mail and documentation and allocate customer requests within the organisation	Completed daily.	
Provide record and document management for Council	Digitise all hard copy property and building files	Project commenced and on track to be completed by May 2019. To date 2 batches (40 boxes each) have been sent for digitisation. First scanned images from Gosford Micrographics ready to be uploaded into Content Manager.	
Provide record and document management for Council	Archive and dispose of relevant records in document management system	Training delivered. Project commenced and ongoing.	



## People and Governance








### Employee Services


Strategic Action	Annual Activity	Comments	Status
* DIAP* Improve staff awareness of disability issues	Provide targeted disability awareness training for current and future call centre and frontline staff	Activity against this target has been delayed. A Traineeship Strategy for across Council will be developed during the 2018-2019 year.	
* DIAP* Improve staff awareness of disability issues	Include disability awareness training in staff induction	A new Employee Induction Program has been developed and includes awareness training about diversity related issues at the workplace.	
* DIAP* Develop and enhance employment opportunities for people with a disability	Promote job vacancies to community networks, schools, TAFE and Universities	Positions advertised appropriately - will consider further - as part of Development of Trainees/Apprenticeships/Cadet Strategy - to be developed by June 2019	
* DIAP* Develop and enhance employment opportunities for people with a disability	Examine potential for targeted recruitment initiatives within the development and implementation of the Workforce Strategy 2017-2021	will form part of new Traineeship/Apprenticeship/Cadetship Strategy to be finalised by June 2019	
* DIAP* Develop and enhance employment opportunities for people with a disability	Undertake engagement with staff who identify as having a disability or primary caring responsibility to better meet their needs understand and meet their needs	As part of Onboarding - now provides opportunity for employee to hold meeting with supervisor to discuss opportunities for assistance/including manual aids (e.g. computer screens/IT support).	
Maintain and support Council's workforce and implement the Workforce Strategy	Develop and implement strategies to attract new employees and support existing employees	Proposed Projects under Workforce Strategy due to operational priorities - including response to Tathra and District Fires/Yankee Gap Fires - noted that so far in 20189 - 112 recruitment processes completed	
Maintain and support Council's workforce and implement the Workforce Strategy	Develop a leadership program for executive, managerial, coordinator and supervisor positions	Senior Leadership Group meetings now held Monthly. Coordinator Co-Op meeting held 3 times during 2018. Combined Leadership Group meetings and leadership training program planning underway for 2019.	

Strategic Action	Annual Activity	Comments	Status
Maintain and support Council's workforce and implement the Workforce Strategy	Develop and implement a Trainee-Apprentices-Cadets Employment and Learning Strategy	Will form part of Traineeship/Apprenticeship/Cadetship Strategy to be finalised by June 2019 and a potential regional project.	
Maintain and support Council's workforce and implement the Workforce Strategy	Implement the Workforce Strategy to deliver resource sharing and program opportunities as part of the Regional Joint Organisation of Councils (JO) and Eurobodalla Memorandum of Understanding	One joint training program has been delivered during 2018 year - further combined training programs will be identified through the CRJO Cadetship Program and current Training Audit (currently being finalised as part of 2018/19 Employee Knowledge and Skills (EKAS) process).	
Maintain and support Council's workforce and implement the Workforce Strategy	Develop a Key Position Succession Plan in concert with the Trainee-Apprentices-Cadets Employment Learning Strategy	Research has been undertaken seeking examples of relevant other succession plans. EKAS training requests across the organisation have been mapped and distributed to each Section. Training opportunities will be applied for. Strategies currently being researched and developed by People and Culture Coordinator.	
Maintain and support Council's workforce and implement the Workforce Strategy	Undertake a gap analysis of the existing human resources system and research systems that meet identified gaps and provide reporting and metrics following the review of Council's business systems	People and Culture Team continue to collect and collate relevant information concerning this task. Metrics are being collected regularly. A formal business paper or plan is yet to be developed or presented in 2019.	







### General Manager and Mayoral Support


Strategic Action	Annual Activity	Comments	Status
* DIAP* Improve staff awareness of disability issues	Undertake 'break down the barriers' awareness training with Councillors and senior management	Preparation of Module - part of CEP area of responsibility - when module is complete it will be included in Councillor Induction Training Package - following 2020 LG Elections	
Conduct day to day management of Council	Exercise the functions of the Council in accordance with the Local Government Act 1993	Ongoing -	

Strategic Action	Annual Activity	Comments	Status
Conduct day to day management of Council	Arrange and conduct civic functions	The Mayor held Citizenship ceremonies in July and October 2018. Flag raising for Bega Valley Advocates for Timor-Leste Independence Day May 2018.	
Conduct day to day management of Council	Coordinate the second Organisation Culture Index Review	Project to commence - by March 2019 - Development of framework commenced	
Conduct day to day management of Council	Review the Memorandum of Understanding (MOU) with Eurobodalla Shire Council following commencement of Joint Organisation legislation	Review will be undertaken - once Canberra Regional Joint Organisation (CRJO) Governance Framework has been finalised - likely to be completed by end of June 2019.	
Conduct day to day management of Council	Lead the Reedy Swamp, Tathra Bushfire Recovery Project	The recovery for the Reedy Swamp (Tathra) event and the Bemboka region fire has now been combined. All identified actions have been completed. Access to services for those impacted by the second event has been made available and funding applied for to assist with fencing replacement. A survey is currently being undertaken to look at anniversary events for 18 March 2019.	
Support Councillors and ensure open and effective Local Government in our Shire	Ensure Council meetings are appropriately planned, advertised and minuted and conducted in accordance with the model code of meeting practice		
Support Councillors and ensure open and effective Local Government in our Shire	Review the Councillor induction and professional development programs	New Councillor Induction Program - will be developed by end of June 2020. Council to receive Business Paper on new Local Government Act Regulations - Jan 2019.	
Report on progress towards implementing audit recommendations, achieving integrated planning targets and New Works Projects	Develop mid-term review reporting framework including audit, risk and continuous improvement	A draft midterm report was drafted however Councillors discussed having a facilitated session to finalise the report early in 2019. Audit improvement items are being drafted into a project plan for the Director Business and Governance	







Strategic Action	Annual Activity	Comments	Status
Lead an organisational and community review of asset provision and implement the best and most affordable model for the future	Lead with Councillors and senior staff financial sustainability discussions with the community including an SRV application and oversee a community engagement and information strategy	Councillors have had several briefings on models and resolved to consider tourism SRV with the community for the 2020/21 year. Sessions with the industry have commenced and work will continue in 2019 to look at models with the Office of Local Government and the local government sector.	


### Governance and Integrated Planning and Reporting

Strategic Action	Annual Activity	Comments	Status
* DIAP* Improve staff awareness of disability issues	Review procedures to improve service delivery and complaints handling for people with a disability	Complaints/Compliments has been reviewed and updated.	
* DIAP* Develop and enhance employment opportunities for people with a disability	Audit Council human resource policies, procedures and practices to ensure compliance with current legislation	Review Council Conditions of Employment Procedures completed	
Develop and implement good governance systems	Support the organisation to meet its requirements under GIPA and PPIP legislation and Public Officer function under Local Government Act	Ongoing activity	
Develop and implement good governance systems	Deliver governance related training, investigate issues in accordance with Council's Code of Conduct and initiate discipline processes	Code of conduct training for staff is being delivered at each induction. Working with Employment Support Services (ESS) to look at adding a session at monthly inductions for existing employees to deliver Code of Conduct training to employees who are due for 2 year update in 2019/2020	
Develop and implement good governance systems	Establish eForms for GIPA/PPIP related enquiries	Communication staff conducting an audit into BVSC forms. Communications is looking at changing to a different software. Not able to create fillable PDF forms for use on the website.	
Report on Council's integrated planning framework	Refine the performance management reporting framework	Undertake formal review - by end of June 2019	

Strategic Action	Annual Activity	Comments	Status
Support the provision of emergency services in the Shire	Perform the role of Local Emergency Management Officer (LEMO), fund and support emergency services, operate the Emergency Operations Centre, and support the Local Emergency Management Committee	New Emergency Operations Centre (EOC) Roster in place - staff have had training session - re familiarisation of EOC.	

### Risk Management





Strategic Action	Annual Activity	Comments	Status
Deliver workplace health and safety management programs	Provide education and ensure compliance with Council's work, health and safety systems	Implementation of day one safety inductions completed. Learning management program to be rolled out in January 2019. SafeWork NSW confirmed PERFORM training can commence in early 2018.	
Deliver enterprise risk management and audit control programs	Develop organisation risk profile and risk management plans	Risk management workshop held with Senior Staff, Managers and Coordinators. Updated corporate risk register developed as a result. Risk appetite statement also developed and new risk radar.	
Deliver enterprise risk management and audit control programs	Undertake audits identified in the Internal Audit Strategic Plan 2015-2018	Operational audit plan developed and sent out for quotes.	
Deliver enterprise risk management and audit control programs	Develop the Internal Audit Strategic Plan 2019-2021	Strategic risk register, risk appetite statement and risk radar developed.	
Deliver enterprise risk management and audit control programs	Establish the Audit Risk and Improvement Committee	The Audit Risk and Improvement Committee (ARIC) has been established, terms of reference adopted and meetings held in the new format.	
Deliver enterprise risk management and audit control programs	Review insurance providers and premiums in collaboration with Regional Joint Organisation of Councils		

Strategic Action	Annual Activity	Comments	Status
Support the provision of emergency services in the Shire	Perform the role of Local Emergency Management Officer (LEMO), fund and support emergency services, operate the Emergency Operations Centre, and support the Local Emergency Management Committee	Yankees Gap Fire, ignition Prevention Working group meeting held, Local Emergency Management Committee (LEMC) meetings attended.	




## Community, Environment and Planning

### *Certification and Compliance*




#### Certification and Public Health

Strategic Action	Annual Activity	Comments	Status
Deliver programs and activities to protect our community's environmental health and safety	Respond to enquiries, conduct inspections and enforce regulation of food and health premises, cooling towers, pools and spas		
Deliver programs and activities to protect our community's environmental health and safety	Approve and monitor on-site sewer management systems	New recruit to start 7 January 2019	
Deliver programs and activities to protect our community's environmental health and safety	Undertake a sampling program of potable water supply and water quality at swimming sites		
Provide advice, certification and inspections and assess fast track development applications	Assess and determine development, construction and complying development applications and issue occupation certificates		







Strategic Action	Annual Activity	Comments	Status
Provide advice, certification and inspections and assess fast track development applications	Undertake construction inspections		
Provide advice, certification and inspections and assess fast track development applications	Investigate identified non-compliance against building and development standards		
Provide advice, certification and inspections and assess fast track development applications	Fast track development applications, certification and inspections for Tathra and District bushfire rebuilding and demolition		

### Community Safety and Compliance


Strategic Action	Annual Activity	Comments	Status
Provide ranger services that protect the amenity and safety of the community	Regulation of public car parking, use of public reserves and roadways and use of public lands, domestic and stock animal control and pound facilities	Currently three (3) Ranger position vacancies and recruitment underway. CBD Parking Rangers recruitment underway with trial programmed to commence end of January 2019. Existing Rangers to monitor and regulate during holiday season as necessary.	
Provide ranger services that protect the amenity and safety of the community	Continue to collaborate with the Southern Region Illegal Dumping Program	Council continues to be part of the Regional Illegal Dumping (RID) program with last meeting held December 2018. Existing Rangers to investigate reported matters of illegal waste/litter and where necessary, initiate legal proceedings and/or clean up/prevention notices. Where perpetrators not identified, Ranger Services to liaise with BVSC town team staff and schedule clean up as necessary.	
Provide ranger services that protect the amenity and safety of the community	Implement Council's revised Companion Animal Control Procedure	Draft procedure advertised. Further report to Council including community feedback early 2019. Ranger Coordinator continues to compile public feedback during consultation period and report to leadership group and councillors as necessary.	





## Vegetation Management

Strategic Action	Annual Activity	Comments	Status
Develop and deliver Council's biosecurity duty to protect our agricultural lands and enhance our natural systems	Monitor weeds, rabbits and other pests on public and private lands and regulate tree removal on private land	Staff continue to develop and deliver Council's biosecurity duty to protect our agricultural lands and enhance our natural systems	
Develop and deliver Council's biosecurity duty to protect our agricultural lands and enhance our natural systems	Review activities to ensure compliance with the Biosecurity Act 2016 requirements	Property inspections including private and public on target of allocated funding through South East Weeds Action Plan	
Develop and deliver Council's biosecurity duty to protect our agricultural lands and enhance our natural systems	Implement actions of the South East Regional Weed Management Committee	On target	
Develop and deliver Council's biosecurity duty to protect our agricultural lands and enhance our natural systems	Develop a policy and procedure for tree management on private and public lands	Meeting held with relevant Council staff to discuss options and responsibilities for tree and vegetation management across the Shire. Further discussion to progress identified options. Tree preservation order being reviewed having regard to implications of Biodiversity Legislation.	





## Community Connections




### Children's Services



Strategic Action	Annual Activity	Comments	Status
Deliver early childhood education through an approved curriculum to foster children's learning, development and growth	Apply for grants and funding to improve the programs available for children, particularly those from vulnerable families	Children's Services have secured a number of State and Commonwealth grants including three Quality Learning Environments grants for preschools (12 months), and two large Start Strong Pathways grants (3 years) to support children's transition to preschool.	








Strategic Action	Annual Activity	Comments	Status
Implement the Children's Services Action Plan	Implement the Action Plan priorities identified for the 2018-2019 year		
Deliver early childhood education through an approved curriculum to foster children's learning, development and growth	Provide centre based early years services, early childhood programs, Aboriginal cultural activities and traineeships	<p>Preschool and long day care services continue to be delivered at Eden Preschool, Eden Childcare Centre, Sapphire Mobile Preschool and Bandara Children's Services.</p> <p>Eden Preschool and Eden Childcare Centre are preparing for their co-location at 2A Bimmil St, Eden, in January 2019.</p> <p>Council was informed in December 2018 that its funding for the Indigenous Advancement Strategy (IAS) would be extended for another 12 months to support Aboriginal children in preschool and long day care. Under IAS, a range of cultural activities are delivered including excursions, visits from Elders, support from Aboriginal Educators and Aboriginal trainees, and delivery of the Indigenous Advancement Strategy Reference Group.</p>	
Capital Works: Children's Services	Bandara Children's Services improvements	See comments for 'Revitalising Bandara' as this are duplication.	
Capital Works: Children's Services	Eden Child Care Centre improvements	<p>Extension to first milestone approved by Commonwealth Department of Education. Now 31/12/2018.</p> <p>RFT conducted and Architect appointed.</p> <p>Concept design prepared.</p> <p>Full project plan to be submitted to Commonwealth 21/12/2018.</p>	


## Community Engagement

Strategic Action	Annual Activity	Comments	Status
Design and implement processes to support Council's community consultation and engagement activities and processes	Implement and review the Community Engagement Plan and toolkit	New engagement tools developed and trialed in consultations for village playgrounds, Bega skatepark and East st garden project. Review of toolkit underway and scheduled for completion this year.	
Deliver programs that build the wellbeing, resilience and strength of communities	Support key community development projects addressing social issues across the Shire	Projects delivered included Eden Place Plan and pathways project in Eden. Partnered with Bega TAFE on Cultural Day, Collaborations with library teams to deliver programs in schools and community settings. Ongoing support provided to groups and organisations for community led projects.	
Deliver programs that build the wellbeing, resilience and strength of communities	Coordinate and support the Access and Inclusion Advisory Committee	<p>The Access and Inclusion Advisory Committee continues to meet on a quarterly basis and is well attended by the elected Committee Members.</p> <p>The Committee continues to evolve and has recently developed a new format to allow more time to focus on advocacy and innovation during meetings.</p>	
Deliver programs that build the wellbeing, resilience and strength of communities	Facilitate implementation of Council's Disability Inclusion Action Plan	<p>Council's Disability Inclusion Action Plan (DIAP) was submitted to the NSW Department of Family and Community Services in December 2018. It was also included in Council's 2017/18 Annual Report.</p> <p>The DIAP outlines actions and achievements made across the whole of Council to improve the organisation's support of and responsiveness to people with disabilities.</p>	



Strategic Action	Annual Activity	Comments	Status
Deliver programs that build the wellbeing, resilience and strength of communities	Implement Council's 'Youth Voice Youth Action' Strategy	Youth Space provided for youth activities use included PCYC, Autism Lab, Gallery and library programs. Participation in youth interagency, working groups and networks (YDrive, Headspace, CDAT, PCYC, AIM). Consultation and skate event held at Bega Skate Park. Range of youth events and activities held in Eden as part of the Eden Place Plan. Bike pump track delivered with youth participation in design and delivery at Endeavour Park Eden. Collaboration with library outreach has expanded offerings to young people.	
Deliver programs that build the wellbeing, resilience and strength of communities	Promote volunteering opportunities in the Shire	Promotion of community directory ongoing.	
Deliver programs that build the wellbeing, resilience and strength of communities	Seek funding opportunities to support community development projects that align with Council's direction including youth focus	Unsuccessful application made for Seniors Festival grant. Grant funded projects being delivered include Eden Place projects and East St Park refurbishment, both funded by NSW Dept. Family and Community Services.	

Strategic Action	Annual Activity	Comments	Status
<p>Deliver programs that build the wellbeing, resilience and strength of communities</p>	<p>Assist the Tathra and district communities with activities and initiatives that assist in the bushfire recovery processes</p>	<p>The Recovery Support Service has been operating since July 2018, undertaking casework with residents of Tathra and District to support them during the bushfire recovery process.</p> <p>In October 2018, Council received approval from the Office of Emergency Management to extend this service to residents of Yankee's Gap and District following the seven week bushfire that affected the region from August 2018.</p> <p>In late 2018 Council also released Round 1 of the Tathra Community Grants, with funding support from the Department of Justice via the Office of Emergency Management. Six of 10 applicants were successful, totalling \$13,999 in grant funding. These projects have now commenced in the community. Round 2 of the Community Grants will occur in early 2019 and approval has been given to extend these grants to residents of Yankee's Gap and District.</p>	
<p>Deliver programs that build the wellbeing, resilience and strength of communities</p>	<p>Provide specific services to bushfire affected residents</p>	<p>As of November 2018, 122 clients had been supported by the Recovery Support Service, of which 111 were active clients. 10 of these clients were from Yankee's Gap and District, with the remaining clients being from Tathra and District.</p> <p>In addition to casework, psychological support and outreach, the Recovery Support Service has delivered other activities including school holiday programs for children, and coffee and chat mornings for residents.</p> <p>The Recovery Support Service works in partnership with many local agencies to improve outcomes for community members, including through work with the Rural Fire Service, Red Cross and the Community Resilience and Innovation Program.</p>	



Strategic Action	Annual Activity	Comments	Status
Deliver programs that build the wellbeing, resilience and strength of communities	Identify funding and/or other opportunities to deliver a Changing Places Adult Change Facility	Council staff monitoring opportunities for grant funding	
Deliver programs that build the wellbeing, resilience and strength of communities	Manage community grants programs in line with Council's identified priorities	Council's contribution to the Mumbulla Foundation provided, and the Foundation was supported to deliver and assess the grant program. Council's 2019 Youth Week grants and Young Women's scholarships opened and will close in early 2019.	
Deliver programs that build the wellbeing, resilience and strength of communities	Contribute funding to support South East Arts and Mumbulla Foundation	Council continues to provide financial support to South East Arts and the Mumbulla Foundation in line with its Memorandums of Understanding with these bodies,	
Deliver programs that build the wellbeing, resilience and strength of communities	Administer Club Grants Category 3 in partnership with local clubs	Club Grants administered and secretariat provided to the Clubs Committee. Clubs Committee supported to promote, assess and award grants.	
* DIAP* Establish partnerships that address community wide barriers to access and inclusion	Continue support for the AIAC on access and inclusion	Council continues to support the Access and Inclusion Advisory Committee through secretariat support, diverse attendance by Managers from different Council sections at each Committee meeting, providing advice to Committee members about Council's options for improving access, and following up on issues raised by Committee members during and between meetings.	
* DIAP* Contribute towards programs which aim to increase social inclusion and community connections	Deliver the Access Improvements grant program	The Access Improvements Grant Program was administered in late 2018, with \$20,000 allocated for community projects improving access and inclusion in the Bega Valley Shire. Six applications were received and four of these were successful, totalling \$16,800 in grant funding. The remaining funds will be retained for future grants and projects oversighted by the Access and Inclusion Advisory Committee.	
* DIAP* Provide volunteering opportunities for people with all abilities	Review volunteering policy to ensure Council's volunteering opportunities are accessible and inclusive	Review underway.	

Strategic Action	Annual Activity	Comments	Status
* DIAP* Ensure accessible and inclusive community engagement	Audit Council's community engagement policy and processes to deliver improved access and participation in consultations	Underway with completion due in 3rd Qtr.	



### Community Services




Strategic Action	Annual Activity	Comments	Status
Support older people and people with a disability to retain their independence and quality of life	Assist older people and people with disabilities with their personal support goals	CHSP is an Australian Government - Department of Health funded program. Service delivery continues under the Wellness and Reablement model. Frail older people are provided with brokered services to assist them to maintain their independence in a safe, secure and healthy home environment. Current funding agreement expires on 30.6.2020.	
Provide specialist support for families with children at risk	Apply for grants and funding to implement new programs to improve service delivery and outcomes for children, families and vulnerable people	The Ageing and Disability team have secured a small funding increase to support older people under its Commonwealth Home Support Program.	
Support older people and people with a disability to retain their independence and quality of life	Assist people with a disability to engage with the National Disability Insurance Scheme	Council is continuing to monitor service demand, output and sustainability in the new funding environment while we trial NDIS service delivery.	
Provide specialist support for families with children at risk	Deliver case management, home visiting, subsidised childcare, positive parenting education programs and early intervention for families with children at risk	Brighter Futures services continue to be delivered to families with children under 8 years where vulnerabilities exist. The number of referrals meeting the Risk of Significant Harm threshold is increasing in accordance with funding guidelines.  Funding from NSW Department of Family and Community Services continues until 30.6.2020.	




Strategic Action	Annual Activity	Comments	Status
Tathra Fire Recovery	Deliver the case management support service for people affected by the Tathra and District Fire	<p>Program has now expanded to include those people impacted by the Yankees Gap fires. Quarterly reports to Department of Justice - Office of Emergency Management are provided in a timely manner.</p> <p>Service will continue to operate until 30.6.2019.</p>	
Support older people and people with a disability to retain their independence and quality of life	Review NDIS service within new government guidelines	Council is continuing to monitor service demand, output and sustainability in the new funding environment while we trial NDIS service delivery.	


### Library Services

Strategic Action	Annual Activity	Comments	Status
Expand the provision of services, information and education resources for the community and students in line with the Library Services Strategic Plan	Deliver services across four library sites and a home library service	Library services continue to operate in all sites, with 46,648 visits to library branches and 54,224 items loaned in this quarter. Increase in programs delivered off-site has increased the reach of program numbers, partnerships and collaborations. Volunteers are continually recruited for the Home Library Service and all requests for service have been met.	
Expand the provision of services, information and education resources for the community and students in line with the Library Services Strategic Plan	Deliver and facilitate library programs and partnerships for a range of user groups	This quarter 144 programs were delivered with 1923 people of all ages engaged. Key highlights were Grandparents Day attendance of 450 at Tura Library. This past quarter also saw us start a new digitisation project of photographs taken by Merimbula photographer John Ford of photos he took in the 1970s, and 1980's of the Wallaga Lake Koori Village.	

Strategic Action	Annual Activity	Comments	Status
Expand the provision of services, information and education resources for the community and students in line with the Library Services Strategic Plan	Deliver services under the Memorandum of Understanding with the University of Wollongong	MOU updated and new 5 year agreement negotiated and now in place. Ongoing provision of services provided under MOU. Gradual expansion of student numbers catered for.	
Expand the provision of services, information and education resources for the community and students in line with the Library Services Strategic Plan	Apply for grants in line with library priorities and implement successful applications	The Library was successful in three of the four grants that were applied for. We applied for a Youth Opportunities Grant from FACS which we were successful for. This grant was for \$49 800 to support young people in Bermagui and surrounds to start their own creative business. This project will start in late March. We were also successful in a Tech Savvy grant to continue delivering our technology training along with a successful grant from the Be Connected program.	
Expand the provision of services, information and education resources for the community and students in line with the Library Services Strategic Plan	Develop a new Library Strategic Plan	The new Library Strategic Plan is in its final stages of development, incorporating many elements including community feedback, evidence based research, best practice and resourcing capacity. The plan will be submitted to Council for adoption in February 2019.	



### Regional Gallery




Strategic Action	Annual Activity	Comments	Status
Stimulate and enhance Australia's visual culture and deliver the outcomes of the Regional Gallery Strategic Plan	Manage, develop and exhibit the Bega Valley Regional Gallery collection, work with local professional artists and facilitate touring exhibitions of national significance		


Strategic Action	Annual Activity	Comments	Status
Stimulate and enhance Australia's visual culture and deliver the outcomes of the Regional Gallery Strategic Plan	Deliver public art programs		
Stimulate and enhance Australia's visual culture and deliver the outcomes of the Regional Gallery Strategic Plan	Build the Regional Gallery's partnerships within the Australian arts sector, local organisations and services and support projects at a national and local level		
Explore opportunities to renew the Regional Gallery either in its current location or other suitable location	Finalise Plans for renewal of Regional Gallery	Development Application lodged and approval issued. Actively seeking funding opportunities at all levels of Government and philanthropy.	
Explore opportunities to renew the Regional Gallery either in its current location or other suitable location	Commence gallery renewal if funding successful	Council was informed in December 2018 that it was unsuccessful in its application for growth funding from the State Government through the Regional Cultural Infrastructure program. The Bega Valley Regional Gallery will continue to explore alternative funding opportunities, including potential federal funding and private philanthropy.	

## ***Community, Environment and Planning Coordination***



### **Communication and Events**

Strategic Action	Annual Activity	Comments	Status
* DIAP* Celebrate inclusive practice and access outcomes	Promote Council and community projects that improve access and inclusion	Projects are promoted through social media, Council News, media release (if required) and website as required	
* DIAP* Council events and community programs are inclusive	Update Council's event management procedures to include access and inclusion criteria and requirements	The Festival and Events grant process and Event manual was updated in the 17/18 financial period. Ongoing work continues to further improve access and inclusion outcomes.	

Strategic Action	Annual Activity	Comments	Status
Improve Council's brand image and written communication	Review Council style guide to ensure consistency in branding and best practice in language	This has not been achieved during the 2018 calendar year. This project will roll over into the 2019 year. However, through an overall improvement and change to internal processes, consistency in branding and language has significantly improved during 2018.	
Improve communication about Council activities, decisions and achievements	Deliver effective media coverage across various mediums	Council News (which commenced in February 2018) has had a significant impact on the positive reporting of Council business and activity. Positive comments have been made on social media and sent to Council's email address about the quality of this publication. Improvements in media release and media enquiry processes, as well as more effective media management, have had a direct impact on the positive reporting of Council by the local media. Social media and Council's website continue to provide effective channels for people to obtain relevant, accurate and timely information about Council business	
Improve communication about Council activities, decisions and achievements	Deliver 'Council News' Publication and develop and maintain web services and online digital platforms	Council News (which commenced in February 2018) has had a significant impact on the positive reporting of Council business and activity. Positive comments have been made on social media and sent to Council's email address about the quality of this publication. From 1 July, budget was identified to print 500 copies. A distribution plan was developed to ensure that copies were delivered as widely as possible across the Shire - including Council service points (libraries, tips, pools etc) and a variety of community hotspots. Since Council News has commenced, distribution has increased by 100.4%. Council News will now continue as an ongoing activity throughout 2019.	

Strategic Action	Annual Activity	Comments	Status
Improve communication about Council activities, decisions and achievements	Administer the Community Festivals and Events grants program if funding becomes available and explore alternative funding sources	No funding allocated within budget. Program will go ahead if funding identified at the quarterly budget review.	








### Community, Environment and Planning Coordination





Strategic Action	Annual Activity	Comments	Status
* DIAP* Advocate for improved access and inclusion outcomes across all levels of Government	Continue to advocate for delivery of accessible and affordable housing and transport equity in the Bega Valley Shire	<p>Council has continued to advocate for the delivery of accessible and affordable housing and transport equity in the Bega Valley Shire, including hosting a second Affordable Housing Roundtable in October 2018 to bring community service providers together in a forum to focus on joint solutions.</p> <p>An Affordable Housing Working Group was then held in December 2018, attended by a number of Councillors, staff advisors and community/agency representatives. The Working Group is exploring opportunities to develop an Affordable Housing Strategy using best practice examples from other regional Councils.</p>	
Oversee Community, Environment and Planning services, programs and finances	Facilitate the Tathra and District Fire Health and Wellbeing Recovery Subcommittee	Sub-committee established and coordinating service provision	

### Planning and Sustainability




#### Environment and Sustainability





Strategic Action	Annual Activity	Comments	Status
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Strategic Action	Annual Activity	Comments	Status
Protect and enhance the Shire's natural environment and biodiversity and manage Council's response to climate change	Provide environmental impact assessment of development activities		
Protect and enhance the Shire's natural environment and biodiversity and manage Council's response to climate change	Project manage vegetation and environmental restoration and rehabilitation programs	Current programs include Merimbula Foreshore rehabilitation, dune rehabilitation for Shire coastline and follow up work at Tathra River Estate	
Protect and enhance the Shire's natural environment and biodiversity and manage Council's response to climate change	Complete the Bega Shire Coastal Management Program – Coastal Hazards	Draft being finalised and due end of Feb 2019	
Protect and enhance the Shire's natural environment and biodiversity and manage Council's response to climate change	Complete Wallaga Lake, Merimbula and Back Lakes, and Lake Curalo Coastal Management Programs	Program delayed due to impact of NSW Coastal reforms and Coastal Management Officer position vacancy. Revised draft Estuary Management Plans being finalised and due for completion late Feb 2019	
Protect and enhance the Shire's natural environment and biodiversity and manage Council's response to climate change	Review the Climate Change Strategy and develop and implement a Clean Energy Business Strategy	Review and drafting of Strategy to commence Jan 2019	
Protect and enhance the Shire's natural environment and biodiversity and manage Council's response to climate change	Host the 27th NSW Coastal Conference		
Protect and enhance the Shire's natural environment and biodiversity and manage Council's response to climate change	Deliver a soil conservation plan for erosion and sediment controls in partnership with Local lands Services in Council managed fire affected areas of Tathra	Significant amount of works completed. On-going maintenance and completion of sediment control works to be carried out	




Strategic Action	Annual Activity	Comments	Status
Improve and monitor Councils environmental impacts including energy efficiency	Conduct environmental audits of Council operations		
Improve and monitor Councils environmental impacts including energy efficiency	Measure and report Council's environmental performance and energy consumption	Annual review undertaken by Planet Footprint and release late 2018. Results provided to relevant sections of Council for review.	
Engage the community to improve the stewardship and management of the Shire's environmental assets	Administer the Community Environmental Grants Program and develop an accompanying Environmental Education Strategy	Community Environmental Grants awarded and projects being implemented. Councils Environmental Education Officer back from Maternity leave and Strategy to be developed during 2019	
Engage the community to improve the stewardship and management of the Shire's environmental assets	Continue to implement the Green Shoots Campaign to restore natural areas through revegetation of areas affected by the Tathra and District Fire	Community engagement and planting events held including the Tathra Headland fire restoration and planting event with approximately 100 community volunteers	

### Planning Services





Strategic Action	Annual Activity	Comments	Status
Provide development engineer services	Provide engineering advice on development application matters and assess and issue subdivision and driveway access certificates	Progressing with these tasks as normal whilst working to update the engineering specifications and making other process improvements.	
Provide advice and assess development applications and subdivision certificates	Assess development applications and subdivision certificates	Resourcing constraints (including staff vacancies) have had an impact on development assessment capabilities however staff remain committed to processing applications in a timely manner and are confident of improvements into the new year.	
Provide advice and assess development applications and subdivision certificates	Provide planning advice to the community, developers and government departments	Development HUB established	

Strategic Action	Annual Activity	Comments	Status
Provide advice and assess development applications and subdivision certificates	Provide Aboriginal and European heritage assessments and advice		
Provide advice and assess development applications and subdivision certificates	Administer the local heritage assistance program		
Provide advice and assess development applications and subdivision certificates	Transition the development application process to ePlanning	Forms and templates in the process of being updated. Awaiting advice from Department of Planning on timing for Council's to transition to ePlanning	
Implement an action plan based on the Development Assessment Review	Implement a specialised customer service for development enquiries and promote	Development HUB established and operating well. Promotion to commence in 2019.	

### Strategic Planning

Strategic Action	Annual Activity	Comments	Status
* DIAP* Continuously improve processes to achieve access and inclusion outcomes	Audit Council's development and regulatory processes to strengthen access requirement	Audit not commenced due to resourcing issues.	
Provide strategic land use planning services	Prepare and assess Planning Proposals, public land reclassifications and planning certificates		
Prepare land use strategies and policies to protect the Shire's existing character and ensure supply of appropriately zoned land	Identify suitable land for employment generating developments	Enterprise Lands review completed.	



Strategic Action	Annual Activity	Comments	Status
Prepare land use strategies and policies to protect the Shire's existing character and ensure supply of appropriately zoned land	Prepare a strategic plan for Wolumla Village	Planning Proposal prepared for Wolumla zonings and with Department of Planning for final approval.	
Prepare land use strategies and policies to protect the Shire's existing character and ensure supply of appropriately zoned land	Prepare a Commercial Centres Strategy	Brief prepared for workshopping with Council early 2019	
Prepare land use strategies and policies to protect the Shire's existing character and ensure supply of appropriately zoned land	Update the Development Control Plan		
Promote and preserve our Aboriginal cultural heritage	Implement objectives of the Memorandum of Understanding (MOU) with Local Aboriginal Land Councils	Two of the Local Aboriginal Land Councils (LALC) have been operating without a CEO and this has been an issue to have a collective meeting to address the MOU. After the Christmas break, a meeting will be convened for the three LALC's to address issues associated with the MOU.	
Promote and preserve our Aboriginal cultural heritage	Investigate development of Reconciliation Action Plan with local Aboriginal Communities	Until the three LACS have had the opportunity to be at full capacity (Eden has no CEO as yet ) and are back from the Christmas break and a meeting takes place for the approval this will be an ongoing action	