



Operational Plan 2017 – 2018 Half Yearly Management Report

KEY

Completed	
Ongoing program - service meeting expectations	
Project on track	
Delayed with reason	
Delayed indefinitely	
Not due to start	

Community Relations and Leisure

Children, Family and Ageing

Ageing and Disability Services

<p>Expand involvement in the National Disability Insurance Scheme</p>	<p>Provide Support Coordination and Plan Management services to existing and prospective clients to transition to the NDIS and fully utilise their NDIS support package</p>	<p>The Ageing and Disability team continue to provide Support Coordination and Plan Management services to new and existing NDIS participants. Many longer-term participants have now progressed to their second annual NDIS plan.</p> <p>The team received a \$35,000 grant from the NSW Department of Family and Community Services in July 2017 to assist community members with transitioning to the NDIS. Under this grant, an NDIS Community Information Worker provided information and advice to prospective NDIS participants to inform them of their choices. This project was completed in November 2017.</p>	
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Children, Families and Ageing Coordination

<p>Apply for grants to support services for children, families and the elderly</p>	<p>Research and apply for grant and tender opportunities in conjunction with community priorities that relate to Children, Families and Ageing</p>	<p>The Children, Families and Ageing section has submitted six major funding applications so far relating to the expansion of Children's Services programs (2) and the delivery of community activities relating to disability awareness (4). The outcomes of these applications have yet to be announced.</p>	
	<p>Achieve co-location of employees until longer term accommodation options are established</p>	<p>All Children, Families and Ageing administration employees have now been co-located in shared offices at 104 Gipps St, Bega. This has resulted in improved communication and partnerships between staff across various programs. New disability-friendly offices at the rear of the building have been created to accommodate more staff and clients, along with a new ramp that is more accessible for people in wheelchairs.</p>	

Children's Services

<p>Implement the Children's Services Action Plan</p>	<p>Complete a scoping report outlining and prioritising improvement and expansion options</p>	<p>In 2017 Children's Services completed a confidential report outlining changes required to BVSC's preschool programs in response to external funding reforms. From 2018, the operating hours and days of Eden Preschool and Bandara's Preschool Program will change to fit with the NSW Department of Education's 'Start Strong' funding model, which prioritises 600 hours of preschool in the year before school. Sapphire Mobile Preschool is unaffected by Start Strong due to its status as a mobile preschool.</p> <p>In 2018, Children's Services will explore improvement and expansion options relating to long day care programs at Eden Child Care Centre and Bandara. These programs are subject to funding reforms from July 2018 under the Commonwealth Government's 'Jobs for Families Package'. While it is still unclear at this stage how these reforms will affect operations and families, the services will need to be responsive to changes once more information becomes known.</p>	
	<p>Advocate for the continued delivery of the Indigenous Advancement Strategy program</p>	<p>The original funding agreement for the Indigenous Advancement Strategy (IAS) program, supporting Aboriginal children enrolled at Council's Children's Services, ceased in December 2017. This funding has now been renewed for a further 12 months. The Department of Prime Minister and Cabinet has informed BVSC that all IAS programs relating to early childhood education have only been renewed until December 2018 while the Commonwealth funding body negotiates with State departments about the scope and priorities of these programs.</p> <p>BVSC will continue to advocate for the continuation of IAS programs beyond December 2018, however it is likely that the future of the program will not be known until late in 2018.</p>	

Early Intervention and Support

<p>Improve service delivery for children and families</p>	<p>Amend delivery of Brighter Futures services in line with sector reforms and funding body priorities</p>	<p>In contrast to what was originally expected, Brighter Futures will not be subject to the NSW Department of Family and Community Services Targeted Earlier Intervention Reforms. Despite this, the Brighter Futures team has participated in consultations and discussions about these reforms as a community stakeholder.</p>	
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		<p>The Brighter Futures team is currently awaiting information from NSW Department of Family and Community Services regarding changes to the target numbers of individuals assisted by its program based on new unit costing calculations. This is not expected to have a major impact on the program.</p> <p>From 2018, the Brighter Futures program will operate under new Eligibility Criteria for referral to the program. This will allow Community Service Centres (local FACS divisions) to refer clients to Brighter Futures in a slightly wider range of situations, potentially resulting in increased referrals.</p>	
	<p>Assess the outcomes of the New Directions speech pathology program for Aboriginal children and determine the future of the program</p>	<p>The New Directions speech pathology program is reviewed via an annual performance report, which was most recently completed in July 2017. The program, funded by the Commonwealth Department of Health via consortium partner Katungul Aboriginal Medical Service, has allowed Aboriginal children to make significant progress with their speech and communication goals. Current funding for the program ceases in June 2018. It is uncertain whether the program will be extended by the funding body or the lead agency beyond this date.</p> <p>BVSC delivered a presentation at the University of Wollongong's Early Start Conference in September 2017 highlighting the positive outcomes that New Directions speech pathology has delivered so far for Aboriginal children. This presentation was well received by research institutions and community service agencies.</p>	

Community Relations and Leisure Coordination

Community Relations and Leisure Coordination

<p>Reduce accessibility barriers in the Shire</p>	<p>Award grants through the Access and Inclusion Advisory Committee for access improvement projects</p>	<p>Grants to the value of \$36,115 were recommended and resolved on at the Ordinary Council Meeting on 22 November 2017. Nine organisations received grants to undertake a range of infrastructure and program work.</p>	
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	Identify funding and/or other opportunities to deliver a Changing Places Adult Change Facility	Officers and members of the Access and Inclusion Advisory Committee have worked to identify opportunities for a Changing Places toilet. To date no specific funding or location has been confirmed.	
	Produce the Village News and eNews publications	The Village News and eNews publications have been distributed to the community on an alternating fortnightly basis. Staff have commenced work on new ways to deliver the information in a more accessible format.	
Deliver proactive information and connect with the community	Maintain various social media channels including Facebook, Twitter and You Tube	The Communications team have utilised various social media channels to highlight the work of Council and advise residents of important information. Followers and viewers of social media content continues to grow.	
	Commence implementation of the recommendations from the Communications Review	Recommendations from the Communications review have been implemented as resources allow. A full time Communications officer has been appointed and further refinement on the structure and functions continues as broader organisational changes are made.	

Community, Culture and Information

Cemeteries

Develop a plan for the management of cemeteries	Review the operations and management of cemeteries and commence work with the Cemeteries Advisory Committee to develop a strategic plan	Have commenced liaison with Cemetery Advisory Committee and various infrastructure programs are underway. Overall Strategic Plan to be developed in 2018.	
	Finalise mapping and consolidate historic records to increase the accuracy of records and to ensure gravesites and other features are clearly identified	Background work on mapping has been completed with a view to uploading into Authority register and available to view on mapping system. Due to lack of available budget and potential changes to mapping software, this part of the project has been delayed. All historic records however have been scanned and registered to improve the accuracy of records in the future.	
Review and update Asset Management Plan for cemeteries	Update the authority asset register and the valuation of	Authority cemetery asset register created and data recorded.	

	and condition of assets		
Review and update Asset Management Plan for cemeteries	Prioritise works and update programs	Review of AMP not required this year as has been less than 12 months since the initial information was sourced.	

Community Centres and Halls

Maintain and renew community centres and halls	Identify funding and partnership opportunities for upgrades and renewals in line with Council's strategic direction	Urgent upgrade/renewal projects to be identified for funding from SRV for Public Buildings based on condition reporting data. Divestment of non-core building assets to community organisations occupying them also being considered by Council.	
	Develop a kitchen renewal and upgrade program for all community halls	Five separate funding applications submitted under the Stronger Country Communities Fund for kitchen upgrades at Kiah, Tanja, Pambula, Wolumla and Eden Log Cabin for 2018. Various other halls have also been identified for the next funding round.	

Community Development

Seek funding for community development activities	Identify grant opportunities that align with Council's strategic direction	Applications have been made to the Social Housing Infrastructure Fund for the refurbishment of Columbine Park (successful) and for connecting pathways to the Social Housing precinct in Eden (awaiting assessment). An application was made for Seniors Week Festival Grant (awaiting response). Other grant funding opportunities have been identified but applications were not made due to lack of staff resources (Liveable Communities, Safer Communities, Community Investment Stream).	
	Deliver Council's place based approach to community engagement	A reduction in staff resources in this reporting period has impacted on outcomes however a presence has been maintained in towns and villages. Community consultations and conversations on issues have been held and include Meet the Mayor sessions in a number of small towns; BVRG Redevelopment Survey pop ups; Coastal Management Plans; Business engagement on Merimbula By Pass; Wallaga Lake Board Walk; Columbine Park engagement (Bega) and Community Conversations in the social housing area of Eden.	

Deliver place-based community support across the Shire	Collaborate with groups and individuals on initiatives that benefit local communities	A reduction in staff resources in this reporting period has impacted on outcomes. Community groups and projects supported include the Suicide Prevention Action Network; Thatchers Flat Footbridge Committee; Children's Dreaming Garden; Autism Lab, Bega; PCYC, Blue Pool; Bermagui Saltmarsh, Mumbulla Foundation, ClubsGrants and the Community Drug Action Team. Planning and advertising has been undertaken towards the delivery of the Seniors Festival grants, Youth Week grants and IWD Young Women's Scholarships in 2018. Volunteer inductions have been held across the Shire.	
	Implement funded 2017 - 2018 actions	A project worker has been employed and is delivering on identified actions in collaboration with Family and Community Services Project staff. A community consultation event held in the Children's Dreaming Garden engaged local service groups and residents, and a schedule of activities to activate the Park is being planned for 2018. Further grant funding was identified to build a multi-purpose shelter and engineers were engaged to provide design work. Footpaths in the Social area are being scoped and a funding application has been made to fund a footpath along Reservoir St. Two mural projects involving local school students and Aboriginal artists/mentors are underway.	
Employ a Youth Development Officer	Identify funding and partnership opportunities for a Youth Development Officer	No funding identified in this period	
Implement the 'Youth Voice' Youth Action Plan	Identify and implement place based engagement approaches to allow young people to participate in discussions on issues relevant to them	Engagement with young people has occurred through a range of projects delivered in collaboration with other organisations and agencies; BV Library programs, BVRG programs, music production projects, the Autism Lab, 2 mural projects at the Youth Space, Vibes in the Valley music event in Eden; Wallaga Lake Homework Club; CDAT programs; AIME; and so on. Through these programs Place Based Officers have developed extensive contacts with youth and supported their engagement in broader community consultations. Students from Bega High School provided feedback on their ideas and concerns in a presentation to the Mayor. Staff are currently working with the Youth Interagency Network and local high schools on a framework for ongoing youth participation in the Network. Planning for a Youth forum to be held in early 2018 is underway.	

Update the Social Issues Papers	Develop implementation plan for review of Social Issues Papers and commence review	Unable to complete this task due to changes in staff resources in Community and Cultural Development team	
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Community, Culture and Information Coordination

Determine use of Tura Marrang residence	Consult with key stakeholders to identify potential uses and report options to Council including sale	Work has commenced on a process to develop the lower level of Tura Marrang Library and Community Centre and Tura Marrang residence; however due to recent staffing changes this project has not progressed as anticipated. It is likely that external funding will be required to complete the projects, and to date no relevant funding has been identified.	
	Identify a culturally appropriate action planning framework in consultation with key stakeholders	The Aboriginal Liaison Officer is in the process of reviewing Council's current planning frameworks. Key community stakeholders have been identified. These include Merriman's, Bega and Eden Local Lands Councils who engage with Council staff on a regular basis.	
Hold a biennial cultural roundtable event	Hold a Cultural Roundtable to facilitate partnerships and collaboration	Delayed due to staff changes.	
Implement Aboriginal cultural sites due diligence protocols	Protocols implemented and reviewed in consultation with key stakeholders	Protocols for Aboriginal cultural sites due diligence have been drafted. Consultation has been undertaken with the Office of Environment and Heritage and Local Aboriginal Lands Councils. The protocol includes a site registration process using Exponaire which can be utilised by Council staff. Teaching tools are being developed in order to train relevant staff to use the toolbox.	
Implement the Disability Inclusion Action Plan	Review procedures to improve service delivery and complaints handling for people with a disability	All procedures are being updated - including Council's Complaint's Handling Procedure - tools to assist people with a disability accessing this procedure will be considered as part of the review of relevant procedures.	
Implement the Disability Inclusion Action Plan	Prioritise access outcomes in renewals and upgrades of community assets	Officers have worked with members of the Access and Inclusion Advisory Committee to critique renewals and upgrades as they become due. Access Improvements Grants have also been allocated to a number of projects across the Shire.	

	Audit Council human resource policies, procedures and practices to ensure compliance with current legislation	All Human Resource Procedures are being updated - this process will be finalised by March 2018	
	Promote job vacancies to community networks, schools, TAFE and Universities	The re-structure and down-sizing of the organisation, combined with the salary budget restrictions, has prevented any active promotion of the Disability Inclusion Action Plan. We have had approaches from disability work placement organisations but unfortunately we are unable to assist in placing the people they are referring at this time.	
	Examine potential for targeted recruitment initiatives within the development and implementation of the Workforce Strategy 2017-2021	In the current environment of restructuring and downsizing there have been no positions identified and/or targeted for people with disabilities.	
	Review volunteering policy to ensure Council's volunteering opportunities are accessible and inclusive	Existing volunteering procedures and guidelines have been reviewed and changes identified.	
	Audit Council's community engagement policy and processes to deliver improved access and participation in consultations	Progressing through staff restructure with refocussed position descriptions to allocate staff members to monitor engagement and communication	
	Update Council's event management procedures to include access and inclusion criteria and requirements	Significant work has been completed on the events information available to the community including the Events Guidelines documents. All information is now held on Council's website in one location. Council's website is compliant with WC3 requirements.	

Customer Service

Develop a new customer service space at the Bega Office	Design and construct a new customer service space	Leser Build was engaged to undertake this work, which was completed in December 2017. A cohesive and professional dedicated space has been achieved.	
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	Design, construct and implement a new after-hours system and train employees	Well Done International were the successful tenderers. This project was implemented prior to Christmas shutdown on Friday 22 December 2017. Refinement of the system and the addition of the Lone Worker service will continue into the first quarter of 2018.	
Plan for the delivery of customer services at libraries	Develop implementation plan for expansion of Council services at Library sites	Other priorities and the temporary movements related to the proposed restructure have impacted this project. Improvements have been made to the ability for community members to view DAs and all library staff have undergone customer service training. However, a plan is yet to be developed regarding the exact services that can be managed from the Library space.	

Libraries

Develop a work room at Bega Library	Design and construct a new customer and work room space that meets Building Code and Work Health and Safety standards	Concept design work complete. RFQ for detailed drawings and construction issued with no response from Tender Panel. Seeking quotes outside of Tender Panel process.	
	Investigate applicable Building Code standards and develop a project scope	Funding opportunities being investigated, no suitable funding has been found yet.	
Apply for State Library grants	Identify grant opportunities to update outdated self-check technology	State Library local priority grant funds applied for and allocated to update outdated self-check technology in 2017-18 year.	

Regional Gallery

Build the Regional Gallery's partnerships	Partner with relevant arts organisations, private galleries, philanthropists and government agencies to continue to build the Regional Gallery's programs and scope	<p>A number of new and innovative partnerships have been made to enhance programs inclusive of partnerships with the Murray Art Museum Albury for the Tracey Moffatt exhibition to coincide with the artists representing Australia at the 2017 Venice Biennale; the New England Regional Art Museum for Treasures of Australian Art which drew over 4000 visitors to the gallery; Museums and Galleries NSW, for Artspace; Australia Council for the Arts for the Justene Williams exhibition.</p> <p>The SHIRL National Youth Portrait Prize continued the relationship with</p>	
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		<p>benefactor Peter Hannan, International Art Services, and the Bega Valley Arts and Crafts Society.</p> <p>A range of new partnerships have increased the scope of the BVRG programs. These include collaborations with South East Arts, South East Regional Hospital, BVSC Community Development team, Wandarna Drug and Alcohol Service, BVSC Water & Sewage services, National Film and Sound Archives, and McKells Framing in Pambula.</p>	
	Identify and apply for available grant and funding opportunities to boost Regional Gallery programs and activities	<p>Funding applications have been made to Create NSW's Regional Cultural Fund and Regional Fellowship and to the Australia Council for the Arts. Annual program funding for 2018 (\$50,000) for 2018 was secured through Create NSW, with the Gallery invited to apply for multiyear funding (3 years) from 2018. Funding has been sought from Museums and Galleries NSW for the professional development of gallery staff, and project funding to supplement self-curated exhibitions South/East Interference Vol. I & II in 2018, inclusive of catalogue, critical essays and professional photographs.</p> <p>Discussions have begun with the Australia Council for the Arts to take advantage of an upcoming opportunity to apply for future rounds of Organisational Four Year Funding. The rounds will open in 2018.</p>	
Explore alternative Regional Gallery site options	Work with key stakeholders, the broader community and government to develop a Project Plan for the redevelopment of the Regional Gallery	The commissioned Economic Research Report on the BVRG was completed, and a draft BVRG Business Plan developed. These documents will inform the Project Plan. Following an EOI to Create NSW for funding under the Regional Cultural Fund for the redevelopment of the BVRG, Create NSW have committed to working with Council to further the project plan.	

Leisure and Recreation

Beach Lifeguard Services

Re-tender beach lifeguard services contract	Appoint contractor to deliver the Beach Lifeguard Services and monitor performance	Specification reviewed, public open tender process completed and contractor engaged.	
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	Cost high priority recommendations, source funding and deliver recommendations	High priority recommendations included in revised contract Beach Lifeguard Service for tender and costing. Highest priority service improvements based on a risk management approach implemented. (Pre-Christmas program contract extensions and increased staffing at Bar Beach). Other recommendation not able to be funded through BVSC funding. Tathra Chamber of commerce funding February contract extension at Tathra.	
	Develop a service delivery audit program to ensure the service is effective and delivering value	Beach lifeguard services site inspections / audits progressing.	

Leisure and Recreation Coordination

Apply for grants for leisure and recreation projects	Identify and apply for grant programs for priority projects	Several major grant applications and expressions of interest submitted including: Sports Infrastructure Program - Bega Valley Regional Sports Hub Environment and Tourism Program - Coastal Accessibility - BVSC Destination For All Environment and Tourism Program - Tathra Headland Walk (project concept plan and assistance to community application) Community Building - BVSC Local Playground Improvement Programs and Wallaga lake Coastal Walk (boardwalk replacement). Boating Now - Bermagui River, Blackfellows Lagoon, and Quarantine Bay Pontoon (Wharf) PRMF - Wallaga Lake Boardwalk.	
	Review the Asset Management Plan to understand the provision and condition of existing facilities	Leisure and Rec assets overview, presentation and discussion participation in Councillor workshops, including an Aquatics specific session. Asset management information provided. Asset condition and valuation information to be updated with next asset data review.	
Review the Community Project Proposal Program	Review Community Project Proposal procedures and documents	Delayed due to staffing capacity during / pending organisation review. Review commenced.	

Deliver tourism infrastructure renewals	Deliver minor asset renewals in popular tourist locations	Delayed due to staffing capacity during / pending organisation review.	
Review the functions of the Leisure and Recreation Branch	Review accountabilities, task requirements, current capabilities and resource requirements and make recommendations for changes	Leisure and Recreation section staffing review completed and implemented. Recruiting 2x positions completed with 2x remaining pending broader organisation review.	

Parks and Gardens

Develop a Parks Volunteer Program	Develop Parkland Volunteers information pack and promote the program through Council's website	Ongoing support of established and formalised groups. Existing documentation is being distributed as examples for establishing groups. Final Pack being developed to trial with Glebe Park Bega Group.	
	Complete Bruce Steer Pool amenities upgrade	Delayed pending further round of consultation to establish community consensus due to submission on current toilet block, as directed by Council resolution. Major grant application submitted 'Coastal Accessibility - BVS Destination for All' included works identified in draft Bruce Steer Pool Site Master Plan.	
Implement the Coastal Accessibility Plans	Complete Short Point viewing platform upgrade	Delayed pending review of Short Point Coastal Accessibility Master plan as directed by Council resolution. Revised master plan as directed by the Council resolution has been drafted and included in the agenda for review at the Coming February Access and Inclusion Committee meeting.	
	Renew fence at Bega Park	Fence repairs completed to fit for purpose.	
Deliver capital works programs for parks and gardens	Renew play equipment at Memorial Park, Eden	Project scope reviewed from simple asset replacement to consider consolidation of other nearby playgrounds to create scope for a single larger 'inclusive design' playground in a nearby location with suitable facilities and capacity (toilets, parking, access etc.) This has delayed commencement. Project has been prioritised and identified for inclusion in the second round of Stronger Country Communities grant funding.	

	Renew road to Blackfellows Lagoon and Pacific Way Creek	Delayed due to staffing capacity during / pending organisation review and grant application outcome.	
	Renew information signs at Beauty Point Reserve, Bridge Motors Reserve, Kianinny, Apex park Eden and Towamba Sports Ground	Delayed due to staffing capacity during / pending organisation review.	
	Develop a service delivery audit program to ensure effectiveness and value	Delayed due to staffing capacity during / pending organisation review.	
Implement a Playground Management Plan	Develop and implement a plan to direct operational servicing requirements, renewals and upgrades	Annual inspection programs developed and completed for playgrounds. Operation service programs implemented for playgrounds and included in 'Reflect'. Local playground renewal program grant application submitted (Stronger Country Communities)	
Implement the South Coast Better Boating Program	Upgrade Beauty Point Boat Ramp	Detailed project boat ramp design complete. Construction programed for 2nd qtr. 2018.	
Review the Leisure and Recreation Asset Management Plan	Identify key issues and treatments of recreation assets in natural areas and prioritise projects and tasks	Natural Assets Officer included in Leisure and Rec Team. Issues and Treatments scoping underway.	
Review the Leisure and Recreation Asset Management Plan	Update the authority asset register and the valuation of and condition of assets	Leisure and Rec assets overview, presentation and discussion participation in Councillor workshops. Asset management information provided. Asset condition and valuation information to be updated with next asset data review.	
	Prioritise works and update programs	Annual inspection programs developed and completed for playgrounds, boat ramps and viewing platforms. Operation service programs implemented for playgrounds and boat ramps. Maintenance requirements for viewing platforms issued. General site inspections completed for sportsgrounds.	

Sporting Grounds and Facilities

Deliver capital works programs for sporting grounds and facilities	Renew moveable grandstands and seating at Bega Recreation Ground, Berrambool Sporting Complex, Pambula Sporting Complex and Wolumla Recreation Ground	Repairs completed to fit for purpose. Renewals as required per site to be ordered.	
	Develop a service delivery audit program to ensure effectiveness and value	Delayed due to staffing capacity during / pending organisation review.	
Implement the Bega Regional Sporting Facility Master Plan	Apply for grants and funding to implement masterplans and facility management plan capital projects	Major grant expressions of interest submitted: Sports Infrastructure Program - Bega Valley Regional Sports Hub	
Implement the Pambula Regional Sporting Facility Master Plan	Apply for grants and funding to implement masterplans and facility management plan capital projects	Major grant expressions of interest submitted: Sports Infrastructure Program - Bega Valley Regional Sports Hub	
Review the Leisure and Recreation Management Plan for sporting facilities	Update the authority asset register and the valuation of and condition of assets	Leisure and Rec assets overview, presentation and discussion participation in Councillor workshops. Asset management information provided. General site condition inspections completed. Asset condition and valuation information to be updated with next asset data review.	
Review the Leisure and Recreation Management Plan for sporting facilities	Prioritise works and update programs	Oval mowing and annual maintained programs developed and seasonal works / priorities completed. Floodlighting and irrigation inspection program in development. General site inspections completed for sportsgrounds.	

Swimming Pools

Deliver capital works programs for swimming Pools	Renew first aid, flags, pool vacuums and skimmer at various pools	Checks and audits completed with preseason site inspections and preparations.	
	Identify tasks required to manage and operate facilities and define responsibility for delivery of those tasks and include in seasonal pool contract specifications	Major contract specification review and redesign completed. Contract publicly tendered and contractor engaged at Cobargo and Bega Pools. BVSC site operator at Eden, Candelo and Bemboka pools.	
Implement the Bega Valley Shire Aquatic Facilities Review	Develop an Aquatic Facilities Strategy in partnership with the community	Detailed report submitted to the 22 November 2017 Council meeting including background, existing asset condition and renewal implications, considerations for strategic planning, overview of possible strategy models and options and recommendation. Further Councillor workshop scheduled for February 2018.	
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 and valuation information to be updated with next asset management plan data review.	
Review the Leisure and Recreation Asset Management Plan for aquatic facilities	Prioritise works and update programs	Scheduled asset renewals completed pre 2017/18 summer pools season. Asset condition and valuation information to be updated with next asset data review.	

Organisation Development and Governance

Organisation Development and Governance

Elected Officials

Develop the Councillor Induction and Development Program	Review the Councillor induction program by surveying 2016 Councillors and key Council Officers to determine effectiveness of the program	Survey completed - Individual Training Programs in place for all Councillors (5) who responded to the Training and Development section of the survey	
	Develop individual Councillor development plans incorporating attendance at conferences	Individual Training Plans in place for the Councillors (5) who requested a Training and Development Plan (as part of responding to the Survey)	
	Review the Councillor Commitment Statement following input from quarterly surveys of Councillors	Will schedule a further meeting with Facilitator (Cheryl Gilroy) - early 2018 to review	
	Develop mid-term review reporting framework	Will commence this review process by September 2018 for report to Council	

Employee Support Services

Develop a work placement strategy	Develop a work placement framework and commence pilot program	Need to ensure students have a structured training plan in place.	
	Develop return to work framework including engagement, communications, marketing activities	Risk Management Team inherited this deliverable from Employee Support Services upon their dissolution and therefore did not have any input into this task. To date the Risk Management Team has completed the following actions in order to accomplish this deliverable: a) Reviewed all of last financial years claims to ensure that they have been correctly closed off	

		<ul style="list-style-type: none"> b) Hired a Workplace Wellness Officer c) Conducted a review of how claims are notified d) Undertook a quality assessment examining reporting time frames for incidents e) Rolled out targeted training on how to report incidents f) Updated the SIRA flyer and distributed to all sites g) Reviewed and developed recover at work plan templates h) Commenced draft injury management procedures 	
Implement a system for managing courses and training programs	Identify and implement a suitable learning management system with managers and coordinators	We are also investigating options for true state-of-art learning management systems. There was no budget allocation in 2017-18 to purchase such a system. Our lead involvement with the CBRJO Workforce Planning Committee has given us an opportunity to look for synergies and cost-savings by working together on this issue.	
Improve support for new and existing employees	Analyse current on boarding practices and implement approved changes	A taskforce of involved people from across Council has been formed with the objective of refining the on-boarding process. We have commenced implementation of better streamlined on-boarding and induction processes. Software systems are being reviewed that can assist in ensuring on-boarding happens efficiently.	
Improve support for new and existing employees	Implement Internal Fraud Control Audit recommendations	Employee Support Section now completes all new starter information into Authority. Payroll plays no role in this activity to ensure compliance with Fraud Control recommendations.	
	Review employee support mechanisms and implement changes	The new staff and coordinator of Employee Support Section have actively commenced a review of all HR systems and practices. These are being constantly refined and improved according to best current HR-practice. The e-Recruit System has been overhauled to make it more user-friendly.	

General Manager's Office

Coordinate the Organisation Culture Index Review	Conduct internal workshops on the three key themes identified in the first Organisation Culture Index Review undertaken in 2016 and implement workshop recommendations	Not yet commenced due to other organisation priorities will be a focus in 2018/19 after organisation restructure is finalised.	
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	Review MOU and refine or improve strategic and operational collaboration and resource sharing opportunities	Quarterly meetings held with Eurobodalla/BVSC Senior Staff. Will formally review MOU once Joint Organisation Legislation is in place.	
Review asset provision	Review of all Asset Management Plans and levels of service	Review sessions with Councillors completed and report adopted 13 December 2017 to inform Long Term Financial Plan review.	
Review services to meet organisational needs and efficiencies	Restructure to achieve improved service outcomes and reduced recurrent expenditure \$250k	Restructure within CRL/SBS finalised - 4 FTEs have been abolished. Industrial Relations Dispute resolved in favour of BVSC.	

Organisation Development and Governance Coordination

Implement an Integrity Management System	Undertake research and benchmarking survey with Canberra Region Joint Organisations regarding ethical and integrity related issues	Have participated in CBRJO Joint Submission Workshop to develop response on Reviewed Code of Code of Conduct. No terms of reference developed yet in relation to bench marking survey with CBRJO re ethical and integrity related issues. Will progress during 2018	
	Develop Strategic Integrity System Plan document	Commenced researching Plan document - will be completed by June 2018	
	Develop a leadership program for executive level, managerial, coordinator and supervisor positions	Due to Staff Changes within the Organisation - will develop program - by June 2018	
Implement the Workforce Strategy	Develop and implement a Trainee-Apprentices-Cadets Employment and Learning Strategy	commenced research into the project	
	Lead and facilitate the development of a Workforce Strategy to deliver resource	CBRJO Workforce Strategy in place - Workshop will be held in March 2018 to progress initiatives and strategies outlined in the document	

	sharing and program opportunities as part of the Regional Joint Organisation of Councils (JO) and Eurobodalla Memorandum of Understanding		
	Develop a Key Position Succession Plan in concert with the Trainee-Apprentices-Cadets Employment Learning Strategy	Due to Organisational Structure Changes, this item may be delayed until Middle 2018	
	Undertake a gap analysis of the existing human resources system and research systems that meet identified gaps and provide reporting and metrics	Have commenced review of E Recruit	
	Investigate and implement a new operational model for the Civic Centre and review the management, operations and support of Council events and public events on Council land	Organisation Structure changes has seen Events Officer transferred to Community Relations and Leisure - need to review responsibility for delivering this item	

Records Management

Update the Customer Records Management system	Undertake review of CRM system paths and users	This project has been delayed. A final decision regarding resource allocation and where the responsibility of maintaining the CRM systems needs to be made.	
	Update CRM system to reflect current operational parameters	This project has yet to be commenced. Awaiting final decision on best manner in which to move forward with this project due to budgetary constraints and organisation structure. A final decision needs to be made regarding resource allocation.	
	Implement recommendations from the TRIM audit conducted	Awaiting introduction of CM-9 system which, once completed will finalise the TRIM audit recommendations.	

	in 2017		
Update the Records Management System	Develop plan for the implementation of Version 2 of TRIM including consultation with internal and external stakeholders	Plan developed and currently being implemented. Working in consultation with ICT (Graeme Wastell) to develop simulated/test environment, which has been made available to key users in preparation for training and implementation of live version. Graeme is consulting with Records Team Leader (Lyn Jay) to develop an instruction manual/user guide for the new CM-9 system, which will commence official roll-out in February 2018.	

Risk Management and Internal Control

Establish the Audit Risk and Improvement Committee	Establish the functional parameters, develop a charter and appoint the members of the committee	Audit, Risk & Improvement Committee established with draft charter developed and tabled at the last committee meeting held 28/11/2017. Committee resolved to review and make recommendations on the draft charter out of session with a final draft endorsed at an Audit, Risk & Improvement Committee meeting to be held in March 2018.	
	Participate in a review of insurance providers to improve insurance premium related costs for member Councils as part of the Regional Joint Organisation of Councils arrangements	This has been tabled at the JO but no actions to date or confirmation as to when the JO will commence assessing alternate providers which limits our ability to participate.	
Update the Work Health and Safety Plan	Review and update the Work Health Safety Plan incorporating collaboration strategies and resource sharing with Regional Joint Organisation of Councils	WHS management plan developed and accomplishments being managed by WHS Officer. Resource sharing is difficult to manage at this stage as the JO for WHS is not up and running.	
Complete Internal Audit Strategic Plan program	Undertake identified audits	Commenced planning for next round of audits. This involves developing a preferred supplier tender for auditing services, scoping out next round of audits and presenting to the risk, Audit & Improvement Committee.	

Planning and Environment

Building and Health Services

Building Services

Undertake a safety audit of awnings over public land	Complete audit and act as required for identified safety concerns	Due to current vacancies program unable to be commenced. To be delivered when vacancies filled	
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Health Services

Inform homeowners about new swimming pool regulations	Develop and provide public information on the importance of pool fencing and maintenance of private pools and spas using a range of consultation initiatives and monitor effectiveness	Due to current staff vacancies program unable to be commenced. Will commence once vacant positions filled	
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Ranger Services

Implement the Companion Animal Control Procedure	Erect new signage as required by the revised Companion Animal Control Procedure	Workshop with Council February 2018	
	Produce revised hard copy and online version of the Leash Free and Wildlife Protection Guide	Workshop with Council February 2018 regarding Leash Free areas. Subsequent report to Council for resolution	
	Build on current Memorandum of Understanding with Eurobodalla and commence discussions with Snowy Monaro		

Environmental Services

Environment Services

Deliver a Coastal Management Program	Complete the Bega Shire Coastal Management Program – Coastal Hazards	Large body of work currently in draft form, being reviewed by OEH	
	Complete Wallaga Lake, Merimbula and Back Lakes, and Lake Curalo Coastal Management Programs		
	Develop an Environmental Education Strategy to supplement the Community Environmental Grants Program	Environmental education project officer is on maternity leave. Project on hold until her return in late 2018	
Prepare for climate change and sustainability challenges	Develop a Clean Energy Strategy	Staff member responsible for project currently acting Economic Development Manager. Document requires refinement prior to being ready for wider consultation.	
Prepare for climate change and sustainability challenges	Review the Corporate Energy Efficiency Program review outcomes	Draft prepared. Staff member responsible for project currently acting Economic Development Manager. Document requires final editing. Will be completed this financial year.	
	Review the 2017 - 2018 Corporate Environmental Auditing Program	Ongoing function of Environmental Services to monitor Council's own operations including Water and Waste Water, Waste Management, Transport and Works. Further auditing planned for remained of current fin. year.	

Vegetation Management Service

Deliver biosecurity initiatives	Review activities to ensure compliance with the Biosecurity Act 2016 and Biodiversity Conservation Act 2016 requirements	Biosecurity legislation requirements have been implemented and new inspection regime has been introduced based on new requirements. Biosecurity legislation changes to be presented to Council in Workshop session. Biodiversity legislation is still evolving and will require changes to key Council documents (e.g. DCP) and new assessment processes for DA's and Tree permits. Will be strong focus of Environmental Services in 2018	
	Participate in the South East NSW Regional Weed Management Committee	Extensive work in developing new inspection regime, to ensure priorities align with Regional Weed Plan and are carried in accord with the new Biosecurity Legislation	
	Commence project scope for Bushland and Natural Areas Plans of Management	Project no longer required. Plans of Management to be reviewed following Crown Land Negotiation Process. Rec and Env Services scoping a Biodiversity Assessment of Council Managed Reserves	
Participate in the local bushfire management committee	Update Asset Protection Zones and bushfire hazard reduction activities on Council land and Council managed Crown Land	Focus on operational aspects of APZ management. Annual works program developed in conjunction with RFS.	

Planning and Environment Coordination

Planning and Environment Coordination

Collaborate with other Councils and implement the South East and Tablelands Regional Strategy	Build on current Memorandum of Understanding with Eurobodalla and commence discussions with Snowy Monaro	Initial discussions with Snowy Monaro Council. Meeting proposed for early 2018.	
	Implement stage one of the Action Plan and seek customer feedback	Development Centre to be introduced early 2018	

Planning Services

Planning Services

Zone land for employment generating developments	Review consultants recommendations and prepare Planning Proposal as required	Enterprise land review completed and preferred site identified. Discussion to be held with relevant land owners.	
	Commence investigation of current business land, projected growth, urban design controls, public domain improvements and funding opportunities	Draft review of Commercial Centres Strategy 2006 for the Merimbula/Pambula/Tura precinct has been completed and exhibited. Report to Council in early 2018. Full review of Commercial Centre Strategy 2006 to commence in 2018.	
Prepare a Residential Growth Strategy	Review background information and prepare brief for growth review	Rural Living Strategy drafted and to be presented to Council in early 2018. Full residential growth strategy brief to be prepared in 2018.	
Review the Village Character Statements	Prepare draft Village Strategies for Kalaru, Candelo, Cobargo and Bemboka	Review of Wolumla Village completed and reported to Council on 13/12/17. Initial review of other Villages commenced.	
Transition the development application process to ePlanning	Prepare material in accordance with Department of Planning and Environment requirements	The Department of Planning's E Planning Portal has not commenced the DA transition for Bega Valley Shire. Planning Services continue to prepare processes and procedures in anticipation of E Planning Portal coming online.	

Strategy and Business Services

Business Growth

Bega Valley Regional Learning Centre

Increase use of co-work space at the Learning Centre	Develop printed material for distribution to local holiday accommodation	Brochure completed and to be sent to Merimbula Tourism, CoC and various stakeholders.	
	Build a networking and professional development calendar for users and wider business community	Project was to be part of potential NAB partnership which is now not proceeding. To be reconsidered once permanent staffing has been secured.	
	Promote use of the co-work space in local media	Use of co-work space continues to grow. Further promotion of this space will occur in early 2018 through Council's central Comms Team.	
	Establish and maintain a social media presence	Integrated into Council's social media program.	
Market leasable office space at the Learning Centre	Develop a Bega Valley Regional Learning Centre website	Website is completed and up and running.	
	Develop automated booking service for facilities	To be finalised once permanent staff appointed to positions.	
	Advertise available space on appropriate forums	Progressing well with leasing / use of centre tracking on budget.	

Economic Development

Deliver grants program for Shire-based businesses	Finalise grant guidelines and open the program for public submissions	Budget has been committed to iAccelerate project and is therefore awaiting this process to restart.	
	Develop protocols to clarify the responsibilities, roles, projects and areas of focus of the Manager of Economic Development and place based officers	Restructure of Council has resulted in changes to staff levels and job focus in key areas.	
Implement the Economic Development Strategy	Deliver an innovation summit	Delay in iAccelerate funding round until early 2018. Innovation Summit related to this process.	
	Develop an innovation strategy and support, participate and provide leadership to the Bega Valley Innovation Taskforce for the creation of an innovation hub in the Shire	Council has supported iAccelerate project application. Departmental guidance regarding funding due early 2018.	
	Develop and launch a regional investment prospectus	Prospectus almost completed.	
	Develop and launch an online presence aimed at attracting new residents	Discussions had with BV Regional Business Forum. Suggested further follow up in February 2018 with the participation of the Mayor.	
	Advocate for the inclusion matters of relevance to the Bega Valley Shire Council in all strategic documents and reviews	Participation Economic Development Working Group as part of CBRJO has been ongoing.	
Support economic growth related projects	Advocate to the NSW Government for a leveraging strategy for Twofold Bay in	Inclusion of landside redevelopment opportunities and need in the Infrastructure Prospectus and Regional Economic Development Strategy. This is in collaboration with Department of Premier and Cabinet - Office	

	association with infrastructure updates at the Port of Eden	of Regional Development.	
Support economic growth related projects	Develop a strategy for the establishment of a local food brand to encourage growth of local fresh food exports	Acknowledgement and integration of local food brand / food/artisan trail into Regional Economic Development Strategy.	●
	Identify commercial opportunities associated with the upgrade of Merimbula Airport by developing a business case for airline engagement and ground enterprise opportunities	Pending final masterplan and project staging an opportunities assessment and business case can be initiated.	●
	Provide input to the review of the Merimbula Airport Masterplan in those areas that identify enterprise and business growth opportunities	General input has been provided to project manager of airport masterplan and redevelopment. Project monitoring continuing.	●
	Establish forum for education and training organisations and the major employer groups of the Bega Valley Shire	Initial meeting has been held with Aged, Disability and Health Care sectors.	●

Tourism

Assist with the delivery of the Eden Cruise Strategy including the Bundian Way	Finalise Funding Deed and establish effective delivery model with Sapphire Coast Tourism	Scope of services has been developed with the input of Tourism Industry Liaison group.	●
	Establish relationships with the Chair, Board and Executive of Destination Southern NSW	Regular contact with DNSW General Manager has occurred as well as participation in DNSW Destination Management Plan Process. Have met executives at various workshops / meetings over the past 3 months.	●

Deliver the Visitor Signage Program	Design, construct and install town entrance signs for Bermagui, Eden, Bega, Merimbula and Tathra	Project not proceeding as budget not allocated for 2017-18.	
Implement the Tourism Services Delivery Framework	Develop revised governance structures and performance targets to be introduced to the coming external service provider contract period	Tourism Industry Liaison group has met 3 times with input into tourism services for the Shire provided as well as input to scope of services contract / tender process.	
Implement the Tourism Services Delivery Framework	Engage local tourism Industry representatives in planning a regional approach to promoting the Sapphire Coast	Local tourism representatives (4) have been involved in the Tourism Industry Liaison Group and its strategic directions regarding tourism services in the Shire moving forward.	
	Extend contract with current external service provider by one year	Completed.	
Support the contracted tourism service provider	Continue the digital marketing program	SCT delivering digital marketing as per funding provided.	

Business Services

Information, Communication and Technology

Implement the Information, Communications and Technology Audit recommendations	Identify and implement priority controls	<p>Since this recommendation from the audit, I have attended ITIL foundation training. The main takeaway from this is to document and implement a Service Level Agreement that binds ICT as an internal service to a level of service as defined in the agreement to the customer (i.e. Council staff).</p> <p>Additionally, implementation of a change management document and protocol, although now drafted, is yet to be adopted by Council. This takes away a degree of ambiguity regarding change in our technology environment.</p> <p>Print controls (now implemented with PaperCut), is complete.</p>	
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	Finalise draft strategy and implement adopted technology services work programs	Although not formally adopted by LEG, the ICT strategy is complete and as a subset of this document, work programs for the next 18 months have been finalised.	
Upgrade Local Area Network and radio switching infrastructure	Upgrade technology switching infrastructure	Implementation of the dark fibre link between the main office and DR site at Council is complete. This closes out the bottleneck that was the microwave link to the depot for the purpose of DR. The microwave WAN network refresh is complete and now is fully managed and operated by SAF Australia. Core Cisco switching devices (i.e. Core switch in main building, Server Room switches, DR room switches) have been refreshed and replaced with switches that are now under maintenance and warranty support. The remaining endpoint switches still need to be replaced - scheduled for mid-2018.	
Upgrade Local Area Network and radio switching infrastructure	Identify and implement upgrades to the LAN and WAN	Implementation of the dark fibre link between the main office and DR site at Council is complete. This closes out the bottleneck that was the microwave link to the depot for the purpose of DR. The microwave WAN network refresh is complete and now is fully managed and operated by SAF Australia. Core Cisco switching devices (i.e. Core switch in main building, Server Room switches, DR room switches) have been refreshed and replaced with switches that are now under maintenance and warranty support. The remaining endpoint switches still need to be replaced - scheduled for mid-2018.	

Procurement

Enhance the procure-to-pay process	Review existing process, make recommendations for improvement and commence work program	Project as defined is completed A review in light of restructure to be completed	
	Develop and implement a complete draft tender and contract document template		

Implement the recommendations of the Internal Procurement Audit	Prioritise and implement recommendations arising from Procurement Internal Audit	Refer work plan for detailed activities.	
Implement the recommendations of the Procurement Review	Develop a Storage Services Strategy	Draft strategy complete awaiting approval by LEG/Director	
Implement the recommendations of the Procurement Review	Develop a Supply Services Strategy		
	Prioritise and implement other recommendations	Refer work plan for detailed activities.	
	Identify cost saving initiatives in conjunction with CBRJO representatives and implement agreed initiatives	Attended Procurement Working Group meetings early 2017 and participated in those initiatives of value to BVSC. CBRJO Shared Services & Procurement Coordinator has since resigned and position has not been backfilled.	
Review the Procurement Policy and Procedures	Review all procedures and policies related to procurement	Internal review carried out by SS team and passed on to Governance unit to undertake organisational gap analysis.	

Property Services

Develop a new aircraft storage site and renew leases	Create 20 new lease sites for third parties to lease from Council	Specialist consultant to be appointed by TUG to determine best model for development site prior to registering subdivision for lease purposes. Twelve new parties seeking aircraft storage now waiting on release of new hangar sites.	
	Develop a style guide for new buildings in consultation with Transport and Utilities Directorate	To be developed following airport terminal upgrade - all new buildings on airport land should complement colours and materials used for terminal.	
	Update Council's Asset Register with revised condition report information	This project has been delayed while responses to the external annual financial audit are being worked through and priorities around the organisations fixed asset register and the asset management strategy can be better aligned. This includes the review of alternative software	

		options that may provide improved integration of all asset information.	
Review and update Asset Management Plan for buildings	Update upgrade, renewal and maintenance schedules in the Asset Management Plan and identify priority works to Council buildings	Asset Management Plan adopted (Michelle Preo to provide further comment).	
	Form a cross-organisational working group and commence a review of Council's Crown Land Register to determine local and state significant land	Waiting on Crown Lands to provide Council with a detailed list of all Crown Land in the Shire (from their database) so that Council can identify what it considers to be Local Land v's State Significant Land. Will convene working group once that information is received.	
Implement Geographic Information Systems review recommendations	Prioritise and implement the GIS review's recommendations	The initial review that was undertaken and the recommendations that came from this project have been discarded. Therefore, a secondary review has been undertaken to determine the future direction of GIS within BVSC. Once this process is finalised, I can move forward with implementing the recommendations.	
Plan employee accommodation in Bega	Address identified work, health and safety issues for the Mahar Street Stores and Technical Workshop	Asbestos and Electrical inspections complete. Scope has been detailed and awaiting tender responses	
Plan employee accommodation in Bega	Develop a proposal for the upgrade of the air conditioning unit in Council's Administration Building at Zingel Place		
	Undertake market testing for a consultant to develop a plan to resolve employee accommodation issues at the Bega Depot precinct and Zingel Place	This project is yet to formally commence due to restructures.	

Financial Management

Finance Services

Collect the NSW Emergency Services Property Levy	Incorporate ESPL onto rates notices and provide relevant customer information	The NSW Government has delayed the relevant legislation indefinitely.	
	Prioritise and implement recommendations from internal audits into finance and revenue activities	The Finance team is in process of implementing the recommendations from internal audits into finance and revenue activities.	
Review debt collection practices	Participate in all relevant discussions, documents and reviews	The Finance team continues to work across the organisation to assist and support Council's activities.	
Review financial information systems	Develop budget manuals	Council has developed the initial draft budget manual. Further engagement and consultation within Council will assist to establish a workable budgetary framework for the future.	
Review financial information systems	Develop a Finance Information System Strategy	A business paper has been presented to Council on 13 December 2017 reviewing Council's Corporate Business Systems.	
	Commence discovery and analysis phase	Council has met with suppliers and undertaken deeper dives into suppliers systems. A business paper has been presented to Council on 13 December 2017 reviewing Council's Corporate Business Systems.	

Strategy and Business Services Coordination

Integrated Planning and Reporting

Contribute to inter-Council research into strategic directions and performance measurement	Participate in all relevant discussions, documents and reviews		
	Identify organisational performance targets	This project has been delayed due to organisational restructures. Initial performance targets have been workshopped with business areas, but these need to be reviewed upon completion of the current round of	

		restructuring.	
Provide local population information to the community	Host Profile ID website via Council's website	This section of the Council's website is continually updated as information becomes available.	
Provide local population information to the community	Host training and information sessions for Council employees and the community on the updated results from Census data	This training for staff and the community is being organised for delivery in the 4th quarter of the 2017-2018 year	

Strategy and Business Services Coordination

Promote local major projects to other levels of government	Develop a prospectus of Council projects for promotion to State and Federal Government agencies	Prospectus has been developed and the final layout and printing is being contracted during January and February 2018	
	Review opportunities arising from membership of the Canberra Regional Joint Organisation of Councils in the areas of procurement and Integrated planning and reporting	Council staff continues to engage in CBRJO opportunities as they arise.	
Monitor major property and land matters	Develop and update portfolio of property and land projects for Council to utilise for advocacy	Properties will be further investigated on an individual basis to determine the most appropriate action for each in the second half of 2017-2018. Options include, divestment, operationalize, joint venture projects with private investors, joint venture projects with Government agencies.	
Develop business and financial management policies and procedures	Policies and procedures to oversee Council's business and financial management developed	Policies have been updated and approved, and policies are in the final stages of review.	
Develop financial performance measures	Develop a suite of financial performance measures for all business units	This activity is underway across the organisation, however restructures and staffing changes have delayed further progress. More progress will be made in conjunction with the 2018-2019 budget preparation and review of management software systems.	

Transport and Utilities Group

Project Development Services

Project Development Services

Manage the delivery of transport infrastructure	Design upgrade to Albert Street intersections to the Port of Eden including footpath widening and interpretive walk as part of the Access Eden program	The project is currently on hold until external funding is obtained to allow the design to be finalised and works tendered. A funding submission under NSW Government Building Better Regions round 2 - to be submitted in Dec '17 Unsuccessful funding submission Building Better Regions round 1 - Feb '17 and Fixing Country Roads Aug '17 Design has been progressed to a stage to enable costing and funding to be sought - upon funding detailed design will be completed to allow project to be tendered.	
	Develop a capital expenditure management tool that integrates with Council's financial system	Project Development and Strategic Assets Sections are working with Finance to develop a capital expenditure management tool utilising the NOC which tracks actual project costs from Authority and provides a tool to review capital expenditure. This project will be consistent with any change in direction in which the organisation takes for its overall finance reporting system	

Sewer Services

Sewer Services

Upgrade Merimbula sewage treatment plant	Commence concept design and environmental impact assessment	Project has commenced	
	Procure flow gauging for selected sewerage systems	Scope for project has been completed. Delayed due to other competing priorities.	

Deliver sewer capital works programs	Plan and procure detailed design for upgrade of Bermagui sewage treatment plant and ocean outfall	STP Capacity assessment completed by ASpect Process Services. Delayed due to other competing priorities.	
Deliver sewer capital works programs	Plan and procure detailed design for sludge treatment upgrade of Tura Beach sewage treatment plant	Options assessment underway. Delayed due to other competing priorities.	
	Construct North Bega sewer	Project construction works completed. Commissioning completed. Bega Cheese to connect to the new system in mid-2018.	
	Investigate treatment and biosolids management options and capital works needs	Scoping for Bermagui and Bega is underway. Merimbula and Tathra to follow.	
Develop an Integrated Water Cycle Management Strategy	Complete population and demographic projections, water cycle projections, headworks and groundwater supply yields	Delivered as part of the Integrated Water Cycle Management project.	
Integrate operation of 10 sewage treatment plants	Complete handback of 10 sewage treatment plants from the existing operations contractor	Handback completed.	
Review and update Asset Management Plan for sewer infrastructure	Complete on site valuation of sewer assets, revise condition assessments and finalise draft	Valuation and condition assessment completed by consultant and audited by the Auditor General.	
Update the Sewer Development Servicing Plan and Strategic Business Plan	Review and update levels of service, asset management, renewals, capital works and financial plans and finalise draft	SBP will be delivered as part of the Integrated Water Cycle Management project.	
Upgrade sewer supervisory control and data acquisition (SCADA)	Identify suitable replacement SCADA software	Scoping of business and technical requirements underway.	

system			
Upgrade sewerage telemetry system	Finalise expression of interest and product assessment for integration partner and preferred product	Scoping of business and technical requirements underway.	
Investigate systems to integrate sewer works, customer and asset management data	Investigate GIS platforms, capture and record backlog asset register data	Data collection and cleansing of asset registers is progressing	

Strategy and Asset Service

Cycleways

Deliver capital works programs for cycleways	Identify and apply for a grant to design and construct Bega Street shared path	Shared path has been constructed with 50% contribution from RMS from Active Transport Grant.	
	Identify and apply for a grant to design Bega River Bridge shared path	Path construction complete, Council is currently working with BRAWL and LLS for installation of interpretive and way finding signage.	
	Identify and apply for a grant to scope and plan a shared path from Merimbula central business district to Merimbula Wharf	Grant has been successful. The scope of the successful grant from RMS is from the Rotary Park on Main Street to the Merimbula Wharf. Concept design has now commenced.	
	Identify and apply for grants to fund cycleways renewal works	Grant funding not undertaken by Council. Suitable funding streams have not been available.	
	Identify and apply for a grant to complete the design concept for Kalaru to Bega, Bermagui to Wallaga Lake and Tura Beach to Merimbula	Grant has been secured for Kalaru to Bega. Bermagui to Wallaga Lake and Tura Beach to Merimbula have not been applied for on instruction from Director TUG (Terry Dodds at the time).	

	Complete design concept for Tathra to Kalaru	Design has commenced in accordance with the approved project plan.	
	Update the authority asset register and the valuation of and condition of assets	This is the ongoing 997100 process by 30 June each year. Revaluation for water and sewer completed. Other asset classes have yet to be completed for any asset.	
Review Transport Asset Management Plan for cycle network infrastructure	Prioritise works and update programs	2018 programs prioritised and updated. Work has commenced on future years.	

Drainage and Stormwater Management

Complete floodplain risk management studies	Develop a grant program to source additional funding for future projects	Grant program developed for 2017/18 co-ordinating with Cecily Hancock, Grant Funding Submissions Coordinator	
	Prepare grant application to Office of Environment and Heritage for Floodplain Risk Management Project	Grant application made and submitted. Application was successful for Merimbula Lake Back Lake Floodplain Risk Management Plan Study. (TRIM AD17/0038106)	
	Secure consultant for Twofold Bay, Lake Curalo and Towamba River Flood Study	Consultant has been secured and project commenced.	
	Complete Bega and Brogo Rivers Floodplain Risk Management Study and Plan	Study and Plan nearly complete. On schedule to revised program.	
	Complete urban catchment identification and prioritise for modelling	Not commenced. Priority for Bega.	
Undertake modelling of stormwater infrastructure in urban areas	Identify urban catchment priorities for modelling within major townships	Not commenced. Priority for Bega.	

Undertake modelling of stormwater infrastructure in urban areas	Complete analysis of available data and develop Flood Proofing Works Program	Flood proofing of bridges and locations continuing, added to renewal programs (part of the assessment program) and linked to the floodplain management projects.	
	Develop a stormwater renewal program	Program has commenced. Needs to be expanded to cover full network. Additional condition assessment required.	
Deliver capital works programs for stormwater	Develop a stormwater upgrade program	Program has commenced. Needs to be expanded to cover full network. Linked to the identification of stormwater catchment and road stabilisation program.	
	Renew sections of drainage along Towamba Rd, Towamba	Construction has been completed. WAE to be finalised and incorporated into the NOC.	
	Renew sections of drainage along Government Road Eden	Design completed. Construction works have commenced.	
	Renew sections of drainage along Monaro Street and Ocean Drive Merimbula	Design for Monaro Street commenced. Ocean Drive construction has been completed. WAE for Ocean Drive to be finalised and incorporated into the NOC.	
	Update the authority asset register and the valuation of and condition of assets	This is the ongoing 997100 process by 30 June each year. Revaluation for water and sewer completed. Other asset classes including stormwater have yet to be completed for any asset.	
Review the Transport Asset Management Plan for stormwater infrastructure	Prioritise works and update programs	2018 programs prioritised and updated. Work has commenced on future years.	
	Develop a program for culvert renewal and maintenance and commence works	Program has been done for culverts. Unsealed road data has identified culverts with no cover. Further refinement to be undertaken with the unsealed road data.	

Fire and Emergency Services

Support the Emergency Operations Centre	Purchase and install a generator for emergency power at the Emergency Operations Centre	James Dangers advised the generator has been purchased.	
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Strategy and Asset Services

Identify safety issues in the road network	Conduct road safety audit for Cobargo-Bermagui road and other possible blackspots	Cobargo-Bermagui Road and additional locations have been programmed.	
	Complete the Sub-Regional Transport Strategy	Scope of project has been refined in discussion with the GM. Rather than a Strategy document it is now a Vision document which will guide the development of Strategy. The Strategy development will take a minimum of 12-18 months to develop. A draft Transport Vision document has been produced. This project will require carry forward into 2019 for Strategy progression.	
Develop maintenance schedules for transport assets	Review and revise service levels based on condition assessment and analysis	In progress. Further review and refinement will be required once the Regional Strategy (formally known as Sub-Regional Strategy). This project will require carry forward into 2019 for Strategy progression.	
Develop maintenance schedules for transport assets	Refine and enhance Maintenance Management System (Reflect) to incorporate revised levels of service	Revised 2018 levels of service have been completed with the 'location model' incorporated into Reflect allowing better integration in the Network Operation Centre (NOC).	
	Design Merimbula Access Road Extension	Design is complete. Construction commenced.	
Document regulations, resourcing and risk for assets	Commence investigations	Investigations have commenced and documentation incorporated within each of the asset classes based on budget allocation.	
Investigate, design and implement a real-time asset and works data management system	Analyse GIS asset data capture for programming of future capital and maintenance	Analysis is continuing in the research and development of future works. Programming is maturing well.	

	works		
Simplify asset data reports	Design a reporting framework within the spatial database	The award winning Network Operation Centre (NOC) has been created developing the foundation for reporting. The reports will be refined over the next quarter.	

Transport and Utilities Group Coordination

Airport

Deliver tourism infrastructure renewals	Investigate future requirements and funding and operational model	Continuing liaison as required in all areas although main accountability rests with Economic Development Manager	
	Fitout internal screens for landside terminal	Scope and design complete and awaiting tender for works	
Deliver capital works programs for Merimbula airport	Seal airside general aviation road access, apron and taxiway A parallel to Runway	Redesign of runway and terminal has changed priorities. This will be delayed until designs are finalised and Master Planning is completed. Maintenance will continue.	
	Forecast future demand and develop a Demand Management Plan	This will form an integral part of the Master Plan document suite	
Review and update Asset Management Plan for Merimbula airport	Prioritise works and update programs	Will be updated after Master Plan is finalised	
Review and update Asset Management Plan for Merimbula airport	Review plan and update authority asset register and the valuation of and condition of assets	Will review once Master Plan is completed	
	Determine operational constraints and develop Stakeholder Engagement Plan	Master Planning requires dedicated resource currently not available. Possibly contract out once management options have been agreed	

Review Merimbula Airport management arrangements	Determine operational model and facilitate appropriate change-over	Council resolution to progress negotiations with AA until 2020. Preliminary meeting arranged for end of January	
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Transport and Utility Group Coordination

Promote improvements to the Princes Highway, public transport and transport logistics	Advocate for strategic transport initiatives through South East Australia Transport Strategy and the Canberra Region Joint Organisations of Councils	Actively engaging with SEATs. Bega Valley Transport Vision and comments on NSW 2056 Strategy have been forwarded	
	Develop and implement administrative procedures that link level of service to the Corporate Asset Management Plan	Roads Portal has been developed to share important Maintenance and Capital Works schedule information regarding the combined transport network. Waste App has been produced to share info regarding Waste Services. More work to be done with CRL and Works to publish SLA maintenance programs and how to align CRM with planned or responsive activity.	
Improve communication about transport planning and works	Improve methods of informing the public regarding upcoming road works and closures and changes in service levels	Roads Portal has been developed to share important Maintenance and Capital Works schedule information regarding the combined transport network. Works Section now very proactive with Media to inform upcoming activities.	
Implement a new structure and operational model	Implement structure as resources become available	This was scoped as 'A Better Way' however it was not fully adopted. The scope needs to be redefined in the next 12 months with clear limitations on FTE and cost articulated	
Implement an accountabilities model for operational issues	Develop and implement an accountabilities matrix	This is intrinsically tied to the TUG business needs analysis outlined in 'A Better Way' which was not fully adopted or funded and is deficient in a number of areas. It will be resurrected when TUG is restructured as Operations and Assets	

Waste Services

Waste Services

Deliver waste minimisation programs	Establish a new position of Waste Collection and Minimisation Coordinator	Waste Management Coordinator position established with accountabilities for waste education, strategy and collection services	
	Develop levels of service and key strategic actions with the Waste Strategic Working Group	Waste Management Strategy is in draft form for adoption in early 2018	
Award a new waste collection contract	Consult the Waste Strategic Working Group to inform service specifications to complete a tender process for waste collection	Tender process for waste collection services complete	
Deliver waste capital works programs	Award construction tender and commence works to complete the capping and gas management system for stage one of the Central Waste Facility	Tender awarded construction to commence early 2018.	
Deliver waste capital works programs	Award construction tender and commence works to stop landfill activity at Eden waste transfer station	Transfer station construction complete. Ancillary works (gatehouse, shed and roads) to be completed early in 2018	
	Design and construct leachate and stormwater management projects at Central Waste Facility	Leachate irrigation system to be installed over stage 1 cap for construction early-mid 2018. Detailed design of leachate and stormwater infrastructure including telemetry in early 2018 with construction carried over to 18-19.	
	Design and construct organic waste processing infrastructure Food Organics Garden Organics (FOGO)	Compost processing pad, power and water supply works complete. Stormwater dam and ancillary infrastructure under construction for completion early 2018.	

	Design capping and gas management of stage two of the Central Waste Facility	Stage 2 capping design complete and works tendered for completion in 18-19. Landfill gas works tendered as detailed design and construct for stages 1-3. Tender awarded.	
	Design stage three of the Central Waste Facility	Design complete and works tendered for completion by December 2018	
	Incorporate information from Waste Strategic Working Group	Strategic priorities identified by strategic working group. Strategy to be adopted in early 2018 followed by financial modelling and updated asset management plan.	
Participate in the development of an inter-Council regional waste project	Contribute to the development of a regional waste project and identify opportunities to create economies of scale	CBRJO strategic working group meetings are held regularly and regional strategy to be developed	

Water Services

Water Services

Deliver water capital works programs	Commence land planning of South Bega Water Treatment Plant	Two sites suitable and final decision on preferred site pending.	
	Commence water treatment options investigation and concept design for Brogo Water Treatment Plant	Project completed. Design and construction phase on hold pending Safe and Secure Water Program subsidy funding approval.	
	Finalise detailed design and commence construction of Bemboka Water Treatment Plant	Design finalised and construction to commence Q1 2018.	
	Plan relining of Kiah bores	Delayed pending decisions regarding similar work at Bega.	
	Reline Bega bores	There has been a significant amount of preparatory work undertaken on	

		this project. The central issue is the choice between utilisation of swaging technology to extend the life of the existing bores or to construct new bores in more suitable nearby locations. This decision will be finalised and the project construction phase commenced in 2018.	
	Complete population and demographic projections, water cycle projections, headworks and groundwater supply yields	Delivered as part of the Integrated Water Cycle Management project.	
Review and update Asset Management Plan for water infrastructure	Complete on-site valuation of water assets, revise condition assessments and finalise draft	Valuation and condition assessment completed by consultant and audited by the Auditor General.	
Update the Water Development Servicing Plan and Strategic Business Plan	Review and update levels of service, asset management, renewals, capital works and financial plans and finalise draft	SBP will be delivered as part of the Integrated Water Cycle Management project.	
Upgrade water supervisory control and data acquisition (SCADA) system	Identify suitable replacement SCADA software	Scoping of business and technical requirements underway.	
Upgrade water supply telemetry system	Finalise expression of interest and product assessment for integration partner and preferred product	Scoping of business and technical requirements underway.	
Investigate systems to integrate water works, customer and asset management data	Investigate GIS platforms, capture and record backlog asset register data	Data collection and cleansing of asset registers is progressing	

Works

Bridges

Deliver capital works programs for bridges	Develop scope and design for identified concrete causeway renewal	Waiting for available resource to start design and scope.	
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	Develop scope and renew Galba Creek Armco Culvert		
	Develop scope for and complete timber bridge rehabilitation works at Brockelos Creek	Design complete. Works programmed for February 2018.	
	Develop scope for and complete timber bridge rehabilitation works at Gowings	Design complete and materials have been purchased. Works are programmed to commence in January 2018.	
	Develop scope for and complete timber bridge rehabilitation works at Hanscombe Creek	Council Report in Dec 2017 to dispose of assets.	
	Develop scope for and complete timber bridge rehabilitation works at Johnson Creek	Council Report in Dec 2017 to dispose of assets.	
	Develop scope for and complete timber bridge rehabilitation works at Katchencarry Creek	Scope complete. Works due to commence February 2018.	
	Develop scope for Bermagui River Bridge cathodic protection	Scope developed and contract let. Start due in March	
	Update the authority asset register and the valuation of and condition of assets	This is the ongoing 997100 process by 30 June each year. Revaluation for water and sewer completed. Other asset classes have yet to be completed for any asset.	
Review the Transport Asset Management Plan for bridge infrastructure	Prioritise works and update programs	2018 programs prioritised and updated. Work has commenced on future years.	

Fleet

Implement a Fleet Management Strategy	Investigate and introduce contemporary solutions to reduce whole-of-life costs across all of the fleet	Reviewed and in some cases extended life of plant, trucks and vehicles to reduce whole of life costings. Reduced hourly rates of plant, trucks and vehicles to base level to reduce financial burden on Council departments. Continual development is required in this area.	
	Investigate strategies to contain rising fleet running costs and to minimise the environmental impact of fleet ownership	Reviewed and in some cases extended life of plant, trucks and vehicles to reduce whole of life costings. Reduced hourly rates of plant, trucks and vehicles to base level to reduce financial burden on Council departments. This needs regular review. Continual development is required in this area. LEG now engaged to determine future fleet structure by Directorate	

Footpaths

Deliver capital works programs for footpaths	Develop and deliver a footpath renewal program	Program development has commenced. Delivery of 2017/18 program is in accordance with budget allocation. Program needs to be expanded to cover full network. Additional condition assessment required.	
	Update the authority asset register and the valuation of and condition of assets	This is the ongoing 997100 process by 30 June each year. Revaluation for water and sewer completed. Other asset classes have yet to be completed for any asset.	
Review Transport Asset Management Plan for pedestrian network infrastructure	Prioritise works and update programs	2018 programs prioritised and updated. Work has commenced on future years.	

Quarries

Develop a Quarry Management Plan	Investigate a business plan for the provision of quarried materials to ensure best value options are available	The Safety management plan has now been developed and implemented. A Production Management Plan to follow as resources become available.	
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Roads

Deliver capital works programs for roads and guardrails	Pavement stabilisation and seal Candelo Wolumla Road	Project complete December. No further action is required	
	Pavement stabilisation and seal Sapphire Coast Dr	Works are to coincide with the Merimbula Service Road project. This project has seen significant delays therefore will affect the delivery date of this project.	
	Pavement stabilisation and seal Bunga St, Bermagui	Project is due to commence in April 2018.	
	Gravel resheet Tantawanglo Mountain Road	Works complete in December 2018.	
	Reseal Cobargo - Bermagui Road	Preparation works are complete. Reseal will be complete March 2018.	
	Pavement stabilisation and seal Wonboyn Road	Preparation works will be complete prior to Christmas break. Works are programmed to commence March 2018.	
	Pavement stabilisation and seal Verona Road	Preparation works are complete. Works will commence March 2018.	
	Pavement stabilisation and seal Mrytle Mountain Road	Preparation works are complete. Works are due to start in January 2018.	
	Gravel Reset Towamba Road	Works complete in November 2018	
	Reseal Wonboyn Road	Preparation works will be complete prior to Christmas breakup. Planning to incorporate reseal works with the stabilisation works programed for Wonboyn Road in March 2018.	

	Reseal Verona Road	Preparation works are complete. Reseal is programmed for March.	
	Pavement stabilisation and seal Golf Road	Project is due to commence in April 2018	
	Pavement stabilisation and seal Welsh Street	Project is due to commence in April 2018	
	Pavement stabilisation and seal Government Road	Design complete due to commence works in April	
	Pavement stabilisation and seal Auckland St	Planning and design are components are complete. Works will be undertaken in Easter Holidays 2018	
	Prioritise and develop capital works program for Unsealed Urban Streets	2018 programs prioritised and developed. Construction has commenced. Work has commenced on future years.	
	Reseal various streets in Bermagui	Preparation works are underway and due to be complete in early February. Reseal will be complete at the same time as the sealing works for Bermagui stabilisations works in April 2018.	
	Reseal various streets in Tathra	Preparation works are underway and due to be complete in February 2018. Reseals are due to be complete in March 2018.	
	Reseal various streets in Wonboyn	Preparation works will be complete prior to Christmas breakup. Planning to incorporate reseal works with the stabilisation works programed for Wonboyn Road in March 2018.	
	Update the authority asset register and the valuation of and condition of assets	This is the ongoing 997100 process by 30 June each year. Revaluation for water and sewer completed. Other asset classes have yet to be completed for any asset.	

Review the Transport Asset Management Plan for sealed and unsealed roads and guardrail infrastructure	Prioritise works and update programs	2018 programs prioritised and updated. Work has commenced on future years.	
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Saleyard

Determine a business model for the saleyard	Complete business analysis and review in conjunction with Property Services	The saleyards is managed under contract by an external party. This contract is due to end as at 30/6/2018. Council resolved to review the management arrangements prior to this date to ensure that the most appropriate management structure is put in place. Due to restructures and staff movements this project is yet to commence. It is expected to be commenced as soon as an Economic Development Manager is permanently appointed.	
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Town Centre Carparks

Investigate a car parking management system	Investigate and develop concept for direct to vehicle car parking management using a GPS	Initial concepts have been developed. The data collection from this project will contribute to Phase 1 of part of the Merimbula Traffic Study. Finalising Proof of Concept (POC) to be undertaken in Q3.	
	Update the authority asset register and the valuation of and condition of assets	This is the ongoing 997100 process by 30 June each year. Revaluation for water and sewer completed. Other asset classes have yet to be completed for any asset.	
Review Transport Asset Management Plan for town centre carpark infrastructure	Prioritise works and update programs	2018 programs prioritised and updated. Work has commenced on future years.	

Wharves

Implement the Maritime Infrastructure Internal Audit	Commence implementation of high-level recommendations	Project has been reviewed and prioritised for action in Q3/4.	
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	Update the authority asset register and the valuation of and condition of assets	This is the ongoing 997100 process by 30 June each year. Revaluation for water and sewer completed. Other asset classes have yet to be completed for any asset.	
Review the Transport Asset Management Plan for major marine infrastructure	Prioritise works and update programs	2018 programs prioritised and updated. Work has commenced on future years.	