



# Annual Report

2015/2016

Attachment 1

## Liveable Place

Community Ambition L1 : Wellbeing and safety : We feel safe in our community, with access to health, social and community services, and have appropriate community infrastructure provided to support a high quality of wellbeing and safety.

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

Code	Strategic Action	Annual Activity	Action Status	Comment
L1.1.1	Develop and implement a community safety outcomes into community strategic planning process	Host and administer Police Liaison Committee with opportunities for community representation	Completed	The Police Liaison Committee met quarterly with participation from NSW Police and Council staff from a range of functional areas.

### Public safety and amenity Improved through proactive regulation programs

Code	Strategic Action	Annual Activity	Action Status	Comment
L1.2.1	Public amenity and safety maximized through development of proactive regulatory programs.	Continue review of Companion Animal control areas with opportunities for community feedback.	Progressing	Procedure has received public submissions and will be reported to Council December 2016
		Continue implementation of the 'Regional Illegal Dumping' (RID) project - subject to funding from Environmental Protection Authority	Completed	Program currently funded to June 2017
		Project initiatives for NSW Companion Animal funding subject to availability of grants from NSW Government.	Progressing	Project funding round recently advertised and submission currently being considered.

### Services provided to support lifesaving, rural fire service and State Emergency Services

Code	Strategic Action	Annual Activity	Action Status	Comment
L1.3.2	Review opportunities to extend summer lifeguard service in partnerships with businesses and surf lifesaving organisations	Strategic Action was completed in 2014-15. Can be considered in 2015-16 if fully, externally funded.	Completed	

### Improved access to local health services; resultant health referrals outside the Bega Valley Shire are reduced

Code	Strategic Action	Annual Activity	Action Status	Comment
L1.4.1	Identify funding opportunities to develop health and wellbeing education programs and healthy ageing programs	Funding opportunities identified and considered against strategic objectives	Completed	Funding received in 2015/16 year 2nd round of Youth Opportunities funding received late 2015 for the Eden based Gen-I project. Safer Communities funding received from NSW Government for lighting in Bega Park and Bega Recreation Ground Regional Art Fund Project The Regional Art Fund (through Regional Arts NSW) funded the gallery to undertake a project called 'Sapphire Coast Expression Sessions' which were a series of workshops with local artists. The resulting artworks will be produced as murals throughout the community in late 2016 NSW State Library Grant for the installation of RFID Self Check Technology at Bermagui and Eden Libraries bringing all libraries in line with this technology.
L1.4.2	Consult, assess and finalise appropriate planning for establishing new regional	Continue liaison with Southern NSW Local Health District	Ongoing service	

Code	Strategic Action	Annual Activity	Action Status	Comment
	hospital; and determining future/continued usage of Pambula Hospital and ancillary facility	Contribute to Health Infrastructure master planning process for current Bega Hospital site	Ongoing service	
L1.4.3	Foster partnerships to provide health education opportunities in the Shire.	'Healthy Communities' project has been delivered. Funding for this project ceased 14-15.	Completed	Project completed 2014-15. No further updates.

### Healthy lifestyle promoted through education, health promotion, support networks and facilities

Code	Strategic Action	Annual Activity	Action Status	Comment
L1.5.1	Promote healthy environments and activities.	'Healthy Communities' project has been delivered. Funding for this project ceased 14-15.	Completed	Project completed 2014-15. No further updates.

**Community Ambition L2 : Access to learning and creativity : We are an inspired community with expanded access to life-long learning and skill development, and have creativity and celebration integrated into our community life**

### Improve access to affordable learning opportunities for all children

Code	Strategic Action	Annual Activity	Action Status	Comment
L2.1.1	Implement transition plan to the National Early Years Learning Framework for children's services workforce and service operations.	Undertake an external review of children's services model and implement recommendations	Progressing	The Children's Services external review was completed in late 2015, with the findings accepted by Council in March 2016. Children's Services staff participated in the creation of a five year Action Plan defining the guiding service principles of the section as well as strategic priorities across the areas of human resources, business support and quality

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				<p>programs.                      A Children's Services Working Party has been created, comprised of a staff representative from each of the four services, in order to progress the Action Plan. The Working Party meets with management monthly in order to provide input and advice about how to deliver the objectives in the Action Plan. Progress has already been made on many priority areas including strengthening relationships with other service providers, supporting staff to have more programming time, improving professional development opportunities and minimising task duplication with other departments. In line with the priorities of the Action Plan, the Children's Services section recently created a new organisational structure to improve efficiency, service quality and staff satisfaction. Recruitment is currently underway for key leadership roles and newly created positions, with the structure offering more opportunities for staff development and progress. The structure will enable Children's Services to continue keeping fees low for parents, but will also free up resources for staff to have more time to dedicate towards professional development, research and quality practice.</p>
		Grow educational leadership at service level in 'Quality Counts' project	Completed	<p>The 'Quality Counts' project continues to operate within Children's Services, with all Centres progressing their quality work plan with the involvement of the teams. Quality Services forms one of four key service areas in the Children's Services Action Plan to ensure that service quality remains a core strategic priority over the next five years. During the past 12 months, three staff members attended a Curriculum Conference in Canberra in</p>

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				order to enhance their application of teaching practices in line with delivering quality programs. A number of inservices have also been delivered with staff on topics such as 'Engaging Curriculum'. One staff leader from each Centre was also nominated to attend local training on 'Trauma Informed Practice', a three day intensive to enhance professional skills relating to children and families with complex needs.

### Strengthen Bega Valley Library service as a centre for life-long learning

Code	Strategic Action	Annual Activity	Action Status	Comment
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 a learning centres.	Implement strategies identified in BVSC Library Services Strategic Plan 2015 - with emphasis on priority actions	Progressing	Strategic Plan period is 2015-2017. 2016 strategies have commenced, many with numerous due dates and ongoing actions.
L2.2.2	Develop partnerships with schools, tertiary institutions and community groups to grow services	Undertake actions as per Memorandum of Understanding (MoU)	Completed	MoU is current until February 2018. All actions are undertaken each year the MoU is in place including a Program Librarian in place to train and provide assistance to current students, and maintain UoW collection.
		Through library branches, deliver HSC lockdown program, offer services for young people who home school and deliver public programs developed in partnership with community groups and other organisations.	Completed	2016 events scheduled for 12 October. Eden and Bega libraries will hold events this year due to feedback from the community after last years event only being in Bega. This will continue as an annual activity and expanded to other library locations where possible.
L2.2.3	Review program and new technologies for library service provision.	Develop and implement Technology Plan for Library Services to support access to new technologies	Completed	Technology Plan is reviewed annually in consultation with ICT

Code	Strategic Action	Annual Activity	Action Status	Comment
		Deliver programs that engage and educate people of all ages and abilities in new technologies	Completed	Programs are a core library function. An annual schedule of programs has been designed to meet community needs, and provides opportunities for all members to engage with the library service and learn new skills.

**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	Comment
L2.3.1	Investigate and implement a mentoring and educational support program for trainees and apprentices.	As per Workforce Strategy continue implementation of Council traineeship, cadetship and apprenticeship program	Delayed With Reason	
L2.3.2	Research new areas of opportunity for training and employment for young people (e.g. in aged care) and support local training and employment initiatives for young	Support provided to Far South Coast Health and Community Support Services sector through working group focussing on pathways to education, training and employment	Completed	Report has been completed "Far South Coast Health and Community Support Services Sector - EDUCATION AND WORKFORCE STRATEGY - Connecting with Opportunities" and available at <a href="https://www.nsw.gov.au/sites/default/files/regions/far_south_coast_education_workforce_strategy_report.pdf">https://www.nsw.gov.au/sites/default/files/regions/far_south_coast_education_workforce_strategy_report.pdf</a>

Code	Strategic Action	Annual Activity	Action Status	Comment
	people.	opportunities		

### Advocate for increased opportunities for post school and adult education options

Code	Strategic Action	Annual Activity	Action Status	Comment
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.	Strengthen partnerships with training and education providers with support to University of Wollongong students at Bega campus.	Ongoing program - service meeting expectations	Program Librarian works directly with students of UoW at the Bega campus, providing ongoing support and access to library services. Opportunities to refine and adapt the partnership are discussed regularly with UoW staff. The Programs and Partnership Officer has commenced discussions with other providers to identify possible links
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.	Continue delivery of Youth Scholarship program	Completed	Six Tertiary Scholarships (totalling \$5,000) awarded for the 2016 year in April as part of National Youth Week activities.

### Improve access to technology, particularly high speed broadband Internet

Code	Strategic Action	Annual Activity	Action Status	Comment
L2.5.1	Facilitate NBN roll-out in Bega Valley in top 25% for state.	Continue advocacy role	Ongoing program - service meeting expectations	

## Community actively participates in events, festivals and creative community activities

Code	Strategic Action	Annual Activity	Action Status	Comment
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	Ongoing program - service meeting expectations	Calendar maintained and being used by community.
		Investigate opportunities to work with cultural organisations to deliver new partnerships	Progressing	Council funded South East Arts as part of its commitment to delivering new partnerships and actions for 2015/16 completed. In addition, the Bega Valley Regional Gallery worked with numerous local, State and National cultural organisations to deliver new partnerships for the Bega Valley Shire.
		Review Cultural Issues paper as part of preparation for Community Strategic Plan review	Delayed With Reason	Due to competing priorities and in recognition of the development of a Regional Gallery Strategic Plan, this work has been put on hold pending the development of a new Delivery Plan and an assessment of priorities via the Community Strategic Planning Process.
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 Gallery and South East Arts.	Completed	Regional Gallery exhibition program implemented with highest number of visitors for any year and highest number of visitors for a specific exhibition, Flora Australis with 5,000 visitors.
		Provide training and support to community groups, individuals and volunteers through local history programs	Ongoing program - service meeting expectations	All library staff have been trained in the Local History space. Library staff continue to provide ongoing assistance and support to customers as required. Assistance has also been provided to the Bermagui Historical Society and the Wallaga Lake community to establish a local history photographic section of the

Code	Strategic Action	Annual Activity	Action Status	Comment
L2.6.3	Develop promotion program for all cultural facilities and activities.	Continue to host and maintain online calendar to promote community and cultural events	Completed	main library collection. Calendar maintained and being used by community. Also promoting activities through Council newsletters.

### Cultural services and facilities provided

Code	Strategic Action	Annual Activity	Action Status	Comment
L2.7.1	Consult, assess, develop and adopt strategies for cultural facilities incorporating long term plan for cultural facilities with funding sources identified.	Implement Strategic Plan for Bega Valley Regional Gallery	Completed	The First Bega Valley Regional Gallery Strategic Plan was adopted by Council in 2016. The Plan outlines the vision for the Gallery over the next four years and identifies key areas of development for the Gallery.
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 to be implemented as an ongoing operation.	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	CBD Master plans have been adopted by Council. Future town centre initiatives to be delivered in alignment with adopted Master plans	Completed	
L2.7.4	Shire-wide performance centre constructed	Completion and opening of the Bega Civic Centre with management options identified and in place	Completed	Venue Management Services engaged to manage the Bega Valley Commemorative Civic Centre in January 2016. Formal contract in place. Civic Centre officially opened on Australia Day 2016

### Cultural industries supported and developed

Code	Strategic Action	Annual Activity	Action Status	Comment
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Code	Strategic Action	Annual Activity	Action Status	Comment
L2.8.1	Support cultural industries and community cultural events as a key theme in cultural plan and business growth plan.	Ongoing in-kind support of cultural events including traffic control, waste management and land use advice	Completed	Council has supported South East Arts to develop activities related to cultural industries, and has provided significant in-kind support to festivals and events held around the Shire including Eden Whale Festival, Merimbula Jazz festival, Merimbula New years Eve Fireworks concert, Seaside Fair in Bermagui, ANZAC Day and Remembrance Day events and Australia Day activities.
		Strategic Plan for Regional Gallery developed	Completed	Strategic Plan for the Bega Valley Regional Gallery in place and available on the Galleries website.
		Investigate opportunities to work with cultural organisations to deliver new partnerships	Completed	Council has a MoU with South East Arts to develop and deliver cultural activities. Council's Regional Gallery has also created many new partnerships through the exhibition calendar.

**Community Ambition L3 : Respect and inclusion : We are a harmonious community where everybody is welcomed, respected and diversity is celebrated.**

**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	Comment
L3.1.1	Work in partnership with Aboriginal communities and others to narrow the gap on issues of education, employment and health.	Implement Indigenous traineeship models in childcare services	Completed	The Children's Services five-year Action Plan has identified the need to develop methods and opportunities to increase Aboriginal staffing within the section, particularly given that Aboriginal children and families form a high proportion of service users. Children's Services currently has three Aboriginal staff - one Early Childhood Educator (Certificate III) at

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				<p>Bandara Children's Services, a Certificate III Indigenous trainee at Eden Preschool, and an Aboriginal Engagement Officer who provides support to Aboriginal Children under the Gujaga Journey Project, part of the Indigenous Advancement Strategy program under the Department of Prime Minister and Cabinet.</p> <p>Children's Services has also applied under the Elsa Dixon Scholarship to support three Aboriginal school-based trainees within Children's Services. The three trainees are expected to commence in October 2016.</p>
		Implement 2015-16 actions of the Memorandum of Understanding (MoU) Action Plan	Completed	<p>The 2014-16 MOU action plan was finalised with the three Local Aboriginal Lands Councils in June 2016. The parameters of the new Memorandum of Understanding and associated action plan were drafted for adoption by the new Council in October 2016</p>
		Commence Indigenous Advancement Strategy (IAS) funded project	Completed	<p>The Indigenous Advancement Strategy program, called the Gujaga Journey Project, began in July 2015 with various activities designed to improve the attendance, enrolments and learning outcomes of Aboriginal children enrolled in Council's Children's Services.</p> <p>Through this project, fee subsidies have been implemented for 55 Aboriginal families across Council's preschool and long day care centres. The centres have seen an increase in enrolments for Aboriginal children and increased engagement by Aboriginal families in their children's learning. Many families have participated in Children's Services activities including attendances at Naidoc Week and Children's Week events, volunteering within the centres, and speaking regularly with Educators about</p>

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				<p>their child's needs and progress. Aboriginal staff employed under the Indigenous Advancement Strategy have supported children with transition to school activities, and progress assessments indicate that 100% of Aboriginal children in the year prior to kindergarten are school ready.</p> <p>In part due to its successes and fee subsidies under the Indigenous Advancement Strategy program, in 2015 Council was also successful in obtaining funding under the Department of Health's "New Directions: Mothers and Babies Programme" in conjunction with lead agency Katungul Aboriginal Medical Service. Through this adjunct program, Council has employed a paediatric speech pathologist who works with Aboriginal children within Council's Children's Services. The speech pathologist builds upon the work of the Educators and Aboriginal Engagement Officer, delivering clinical speech pathology to 17 Aboriginal children. The speech pathology program has further increased the engagement of Aboriginal families with Council's Children's Services and builds upon the achievements of the Indigenous Advancement Strategy project by offering Aboriginal children new skills and communication techniques to improve their learning outcomes.</p>
		Continue University of Wollongong (UoW) Early Start Project	Completed	<p>The Early Start program continues to be implemented within each Children's Service. The Jump Start research project began in 2015, and the second phase of this project is currently being undertaken, with University of Wollongong researchers attending Eden Child Care Centre and Bandara Children's Services to collect data relating to children's activity,</p>

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				<p>health and development.</p> <p>The University of Wollongong's (UOW) Early Start 'Much and Move' program continues to be implemented across all of Council's Children's Services, with staff trained in delivering health promotion activities that aim to increase physical activity, wellbeing and nutrition behaviours within children and their families.</p> <p>UOW offered BVSC two scholarships to attend the Early Start Conference in 2015, which were utilised by two Children's Services Educators. An additional four staff member also attended this conference to expand their knowledge and skills.</p>

**Respects preserves and promotes our Aboriginal and European cultural heritage**

Code	Strategic Action	Annual Activity	Action Status	Comment
L3.2.1	Assist implementation of SCT Ltd Cultural Heritage Strategy	Ongoing promotion of cultural heritage stories developed through the Sapphire Coast Tourism (SCT) Cultural Heritage Strategy	Completed	Cultural heritage stories published and available through the "Koori Heritage Stories" booklet available at Council libraries.

Community Ambition L4 : Opportunities for all stages of life : We have the opportunity to pursue meaningful employment, volunteering and wellbeing through all stages of life, and the contributions we make in our community are valued

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

Code	Strategic Action	Annual Activity	Action Status	Comment
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Code	Strategic Action	Annual Activity	Action Status	Comment
L4.1.1	Work with young people to increase youth-related activities and opportunities in the Shire.	Implement the Youth Opportunities Program funded by the NSW Government	Completed	The Youth Opportunities program under the title of the Net Gen project has finalised. A 2 day camp and 10 week program of mentoring and skill development has been delivered. 30 young people were engaged across the two aspects of the project.
L4.1.2	Explore and implement innovative ways in which young people can play a greater role in Council decision-making.	Ongoing support and coordination of Youth Council	Completed	Report submitted to Council seeking support to take a different approach to engaging with young people. A youth Engagement report was prepared and Council supported the new Youth Voice / Youth Action initiatives. These include a broader approach at engaging with young people in the places they live using social media and building on the Place Based approach to community development utilising the place based officers engaged in July last year.

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

Code	Strategic Action	Annual Activity	Action Status	Comment
L4.2.1	Strengthen cross-sector partnerships on issues related to young people in particular in coordination of mental health and homelessness services.	Participate in homelessness forum	Completed	Participation in the Homelessness forum. A number of meetings held with local and Sydney based stakeholders to identify opportunities for partnership to address homelessness.

**Land use planning and facility design ensure the opportunity for members of our community to access services and age in place successfully**

Code	Strategic Action	Annual Activity	Action Status	Comment
L4.3.1	Promote information and awareness on	Develop Disability Inclusion Plan	Progressing	The adoption of a Disability Inclusion Plan is

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	"Access for All" across the built environment			mandatory from July 2017. Further development of the Plan will take place in 2016/17 as part of the CSP

#### Adequate services to meet range of living needs for the whole population

Code	Strategic Action	Annual Activity	Action Status	Comment
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.	Participate in forums and advocate through submissions as appropriate	Not Updated	
L4.4.2	Develop and promote programs, services, activities and facilities for older people and people with a disability.	Facilitate the Access Advisory Committee	Completed	Council has facilitated a Section 355 Access Advisory Committee. This committee has been involved in a number of activities including: boat ramp designs and development at Mogareeka and Kianniny; the Tura Marrang Library and Community Centre; footpath issues around the Shire; Tathra Headland trail proposal; beach access opportunities at Pambula Beach, Bermagui and Merimbula; accessible tourism opportunities and promotion; the Bega Valley Commemorative Civic Centre; commercial and retail shop access issues; Lake Curalo path; Bar Beach and Pambula River Mouth redevelopments; picnic table design and locations; disabled car park misuse; wheelchair basketball day at Bermagui; amenities at Kisses Lagoon in Bega; accessible playgrounds at Ford Park, Merimbula and Bega Park; and public toilet access audit for Spinal Cord Injury Australia.

**Volunteer program developed and implemented across whole of Shire**

Code	Strategic Action	Annual Activity	Action Status	Comment
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)	Work with NSW Office of Volunteering to promote the Timebanking Volunteering initiative across the Bega Valley	Completed	Council's Community Development Team works with the NSW Government to promote the use of Time Banking as a way of recognising and developing volunteers and volunteering opportunities across the Shire.

**Barriers to volunteering identified and resolved**

Code	Strategic Action	Annual Activity	Action Status	Comment
L4.6.1	Streamline and rationalise bureaucratic burdens on volunteers in order to maintain and grow volunteer base.	Continue to promote volunteer opportunities to the Shire	Completed	Council's Community Development Team works with the NSW Government to promote the use of Time Banking as a way of recognising and developing volunteers and volunteering opportunities across the Shire. Officers also work with volunteers in the management of Community Halls, Sportsgrounds and Cemeteries, and other advisory committees to Council.

# Enterprising

Community Ambition 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

## Embracing business and a stronger economy

Code	Strategic Action	Annual Activity	Action Status	Comment
E1.1.1	Advocate, support and deliver support programs for businesses looking to expand or for new businesses wanting to operate locally	Deliver analysis on Home Based Businesses operating in the region	Not Due To Start	Lower order priority to other projects
		Establish an effective method of enquiry for business opportunities within Council	Progressing	ED manager established point of contact and response to business enquiries widely understood internally and externally
		Continue to advocate with other Government agencies and utilities to achieve project outcomes and improve development processes	Progressing	Ongoing. Important future area of focus is BVSC formally joining CBRJO
		Provide business education programs to assist business owners navigate contemporary business issues	Completed	SRBEC and NSW Commissioner for Small Business servicing this need as facilitated by BVSC
		Provide collated economic data to assist local businesses make better decisions	Completed	Responding to requests as needed in an efficient and responsive manner
		Promote buy local campaigns to support local businesses	Completed	Lower order priority currently coordinated by the respective Chambers of Commerce
		Undertake a Gap analysis of the local economy to highlight business opportunities such as the projected growth in Health	Progressing	Gaps are understood anecdotally - not yet and not foreseen to be a subject of formal analysis

Code	Strategic Action	Annual Activity	Action Status	Comment
		Services.		
		Maintain and promote the Live Work Invest website, which is a Council resource dedicated to the business community and issues relevant to the local economy.	Progressing	Under construction
		Deliver more effective local support to individual towns and villages to promote their local events and initiatives.	Completed	A strategic review of Councils involvement and support of events being undertaken by CRL Division
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.	Completed	Innovation forum; Merimbula Airport; NBN roll out all add to this as well as web and video based promotions
		Develop a start-up support program including grant & seed funding opportunities.	Completed	Business grant program to be announced for early 2017

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

### Providing the foundations - Infrastructure

Code	Strategic Action	Annual Activity	Action Status	Comment
E2.1.1	Road Transport - Optimise town and village traffic infrastructure to enhance business opportunities	Advocate for further upgrading of Princes Highway	Completed	Ongoing representation on the SEATS forum
		Construct Merimbula Bypass	Progressing	Under construction and will be completed by 2018
		Implementation of town master plan main street programs	Progressing	Ongoing

Code	Strategic Action	Annual Activity	Action Status	Comment
		Investigate improved car parking options for towns and villages	Progressing	
E2.1.10	Public Infrastructure - Deliver appropriately zoned land to attract and retain residents and businesses to assist growing the region.	Publish the Industrial Lands Strategy.	Progressing	
		Update and publish the Land Investment Strategy.	Progressing	Synergies with Council's Enterprise Land Strategy
		Promote the LEP zoning maps for the business community.	Completed	
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 Highway and thereafter to Sydney, Melbourne and the ACT.	Progressing	Ongoing. Highlighted throughout ED Summit and CBRJO agenda
E2.1.3	Sea Transport - Support the development of the Eden Breakwater Wharf Extension	Participate in Community Liaison Group	Completed	Continuing
		Participate in Alternate Use Working Group	Progressing	Representation at the Community Liaison Interest Group for the Breakwater Wharf Extension. Advocating the community's interests with project stakeholders.
		Ensure surrounding infrastructure leverages improved services offered by Extension project.	Progressing	Ongoing with funding confirmed
		Continue to support Cruise Eden in coordinating the Cruise Ship industry in the Bega Valley.	Completed	Ongoing with improved funding to SCT and current Tourism review implementations
		Deliver Cruise Visitation Strategy.	Completed	
E2.1.4	Sea Transport - Support the Eden Safe Harbour project	Provide support to the NSW State Government as required.	Completed	Ongoing and relationships improving
E2.1.5	Sea Transport - Advocate, support and	Advocate increased use Eden Port to the	Completed	Ongoing

Code	Strategic Action	Annual Activity	Action Status	Comment
	deliver opportunities to further leverage Eden Port for business opportunities	NSW Port Authority.		
E2.1.6	Sea Transport - Advocate, support and deliver opportunities for Eden Port to provide increased freight services to Sydney, Melbourne and Canberra	Deliver the Bega Valley Freight and Logistics Strategy.	Progressing	Collaborating with Canberra Airport and relevant State Government authorities freight opportunities for the region.
E2.1.7	Air Transport - Advocate and deliver the continuing implementation of the Merimbula Airport Master Plan	Design and implement improved Public Car Park layout.	Completed	
		Form Airport Tenancy group.	Completed	
		Seek Government support for Master plan implementation.	Completed	
E2.1.8	Air Transport - Advocate, support and deliver improved Regular Public Transport (RPT) services connecting the regional with Sydney, Melbourne and Canberra	Conduct Outbound Aviation demand survey.	Completed	Survey results received , data incorporated into funding applications.
		Conduct Inbound Aviation demand survey	Completed	An Inbound Aviation demand report completed. Data incorporated into funding applications.
		Prepare and present business case on expanded RPT services in and out of Merimbula Airport.	Completed	
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 assuring that existing infrastructure is maintained at acceptable standards.	Completed	

### Providing the foundations - Technology

Code	Strategic Action	Annual Activity	Action Status	Comment
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Code	Strategic Action	Annual Activity	Action Status	Comment
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 Shires towns and villages as expeditiously as possible.	Completed	
		Work with NBN Co. to try and obtain clear rollout timeframes.	Completed	
		Update Digital Economy Plan including analysis on the Shire internet coverage and associated opportunities.	Not Due To Start	This activity has been deferred to the 2016-17 period.
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.	Completed	Ongoing - lower level priority
		Prepare plan on opportunities for a Technology Hub within the Shire	Progressing	Ongoing but related to other strategic priorities where progress is being made
		Deliver opportunities for local businesses to showcase their technology related successes to the broader business community, showing what can be achieved through better used of technology.	Completed	Ongoing - support of the Regional Innovation week achieved results related to this objective
		Advocate and support local innovation and collaboration opportunities and successes.	Progressing	Ongoing
		Deliver community forums showcasing business technology and the education of local businesses as to how technology can improve their business.	Completed	Ongoing and increased advocacy to SREC to give attention to this

## Community Ambition 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

### Embracing opportunity

Code	Strategic Action	Annual Activity	Action Status	Comment
E3.1.1	Advocate, Support and Deliver forums that allow for connections to be made between businesses and opportunities.	Deliver an Economic Development Summit focusing on connecting producers and distributors both locally and through the Capital cities.	Completed	Achieved 28 and 29 July 2016
		Deliver an Economic Development symposium, discussing specific Economic Development issues with industry experts, focusing on real tangible solutions and connections.	Completed	Achieved 28 and 29 July 2016
		Deliver industry/issue workshops to encourage connections among interested parties looking to connect suppliers with purchasers.	Completed	Understood to be a plan of procurement services
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 localised economic data to assist local businesses to make better decisions.	Completed	Being provided as needed to targeted needs
		Provide access to Council information and resources, such as mapping data to assist businesses make better decisions.	Progressing	
E3.1.3	Deliver realisation of developable Council Assets to seed development through the region.	Update and commence implementation of the Land Investment Strategy, including the availability of useable land.	Progressing	Work has commenced in the review of selected Council held assets in the view to broaden the scope of the review of the Land Investment Strategy. Review to be completed in 2016-17 reporting period.
E3.1.4	Support Entrepreneurs achieve their visions	Provide support and information to relevant parties in order to take advantage of	Completed	

Code	Strategic Action	Annual Activity	Action Status	Comment
	for the region.	opportunities as they present themselves.		
		Investigate the opportunity for Council to provide financial support through grants or seed funds to improve community infrastructure and economic development in the region.	Completed	
		Support the ICT industry cluster promote and attract job opportunities to support their goal of 1,000 technology jobs by 2030.	Completed	
E3.1.5	Advocate, support and deliver on behalf of the region, its strengths and opportunities to attract and expand business opportunities.	Provide high quality online based resources showcasing the Region and the relative business opportunities.	Completed	
		Promote the region at key events around the country.	Completed	Opportunities assessed on needs basis
		Seek out opportunities to promote the region and its strengths to the rest of the country.	Completed	Opportunities assessed on needs basis.
		Support programs assisting with business succession planning.	Completed	Southern Region Business Enterprise Centre are working closely with Chambers, Council Placed Based Officers and directly with businesses to provide this service.

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

### Partnering for success

Code	Strategic Action	Annual Activity	Action Status	Comment
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 business to utilise.	Completed	
		Work with local businesses to provide effective educational opportunities on practical matters such as marketing, employment, technology, compliance.	Completed	
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.	Completed	
		Support the tertiary education bodies to expand, keeping as many of our studying residents locally based.	Completed	
		Support the tertiary organisations making the region a key training destination for remote rural and regional students.	Progressing	Well developed relationships with University of Wollongong established with scoped to expand to other institutions.
		Develop partnerships and programs to encourage both potential workers and employers to work together to achieve positive outcomes.	Completed	
E4.1.3	Advocate, support and deliver opportunities for the region to become a Centre of	Investigate opportunities for a Technology Hub in the region.	Progressing	Other priority objectives relate in part to this

Code	Strategic Action	Annual Activity	Action Status	Comment
	Excellence in various fields including agriculture, food production, food distribution, education, health services and technology.	Investigate opportunities for an Agriculture Centre of Excellence in the region.	Progressing	Preliminary discussion held with stakeholders.
		Investigate opportunities for a food production and distribution Centre of Excellence in the region.	Progressing	Preliminary discussions held with stakeholders.
		Investigate opportunities for a Tertiary Education Centre of Excellence in the Region.	Progressing	Preliminary discussions held with stakeholders.
		Investigate opportunities to establish the Region as a Centre of Excellence in Health Services.	Progressing	Preliminary discussions held with stakeholders.

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

### Enhancing visitor experiences

Code	Strategic Action	Annual Activity	Action Status	Comment
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.	Completed	Through partnership with Sapphire Coast Tourism.
		Deliver marketing campaigns aimed to local residents visiting new local destinations.	Completed	
		Deliver high quality web resources for the promotion of the Bega Valley.	Completed	
		Provide visitation data to industry operators to assist with business decision making.	Completed	Through Council's and Sapphire Coast Tourism's (SCT) membership the South Coast Regional

Code	Strategic Action	Annual Activity	Action Status	Comment
				Tourism Organisation, visitation data and statistics under Destination NSW is available. SCT makes this data available to the individual Visitor Information Centres (VIC's) and Local Tourism Bodies (LTO's). SCT provides general visitation data through its website and through the individual town websites that it hosts.
		Deliver Visitor Economy Strategy.	Delayed With Reason	Tourism Services and Funding review conducted during 2015/16. Strategy to follow
		Support the National Landscapes program and continue to support the Australia's Coastal Wilderness brand.	Completed	Ongoing
		Support local tourism operators to deliver high quality products to the regions visitors.	Completed	Ongoing with implementation of the Tourism Review recommendations
E5.1.2	Visitors to the Shire know where things are and how to get there.	Provide support to the regions Visitor Information Centre's, including financial, property, and product support.	Completed	Ongoing with further clarity to be achieved from Tourism Review recommendations
		Support and promote regional festivals and events.	Completed	CRL review underway - ongoing
		Deliver Visitor Signage program, including Shire entrances, Town entrances, and local attractions.	Completed	Design and construct partner appointed
		Support Sydney to Melbourne Coastal Drive.	Progressing	Ongoing
E5.1.3	Plan and implement effective infrastructure to assist maximizing experiences for the Shires visitors.	Deliver a 5 year program of works for the Tourism Infrastructure Special Variation.	Progressing	
		Deliver the first year of the 5 year program of work for the Tourism Infrastructure	Progressing	Gateway signage designs developed and adopted by Council.

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Code	Strategic Action	Annual Activity	Action Status	Comment
		Special Variation.		

# Accessibility

**Community Ambition 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.

**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	Comment
A1.1.1	Implement Asset Management Strategy and Transport Asset Management Plan.	Maintain and renew bridge and drainage structures in accord with Asset Management Plan, bridge projects for the 2015-16 period include: Pretty Point Bridge (upgrade) Carpenters Bridge (upgrade) McPauls Bridge (renewal) Yowrie Rd Armco culvert (renewal) Jauncey Bridge (renewal) Murrah River Bridge (renewal) Upgrade of drainage - Lake St Merimbula Upgrade of drainage - Bournda Crt Tura	Ongoing program - service meeting expectations	Pretty Point Bridge (upgrade) - slightly delayed, started November 2016 Carpenters Bridge (upgrade) - completed in May 2016 McPauls Bridge (renewal) - completed Yowrie Rd Armco culvert (renewal) - program to start June 2017 Jauncey Bridge (renewal) - Complete October Murrah River Bridge (renewal) - additional funding received which increased scope of project. Due to complete November Upgrade of drainage - Lake St Merimbula - complete Upgrade of drainage - Bournda Crt Tura - (part) complete. Further investigations revealed other work may be necessary
		"Maintain and renew road and path surfaces in accord with Asset Management Plan. Projects for the 2015-16 period include: Burragate Rd (upgrade)	Ongoing program - service meeting expectations	Burragate Rd (upgrade) - Complete Nangutta St, Towamba (upgrade) - Complete Candelo to Wolumla (renewal) -this stage Complete Beach St, Merimbula (renewal) - Complete Lake St, Merimbula (renewal) - Complete

Code	Strategic Action	Annual Activity	Action Status	Comment
		Nangutta St, Towamba (upgrade) Candelo to Wolumla (renewal) Beach St, Merimbula (renewal) Lake St, Merimbula (renewal) William St, Candelo (renewal) Sharpe St, Candelo (renewal) Lakeside Dr, Eden (renewal) Myrtle Mtn Rd (renewal) Nethercote Rd (renewal) Towamba Mtn (renewal)		William St, Candelo (renewal) - Complete Sharpe St, Candelo (renewal) - Complete Lakeside Dr, Eden (renewal) - Complete Myrtle Mtn Rd (renewal) - Complete Nethercote Rd (renewal) - replaced by Wonboyn Rd, Complete Towamba Mtn (renewal) - ongoing
A1.1.2	Advocate to government for improvements to the Princes Highway, public transport and courier services in conjunction with Southern Councils Group and South East Australia Transport Strategy (SEATS)	Actively participate and advocate strategic transport initiatives through membership with South East Australia Transport	Ongoing program - service meeting expectations	Sub-Regional Transport Study EOI/RFT commenced. Contract to be awarded December 2016

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

The built environment progressively provides “access for all”.

Code	Strategic Action	Annual Activity	Action Status	Comment
A2.1.1	Guided by ‘Access Committee’, install ramps, amenities and other access options to facilities and paths	Accessibility standards met with ongoing works programs	Ongoing program - service meeting expectations	

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

Code	Strategic Action	Annual Activity	Action Status	Comment
A2.2.1	Partner with community groups and utility providers to facilitate renewable energy supply and reduce asset operating costs	Install energy efficient lighting during replacement programs	Ongoing program - service meeting expectations	
A2.2.2	Develop 'simulated peak demands' to model pressures and impact on services and infrastructure	Future demand forecast management as per adopted Asset Management Plans	Delayed With Reason	The asset section has faced challenges relating to staffing levels and compliance (condition assessment) over the last 12 months. Although there has been significant improvements and growth related to asset management maturity and modelling there is still work to do. This has been acknowledged and addressed in the Asset Section Plan as part of a Transport & Utility Group organisational review. Subsequently, the (previous) Civil Assets Section has been restructured, splitting engineering investigations, design and project management away from strategy and asset services. This change will allow greater specialisation and emphasis to be placed on core business.

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	Comment
A2.3.1	Consolidate partnerships with community groups in managing and maintaining some community assets such as halls, playgrounds and sporting grounds/facilities	Implement a place based approach for engaging with the community.	Completed	A place based approach was adopted and implementation commenced in July 2016. Four full time Place Based Officers were employed in August 2016 and are based across the Shire at Bermagui, Bega, Tura/Merimbula and Eden and will be working

Code	Strategic Action	Annual Activity	Action Status	Comment
A2.3.2	Sports and Recreation Special Variation expended to meet priorities from the Recreation Asset Management Plan	Maintain and renew recreation infrastructure in accordance with Recreation Asset Management Plan. Project areas over the 2015-16 period include: Regional Sportsground Master Planning for Bega Recreation Ground & Pambula Sporting Complex Finalisation of Facility Management Plans Construction of Pambula Squash Courts Barclay Street Pavilion Improvements Mogareeka Boating Facilities Short Point Headland improvements to pathways and Ecological Landscaping Bega Park and Ford Park Upgrades Bruce Steer Pool access, amenities and parkland improvements	Progressing	from the Shire Libraries at each of those locations.  Bega and Pambula Sporting Complex Master Plans - Completed Sportsgrounds Facility Management Plans - Adopted Regional and District sites. Sapphire Aquatic Centre Squash Court Development - Council deferred Barclay Street Pavilion Improvements – Working toward an agreed project between site users. Mogareeka Boating Facilities - Completed Bega Park Playground Upgrade - Completed Ford Park Playground Upgrade - Completed Short Point Improvements – Site works commence 2017 (Coastal Reserve Planning) Bruce Steer Pool Amenities and Improvements - Site works commence 2017 (Coastal Reserve Planning) Eden Lake Curalo Walking Track - Completed Pambula River Mouth Amenities and Improvements - Completed Beach Street Foreshore - Lakeside terrace steps and parkland improvements - Completed BVSC Aquatic Facilities Review - Draft completed and exhibited. Coastal Reserve Planning Projects - Bruce Steer Pool, Short Point, Pambula Beach. Draft completed and exhibited.

Plans for the site, size and design of public infrastructure and facilities are adaptable to the changing demographics in the Shire; are modular in capacity and are financed under the principle of intergenerational equity.

Code	Strategic Action	Annual Activity	Action Status	Comment
A2.5.1	Maintain continuing check on demographic changes to Shire to feed data into infrastructure and facility development programs on an ongoing basis.	Demographic information is made available through partnership with Profile Id and training session held for key interest groups	Ongoing program - service meeting expectations	

Land release is guided by infrastructure capacity and sequencing so population and employment growth is clustered around areas where it can be serviced.

Code	Strategic Action	Annual Activity	Action Status	Comment
A2.6.1	Model future demographic developments to match against land release and zoning plans to ensure compatibility between demand, purpose and availability.	Demographic information is made available through partnership with Profile Id with training sessions held for staff and key interest groups.	Ongoing program - service meeting expectations	Demographic information maintained, however staff training and community briefing sessions will be delivered following the release of latest Census data.

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

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	Comment
A3.1.1	Fluoridation of water supply for Bermagui area, Merimbula, Tura, Pambul area and Eden	Complete community consultation process on fluoridation	Progressing	Specialist consultant appointed and project progressing in accordance with Council resolution. Community consultation scheduled to run from November 2016 until February 2017
A3.1.2	Construct a new water supply reservoir at Nutleys Creek Red Bermagui to improve water pressure and long term capacity for customers	Commence construction of water supply reservoir at Nutleys Creek Rd, Bermagui	Progressing	Design and tender documents completed. Construction procurement 95% complete with a report to Council expected in February 2016. Reservoir site has been cleared of vegetation. As of October 2016 the reservoir is 50% complete.
A3.1.3	Construct a new water main to improve water pressure and fire fighting capacity to Quaama customers	Water main construction completed	Completed	
A3.1.4	Review options to improve water pressure and quality to Tarraganda customers	Finalise preferred option for Tarraganda water pressure following investigation and review	Completed	Minor works undertaken to improve water pressure and quality
		Complete construction of preferred Tarraganda water pressure option	Completed	Minor works undertaken to improve water pressure and quality
A3.1.5	Provision of filtered and treated water for Bemboka customers	Complete design options study for filtered and treated water for Bemboka customers	Progressing	Options study completed and membrane filters identified as the preferred option
		Call for tenders and finalise construction contract for delivery of Bemboka filtered and	Progressing	REF, Technical and contract documents are being produced by Hunter H2O and NSW Public Works.

Code	Strategic Action	Annual Activity	Action Status	Comment
		treated water		As of October 2016 the contract and technical documents are 80% complete with tenders expected to be called in Jan 2017 and construction commencement in May 2017.
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	Develop concept plan for upgrade of water transfer main	Progressing	Hydraulic analysis report received from NSW Public Works. Options for upsizing trunk mains are being examined. This project is not critical at this time and there is delay in project delivery due to resourcing limitations
A3.1.7	Investigate treatment technologies to improve water quality and meet statutory requirements for all customers	Collect and analyse baseline water quality data from Bega, Yellow Pinch Dam and Brogo River sources of supply	Completed	All data collection completed to support future water treatment plant design

### 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	Comment
A3.2.1	Complete treated effluent reuse and disposal options study for Merimbula STP	Options study completed for Merimbula STP	Completed	Options study completed
		Seek Government subsidy funding	Progressing	Ongoing initiative with State and Federal Governments. Nil subsidy currently available for the project due to pending sale of poles and wires. Circumstance may change, pending sale of 'poles and wires' and State Government policy shift.
		Commence EIS for effluent reuse and disposal options for Merimbula STP	Progressing	Expressions of interest process finalised with 5 potential consultants appointed to tender for EIS and concept design. Part 5.1 approval gained from NSW Planning. However there have been delays in gazettal of the SSI Order.

Code	Strategic Action	Annual Activity	Action Status	Comment
A3.2.2	Provide additional storage capacity in Eden sewage reticulation system to enable capture and temporary storage of stormwater during wet weather events	Nil action ( Project completed)	Progressing	The option of capture and storage of dilute sewage during rainfall has been postponed pending assessment of the effectiveness of smoke testing, relining, pipe-bursting and manhole rehabilitation.
A3.2.3	Provide the west Pambula area with a reticulated sewerage system	Nil action ( Project completed)	Progressing	The design for West Pambula is progressing. There has been a delay in assessment of options (pressure sewer versus gravity sewer). However if a gravity sewer is feasible then there will be considerable savings to Council.
A3.2.4	Provide additional storage capacity at Bega STP to enable temporary capture of stormwater due to wet weather events	Nil action ( Project completed)	Progressing	Project is progressing however it has been delayed due to staff retirement and follow-on recruitment.
A3.2.5	Increase the biosolids treatment capacity of Councils ten sewage treatment plants (STPs)	Commence construction of biosolids treatment capacity for Councils ten STPs , commencing with Tura Beach site	Progressing	Project is progressing however it has been delayed due to staff retirement and follow-on recruitment.
A3.2.6	Increase beneficial effluent reuse at Bermagui Country Club	Complete effluent re-use study to support the 2017-18 capital works program	Completed	Report completed

### 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	Comment
A3.3.1	Review 2020 vision on waste and implement infrastructure actions and recommendations	Adopt NSW government 2014-21 waste strategy targets into council's 2020 Vision on Waste. Obtain Council endorsement of strategy	Ongoing program - service meeting expectations	Existing strategy requires reviewing. Growth in waste is accelerating at a rate higher than predicted.

Code	Strategic Action	Annual Activity	Action Status	Comment
		Adopt NSW government 2014-21 waste strategy targets into council's 2020 Vision on Waste. Obtain Council endorsement of strategy	Completed	
A3.3.2	Manage waste disposal facilities in accordance with land fill environmental management plans.	Finalise closure works at Merimbula Landfill. Construct waste transfer station and commence closure works at Bermagui Landfill	Completed	

### Community Ambition A4 : Emergency Planning Emergency funding and resource support is planned for and made available

#### 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	Comment
A4.1.1	Complete Flood Study and develop flood plain management plan.	Commence Risk Management study for Bega / Brogo River catchments	Ongoing program - service meeting expectations	Floor level assessment completed, data being used to determine risk profiles
		Continue Merimbula catchment flood study	Progressing	Community consultation substantially completed
A4.1.2	Establish general emergency planning protocols to be initiated/ followed by Council when circumstances dictate.	Administer the Local Emergency Management Committee	Ongoing program - service meeting expectations	East Coast Low event on 5 June 2016, and previous flood event in January, tested and proved operational capability.

Code	Strategic Action	Annual Activity	Action Status	Comment
A4.1.3	Join with RFS and SES in trial runs	Assist state response agencies during emergency exercises	Ongoing program - service meeting expectations	Trial runs were not required as real emergency events occurred which validated management protocols.

## :Sustainable

### Community Ambition S1 : Valued natural environments : The natural environment and ecosystems are appropriately protected and enhanced

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	Comment
S1.1.1	Increase awareness and understanding of values of biodiversity.	Finalise a standardised Review of Environmental Factors (REF) template for use for Council works and projects	Completed	The Draft REF template has been reviewed and completed. The standardised REF Template for Council projects and activities will need to be supported by staff training and will be implemented in the 2016 2017 financial year.
S1.1.2	Develop partnerships with NSW Local Lands Services, State and Federal Government to facilitate investment in Biodiversity and Natural Resource Programs'	Develop partnerships with Regional Local Government bodies and South East Local Land Services to secure ongoing Weed Action Program funding	Completed	Year 2 2016 2017 funding for the SEWAP Funding has been agreed and Council is represented and working actively on the SE Regional Weed Management Committee.
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 a BVSC Biodiversity Strategy with relevant stakeholders  Finalise review of wildlife protection reserves in the companion animal control areas procedure and report to Council	Delayed With Reason  Progressing	This strategy has been deferred due to the delayed commencement of the new NSW Biodiversity Act.  Procedure has received public submissions and will be reported to Council December 2016

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	Comment
S1.2.1	Administer Coastal Zone Management Program.	Revise the Entrance Management policy and protocols	Progressing	Draft entrance management policies for all rivers and lakes that are involved in this program have been completed. The Policies will be reported to the new Council for approval and adoption.
S1.2.2	Catchment management programs developed for small estuaries, based on Wapengo model.	Develop an Estuary Management Plan for the Bermagui River	Progressing	Scope and briefs for the development of the Plan for the Bermagui River have been completed and the Plan will be completed during 2016 2017. This project was delayed by late receipt of the NSW OEH Funding.

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	Comment
S1.3.1	Support community education initiatives that promote the economic and social values of our natural environment	Continue to develop and implement coastal natural areas promotional signage	Ongoing program - service meeting expectations	Signage at coastal areas like the Blue Pool and reserves such as Kisses Lagoon in Bega have been installed and completed. This program will continue as an ongoing program
S1.3.2	Ensure land use and infrastructure and planning decisions do not impact upon our 'Natural Environment'	Review the tree protection measures within the Bega Valley Local Environment Plan (LEP) 2013 and the Bega Valley Development Control Plan (DCP)	Completed	DCP and LEP 2013 have been reviewed in regard tree protection measures. Changes have been advertised and adopted and included in the current versions of both documents. Further changes to both will be required when the new Trees in Urban Areas

Code	Strategic Action	Annual Activity	Action Status	Comment
				SEPP is adopted by the NSW Government..

### Natural hazards are identified and mapped to provide greater certainty for the siting of development and implementation of community safety measures

Code	Strategic Action	Annual Activity	Action Status	Comment
S1.4.1	Ensure bushfire hazard mapping is current and consistent with current fire science.	Review bushfire prone land mapping with Rural Fire Service (RFS)	Completed	The mapping review with Planning and Property Services is complete. The draft maps will be referred to NSW RFS Head office for approval and incorporation of the 10/50 Bushfire layers. The approved maps are likely to be received back from RFS in mid 2016 2017.
		Develop and implement bushfire hazard management schedules for all Council Asset Protection Zones (APZ)	Completed	All mapping and maintenance schedules have been revised and are in place for the 2016 2017 season.

### Lands having key natural or cultural heritage values set aside

Code	Strategic Action	Annual Activity	Action Status	Comment
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	Draft protocols for Aboriginal and European cultural heritage management prepared and consultation undertaken	Progressing	

### Planning controls reflect environmental values and minimise cumulative impact from development

Code	Strategic Action	Annual Activity	Action Status	Comment
S1.6.1	Review effectiveness of environmental zonings in LEP in protecting environmental values, specified in Natural Resources Strategy	Strategic Action Completed	Completed	Completed
S1.6.2	Council's service provision, infrastructure development and operation does not impact on environmental values.	Develop a framework for environmental audits across Council's operations and activities	Ongoing program - service meeting expectations	The establishment of the environmental audit program to ensure the effectiveness of Council's environmental controls and compliance with environmental approvals and licences has been established and incorporated into Council activities. A working audit of the Wolumla STP Re-Use Scheme has been completed and reported to the Internal Audit Committee, Recommendations are being developed into workplans for the scheme. The program is now an ongoing program designed to ensure that appropriate actions and measures to minimise the environmental impact of Council operations and activities remains in place.

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

Code	Strategic Action	Annual Activity	Action Status	Comment
S1.8.1	Develop integrated weed management strategy to include revegetation.	No operational action 2015-16.	Completed	
S1.8.2	Targeted catchment rehabilitation works on Council managed land to enhance natural	Continue to implement programs to deliver the NSW Government Weeds Action	Completed	Completed.

Code	Strategic Action	Annual Activity	Action Status	Comment
	system storage of water.	Program		
		Develop Salvinia Management Plan	Completed	Completed

## Community Ambition S2 : Sustainable communities : Our community has the services, opportunities and support to live sustainably

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

Code	Strategic Action	Annual Activity	Action Status	Comment
S2.1.1	Develop and implement sustainability strategy.	Strategic action completed 2014-15	Completed	
S2.1.2	Define and reduce Council's environmental footprint and demonstrate community leadership.	No operational activity to take place 2014-15. Review of the Corporate Energy Efficiency fund operations to take place 2016-17	Ongoing program - service meeting expectations	
S2.1.3	Implement energy efficiency opportunities through the Energy & Resource Efficiency Fund and Energy Saver Audits.	Support 'Clean Energy For Eternity' (CEFE) in the management of the Tathra Sewerage Treatment Plant Community Solar Farm and consider other appropriate opportunities	Ongoing program - service meeting expectations	
		Investigate opportunities to expand the 'Community Solar Farm' model to other Sewerage Treatment Plants	Progressing	As opportunities are provided during augmentation or renewal works, whole of life energy cost business cases will be used to determine choice.

**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	Comment
S2.2.1	Review 2020 Vision on Waste program, including landfill site and transfer station operations, kerbside collection and community education.	Undertake two yearly waste audit winter 2015 and Summer 15/16	Delayed With Reason	Delayed due to resourcing issues
S2.2.2	Education to encourage waste minimisation behaviour to ensure Council waste management goals can be achieved and contamination of recycling is reduced	Construct tip shop at Bermagui landfill as part of waste transfer station and landfill closure works.  Engage with the community on waste minimisation issues face to face at waste depots, through media and enhanced promotion and support of waste minimisation at community events in line with waste management community assistance programme.	Completed  Ongoing program - service meeting expectations	The 'airspace' at the Central Waste Facility is being consumed at a greater rate than initially estimated. Further emphasis on waste reduction education has become even more important and relevant. Subsequently, to assist slow the rate of filling, a Waste education officer position currently being sought.
S2.2.3	Review waste minimisation and management programs through the regional co-operation model	Continued engagement in regional waste programmes via SEROC, SCG and EPA	Ongoing program - service meeting expectations	Council representative attending inaugural CBROC waste minimisation meeting November 2016

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

Code	Strategic Action	Annual Activity	Action Status	Comment
S2.3.1	Cycling and pedestrian strategy developed, identifying key needs and opportunities for	Strategic action completed - Cycle Plan developed and exhibited.	Completed	

Code	Strategic Action	Annual Activity	Action Status	Comment
	infrastructure development and linkages.			

**Community-based sustainability initiatives are supported and implemented across Shire.**

Code	Strategic Action	Annual Activity	Action Status	Comment
S2.4.1	Council will partner groups and provide support to community based sustainability projects and activities	Continue annual implementation of community environmental grants program	Ongoing program - service meeting expectations	The Community Grant Program for 2015 2016 has been very well supported and has delivered very effective on ground works and support for local community groups undertaking important environmental works. This program has been a very strong success and has developed into a very popular ongoing Council and community partnership initiative.

**Community Ambition S3 : Character and amenity : The character and amenity of our towns and villages is protected and enhanced**

**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	Comment
S3.1.1	Ensure development controls in DCP are consistent with community values and reinforce the individual character of each settlement.	Strategic Action Completed in 2014-15	Completed	
S3.1.2	Landscape guidelines developed for inclusion in development consent conditions.	Report landscape guidelines to Council for adoption	Completed	
S3.1.3	Implement Recreation Strategy and	Finalise Facility Management Plans (FMP's)	Progressing	Completed and adopted for Regional and District

Code	Strategic Action	Annual Activity	Action Status	Comment
	complete plans of management for all major reserve areas	for sporting facilities		sites with site committees. Contractors engaged to complete annual ovals renovation program as per Sports Ovals Condition Assessments 2016. Mowing programs developed based on seasonal requirements and match fixtures. Local level sports facility FMP's to be developed in 2017.

### Town themes determined and in place

Code	Strategic Action	Annual Activity	Action Status	Comment
S3.2.1	Develop key themes and design concepts for each key town, village and locality that are articulated through the shire's planning scheme and reflect the cultural tourism heritage strategy	Strategic Action completed in 2014-15 through the development of CBD Masterplans and Comprehensive Development Control Plan	Completed	

Community Ambition S4 : Proactive support and planning : There is proactive support and planning with the community for the protection of our built and natural environment.

### Effluent reuse across the area maximised

Code	Strategic Action	Annual Activity	Action Status	Comment
S4.2.1	Upgrade treatment process elements at Eden and Tura Sewage Treatment Plants to enhance beneficial effluent reuse	Sewage Treatment Plant upgrade works completed	Completed	

**Council plans integrate mitigation and adaptation measures in respect of climate change into operations and strategic planning**

Code	Strategic Action	Annual Activity	Action Status	Comment
S4.3.1	Develop and implement climate change strategy, incorporating priority actions from Corporate Climate Change Risk Assessment.	Strategic action complete	Completed	

## : Leading Organisation

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

Knowledgeable, skilled and connected community leaders elected as Councillors.

Code	Strategic Action	Annual Activity	Action Status	Comment
LO1.1.1	Provide professional development opportunities to support current and future community and organisational leaders.	Implement annual program for current Councillors	Completed	
LO1.1.2	Hold awareness sessions for potential candidates in six months leading up to each Council election and ensure information packages are available	Program to commence in April 2016 in preparation for elections to be held October 2016	Not Updated	

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

Code	Strategic Action	Annual Activity	Action Status	Comment
LO1.2.1	Review and adopt Code of Conduct and Code of Meeting Practice after Councillor elections.	Completed To be undertaken in new Council term 2017	Not Updated	

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	Comment
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Code	Strategic Action	Annual Activity	Action Status	Comment
LO1.3.1	Determine criteria to assess what role Council operates in for key priorities.	Development of ongoing program to review Council service delivery and a key set of criteria for the Integrated Planning and Reporting review process	Ongoing program - service meeting expectations	

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

Code	Strategic Action	Annual Activity	Action Status	Comment
LO1.4.1	Initiate partnerships (with community, business, State and Federal agencies) to ensure integration of outcomes.	Work with State Agencies and regional organisations of Councils in revision of strategic plans and alignment of CSP	Completed	

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

**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	Comment
LO2.1.1	Refine Long Term Financial Plan (LTFP) process to ensure financial sustainability and the provision of quality data	"Review of Long Term Financial Plan through the review of Asset Usefull Life"  Review of Long Term Financial Plan through the Integration of Headline Projects into Long Term Financial Plan	Completed  Delayed With Reason	
LO2.1.2	Comprehensively review fees and charges	Finalise the Review of Fees and Charges	Completed	

Code	Strategic Action	Annual Activity	Action Status	Comment
	and implement four year regime of approaching full cost recovery.			
LO2.1.3	Council to seek additional and enhanced funding through a centrally coordinated and strategic approach	Use crossfunctional teams for Grant Funding to establish organisational guidelines and procedures on grant funding.	Completed	
LO2.1.4	Implement procurement best practice to ensure cost effective expenditure throughout Council	Implement recommendations from Procurement Review	Completed	
		Continue to collaborate regionally on procurement templates and practices	Completed	
		Implement Contract Management system,	Progressing	

### Councils financial reporting enables strategic decision making

Code	Strategic Action	Annual Activity	Action Status	Comment
LO2.2.1	Develop the intergration of Asset Management Financial Reporting systems	Complete implementation / integration of Asset Management System using a cross functional Asset Management Team	Progressing	<p>The asset section has faced challenges relating to staffing levels and compliance (condition assessment) over the last 12 months. Although there has been significant improvements and growth related to asset management maturity and modelling there is still work to do.</p> <p>This has been acknowledged and addressed in the Asset Section Plan as part of a Transport &amp; Utility Group organisational review. Subsequently, the (previous) Civil Assets Section has been restructured, splitting engineering investigations, design and project management away from strategy and asset services. This change will allow greater specialisation and emphasis to be placed on core</p>

Code	Strategic Action	Annual Activity	Action Status	Comment
LO2.2.2	Provide more effective business reporting to Councils functional areas	Scope dashboard reporting process to embed into Council's Intranet to enable managers to have greater budgetary visibility	Completed	business.

**Council communicates and shows leadership and transparency in financial decision making**

Code	Strategic Action	Annual Activity	Action Status	Comment
LO2.3.1	Effective processes established to enable community engagement and understanding of Council decision making	Review of process and presentation of budget templates for Council quarterly reporting	Completed	
		Coordinate Finance Committee meetings to address specific financial issues/concerns	Completed	
		Facilitate open Q&A session to answer public questions/concerns	Completed	

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

Code	Strategic Action	Annual Activity	Action Status	Comment
LO2.4.1	Develop Enterprise Risk Plan, processes and procedures	Develop Enterprise Risk Management Framework and review procedures to ensure consistency with overarching Policy.	Progressing	
		Establish and delivery targeted training programs for Managers, Coordinators, Supervisors and staff aimed at improving	Completed	

Code	Strategic Action	Annual Activity	Action Status	Comment
		risk culture		
		Develop risk reporting tools and processes for Managers, Coordinators and supervisors.	Completed	
LO2.4.2	Update and test Business Continuity Plan	Conduct and finalise a review and analysis of the existing Business Continuity Plan. Once finalised conduct a new half-day desk top exercise; with key findings/recommendations to be implemented.	Completed	

**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	Comment
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	Continue internal review and monitoring of Customer Service with community feedback calls undertaken each month and reported to executive	Completed	Council undertook call backs of customers every month to ascertain the level of satisfaction with the service. Overwhelmingly the feedback was positive. Where negative feedback was received or opportunities for improvement identified, these were passed onto the Section Manager for action.

**Council's organisational culture encourages integrity, responsiveness and innovation.**

Code	Strategic Action	Annual Activity	Action Status	Comment
LO2.6.1	Negotiate Enterprise Wide Collective Agreement	Strategic Action under review	Completed	

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

Code	Strategic Action	Annual Activity	Action Status	Comment
LO2.7.1	Phased retirements, succession plans achieved, pre-retirement mentoring provided to staff. -	Succession planning in place with traineeship / cadetship opportunities to be implemented in alignment with Workforce Strategy	Delayed With Reason	
LO2.7.2	Expand initiatives to support training and employment of young people in Council	Ongoing support to staff to partake in external training and education opportunities	Ongoing program - service meeting expectations	
LO2.7.3	Review Position Descriptions, essential criteria and performance objectives ensuring that all recruitment is reflective of our strategic and operational needs	Position descriptions reviewed in alignment with Integrated Planning and Reporting framework and new Employee Performance Review process	Progressing	

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

Code	Strategic Action	Annual Activity	Action Status	Comment
LO2.8.1	Workforce trained in safe work practices, work method statements updated and communicated, and updated	Ongoing emergency training and drills for staff	Completed	
		Emergency management plans in plans	Progressing	
		Proactive support of mental health programs and initiatives	Progressing	

**Community Ambition 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.

**Residents are informed about and involved in Council's decision making**

Code	Strategic Action	Annual Activity	Action Status	Comment
LO3.1.1	Implement Council's community engagement policy and report annually to Council on action and impact.	Adopted Community Engagement and Communications Toolkit implemented with staff training undertaken	Completed	Toolkit implemented and training delivered. Being utilised by staff in delivery of projects.
LO3.1.2	Develop and conduct an annual program of community/ Councillor forums	Four community / Councillor forums to be hosted with the publishing of issues raised on Council website	Completed	

**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	Comment
LO3.2.1	Develop and implement a suite of tools and mechanisms for providing opportunity for community to access information and provide input.	Report back to community reference group on effectiveness of the Community Engagement and Communications Toolkit to date. Take on board feedback from group and take appropriate action if needed.	Completed	Officers reported back to members of the Reference Group. Further comments were made and included in the final Toolkit document.
		Implement staff training on Community Engagement and Communications Toolkit. Update toolkit based on feedback from staff and the community.	Completed	Positive feedback from community via the reference group, and from staff post training sessions.
LO3.2.2	Map out major consultation/information program across year, managed centrally.	Develop and publish consultation and engagement calendar on website and	Completed	

Code	Strategic Action	Annual Activity	Action Status	Comment
		make accessible through library branches		

There is better understanding within the community of services and facilities available through Council.

Code	Strategic Action	Annual Activity	Action Status	Comment
LO3.3.1	Develop and implement a communications strategy to profile Council services and facilities and the key directions of this plan.	Deliver Community App and revamped Community link section in newspapers.	Completed	Community Link advert was delivered for 2015-16. Work on Councils website, in particular its capacity to be responsive to whichever device it is opened on, negated the need for an App. As such an App was not developed.

Staff are customer focused, proactive and highly trained

Code	Strategic Action	Annual Activity	Action Status	Comment
LO3.4.1	Customer service culture embedded across all facets of the organisation	Deliver workshops to staff on records management, GIPA, PIPPA and Code of Conduct	Not Updated	

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	Comment
LO3.5.1	Implement and report against Bega Valley 2030 Strategic Plan as required by DLG including a review following each Council term	Implementation of corporate reporting system to enable collection and collation of strategic and operational activities	Progressing	
LO3.5.2	Set up mechanism for gaining community	Develop and maintain community	Ongoing	

Code	Strategic Action	Annual Activity	Action Status	Comment
	input to annual strategic plan review process.	consultation calendar and promote through print, web and social media	program - service meeting expectations	
LO3.5.3	Develop training for managers in developing and reporting against key result areas, key performance indicators	Develop training program to facilitate delivery against the Integrated Planning and Reporting framework of New South Wales	Delayed With Reason	NSW IPR reporting framework has been delayed due to Fit for the Future activity.
LO3.5.4	Incorporate Key Result Areas (KRAs) Key Performance Indicators (KPIs) and Performance Indicators (PIs) in Council reporting processes	Work with NSW Office of Local Government (OLG) data reference group to establish core set of indicators for use through IPR framework	Delayed With Reason	NSW IPR reporting framework has been delayed due to Fit for the Future activity

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

Code	Strategic Action	Annual Activity	Action Status	Comment
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.	Develop executive reporting and performance management in alignment with Council's Integrated Planning and Reporting framework	Progressing	