



# Half Yearly Management Report

2016/2017

# Liveable Place

## L1 Wellbeing and safety

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L1.1.1	Develop and implement a community safety outcomes into community strategic planning process	Host and administer Police Liaison Committee	Completed	Committee established and operational - quarterly meeting held each year with Action Plan in place

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L1.2.1	Public amenity and safety maximized through development of proactive regulatory programs.	Delivering dog and cat management and education programs	Delayed With Reason	Education programs have been designed to be funded using available State Government Grants. Council has not been successful in obtaining funding in this year.
L1.2.1	Public amenity and safety maximized through development of proactive regulatory programs.	Create companion animal facility reserve	Progressing	Reserve has been created and funding sourced via budget process. \$10,000 was allocated in 2016/17 financial year
L1.2.1	Public amenity and safety maximized through development of proactive regulatory programs.	Delivery of education programs regarding environmental health issues	Ongoing program - service meeting expectations	Environmental Health Services are delivering ongoing programs that centre on education regulation in swimming pool safety fencing, onsite sewerage management, swimming pool water sanitation

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L1.2.1	Public amenity and safety maximized through development of proactive regulatory programs.	Enforce illegal dumping and littering compliance	Ongoing program - service meeting expectations	Council continues to participate in the Regional Illegal Dumping program (RID). Significant penalties have been issued to offenders in the past quarter via improved techniques and investigation by Council Rangers

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L1.3.2	Review opportunities to extend summer lifeguard service in partnerships with businesses and surf lifesaving organisations	Contract Review and Retender - Summer Lifeguard Program	Progressing	Preliminary discussions with Eurobodalla Shire Council to coordinate specification development and 'regional' tendering opportunities.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L1.4.1	Identify funding opportunities to develop health and wellbeing education programs and healthy ageing programs	Prepare Disability team for the National Disability Insurance Scheme commencement	Progressing	
L1.4.1	Identify funding opportunities to develop health and wellbeing education programs and healthy ageing programs	Undertake research project on new service opportunities	Delayed With Reason	This action has not been started due to unexpected staff leave.
L1.4.1	Identify funding opportunities to develop health and wellbeing education programs and healthy ageing programs	Prepare Brighter Futures team for funding reforms	Progressing	Staff have attended a number of seminars and meetings with FaCS as part of the review of Brighter Futures funding. At this point in time no firm direction has been provided on any changes.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L1.5.1	Promote healthy environments and activities.	Work with community members, groups and organisations to build community wellbeing	Ongoing program - service meeting expectations	Collaborated with Suicide Prevention Action network (SPAN) on mental health month, river walk and other activities Provided matched grant funding and support for Mumbulla Foundation to deliver grants to over 40 community based organisations Provided administrative support to local clubs to facilitate category 1 Club grants with over 40 recipients Auspice of Community Drug Action Team and support for camp and workshops for local youth Grant application training run in collaboration with Mumbulla Foundation in three locations across the Shire
L1.5.1	Promote healthy environments and activities.	Collaborate with groups and individuals on initiatives that benefit local communities through a place based approach	Ongoing program - service meeting expectations	Four Place Based Officers working across the Shire on a range of initiatives - Advice and resources provided to a range of community groups on an ongoing basis as part of PBO role Distribution of Council and other information, notice boards in place at community halls Planning for Children's Dreaming Garden in Eden (Grant funded project)
L1.5.1	Promote healthy environments and activities.	Provide specialist support for families with children at risk	Ongoing program - service meeting expectations	

## L2 Access to learning and creativity

### L2.1 Improve access to affordable learning opportunities for all children

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L2.1.1	Implement transition plan to the National Early Years Learning Framework for children's services workforce and service operations.	Implement Preschool Disability Support program Grant (CDSP) Grant for Children's Services projects	Progressing	Program has been implemented in line with funding criteria.
L2.1.1	Implement transition plan to the National Early Years Learning Framework for children's services workforce and service operations.	Implement Preschool Disability Support Program (PDSP) grant supporting children with a disability	Progressing	Program has been implemented in line with funding criteria to support children with a disability in Council run early years services.
L2.1.1	Implement transition plan to the National Early Years Learning Framework for children's services workforce and service operations.	Deliver early childhood education through an approved curriculum in order to foster children's learning, development and growth	Progressing	Council delivered early years education through multiple sites in line with the Early Years Learning framework.
L2.1.1	Implement transition plan to the National Early Years Learning Framework for children's services workforce and service operations.	Commence implementation actions from Children's Services Review	Progressing	A range of actions have been implemented including employment of critical leadership and educator roles, advertisement for aboriginal support positions, securing of the Elisa Dixon scholarships for Aboriginal Trainee positions and appointment of two trainees, cessation of the vacation care program and purchase of new uniforms for staff.
L2.1.1	Implement transition plan to the National Early Years Learning Framework for children's services workforce and service operations.	Upgrade babies room at Bandara to align the physical environment with best practice	Progressing	Quotes have been sought and plans finalised for works in the New Year.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L2.2.1	Optimise Bega library and branch libraries to provide services and spaces for children, young people, students and older people and develop as learning centres.	Provide technology enablement for community servicing, including: Tura Beach Library Hub and Bega Valley Regional Learning Centre	Completed	
L2.2.1	Optimise Bega library and branch libraries to provide services and spaces for children, young people, students and older people and develop as learning centres.	Deliver a schedule of community and children's programs across four library branches - Bega, Bermagui, Tura Beach and Eden	Ongoing program - service meeting expectations	Children's programs in place across all library branches (including story time and school holiday programs). Forward schedule developed for next school term.
L2.2.1	Optimise Bega library and branch libraries to provide services and spaces for children, young people, students and older people and develop as learning centres.	Operate a home library service for elderly, remote and medically impaired customers	Ongoing program - service meeting expectations	Home library service in place delivering services to clients across the shire. Currently
L2.2.2	Develop partnerships with schools, tertiary institutions and community groups to grow services	Deliver University of Wollongong (UoW) partnership services	Ongoing program - service meeting expectations	Partnership in place and UoW collection managed by BVSC Library services. Support provided to University students by Council Library staff at the University Campus and in the library.
L2.2.3	Review program and new technologies for library service provision.	Implement 16/17 actions from the Library Service Strategic Plan	Progressing	164 actions identified as part of the strategic plan, 115 are either achieved or incorporated as part of the libraries ongoing work. 22 actions are in progress.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L2.3.1	Investigate and implement a mentoring and educational support program for trainees and apprentices.	Recruit 3 Aboriginal school based trainees in Children's Services to support the attainment of qualifications and increase job opportunities for young people	Completed	Two Aboriginal School Based Trainees have been recruited, not three as originally hoped. This was due to funding and suitable candidates.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L2.4.1	Research education courses that meet needs of young people and local business growth (Eden Port, aged care, cultural industries, health care, child care) and training pathways.	Incorporate Disability Inclusion Planning requirements through the Community Strategic plan review	Progressing	Disability Inclusion Planning has occurred through the Community Strategic Planning consultations. Disability agencies and the Access Advisory Committee were included in CSP consultations. A specific Access Advisory Committee session was held to brainstorm content that could be included in the DIAP.
L2.4.2	Continue and expand Council's local education scholarship program, and encourage business focus groups and other organisations to extend or implement complimentary programs.	Deliver Council's Tertiary and Young Women's Scholarship programs	Progressing	Initial advertising of young women's scholarships sent out in December. Scholarships to be finalised in February and awarded in March. Tertiary scholarships to be advertised in February to be awarded during National Youth Week in April.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L2.5.1	Facilitate NBN roll-out in Bega Valley in top 25% for state.	Provide enhanced Business Systems to improve productivity and efficiency in the workplace.	Ongoing program - service meeting expectations	Fixed Wireless underway, Satellite underway. Fibre Rollout still scheduled at this stage for later this year.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L2.6.1	Promote cultural profile of the Shire through tourism, business and general promotions.	Continue to host and maintain online calendar to promote community and cultural events	Progressing	Community calendar is available on Council's website for community members to include their events.
L2.6.2	Facilitate the development of training and capacity building in the arts, cultural and heritage sectors.	Support creative industry training programs through the Bega Valley Regional Art Gallery and South East Arts	Progressing	A number of industry workshops delivered through the Bega Valley Regional Gallery including portrait master class in conjunction with the Shirley Hannan portrait award. Partnership with South East Arts continues to deliver workshops and programs
L2.6.3	Develop promotion program for all cultural facilities and activities.	Scheduling and promotion of Bega Valley Regional Art Gallery public programs	Progressing	Public programs in place for the 2016/17 year. 12 programs delivered to December 2016. Promotion of public programs and exhibition schedule continues through social media, website, newspapers and radio.



L2.7 Cultural services and facilities provided

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L2.7.1	Consult, assess, develop and adopt strategies for cultural facilities incorporating long term plan for cultural facilities with funding sources identified.	Delivery 8 Major exhibitions for the 2016/17 period including the Bega Art Prize	Progressing	4 Exhibitions delivered in the six months to December 2016 including the Shirley Hannan National Portrait Award, Freetown Fashpack, Dinosaur Designs and Waves and Water
L2.7.1	Consult, assess, develop and adopt strategies for cultural facilities incorporating long term plan for cultural facilities with funding sources identified.	Delivery 15 Public programs for 2016/17 including broad community outreach	Completed	12 Public programs delivered to December 2016. Programs delivered across the major towns.
L2.7.2	Implement developer contributions plans providing for the development of community and cultural facilities	Strategic Action complete. Contribution Plans approved by Council February 2015 and to be implemented as ongoing service	Completed	
L2.7.3	Incorporate design criteria for Council redevelopment of public spaces (CBD , major parks and foreshores) to incorporate services and spaces for cultural activities	Strategic Action complete. CBD Masterplans have been adopted by Council. Future town centre initiatives to be delivered in alignment with adopted Masterplans	Completed	
L2.7.4	Shire-wide performance centre constructed	Strategic Action complete. Bega Valley Commemorative Civic Centre completed and formal opened January 2016	Completed	

**L2.8 Cultural industries supported and developed**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L2.8.1	Support cultural industries and community cultural events as a key theme in cultural plan and business growth plan.	Work with community organisations to support community and cultural activities in the shire	Ongoing program - service meeting expectations	Provided matched grant funding and support for Mumbulla Foundation to deliver grants to over 40 community based organisations Grant application training run in collaboration with Mumbulla Foundation in three locations across the Shire

**L3 Respect and inclusion**

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L3.1.1	Work in partnership with Aboriginal communities and others to narrow the gap on issues of education, employment and health.	Renew the Memorandum of Understanding with the Local Aboriginal Lands Councils	Progressing	Initial meetings with Local Aboriginal Lands Councils held.
L3.1.1	Work in partnership with Aboriginal communities and others to narrow the gap on issues of education, employment and health.	Convene an Aboriginal Reference Group to guide the Indigenous Advancement Strategy 'Gujaga Journey' project	Progressing	Reference group was formed and two meetings held. The group will reconvene in 2017.
L3.1.1	Work in partnership with Aboriginal communities and others to narrow the gap on issues of education, employment and health.	Develop cultural resources to enrich the learning of Aboriginal children at Council's Children's Services	Progressing	New resources have been purchased for example parent library at Eden Preschool, cultural maps in all Centres and role play resources to stimulate cultural engagement.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L3.1.1	Work in partnership with Aboriginal communities and others to narrow the gap on issues of education, employment and health.	Develop partnerships with Aboriginal Elders who will undertake engagement activities, advise the project, and mentor the school based trainees	Progressing	An Aboriginal Engagement Officer was employed for a short period working with Children and Families and trainee. Following their departure recruitment activities for three Aboriginal engagement officers has commenced,
L3.1.1	Work in partnership with Aboriginal communities and others to narrow the gap on issues of education, employment and health.	Facilitate the implementation of the Memorandum of Understanding with Local Aboriginal Lands Council's	Not Due To Start	MOU under review expected to be adopted in early 2017 - the implementation of actions from the MOU will commence once the MOU is finalised and adopted by Council.
L3.1.1	Work in partnership with Aboriginal communities and others to narrow the gap on issues of education, employment and health.	Support individuals from culturally and linguistically diverse backgrounds	Progressing	Council continues to deliver the Federally Funded Settlement program in partnership with the Queanbeyan Multilingual Centre. Collaborations with local Refugee groups continue.

#### L4 Opportunities for all stages of life

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L4.1.1	Work with young people to increase youth-related activities and opportunities in the Shire.	Deliver Council's Youth Week small grants program	Completed	Youth Week grant round completed and recipients endorsed by Council in December 2016. Recipients notified.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L4.1.1	Work with young people to increase youth-related activities and opportunities in the Shire.	Implement the outcomes of the youth engagement review	Progressing	Youth Voice 400 young people consulted at workshops in 4 high schools as part of Council's CSP engagement Youth Action Gen I young entrepreneurs project delivered in Eden Collaboration with PCYC and other agencies on activation of youth space 4 Arts and design workshops held with youth as part of Children's Dreaming Project, Eden

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L4.2.1	Strengthen cross-sector partnerships on issues related to young people in particular in coordination of mental health and homelessness services.	Continue advocacy and support of SPAN (Suicide Prevention Action Network)	Progressing	Support provided to SPAN as required. Attendance at SPAN meetings as needed.

**L4.4 Adequate services to meet range of living needs for the whole population**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L4.4.1	Advocate to Federal and State agencies to ensure Bega Valley receives equitable share of funding resources for health and aged care services and lobby for additional related services.	Work with members of our community with a disability to prepare for the National Disability Insurance Scheme	Ongoing program - service meeting expectations	

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L4.4.1	Advocate to Federal and State agencies to ensure Bega Valley receives equitable share of funding resources for health and aged care services and lobby for additional related services.	Provide brokerage services for people with disability support needs	Ongoing program - service meeting expectations	
L4.4.1	Advocate to Federal and State agencies to ensure Bega Valley receives equitable share of funding resources for health and aged care services and lobby for additional related services.	Delivery of Home visiting programs, brokerage services and referrals to other support programs	Ongoing program - service meeting expectations	
L4.4.2	Develop and promote programs, services, activities and facilities for older people and people with a disability.	Deliver brokerage support, and care coordination to people aged 65 and older to support them in the home	Ongoing program - service meeting expectations	
L4.4.2	Develop and promote programs, services, activities and facilities for older people and people with a disability.	Deliver case management and early intervention support for people with a disability	Ongoing program - service meeting expectations	
L4.4.2	Develop and promote programs, services, activities and facilities for older people and people with a disability.	Delivery of short term case management to frail older people at risk of hospitalisation and for older people exiting hospital	Ongoing program - service meeting expectations	

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L4.4.2	Develop and promote programs, services, activities and facilities for older people and people with a disability.	Deliver Council's Seniors Week small grants program	Completed	Seniors Week grant round completed and recipients endorsed by Council in December 2016. Recipients notified.

**L4.5 Volunteer program developed and implemented across whole of Shire**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L4.5.1	Establish a Volunteer "resource centre" in partnership with key volunteer groups including mechanisms for older people to provide mentoring and skills development for young people (e.g. via web based register)	Strategic action complete. Volunteering Time banking initiative developed and promoted across the Shire as an online volunteer resource centre	Completed	Ongoing promotion of time banking program delivered by placed based officers

**L4.6 Barriers to volunteering identified and resolved**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
L4.6.1	Streamline and rationalise bureaucratic burdens on volunteers in order to maintain and grow volunteer base.	Support the work of Volunteers in the shire	Progressing	Volunteer inductions occurred for Council volunteers in Community Halls, Bega Valley Regional Gallery, Library branches, Home library service, Youth programs, leisure and recreation and environmental services area Way 2 Go volunteering workshops held in Bermagui, Bega and Eden with over 30 participants from local community organisations.

# Enterprising

**E1 Embracing business and a stronger economy: A Council that recognises the importance of a strong economy, and fosters a culture that is supportive of business and ensures the business development of the region is a central consideration in all its activities**

## E1.1 Embracing business and a stronger economy

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E1.1.1	Advocate, support and deliver support programs for businesses looking to expand or for new businesses wanting to operate locally	Maintain and promote the Live, Work and Invest website as a Council resource dedicated to the business community.	Progressing	Being developed
E1.1.2	Advocate and support the regions Start-Up industry	Consider and implement ways of encouraging and attracting start-up businesses in the region	Ongoing program - service meeting expectations	Checklist of support developed in collaboration with SRBEC

E2 Providing the foundations: To create a desirable and vibrant place through improved planning, infrastructure and services

E2.1 Providing the foundations - Infrastructure

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E2.1.1	Road Transport - Optimise town and village traffic infrastructure to enhance business opportunities	Commence detailed design of town masterplans main street programs	Completed	
E2.1.10	Public Infrastructure - Deliver appropriately zoned land to attract and retain residents and businesses to assist growing the region.	Update and publish the land investment strategy and activate	Progressing	Contributed to completed Stage 1 ELS and contributed to shape of the Stage 2 ahead
E2.1.10	Public Infrastructure - Deliver appropriately zoned land to attract and retain residents and businesses to assist growing the region.	Identify and zone appropriate land for industrial and enterprise development opportunities	Progressing	Consultant engaged with expected completion date June 2017
E2.1.2	Road Transport - Investigate freight opportunities for the region	Investigate options for improved East West transport routes connecting the Shire to the Hume Hwy.	Ongoing program - service meeting expectations	Strategic opportunity with transport strategy and Eden strategies being sharpened. This project is being rolled into Regional Transport Strategy being led by TUG Director.
E2.1.3	Sea Transport - Support the development of the Eden Breakwater Wharf Extension	Continue to support Cruise Eden in coordinating the cruise ship industry in the Bega Valley	Ongoing program - service meeting expectations	Contact point between Cruise Eden and Council and business community



Code	Strategic Action	Annual Activity	Action Status	Action Comments
E2.1.6	Sea Transport - Advocate, support and deliver opportunities for Eden Port to provide increased freight services to Sydney, Melbourne and Canberra	Advocate for long term Twofold Bay Masterplan, looking at Economic benefits for the bay	Ongoing program - service meeting expectations	Advocate of need for coordination of State government agency support
E2.1.7	Air Transport - Advocate and deliver the continuing implementation of the Merimbula Airport Master Plan	Advocate and, if approved, implement the National Stronger Regions Fund application for airport terminal and security upgrades.	Ongoing program - service meeting expectations	Working cooperatively with TUG
E2.1.7	Air Transport - Advocate and deliver the continuing implementation of the Merimbula Airport Master Plan	Advocate and, if approved, implement the Restart NSW application to upgrade runway infrastructure	Completed	Funding secured
E2.1.8	Air Transport - Advocate, support and deliver improved Regular Public Transport (RPT) services connecting the regional with Sydney, Melbourne and Canberra	Advocate for improved services leveraging Canberra Airports international growth	Ongoing program - service meeting expectations	Additional funding for SCT and contributor to export analysis. Strong partnership relationship with Canberra Airport
E2.1.8	Air Transport - Advocate, support and deliver improved Regular Public Transport (RPT) services connecting the regional with Sydney, Melbourne and Canberra	Advocate for increased passenger services to Melbourne and Sydney	Progressing	Deregulation community consultation and part of business case to commercially activate the upgraded airport
E2.1.9	Public Infrastructure - Advocate, support and deliver high quality public infrastructure to attract and retain residents and businesses to assist growing the region.	implement Asset Management Plans assure that existing infrastructure is maintained at acceptable standards	Ongoing program - service meeting expectations	

**E2.2 Providing the foundations - Technology**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E2.2.1	Advocate and Support the provision of commercial grade connectivity infrastructure throughout the Shire	Advocate for the implementation of the NBN to the Shire's towns and villages and obtain clear rollout timeframes	Progressing	Close relationship with NBN state office established. Updates to Council coordinated. Problems/issues raised and addressed.
E2.2.2	Work with the Community to develop and sustain information technology opportunities throughout the Shire.	Advocate and support the creation of an ICT knowledge cluster in the Shire	Progressing	Advocating an Innovation plan through contact and discussion with stakeholders

**E3 Embracing opportunity: A region that embraces opportunities and attracts investment to create additional jobs and increase the wealth of the region and its residents**

**E3.1 Embracing opportunity**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E3.1.1	Advocate, Support and Deliver forums that allow for connections to be made between businesses and opportunities.	Economic Forum - Deliver an Economic Development symposium, discussing specific Economic Development issues with industry experts, focusing on tangible solutions and connections	Completed	
E3.1.2	Deliver collated economic related data to identify key trends, opportunities and gaps in the market and relay this information to business networks and stakeholders.	Provide access to Council information and resources such as mapping data to assist businesses make better decisions	Completed	

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E3.1.3	Deliver realisation of developable Council Assets to seed development through the region.	Creation, adoption and commence implementation of the Land Investment Strategy	Progressing	Tender for services first quarter 17
E3.1.4	Support Entrepreneurs achieve their visions for the region.	Investigate the opportunity for Council to provide financial support through grant or seed funds to improve community infrastructure and economic development in the region	Progressing	Grant program open February 17
E3.1.5	Advocate, support and deliver on behalf of the region, its strengths and opportunities to attract and expand business opportunities.	Continue representation activities to attract and expand business opportunities	Ongoing program - service meeting expectations	

**E4 Partnering for success: A community that works together to provide the necessary skills to maximise meaningful employment opportunities**

**E4.1 Partnering for success**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E4.1.1	Advocate, support and deliver business education opportunities for Shire business owners and their employees.	Participate in Community Liaison Group and Alternate Use Working Group	Ongoing program - service meeting expectations	Active participation

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E4.1.1	Advocate, support and deliver business education opportunities for Shire business owners and their employees.	Develop a 12 month business education program that collates Shire wide programs in one place for businesses to utilise	Delayed With Reason	Further investigation being undertaken to ensure effective rollout of programs. Limited take up of programs offered so far.
E4.1.2	Advocate, support and deliver vocational & tertiary educational opportunities for Shire residents.	Support tertiary organisations making the region a key training destination for remote, rural and regional students	Ongoing program - service meeting expectations	Partnership and collaboration with University on a number of levels
E4.1.2	Advocate, support and deliver vocational & tertiary educational opportunities for Shire residents.	Support tertiary education bodies to expand, keeping many of our studying residents locally based	Ongoing program - service meeting expectations	Partnerships with University of Wollongong
E4.1.2	Advocate, support and deliver vocational & tertiary educational opportunities for Shire residents.	Advocate for adequate educational services to be delivered in the Shire	Ongoing program - service meeting expectations	Partnerships and advocacy (ongoing)
E4.1.2	Advocate, support and deliver vocational & tertiary educational opportunities for Shire residents.	Develop partnerships and programs to encourage both potential workers and employers to work together to achieve positive outcomes.	Ongoing program - service meeting expectations	SRBEC and Commissioner of Small Business advocacy and facilitation

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E4.1.3	Advocate, support and deliver opportunities for the region to become a Centre of Excellence in various fields including agriculture, food production, food distribution, education, health services and technology.	Investigate opportunities for a Centre of Excellence in the region	Progressing	Close and developing relationship with Bega Cheese.

**E5 Enhancing visitor experiences: Providing opportunities for local residents and visitors to experience the unique social, cultural and natural attractions of the region**

**E5.1 Enhancing visitor experiences**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E5.1.1	Advocate, support and deliver visitor experiences to maximize the social, cultural, environmental and economic wellbeing of the community through sustainable tourism.	Deliver marketing campaigns aimed at attracting new visitors to the region.	Ongoing program - service meeting expectations	Work with SCT...closely
E5.1.1	Advocate, support and deliver visitor experiences to maximize the social, cultural, environmental and economic wellbeing of the community through sustainable tourism.	Digital marketing strategy and operations : Deliver high quality web resources	Completed	New funding secured
E5.1.1	Advocate, support and deliver visitor experiences to maximize the social, cultural, environmental and economic wellbeing of the community through sustainable tourism.	Internal product development: Deliver marketing campaigns aimed to local residents visiting new destinations.	Ongoing program - service meeting expectations	SCT

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E5.1.1	Advocate, support and deliver visitor experiences to maximize the social, cultural, environmental and economic wellbeing of the community through sustainable tourism.	International product development : Deliver marketing campaigns aimed at attracting new visitors to the region	Completed	New funding secured
E5.1.1	Advocate, support and deliver visitor experiences to maximize the social, cultural, environmental and economic wellbeing of the community through sustainable tourism.	Provide visitation data to industry operators to assist with business decision making.	Completed	As requested
E5.1.1	Advocate, support and deliver visitor experiences to maximize the social, cultural, environmental and economic wellbeing of the community through sustainable tourism.	Support local tourism operators to deliver high quality products to the region's visitors.	Ongoing program - service meeting expectations	
E5.1.1	Advocate, support and deliver visitor experiences to maximize the social, cultural, environmental and economic wellbeing of the community through sustainable tourism.	Support the National Landscapes program and continue to support the ACW brand.	Ongoing program - service meeting expectations	SCT
E5.1.2	Visitors to the Shire know where things are and how to get there.	Provide support to the region's Visitor Information Centres including financial, property and product support	Completed	This financial year completed
E5.1.2	Visitors to the Shire know where things are and how to get there.	Develop and deliver a program to update parks and reserves signage based on the shire wide signage strategy	Progressing	Bega Valley Shire Council messaging (welcome, facilities, cautions, probations & leaving message) incorporated into beach signage design. Shire wide beach sign updates commenced.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
E5.1.2	Visitors to the Shire know where things are and how to get there.	Utilise Council's website to provide information and promotion of Council's Parks and Recreation Assets	Progressing	Some updates made (i.e. sportsgrounds information)
E5.1.3	Plan and implement effective infrastructure to assist maximizing experiences for the Shire's visitors.	Deliver visitor signage program, including Shire entrances, town entrances and local attractions	Progressing	Shire entrance contract in place

# Accessibility

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

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Delivery of Urban Sealed Pavement Renewal Program funded by Roads to Recovery Program as required in AMP. 2016-17 Projects include Government Rd, Eden. Parrabel St, Bega. Coraki Rd, Pambula Beach. Wildlife Dr, Tathra	Progressing	Government Rd, Eden. N longer on program transferred to next year Parrabel St, Bega. Programmed for Jan- April 2017 Coraki Rd, Pambula Beach. Programmed for Jan- April 2017 Wildlife Dr, Tathra Programmed for Jan- April 2017
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Review and map Councils walking paths and trails network	Delayed With Reason	Some delay due to work involved with inspecting, recording and prioritising repairs from June 2016 storm damage. Progressing as repairs undertaken
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Vegetation clearing to improve safety and visibility in and around bridges and guardrails.	Progressing	Contractor to be awarded in March for guardrail replacement
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Conduct condition assessment Bega, Bunga St Bermagui, Monaro St Merimbula - as per Stormwater Renewal Program	Progressing	Bega, Bunga St Bermagui, work commence in 2017 Monaro St Merimbula - removed from program Eden street Bega pipe replacement added to program



Code	Strategic Action	Annual Activity	Action Status	Action Comments
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Timber Bridge Renewals as required by AMP for the 2016-17 period - Yowaka Bridge, Nethercote Rd - Katchencarry Bridge, Upper Cobargo Rd - Armco culvert, Nobbys Park Rd - Wandella Rd, Cobargo	Progressing	Yowaka Bridge, Nethercote Rd - Katchencarry Bridge, Upper Cobargo Rd - Armco culvert, Nobbys Park Rd - Wandella Rd, Cobargo all going out to contract 2017
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Improvements to Snake Track, Kiah, through replacement program to the major culverts.	Progressing	Contract early 2017 documents prepared
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Repairs to Candelo Wolumla Rd as per AMP	Progressing	Everything other than funding acquittal complete
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Seal renewal to Verona Road (segments 10/20/30) and Kerrisons Lane (segment 10)	Progressing	Seal renewal to Verona Road (segments 10/20/30) moved to 2017-2018 year under reseal program Kerrisons Lane (segment 10) construction complete acquittal of Blackspot funding
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Upgrade Pretty Point Bridge, New Buildings Rd - stage 5.	Progressing	waiting on design due to commence in April 2017
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Commence replacement of chainwire and guardrail in poor condition on Wolumla-Candelo Rd and Mogilla Rd as required by AMP	Progressing	Location changed - now various collector roads. Contract due to commence in March 2017
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Commence sign replacement program on collector and regional sealed roads	Progressing	underway

Code	Strategic Action	Annual Activity	Action Status	Action Comments
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Kerb and Gutter renewal as per AMP, including renewal of kerb and gutter damage by garbage trucks and the renewal and construction of kerb and gutter to complement urban pavement renewal program in Monaro St, Merimbula	Progressing	Kerb and Gutter renewal as per AMP, including renewal of kerb and gutter damage by garbage trucks and the renewal and construction of kerb and gutter under construction Urban pavement renewal program in Monaro St, Merimbula will be carried over as budget is not adequate
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Construct cycleways in Bega (shared footpath) to align High St, Nelson St, Baker St to link the area at Bega west of the new Bega Bypass to the central business district.	Progressing	Designed construction to commence in March 2017
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Pambula Car Park renewal as per AMP	Delayed With Reason	Pavement seal renewal work design incomplete
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	As per Stormwater Upgrade Program, Upgrade Government Rd (Eden) in conjunction with Urban Renewal Program. Refer to Urban Stormwater Upgrade Program	Delayed With Reason	Pavement to be completed in 2017/18 with drainage upgrades
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Implement Footpath Renewal Program as required by the AMP.	Progressing	construction underway
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Accelerate footpath trip hazard removal program as required by AMP. Trip hazards are a significant insurance risk.	Progressing	

Code	Strategic Action	Annual Activity	Action Status	Action Comments
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Renewal of Timber bridge at Wandella Rd, Cobargo as scheduled in the Asset Management Plan	Progressing	Going to contract waiting on design
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Renewal of Murrah Bridge piers and abutments with reinforced concrete structures.	Progressing	
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Renewal of Eden - Towamba Rd stages 3 & 4, Burragate Rd, Reedy Swamp Rd, Dignhams Creek Rd as per AMP	Progressing	Due to reduced R2R funding Burragate Rd, Reedy Swamp Rd, Dignhams Creek Rd will be carried forward to 2017-18 Towamba Rd stages 3 & 4 will commence in April 2017,
A1.1.2	Advocate to government for improvements to the Princess Highway, public transport and courier services in conjunction with Southern Councils Group and South East Australia Transport Strategy (SEATS)	Actively participate and advocate strategic transport initiatives through membership with South East Australia Transport	Ongoing program - service meeting expectations	Hosted November South East Australian Transport meeting

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

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
A2.1.1	Guided by 'Access Committee', install ramps, amenities and other access options to facilities and paths	Implement Access Advisory Committee Projects	Progressing	The Access Advisory Committee has provided advice to Council in regard to works at Merimbula (Palmer Street car park), Kianinny and Mogareeka Boat Ramps and the Coastal Accessibility projects. The Committee was instrumental in achieving the adoption of a motion at the NSW LG Assembly to improve the planning requirements around disability access to commercial premises.
A2.1.1	Guided by 'Access Committee', install ramps, amenities and other access options to facilities and paths	Facilitation of the Access Advisory Committee	Progressing	Three Access Advisory Committee meetings have been held. The current Committee completed its term in December 2016. Revised Guidelines for a new Committee have been developed.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
A2.3.1	Consolidate partnerships with community groups in managing and maintaining some community assets such as halls, playgrounds and sporting grounds/facilities	Maintain and manage Council's Community Halls in partnership with Hall Committees	Progressing	New Community Hall committees adopted for 15 of 18 halls in line with Council elections. Alternate arrangements are in place for the management of the 3 community halls without committees

Code	Strategic Action	Annual Activity	Action Status	Action Comments
A2.3.1	Consolidate partnerships with community groups in managing and maintaining some community assets such as halls, playgrounds and sporting grounds/facilities	Review provision of high quality asset types to balance quantity, quality and servicing of facilities.	Progressing	Works have been directed by prioritising repairs from June 2016 storm damage; example being the need to consolidate some beach access paths and install improved 'board & chain' treatments.
A2.3.1	Consolidate partnerships with community groups in managing and maintaining some community assets such as halls, playgrounds and sporting grounds/facilities	Facilitate the 355 General Halls committee meeting	Ongoing program - service meeting expectations	S355 General Hall Committee meetings held in August and November 2015
A2.3.1	Consolidate partnerships with community groups in managing and maintaining some community assets such as halls, playgrounds and sporting grounds/facilities	Manage and maintain the Shire's Public Cemeteries	Ongoing program - service meeting expectations	Shire's 13 cemeteries managed and maintained in line with Cemetery management plans and community expectation
A2.3.1	Consolidate partnerships with community groups in managing and maintaining some community assets such as halls, playgrounds and sporting grounds/facilities	Finalise the cemetery mapping project	Progressing	Preliminary mapping work completed. Development of data integration with Authority commenced.
A2.3.1	Consolidate partnerships with community groups in managing and maintaining some community assets such as halls, playgrounds and sporting grounds/facilities	Facilitate the 355 General Cemeteries Committee	Progressing	Changes to the structure and function of the S355 Cemeteries Committee adopted by Council in November 2016. New committee to be recruited in early 2017
A2.3.2	Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan	Sapphire Aquatic Centre Air Handling System - Design and Installation	Progressing	Air space 'vapour barrier' (between wet & dry areas) design completed.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
A2.3.2	Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan	Implement developed service level specifications for Parks Assets	Progressing	Developed service delivery systems and programs with Bega Valley Shire Council Works department. Focus areas to date have been sportsground mowing programs, parkland mowing programs and playground operational service programs.
A2.3.2	Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan	Upgrading of boat ramps in accordance with Council's AMP and Better Boating Grants	Ongoing program - service meeting expectations	Upgrade to Kianinny jetty and boat launching area completed
A2.3.2	Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan	Develop and deliver annual condition reporting for program for playground assets	Progressing	Regular 'operational service' program developed and implemented with Bega Valley Shire Council works department.
A2.3.2	Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan	Implement adopted Sportsgrounds Facility Management Plans in partnership with the various sportsgrounds committees	Progressing	Staff have worked with committees to coordinate delivery of tasks. Notable milestones to date include mowing schedules linked to booked 'home & away' fixtures' and delivery of shire-wide sportsground renovation program actions (fertilising and weed control).
A2.3.2	Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan	Develop Facility Management Plans for the remaining local level sports facilities.	Progressing	Preliminary advice and discussions held with local level sporting facility committees. Draft plans prepared in consultation with committees for Lawrence Park Tathra, Colombo Park Bemboka.
A2.3.2	Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan	Undertake concept and design development for priority actions identified in the Sporting Complex Master Plans	Delayed With Reason	Tender for design services planned for early 2017

Code	Strategic Action	Annual Activity	Action Status	Action Comments
A2.3.2	Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan	Pursue external funding opportunities to enable developments in line with the adopted Sporting Complex Master Plans	Progressing	Grant applications made referencing adopted master plans (Club Grants, NSW Community Building Partnership) however unsuccessful to date.
A2.3.2	Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan	Finalise the 2016 Aquatic Facilities Strategy and develop program to implement actions.	Progressing	Public exhibition of the Draft Aquatic Facilities Review document held in August 2016. Submitted comments forward to Otium Planning for review. Final document amended to include reference and consideration of submissions. Workshop held with the newly elected Council December 2016. Facility Management Plans being developed for each site acknowledging differences in service delivery capabilities, issues and opportunities.
A2.3.2	Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan	Continue to collect consistent information to enable monitoring of pools use, operations and program delivery	Progressing	Consistent methods in patronage and operations reporting implemented across all sites. Patronage data includes day, time, age group and use.
A2.3.2	Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan	Review contracts for pools operations and implement actions for ongoing pool operations identified in the 2016 Aquatic Facilities Strategy	Progressing	Pool Operations, Pool Supervision and Pool Programs specifications and requirements commenced. Seasonal Pools Services tender to be publicly advertised in March 2017.

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

**A3.1 Drinking water supplies provided in accordance with the levels of service detailed in the Water and Sewerage Services Strategic Business Plan.**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
A3.1.1	Fluoridation of water supply for Bermagui area, Merimbula, Tura, Pambula area and Eden	Conduct fluoride community consultation	Progressing	Hunter H2O specialist consultants engaged. Community information web site designed and commissioned, inclusive of "Have your say" functionality.
A3.1.2	Construct a new water supply reservoir at Nutleys Creek Red Bermagui to improve water pressure and long term capacity for customers	Water supply Upgrades - Nutleys Creeks to improve pressure and improve reliability of water supply particularly after heavy rainfall events	Progressing	Concrete works, earthworks, pipework and valves completed. Project on track for completion in March 2017.
A3.1.3	Construct a new water main to improve water pressure and firefighting capacity to Quaama customers	Strategic Action complete	Completed	Completed
A3.1.4	Review options to improve water pressure and quality to Tarraganda customers	Strategic Action complete	Completed	Alternative works completed and no further action proposed at this stage.
A3.1.5	Provision of filtered and treated water for Bemboka customers	Water supply upgrades - Bemboka water treatment plant (WTP) to improve water quality	Progressing	Specialist consultants Hunter H2O engaged. Concept design and REF completed. Tendering process commenced.
A3.1.6	Upgrade water transfer main for proposed Yellow Pinch Dam Water Treatment Plant (WTP) to enable filtered water to be supplied to Eden customers	Investigation and design of trunk water main from Pambula to Bellbird Hill	Delayed With Reason	Hydraulic analysis report received from NSW Public Works. Options for upsizing trunk mains are being examined. Delay in project delivery due to resourcing limitations.



Code	Strategic Action	Annual Activity	Action Status	Action Comments
A3.1.7	Investigate treatment technologies to improve water quality and meet statutory requirements for all customers	Collection of source water quality data to inform future treatment choices	Completed	All data collection completed.

**A3.2 Reticulated sewerage services provided in accordance with the levels of service detailed in the Water and Sewerage Services Strategic Business Plan.**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
A3.2.1	Complete treated effluent reuse and disposal options study for Merimbula STP	Environmental Impact Statement (EIS) for deep water ocean outfall in Merimbula	Progressing	Options study completed. Tender for EIS/Design consultancy issued and closing 13 December 2016.
A3.2.3	Provide the west Pambula area with a reticulated sewerage system	Design of West Pambula pressure sewer mains	Delayed With Reason	Concept design completed. Delayed due to resourcing limitations.
A3.2.4	Provide additional storage capacity at Bega STP to enable temporary capture of stormwater due to wet weather events	Bega Swan Street sewer pump station upgrade	Progressing	Specialist consultants from KBR currently undertaking detailed condition assessment for this SPS. Following this assessment detailed capital works plans will be developed.
A3.2.4	Provide additional storage capacity at Bega STP to enable temporary capture of stormwater due to wet weather events	Design and construction of a new reticulate sewer network at North Bega	Progressing	Design and tender documentation complete. Construction tenders invited mid December 2016.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
A3.2.6	Increase beneficial effluent reuse at Bermagui Country Club	Bermagui sewer treatment plant upgrade - improve bio solids management	Delayed With Reason	STP related projects have been delayed for the following reasons. Limitation's associated with retirements and insufficient staff to complete necessary pre-construction works. Council has undertaken a review of planned bio solids and treatment process upgrades for its sewage treatment plants. Due to the significant capital costs an additional peer review has also been undertaken. It is likely that Tura Beach STP followed by Bermagui STP will be subject to the first upgrades in the 2017 and 2018 years.
A3.2.6	Increase beneficial effluent reuse at Bermagui Country Club	Bermagui sewer treatment plant upgrade - process control improvements	Delayed With Reason	STP related projects have been delayed for the following reasons. Limitation's associated with retirements and insufficient staff to complete necessary pre-construction works. Council has undertaken a review of planned bio solids and treatment process upgrades for its sewage treatment plants. Due to the significant capital costs an additional peer review has also been undertaken. It is likely that Tura Beach STP followed by Bermagui STP will be subject to the first upgrades in the 2017 and 2018 years.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
A3.2.6	Increase beneficial effluent reuse at Bermagui Country Club	Bermagui sewer treatment plant upgrade - design and construct bio solids drying beds	Delayed With Reason	STP related projects have been delayed for the following reasons. Limitation's associated with retirements and insufficient staff to complete necessary pre-construction works. Council has undertaken a review of planned bio solids and treatment process upgrades for its sewage treatment plants. Due to the significant capital costs an additional peer review has also been undertaken. It is likely that Tura Beach STP followed by Bermagui STP will be subject to the first upgrades in the 2017 and 2018 years.
A3.2.6	Increase beneficial effluent reuse at Bermagui Country Club	Bermagui sewer treatment plant upgrade - inner works design	Delayed With Reason	STP related projects have been delayed for the following reasons. Limitation's associated with retirements and insufficient staff to complete necessary pre-construction works. Council has undertaken a review of planned bio solids and treatment process upgrades for its sewage treatment plants. Due to the significant capital costs an additional peer review has also been undertaken. It is likely that Tura Beach STP followed by Bermagui STP will be subject to the first upgrades in the 2017 and 2018 years.
A3.2.6	Increase beneficial effluent reuse at Bermagui Country Club	Develop concept design and options report to increase beneficial reuse options	Completed	Completed

**A3.3 Manage waste in accordance with waste strategy and land fill management plans in a financially and environmentally sustainable manner to meet public health needs**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
A3.3.1	Review 2020 vision on waste and implement infrastructure actions and recommendations	Construction of Eden Waste Transfer Station	Progressing	Detailed design complete. Construction tender programmed for New year (February)
A3.3.2	Manage waste disposal facilities in accordance with land fill environmental management plans.	Capping of Central Waste Facility Stage 1	Progressing	Design 90% complete. Construction tender early in new year (February)
A3.3.2	Manage waste disposal facilities in accordance with land fill environmental management plans.	Annual reporting to EPA to enable tracking against NSW Avoidance and Resource Recovery Strategy	Completed	
A3.3.2	Manage waste disposal facilities in accordance with land fill environmental management plans.	Annual reporting to EPA on environmental compliance and waste data	Completed	

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

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
A4.1.1	Complete Flood Study and develop flood plain management plan.	Through support of Office of Environment and Heritage funding, Council will engage consultants to undertake a flood study for the Eden/Two-fold Bay and Towamba River Catchments.	Ongoing program - service meeting expectations	

Code	Strategic Action	Annual Activity	Action Status	Action Comments
A4.1.2	Establish general emergency planning protocols to be initiated/followed by Council when circumstances dictate.	Continue to provide administration role for the Local Emergency Management Committee	Ongoing program - service meeting expectations	
A4.1.3	Join with RFS and SES in trial runs	Assist state response agencies during emergency events	Ongoing program - service meeting expectations	

# Sustainable

## S1 Valued natural environments

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S1.1.1	Increase awareness and understanding of values of biodiversity.	Develop Bega Valley Shire Rabbit Management Strategy	Progressing	Strategy being compiled with hot spots and management options being developed.
S1.1.1	Increase awareness and understanding of values of biodiversity.	Delivery of rabbit control program	Ongoing program - service meeting expectations	Further progress will continue with the release by CSIRO of the new biological control.
S1.1.1	Increase awareness and understanding of values of biodiversity.	Strategic Action complete. Strategy adopted	Completed	
S1.1.2	Develop partnerships with NSW Local Lands Services, State and Federal Government to facilitate investment in Biodiversity and Natural Resource Programs'	Implement actions of the South East Regional Weed Management Committee	Progressing	Meetings of Regional Committee progressing with year 2 funding agreement finalised and the new draft regional weed management plan going on exhibition in February 2017
S1.1.2	Develop partnerships with NSW Local Lands Services, State and Federal Government to facilitate investment in Biodiversity and Natural Resource Programs'	In partnership with Department of Primary Industries (DPI) Delivery of the South East Weed Action Program 2015 2020 including project specific training to meet the program requirements.	Ongoing program - service meeting expectations	

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S1.1.2	Develop partnerships with NSW Local Lands Services, State and Federal Government to facilitate investment in Biodiversity and Natural Resource Programs'	Delivery of Public Reserves Management Fund Crown Land Grant Project	Delayed With Reason	Crown Land funding applications for 2016 2017 were unsuccessful. Weed control works on Council managed lands will remain a priority but Crown Lands property control remains unfunded. Projects to be deferred for the 2017 2018 Crown Lands funding Round.
S1.1.2	Develop partnerships with NSW Local Lands Services, State and Federal Government to facilitate investment in Biodiversity and Natural Resource Programs'	Delivery of the third year of South East Local Lands Services Contain and Connect Project	Progressing	Grant funded Project (SELLS) progressing well with weed control works and community field day completed at Tathra headland reserves. Funding has been invoiced.
S1.1.3	Develop a Natural Resources and Biodiversity Strategy for the Shire that prioritises areas for habitat expansion and for corridors to improve the survival of threatened species and complements the new LEP	Develop Roadside Vegetation Guide	Progressing	Scope only developed at this stage.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S1.2.1	Administer Coastal Zone Management Program.	Complete the Lakes & Rivers Entrance Management Policy	Completed	Entrance management draft policies, government approvals and concurrences, and REF completed and Council briefed 7/12/16. Adopted by Council 14/12/16.
S1.2.1	Administer Coastal Zone Management Program.	Develop the Bermagui River Coastal Management Plan	Progressing	NSW OEH Grant secured and consultant appointed.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S1.2.1	Administer Coastal Zone Management Program.	Support Council's Coastal Planning & Management Committee	Ongoing program - service meeting expectations	
S1.2.1	Administer Coastal Zone Management Program.	Mechanically opening lakes & Rivers to alleviate flood and safety risk to roads, infrastructure and private property during flood events	Ongoing program - service meeting expectations	
S1.2.1	Administer Coastal Zone Management Program.	Implement findings of Coastal Hazard report and new coastal legislation into Development Control Plan	Progressing	Awaiting final outcomes of NSW Coastal reforms and Coastal State Environment Planning Policy
S1.2.2	Catchment management programs developed for small estuaries, based on Wapengo model.	Adopt the Coastal Lakes & Lagoons Catchment Assessment Program.	Progressing	Project completed but not yet reported to Council. Reporting will occur during the 1st quarter 2017.
S1.2.2	Catchment management programs developed for small estuaries, based on Wapengo model.	Undertake Local Lands Service Tathra Wetlands Project	Progressing	Project scoped but tenure issues still being explored.



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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S1.3.1	Support community education initiatives that promote the economic and social values of our natural environment	Develop & implement environmental education program	Progressing	Pilot program approved and due to commence April 2017
S1.3.2	Ensure land use and infrastructure and planning decisions do not impact upon our 'Natural Environment'	Strategic Action complete through Bega Valley Local Environmental Plan (LEP) 2013 and the Bega Valley Development Control Plan (DCP)	Progressing	Elements of the Development Control Plan currently being reviewed

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S1.5.1	Undertake Heritage program review to ensure Aboriginal and European cultural heritage management reflects legislative requirements as well as community expectations and values	Finalise protocols for Aboriginal Cultural Heritage and implement in the Development Control Plan (DCP)	Progressing	
S1.5.1	Undertake Heritage program review to ensure Aboriginal and European cultural heritage management reflects legislative requirements as well as community expectations and values	Provide heritage advice regarding relevant Development Applications and to the community	Ongoing program - service meeting expectations	
S1.5.1	Undertake Heritage program review to ensure Aboriginal and European cultural heritage management reflects legislative requirements as well as community expectations and values	Administration and evaluation of Heritage grant program and allocation of funding	Completed	

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S1.8.1	Develop integrated weed management strategy to include revegetation.	Implement Natural Asset Maintenance programs	Progressing	
S1.8.2	Targeted catchment rehabilitation works on Council managed land to enhance natural system storage of water.	Develop Natural Asset Management Pilot Project	Progressing	Pilot Plans of Management scoped.

**S2 Sustainable communities**

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S2.1.2	Define and reduce Council's environmental footprint and demonstrate community leadership.	Conduct environmental audits of Council operations	Ongoing program - service meeting expectations	Audit program developed and commenced for Council operations in 2016/17. Audits currently underway for Merimbula Sewage Treatment Plant and Bega Works Depot.
S2.1.2	Define and reduce Council's environmental footprint and demonstrate community leadership.	Undertake National Climate Change Adaption Research Facility (NCCARF) funded Project	Progressing	Funding received and program involvement strong. Climate change tool now available on webpage.
S2.1.3	Implement energy efficiency opportunities through the Energy & Resource Efficiency Fund and Energy Saver Audits.	Review the corporate Energy Efficiency & Adaptation Fund.	Progressing	Review commenced with project analysis over past 2 years. Will be reported during 4th quarter.

**S2.2 Waste generated per capita (domestic and construction waste and carbon emissions) reduced and waste send to landfill minimised**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S2.2.1	Review 2020 Vision on Waste program, including landfill site and transfer station operations, kerbside collection and community education.	Delivery of waste composition audits (winter & summer)	Not Due To Start	Tender early in the new year
S2.2.2	Education to encourage waste minimisation behaviour to ensure Council waste management goals can be achieved and contamination of recycling is reduced	Delivery of organic waste composting trial	Ongoing program - service meeting expectations	Report to council early in new year

**S2.3 Community’s reliance on cars for transport within and between urban centres is reduced.**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S2.3.1	Cycling and pedestrian strategy developed, identifying key needs and opportunities for infrastructure development and linkages.	Strategic Action complete	Completed	

**S2.4 community-based sustainability initiatives are supported and implemented across Shire.**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S2.4.1	Council will partner groups and provide support to community based sustainability projects and activities	Implement the revised Community Environmental Grants program	Progressing	Program review implemented and underway with all grant funds issued and works commenced on all community projects. Final project reports are due May 2017.
S2.4.1	Council will partner groups and provide support to community based sustainability projects and activities	Undertake Environmental Management projects (E Levy)	Progressing	

**S3 Character and amenity**

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S3.1.1	Ensure development controls in DCP are consistent with community values and reinforce the individual character of each settlement.	Identify and zone appropriate land for rural residential purposes	Progressing	Draft Rural Living Strategy to be workshopped with Council on 15 February 2017
S3.1.1	Ensure development controls in DCP are consistent with community values and reinforce the individual character of each settlement.	Review current village zonings and character	Progressing	Draft review of Wolumla completed and to be workshopped with Council on 15 February 2017

S4 Proactive support and planning

S4.2 Effluent reuse across the area maximised

Code	Strategic Action	Annual Activity	Action Status	Action Comments
S4.2.1	Upgrade treatment process elements at Eden and Tura Sewage Treatment Plants to enhance beneficial effluent reuse	Design and construct new sewer treatment plant (STP) drying beds at Tura Beach STP	Delayed With Reason	STP related projects have been delayed for the following reasons. Limitation's associated with retirements and insufficient staff to complete necessary pre-construction works. Council has undertaken a review of planned bio solids and treatment process upgrades for its sewage treatment plants. Due to the significant capital costs an additional peer review has also been undertaken. It is likely that Tura Beach STP followed by Bermagui STP will be subject to the first upgrades in the 2017 and 2018 years.

# Leading Organisation

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

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO1.1.1	Provide professional development opportunities to support current and future community and organisational leaders.	Deliver the local government election in partnership with the NSW electoral commission	Completed	Election process completed - final invoice from NSWEC expected Jan 2017
LO1.1.1	Provide professional development opportunities to support current and future community and organisational leaders.	Deliver the new councillor induction program	Completed	Induction Program developed and implemented
LO1.1.1	Provide professional development opportunities to support current and future community and organisational leaders.	Deliver the councillor continuing professional development program	Progressing	Initial Induction Program completed - will review individual program needs early in 2017

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO1.2.1	Review and adopt Code of Conduct and Code of Meeting Practice after Councillor elections.	Council in the six months following the election consider review and adopt the required strategic planning, budget, organisational structure, policy and codes	Progressing	Progressing review

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO1.3.1	Determine criteria to assess what role Council operates in for key priorities.	Ongoing review of Council service delivery with strategic goals drafted for development of new Delivery Plan	Progressing	Development of draft Delivery Plan underway

**LO 1.4 Council has partnerships with government agencies and other parties to address priority issues.**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO1.4.1	Initiate partnerships (with community, business, State and Federal agencies) to ensure integration of outcomes.	Identification of opportunities for sharing, partnerships and efficiencies with regional Councils	Progressing	Several meetings held with Eurobodalla Shire Council (ESC) as part of Memorandum of Understanding between ESC and BVSC. Informal group created with ESC and Goulburn Mulwarree Council to identify and progress opportunities. BVSC will host an extranet to allow ongoing communications. Attendance/representation at the CBRJO on an as required basis.
LO1.4.1	Initiate partnerships (with community, business, State and Federal agencies) to ensure integration of outcomes.	Partner with Eurobodalla Shire Council to identify technology efficiencies	Completed	Several meetings held with Eurobodalla Shire Council (ESC) as part of Memorandum of Understanding between ESC and BVSC. Meetings are now established and ongoing.
LO1.4.1	Initiate partnerships (with community, business, State and Federal agencies) to ensure integration of outcomes.	Provide benchmarking with other government organisations	Completed	Benchmarking is undertaken as a continuous item of work with other Councils.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO1.4.1	Initiate partnerships (with community, business, State and Federal agencies) to ensure integration of outcomes.	Work with State Agencies and regional organisations in reviews of strategic plans and alignment of the draft Community Strategic Plan for 2017-18 period	Progressing	Attended meeting of southern coastal councils and correspondence with Department of Local Government regarding delivery and content Community Strategic Plan

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

**LO2.1 Council plans for its financial future to ensure it maximises alternate sources of funding, minimises the transfer of costs to ratepayers while meeting community expectations on assets and services**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.1.1	Refine Long Term Financial Plan (LTFP) process to ensure financial sustainability and the provision of quality data	Update and publish the revised Long Term Financial Plan	Progressing	Financial statements have been audited and presented to Council. This will form the basis of the revised long term financial plan. Asset managers have also been requested to provide their operation and capital requirement to be incorporated in the plan.
LO2.1.2	Comprehensively review fees and charges and implement four year regime of approaching full cost recovery.	Strategic Action Complete	Completed	
LO2.1.3	Council to seek additional and enhanced funding through a centrally coordinated and strategic approach	Use cross functional teams for grant funding and establish organisational guidelines and procedures on grant funding	Not Due To Start	Other priorities such as introduction of Emergency Services Property Levy and Rating Review have delayed this action



Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.1.3	Council to seek additional and enhanced funding through a centrally coordinated and strategic approach	Provide expert advice on property matters within Council	Ongoing program - service meeting expectations	The Business Services Property Services team continues to provide expert advice in Property related matters. The team has been well recognised for its ongoing 'above and beyond' service. The Property Services Co-ordinator was recently awarded Council's prestigious PLaCE award for outstanding service.
LO2.1.4	Implement procurement best practice to ensure cost effective expenditure throughout Council	Continue to collaborate regionally on procurement templates and practices	Completed	Supply Services team in continual contact with other Councils. This occurs informally and also as part of the CBRJO network.
LO2.1.4	Implement procurement best practice to ensure cost effective expenditure throughout Council	Develop and adopt Storage Services Strategic Plan	Progressing	Draft Storage Services Plan completed. To be reviewed by Business Services Manager and Director prior to being submitted to the Executive.
LO2.1.4	Implement procurement best practice to ensure cost effective expenditure throughout Council	Develop and adopt Supply Services Strategic Plan	Progressing	Supply Services Strategic Plan (draft) completed. Ongoing review by Business Services Manager and Director prior to submission to Executive
LO2.1.4	Implement procurement best practice to ensure cost effective expenditure throughout Council	Implement Contract Management system	Progressing	Council's Enterprise MIS (Authority) contract management module has been reviewed and found lacking in useability. Supply Services Team analysing alternatives.
LO2.1.4	Implement procurement best practice to ensure cost effective expenditure throughout Council	Manage and report on Storage Services Risk Profile Radar	Ongoing program - service meeting expectations	Risk radar established and reported on via toolbox meetings and to Director on as required basis.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.1.4	Implement procurement best practice to ensure cost effective expenditure throughout Council	Prioritise first year actions and implement recommendations from Procurement Review.	Ongoing program - service meeting expectations	First year priorities established with an ongoing program of work to implement. Reports provided to Director on as required basis.
LO2.1.4	Implement procurement best practice to ensure cost effective expenditure throughout Council	Operate Councils 4 works depots in Bega, Bermagui, Merimbula and Eden	Progressing	Current budget likely to be exceeded on depot maintenance
LO2.1.4	Implement procurement best practice to ensure cost effective expenditure throughout Council	Operate, maintain and renew Councils fleet	Progressing	Council fleet renewals progressing well and in line with the LTFFP. A number of major purchases made this year with several tenders out to the market at the current time.
LO2.1.4	Implement procurement best practice to ensure cost effective expenditure throughout Council	Provide private works where requested	Delayed With Reason	At the current time Private Works are not being undertaken by Transport and Utilities Group unless by exception
LO2.1.4	Implement procurement best practice to ensure cost effective expenditure throughout Council	Operate, maintain and renew Councils public amenities	Ongoing program - service meeting expectations	Awaiting direction regarding amenities renewal funding and priorities. Continuing with regular servicing.
LO2.1.4	Implement procurement best practice to ensure cost effective expenditure throughout Council	Operate, maintain and renew Council's quarries	Progressing	No quarrying activities conducted this year other than haulage of crushed rock to stockpiles.
LO2.1.4	Implement procurement best practice to ensure cost effective expenditure throughout Council	Operate, maintain and renew Councils saleyard	Progressing	Not controlled by TUG. Area subject to ongoing lease

**LO2.2 Councils financial reporting enables strategic decision making**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.2.1	Develop the integration of Asset Management Financial Reporting systems	Use Asset Management Group to facilitate the integration between systems and processes of business management	Progressing	Asset management group has been meeting on a regular basis with the objective to integrate finances to asset management. Significant work has been undertaken with the Water and Sewer services team to build common understanding and facilitate a smooth revaluation process for current financial year.
LO2.2.2	Provide more effective business reporting to Councils functional areas	Provide quarterly operational reports to council	Ongoing program - service meeting expectations	Reports provided on an as required basis for the Business Services function

**LO2.3 Council communicates and shows leadership and transparency in financial decision making**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.3.1	Effective processes established to enable community engagement and understanding of Council decision making	Conduct annual community engagement session on procurement	Progressing	Supplier engagement session to be held in 1st quarter of 2017. This will be in partnership with Economic Development and Local Government Procurement.

**LO2.4 Council has an integrated enterprise risk management approach.**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.4.1	Develop Enterprise Risk Plan, processes and procedures	Implement Work Health and Safety risk management projects including the testing of contractor management systems	Progressing	Contractor Risk Management Procedure updated -

**LO2.5 Council promotes concept of provision of helpful guidance by staff to community on appropriate matters (e.g. permits, rights, DAs) consistent with regulatory requirements.**

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.5.1	Council will proactively embrace and develop Organisational Excellence strategies that will place us in the top quartile performing NSW Councils for Customer Service by 2016	Provide primary resolution services for the community when in contact with Council	Ongoing program - service meeting expectations	Primary resolution achieved in line with targets (80%)
LO2.5.1	Council will proactively embrace and develop Organisational Excellence strategies that will place us in the top quartile performing NSW Councils for Customer Service by 2016	Conduct file searches as per customer requests within 48 hours	Ongoing program - service meeting expectations	File searches conducted in line with targets
LO2.5.1	Council will proactively embrace and develop Organisational Excellence strategies that will place us in the top quartile performing NSW Councils for Customer Service by 2016	Conduct day to day management of Council in accordance with adopted community Strategic Plan and Policies and Procedures	Progressing	Ongoing process

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.5.1	Council will proactively embrace and develop Organisational Excellence strategies that will place us in the top quartile performing NSW Councils for Customer Service by 2016	Provide certification, inspections and general building expertise to Council and the community	Ongoing program - service meeting expectations	Service provided to the community via Council's Building Services team

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.7.1	Phased retirements, succession plans achieved, pre-retirement mentoring provided to staff. -	Corporate training to encourage and support staff in transition to retirement	Progressing	Reviewing Transition to Retirement Procedure - to be completed by June 2017
LO2.7.2	Expand initiatives to support training and employment of young people in Council	Ongoing support for cadets, trainees and apprentices within the workplace	Completed	Existing Trainees/Cadet training programs in place - new Workforce Strategy (part of Resource Strategy) - to determine strategic direction re Cadets/Trainees/Apprenticeships
LO2.7.2	Expand initiatives to support training and employment of young people in Council	Develop and sustain local partnerships to assist in adoption and delivery of programs which support local employment and work experience opportunities	Ongoing program - service meeting expectations	Employee Support Services co-ordinate a range of programs to support local employment. This includes school based work placements.
LO2.7.3	Review Position Descriptions, essential criteria and performance objectives ensuring that all recruitment is reflective of our strategic and operational needs	Design, launch and implementation of Council EKaS System (Employee Performance Management System)	Progressing	All areas except TUG have new PD's in place - EKaS system is live - and being populated by Management/Staff - new Salary Structure implemented for new employees from Nov 16.

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.8.1	Workforce trained in safe work practices, work method statements updated and communicated, and updated	Deliver and support programs for the quality management of injured employees	Ongoing program - service meeting expectations	Employee Support Services undertake active management of return to work scenarios for Council employees. The service has been widely recognised as being very supportive.
LO2.8.1	Workforce trained in safe work practices, work method statements updated and communicated, and updated	Maintain a professional workforce trained in safe work practices and distribution best practices	Progressing	Ongoing - Skin Patrol WHS initiative continues -
LO2.8.1	Workforce trained in safe work practices, work method statements updated and communicated, and updated	Corporate Training in Respect, Equity, Diversity.	Progressing	RED Training Program due to be delivered 2nd half of 2017. Positive Workplace Procedure updated
LO2.8.1	Workforce trained in safe work practices, work method statements updated and communicated, and updated	Contact Officer Training	Completed	Now under responsibility of ESS SBS - SOS contact officer training program delivered
LO2.8.1	Workforce trained in safe work practices, work method statements updated and communicated, and updated	Implement 3 yearly legislated training program for health & safety representatives	Completed	WHS Reps have received refresher training program
LO2.8.1	Workforce trained in safe work practices, work method statements updated and communicated, and updated	Implement On going screening programs as per Work Health and Safety Act including hearing tests, and other ongoing programs including voluntary influenza vaccinations, skin cancer checks and Move-4-Life program	Completed	Move for Life Refresher Training rolled out across organisation / Asbestos testing for high risk employees completed / hearing test to be delivered by June 2017

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO2.8.1	Workforce trained in safe work practices, work method statements updated and communicated, and updated	Deliver and support Council employees' legislated training requirements	Ongoing program - service meeting expectations	Ongoing program undertaken by Employee Support Services. Forward training schedule available on Councils Intranet (ORACLE) with Learning Management System (LMS) currently under development by the team
LO2.8.1	Workforce trained in safe work practices, work method statements updated and communicated, and updated	Deliver the Employee Assistance Program	Ongoing program - service meeting expectations	The Employee Support Services team continues to administer Council's Employee Assistance Program (EAP). Additionally, the ESS team have implemented the Support our Staff (SOS) contact officer network.

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

LO3.1 Effective community engagement uses varied communication channels relevant to the community in planning, responding to and informing the community and individuals

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO3.2.1	Develop and implement a suite of tools and mechanisms for providing opportunity for community to access information and provide input.	Through technology, enable better communication and contact servicing with the community	Ongoing program - service meeting expectations	Technology Services team has undertaken a range of activities which enable community support. Examples of this include enablement of the Bega Valley Commemorative Civic Centre, Tura Marrang Library, Bega Valley Regional Learning Centre and, importantly, the Shire's Emergency Operations Centre which is now fibre-optic connected with business continuity arrangements also in place.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO3.2.1	Develop and implement a suite of tools and mechanisms for providing opportunity for community to access information and provide input.	Communications review - This review will provide independent advice on the tools and resources required to deliver the best possible level of service in communications and engagement which is appropriate to the size of the organisation.	Progressing	Review was allocated to Comms and Co via tender process. Background research completed including staff and Councillors sessions.
LO3.2.2	Map out major consultation/information program across year, managed centrally.	Undertake Community Satisfaction Survey to develop understanding of community satisfaction and expectations, supporting the development of the Community Strategic Plan review	Completed	Survey completed. Results reported to Council 14 December 2016
LO3.2.2	Map out major consultation/information program across year, managed centrally.	Undertake series of planned community consultations to enable the development of 'Understanding Our Place' report, to be published October 2016	Completed	'Understanding Our place' published November 2016

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

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO3.4.1	Customer service culture embedded across all facets of the organisation	Implement staff corporate training in Advanced report writing.	Completed	2 Training Programs completed: Business Writing and Business Grammar
LO3.4.1	Customer service culture embedded across all facets of the organisation	Corporate Training - delivery of Code of Conduct Training.	Progressing	Rolling out program continues
LO3.4.1	Customer service culture embedded across all facets of the organisation	Participation in Professional annual benchmarking survey conducted by Price Waterhouse Coopers (PWC)	Completed	Survey completed on time - Report provided to Council re findings from 2015-2016 Financial Year



Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO3.4.1	Customer service culture embedded across all facets of the organisation	Staff support and training on corporate values	Completed	PLaCE Values statements implemented - PLaCE Values session now delivered as part of new employee Induction Training
LO3.4.1	Customer service culture embedded across all facets of the organisation	Internal survey and training on organisational health	Completed	OCI Survey Completed -
LO3.4.1	Customer service culture embedded across all facets of the organisation	Provide co-ordination and financial management to the Leisure and Recreation Section	Ongoing program - service meeting expectations	
LO3.4.1	Customer service culture embedded across all facets of the organisation	Provide record and document management for Council	Progressing	Provision of Records Service ongoing - Audit of TRIM to be undertaken by June 2017
LO3.4.1	Customer service culture embedded across all facets of the organisation	Provide coordination and financial management to the Planning and Environment Group administration	Ongoing program - service meeting expectations	
LO3.4.1	Customer service culture embedded across all facets of the organisation	Provide co-ordination and financial management to the Strategy and Businesses Services group	Ongoing program - service meeting expectations	

LO3.5 Council’s community strategic planning process is clearly visible and the plans accessible and written in plain English.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO3.5.1	Implement and report against Bega Valley 2030 Strategic Plan as required by DLG including a review following each Council term	Development and implementation of corporate reporting system to enable collection and collation of strategic and operational activities	Progressing	Statement of requirements for development of integrated planning and reporting program developed and costed
LO3.5.2	Set up mechanism for gaining community input to annual strategic plan review process.	Develop and implement community consultation schedule and promote through print, web and social media	Progressing	Planning commenced
		Utilise population forecasting to support review and development of Community Strategic Plan	Progressing	Drafting of Community Strategic Plan underway incorporating updated population forecasts
LO3.5.3	Develop training for managers in developing and reporting against key result areas, key performance indicators	Design Council dashboard system to further enhance Council internal reporting	Delayed With Reason	awaiting progression of program for integrated planning and reporting
LO3.5.4	Incorporate Key Result Areas (KRAs) Key Performance Indicators (KPIs) and Performance Indicators (PIs) in Council reporting processes	Develop with staff and support implementation of defined KRA's, and KPI's through Community Strategic Plan review	Progressing	Initial discussions held
		Work with NSW Office of Local Government (OLG) data reference group to support the establishment of IPR core set of indicators as required	Progressing	

LO 3.6 Performance management concepts are embedded in the organisational culture and routines/ processes understood by all staff.

Code	Strategic Action	Annual Activity	Action Status	Action Comments
LO3.6.1	Internal executive, group, service and personnel performance reporting will be aligned to the IPR and will reinforce service delivery and customer Service.	Support the development of employee performance management (EPM) in alignment with Council's Integrated Planning and Reporting framework	Progressing	