



2017 - 2018 OPERATIONAL PLAN REPORT

Attachment to the
Bega Valley Shire Council
2017 - 2018 Annual Report

Contents

Outcome 1: Active and healthy communities	2
Outcome 2: Employment and learning opportunities	10
Outcome 3: Sustainable living.....	16
Outcome 4: Liveable places	19
Outcome 5: Connected communities .	38
Outcome 6: Strong, consultative leadership.....	46

Updates against the planned activities in the 2017-2018 Operational Plan

Key:



Activity Ongoing / On Track / Completed



Activity Delayed



Activity Deferred



Activity Delayed Indefinitely

Outcome 1: Active and Healthy Communities

We are cooperative, caring and enjoy a culturally rich community life

Collaborate with partners to provide and support opportunities for social interaction, cultural industries, activities and events, and care and services for disadvantaged people

Strategic Action	Annual Activity	Traffic Lights	Comment
Maintain and renew community centres and halls	Identify funding and partnership opportunities for upgrades and renewals in line with Council's strategic direction		Council has applied for multiple upgrades to community hall kitchens in partnership with committees through the Stronger Country Communities funds.
	Develop a kitchen renewal and upgrade program for all community halls		Substantial work was completed in acquiring grants from the Stronger Country Communities fund for Community Hall kitchen upgrades.
Develop an Aboriginal People and Communities Engagement Plan	Identify a culturally appropriate action planning framework in consultation with key stakeholders		This project has been impacted by the changes in NSW Cultural Heritage Legislation. The NSW Government has proposed a new system for managing and conserving Aboriginal cultural heritage. It will be supported by a new legal framework that respects and conserves Aboriginal cultural heritage in New South Wales. This legislation will have a bearing on Council's internal assessments procedures.
Seek funding for community development activities	Identify grant opportunities that align with Council's strategic direction		Successful application made to Social Housing Community Improvement Fund program for footpath funding in Eden and small Youth Week Grants. Application made and pending for a Seniors Festival grant in 20i9 and a Youth Opportunity grant. Seniors festival grant 2018 was unsuccessful. Grants that were identified as more applicable to other organisations and other areas of Council have been shared and supported as they become available.

Strategic Action	Annual Activity	Traffic Lights	Comment
Determine use of Tura Marrang residence	Consult with key stakeholders to identify potential uses and report options to Council including sale		Options have been presented to Councillors for comment with additional information required. Consultation has also occurred with community groups interested in using the space. The project has been carried forward to the 2018-19 year for completion.
Develop a Parks Volunteer Program	Develop Parkland Volunteers information pack and promote the program through Council's website		Recreation and Natural Assets have utilised the Volunteer program documentation that was developed by the Community Development Team to roll out to a number of volunteer groups e.g. North Tura Coastal Reserves, Friends of Warrens Walk, Friends of Bar Beach. The Recreation Assets Officer will continue to roll this out as volunteer groups emerge over time.
Develop a work room at Bega Library	Design and construct a new customer and work room space that meets Building Code and Work Health and Safety standards		Quotes have been sought but the project put on hold pending the outcome of the BVRG's application to the Regional Cultural Infrastructure funding; successful, the Gallery redevelopment will impact significantly on the design and scope of the Library workspace.
Develop the Tura Marrang Library community space	Investigate applicable Building Code standards and develop a project scope		Consultation held with Planning Department and briefings provided to Councillors.
Build the Regional Gallery's partnerships	Partner with relevant arts organisations, private galleries, philanthropists and government agencies to continue to build the Regional Gallery's programs and scope		New partnerships include National Parks and Wildlife Service, Copyright Cultural Fund, New England Regional Art Museum, as a regional partner for Art Gallery of NSW. The Gallery continued to develop strong relationships with private collectors and artists for the donation of works to the permanent collection through the Australian Government's cultural gifts program.
Deliver the Bega Valley Regional Gallery Strategic Plan	Identify and apply for available grant and funding opportunities to boost Regional Gallery programs and activities		The Gallery was successful in two Regional Arts NSW 'quicks' grants, one for an arts workshop response to the Tathra Bush Fire Recovery and the other for professional development for Gallery staff. The Gallery's annual program grant from 'Create NSW' continued to increase. The Gallery Director was the recipient of the Museums and Galleries NSW international fellowship. The Regional Cultural Fund application for the development of the Gallery was progressed to a second round and will be submitted in late September.

Strategic Action	Annual Activity	Traffic Lights	Comment
Explore alternative Regional Gallery site options	Work with key stakeholders, the broader community and government to develop a Project Plan for the redevelopment of the Regional Gallery		Extensive community consultation was undertaken throughout the redevelopment and planning stage of the BVRG Redevelopment Project. A stakeholders group was formed and remains involved. The Bega Valley Regional Gallery Redevelopment Project was presented to Council's access and inclusion committee and was well supported.

Respect and promote our cultural heritage and support cultural diversity

Strategic Action	Annual Activity	Traffic Lights	Comment
Hold a biennial cultural roundtable event	Hold a Cultural Roundtable to facilitate partnerships and collaboration		Due to organisational changes, staffing turnover and emergency recovery activities, Council has not undertaken a specific action; however other arts organisations have undertaken consultation on projects. For example Create NSW held local consultation on the development of a Statewide Infrastructure Plan for the arts. Council has also consulted widely on the development of the Regional Gallery redevelopment via face to face sessions and on-line survey's. Council also financially support South East Arts who under regular consultation and engagement activities with the community.
Implement Aboriginal cultural sites due diligence protocols	Protocols implemented and reviewed in consultation with key stakeholders		Project yet to be finalised. Further consultation and agreement from Key Stakeholders required before moving to operational phase.

We are an active, healthy community with access to good quality recreation and sporting facilities, and medical health care

Improve the accessibility of the built environment, recreation spaces and facilities

Strategic Action	Annual Activity	Traffic Lights	Comment
Implement the Coastal Accessibility Plans	Complete Bruce Steer Pool amenities upgrade		Concept Design for Amenities Block has been on Public Exhibition. Detailed design to be amended based on public consultation. Review of Environmental Factors (REF) and site survey has commenced. Expected commencement of works early 2019 following Summer tourist period.
	Complete Short Point viewing platform upgrade		Detailed design complete following a public exhibition period. Report to go to Council for 10th October Council meeting based on Council resolution from 16th August, 2017. Following this, contractor can be engaged to commence construction. Hopefully, construction can be completed prior to end of 2018 calendar year.

Collaborate with partners to provide facilities, activities and services that encourage more people to have active and healthy lifestyles

Strategic Action	Annual Activity	Traffic Lights	Comment
Apply for grants for leisure and recreation projects	Identify and apply for grant programs for priority projects		The Recreation and Natural Assets team of Council has been very successful in securing grants from various agencies (NSW Government primarily), notably under the Regional Growth, Environment and Tourism Fund (Destination for All and Tathra Headland Walking Track), Stronger Country Communities Fund (Rounds 1 and 2), Boating NoW Program and a recent investment from the NSW Department of Planning and Environment for the All Inclusive Playspace at Taylor's Square, Tathra. The Recreation and Natural Assets team will continue to source funding for project renewals and liaise closely with Council's Grant Submissions Officer.

Strategic Action	Annual Activity	Traffic Lights	Comment
Review the Leisure and Recreation Asset Management Plan	Identify key issues and treatments of recreation assets in natural areas and prioritise projects and tasks		Ongoing - Natural Assets Officer joined the Rec and Natural Assets team in the latter half of 2018, however, the Tathra, Reedy Swamp, Vimy Ridge fires derailed the progress of this activity.
	Update the authority asset register and the valuation of and condition of assets		Due to staffing shortages and influx of extra work in submitting funding requests and securing funding, the progress of this activity has been delayed. This is likely to improve somewhat during the 2018/19 Financial Year.
	Prioritise works and update programs		Status on this activity is largely unchanged since the last reporting period.
Deliver capital works programs for sporting grounds and facilities	Renew moveable grandstands and seating at Bega Recreation Ground, Berrambool Sporting Complex, Pambula Sporting Complex and Wolumla Recreation Ground		Grandstands have been renewed at each of these sporting complexes. A great outcome for the various sporting groups. The only action outstanding with this project is to replace the timber slats with new aluminium planks at Berrambool and Wolumla. Further to this, handrails were installed to improve safety for users of these moveable grandstands.
Develop maintenance programs for sporting grounds and facilities	Develop a service delivery audit program to ensure effectiveness and value		Delayed due to staffing capacity during / pending organisation review.
Implement the Bega Regional Sporting Facility Master Plan	Apply for grants and funding to implement masterplans and facility management plan capital projects		Council is waiting on a determination of the funding submission made to the Regional Sports Infrastructure Program for the Bega and Pambula Sporting Complexes. Unchanged since last reporting.
Implement the Pambula Regional Sporting Facility Master Plan	Apply for grants and funding to implement masterplans and facility management plan capital projects		Awaiting outcome of Regional Sports Infrastructure Program

Strategic Action	Annual Activity	Traffic Lights	Comment
Review the Leisure and Recreation Management Plan for sporting facilities	Update the authority asset register and the valuation of and condition of assets		Due to staff shortages and Council restructure, this activity was temporarily shelved. The coming FY (2018/19) will see further action on this front.
	Prioritise works and update programs		Unchanged since last reporting period. Oval mowing and annual maintained programs developed and seasonal works / priorities completed. Floodlighting and irrigation inspection program in development. General site inspections completed for sportsgrounds.
Deliver capital works programs for swimming Pools	Renew first aid, flags, pool vacuums and skimmer at various pools		Ongoing process of renewing items as they fall due for renewal or fail.
Develop Facility Management Plan for pools	Identify tasks required to manage and operate facilities and define responsibility for delivery of those tasks and include in seasonal pool contract specifications		Status unchanged since last reporting period.
Implement the Bega Valley Shire Aquatic Facilities Review	Develop an Aquatic Facilities Strategy in partnership with the community		A councillor workshop was conducted in February, 2018 provided background on what constitutes a modern aquatic facility, including recent examples, estimated costs and service level hierarchy. The objective of this workshop was to inform Councillors of the requirements to meet the adopted goal set out in the 22 November, 2017 Council resolution. An outcome of this workshop was for Council staff to develop a discussion paper including estimated costs and funding options to meet the adopted goal. This paper is to be presented to Councillors for discussion prior to future community consultation in the 2018/19 FY.
Develop a Recreation Strategy	Review the Asset Management Plan to understand the provision and condition of existing facilities		Whilst this is an ongoing process in delivering project renewals, this area of work has been delayed due to the volume of work that is coming into the Recreation and Natural Assets team. Now that resources have been appointed and the team is gearing up for delivery of significant recreation assets, it will free up time for a dedicated staff member (Rec and Natural Assets Coordinator) to work in this Asset Management space with consistency.

Strategic Action	Annual Activity	Traffic Lights	Comment
Review the Leisure and Recreation Asset Management Plan for aquatic facilities	Update the authority asset register and the valuation of and condition of assets		Aquatic staff undertook a validation of the condition of assets, review asset data in the register (e.g. replacement costs, unit renewal rates, life cycle) and identified gaps in the asset register data in April, 2018. This information is yet to be included in an update of the Authority Asset Register.
	Prioritise works and update programs		Off season renewals and maintenance work programs have been developed and commenced. These works have been prioritised based on criticality, risk and budget allocation and will continue to be implemented in the 2018/19 FY.
Implement the Maritime Infrastructure Internal Audit	Commence implementation of high-level recommendations		Project was to be prioritised for action in Q3/4 however, was not developed as other priorities superseded this project for utilisation of staff allocation.
Review the Transport Asset Management Plan for major marine infrastructure	Update the authority asset register and the valuation of and condition of assets		This is the ongoing process by 30 June each year. The register and valuation was not updated from previous information.
	Prioritise works and update programs		2018 programs prioritised and updated. Project for 2018/19 determined.
Review the Community Project Proposal Program	Review Community Project Proposal procedures and documents		The procedure and process related to Community Project Proposals and the reporting of these to Council has advanced significantly in the latter half of 2017/18 FY. Whilst this system will continue to evolve and need to be reviewed, it is functioning at a very high level of cooperation with the community. Internally, the process needs to be communicated more clearly.
Deliver capital works programs for parks and gardens	Renew fence at Bega Park		Park lighting project has been delivered. This was funded under a Federal government grant. The condition of Bega Park's fence has remain unaltered since the previous reporting.
	Renew play equipment at Memorial Park, Eden		This is unchanged since last reporting period. Council's Recreation and Natural Assets team will continue to work towards consolidation of play space assets to develop a larger, all inclusive play space for the Eden community.
	Renew road to Blackfellows Lagoon and Pacific Way Creek		Delayed due to prioritising other Boating Now projects (e.g. Beauty Point). Grant funding secured.

Strategic Action	Annual Activity	Traffic Lights	Comment
	Renew information signs at Beauty Point Reserve, Bridge Motors Reserve, Kianinny, Apex park Eden and Towamba Sports Ground		Delayed due to staffing resources.
Develop maintenance programs for parks and gardens	Develop a service delivery audit program to ensure effectiveness and value		Delayed due to staff resources. Recreation Assets Officer commenced in May, 2018 and this aspect of work will be a major component of this officer's role in 2018/19.
Implement a Playground Management Plan	Develop and implement a plan to direct operational servicing requirements, renewals and upgrades		With the commencement of the Recreation Assets Officer in May, 2018, Council is better placed to deliver on this operational plan activity. This activity was delayed due to the officer only commencing in May, 2018.
Implement the South Coast Better Boating Program	Upgrade Beauty Point Boat Ramp		This project is on track and due for completion in early 2019. There have been some minor delays to obtaining approvals for the project (Crown Land consent, Aboriginal Land claims as Batemans Bay Marine Park EMP approvals) but progressing well.

Outcome 2: Employment and Learning Opportunities

Our economy is prosperous, diverse and supported by innovative and creative businesses

Collaborate with relevant parties to develop and enhance the economic opportunities provided by the development of the Port of Eden, Merimbula Airport, East West freight corridor, and tourism services and facilities

Strategic Action	Annual Activity	Traffic Lights	Comment
Deliver tourism infrastructure renewals	Investigate future requirements and funding and operational model		Draft Marine Tourism Strategy developed by NSW Government in consultation with Council staff. Several projects commenced planning including improvements to headland viewing platforms and walkways
	Deliver minor asset renewals in popular tourist locations		Unchanged since last reporting period
Develop a new aircraft storage site and renew leases	Create 20 new lease sites for third parties to lease from Council		Significant work has been completed in preparing new leases for aviation hangar leaseholders at the Merimbula Airport. Further negotiations between Leaseholder's and Council is still being undertaken. Design work on the Master Plan and associated facilities is still progressing.
	Develop a style guide for new buildings in consultation with Transport and Utilities Directorate		The style guide for hangars remains on hold as it its content will be influenced by the aesthetic language of the terminal building which is currently progressing through the design stage
Assist with the delivery of the Eden Cruise Strategy including the Bundian Way	Finalise Funding Deed and establish effective delivery model with Sapphire Coast Tourism		Tender completed with new contract in place.
Collaborate with Destination Southern NSW	Establish relationships with the Chair, Board and Executive of Destination Southern NSW		regular communication with Destination NSW General manager and participation in Destination Management Plan development.

Strategic Action	Annual Activity	Traffic Lights	Comment
Deliver the Visitor Signage Program	Design, construct and install town entrance signs for Bermagui, Eden, Bega, Merimbula and Tathra		Timbillica sign started final approvals being secured for Cobargo and Brown Mountain. Delays caused by additional Roads and Maritime Service requirements and Aboriginal wording.
Implement the Tourism Services Delivery Framework	Develop revised governance structures and performance targets to be introduced to the coming external service provider contract period		Tender completed and contract in place.
	Engage local tourism Industry representatives in planning a regional approach to promoting the Sapphire Coast		Ongoing activity. Development of draft Sapphire Coast Destination Management Plan identified and progressed including industry engagement. Also participated in DNSW DMP process.
Support the contracted tourism service provider	Extend contract with current external service provider by one year		Completed.
	Continue the digital marketing program		Completed.

Collaborate with relevant parties to promote opportunities that will grow and diversify our economy and provide employment including research and education initiatives, micro industries and other innovative creative and sustainable industries

Strategic Action	Annual Activity	Traffic Lights	Comment
Increase use of co-work space at the Learning Centre	Develop printed material for distribution to local holiday accommodation		Sapphire Coast brochures produced and distributed. Also a parking plan for Merimbula produced due to seasonal traffic concerns.
	Build a networking and professional development calendar for users and wider business community		Some similar work completed through the Future Towns Project - Bega.
	Promote use of the co-work space in local media		Supported Bega Valley Regional Learning Centre Project Officer to propose changes to the centre to enhance this offering. This space now the responsibility of Property Services.
Market leasable office space at the Learning Centre	Establish and maintain a social media presence		Completed.
	Develop a Bega Valley Regional Learning Centre website		Completed.
	Develop automated booking service for facilities		Property Services responsibility.
Deliver grants program for Shire-based businesses	Finalise grant guidelines and open the program for public submissions		Council committed to the iAccelerate project which was delivered.

Strategic Action	Annual Activity	Traffic Lights	Comment
Implement the Economic Development Strategy	Develop protocols to clarify the responsibilities, roles, projects and areas of focus of the Manager of Economic Development and place based officers		No longer relevant.
	Deliver an innovation summit		iAccelerate funding announced. Launch in 2018/19.
	Develop an innovation strategy and support, participate and provide leadership to the Bega Valley Innovation Taskforce for the creation of an innovation hub in the Shire		Innovation Hub funding secured.
	Develop and launch a regional investment prospectus		Award winning Infrastructure Prospectus delivered and supported with video project.
	Develop and launch an online presence aimed at attracting new residents		Live Work Invest stakeholder meeting held in early 2018 but no progress on website update.
Participate in the inter-Council Economic and Tourism Working Group	Advocate for the inclusion matters of relevance to the Bega Valley Shire Council in all strategic documents and reviews		Regional Economic Development Strategy completed, Canberra Region Joint Organisation progressed.

Strategic Action	Annual Activity	Traffic Lights	Comment
Support economic growth related projects	Advocate to the NSW Government for a leveraging strategy for Twofold Bay in association with infrastructure updates at the Port of Eden		State Government has announced \$4m for Sung Cove Cruise Terminal and Council continues to support activation of the area.
	Develop a strategy for the establishment of a local food brand to encourage growth of local fresh food exports		Food Brand strategy also included in DNSW DMP.
	Identify commercial opportunities associated with the upgrade of Merimbula Airport by developing a business case for airline engagement and ground enterprise opportunities		Awaiting finalisation of Masterplan, associated works and management arrangements.
	Provide input to the review of the Merimbula Airport Masterplan in those areas that identify enterprise and business growth opportunities		General input has been provided to project manager of airport masterplan and redevelopment. Project monitoring continuing.
Zone land for employment generating developments	Review consultants recommendations and prepare Planning Proposal as required		Meetings held with owners of land that may be rezoned for industrial purposes. Consultant finalizing stage 2 of the Enterprise Lands Review and findings to be reported to Council late 2018.
Market the Learning Centre to training providers	Advertise available space on appropriate forums		Responsibility with Property Services.

We have meaningful employment and learning opportunities for people in all stages in life

Collaborate with partners and advocate for the development of local education, training and lifelong learning opportunities

Strategic Action	Annual Activity	Traffic Lights	Comment
Implement the Children's Services Action Plan	Complete a scoping report outlining and prioritising improvement and expansion options		An independent review of Council's externally funded programs was undertaken by consultants in 2018. The key findings report highlighted areas for improvement relating to systems, processes and service effectiveness. In 2018-19, an action plan will be developed to strategically address these areas.
Apply for State Library grants	Identify grant opportunities to update outdated self-check technology		Project completed

Collaborate with the education sector and industry partners to support initiatives that create employment opportunities and choices

Strategic Action	Annual Activity	Traffic Lights	Comment
Build relationships between the education and employment sectors	Establish forum for education and training organisations and the major employer groups of the Bega Valley Shire		No further progress to date.
Develop a work placement strategy	Develop a work placement framework and commence pilot program		Acting Employee Support Service Coordinator is working in consult with Human Resources Cadet to develop annual schedule/roster for potential work placements. Liaising with careers advisors at local high schools to communicate timeframes.

Outcome 3: Sustainable Living

Our air and water is pristine and our natural environment and rural landscapes are protected

Support innovative land use policies, government and community/business partnerships, and community engagement activities that care for and enhance the natural environment

Strategic Action	Annual Activity	Traffic Lights	Comment
Deliver a Coastal Management Program	Complete the Bega Shire Coastal Management Program – Coastal Hazards		Project scope has increased due to additional requirements of Office of Environment and Heritage. Plan to have final draft in 2018/19.
	Complete Wallaga Lake, Merimbula and Back Lakes, and Lake Curalo Coastal Management Programs		Project scope has increased due to additional requirements of OEH. Planning to have final draft in 2018/19.
Improve management of environmental assets	Develop an Environmental Education Strategy to supplement the Community Environmental Grants Program		Environmental Education project officer is on maternity leave. Work will recommence on this project on their return in 2018/19.
Deliver biosecurity initiatives	Review activities to ensure compliance with the Biosecurity Act 2016 and Biodiversity Conservation Act 2016 requirements		Biosecurity inspection program in place supported by annual funding from Department of Primary Industries - South East Weeds Action Program. Road side spraying and high risk pathways actions have been completed. Staff continuing to work through Biodiversity Legislation changes and focus on amending Council Development Control Plan and clarifying assessment processes and requirements, organisational and asset owner responsibilities for vegetation management.
	Participate in the South East NSW Regional Weed Management Committee		Ongoing requirement. Council's Biosecurity program continues to be a leader in the South East region, with highlights including the adoption of priority weed management plans.

Strategic Action	Annual Activity	Traffic Lights	Comment
Develop plans of management for bushland and natural areas	Commence project scope for Bushland and Natural Areas Plans of Management		Does not represent contemporary approach for Plan of Management Program. Focus on assessment of Biodiversity values of Council owned and managed reserves to inform development assessment, reserve management and identify funding opportunities

Ensure land use planning and resource use protects the quality of the natural environment, the existing character of rural landscapes and the high value agricultural land

Strategic Action	Annual Activity	Traffic Lights	Comment
Prepare for climate change and sustainability challenges	Develop a Clean Energy Strategy		Staff member responsible for project currently in alternate role. No replacement resource was provided. Document requires refinement prior to being ready for wider consultation. Document will progress in 2018/19 including an extensive engagement program.
	Review the Corporate Energy Efficiency Program review outcomes		Final review report awaiting updating with 2017 figures for Tura Murrang Library project and updated overall energy usage figures.

We are leaders in sustainable living and support innovative approaches to resource recovery and the production of renewable energy and food

Collaborate with partners and our community to support innovative approaches to waste minimisation, and increase reuse and recycling opportunities

Strategic Action	Annual Activity	Traffic Lights	Comment
Deliver waste minimisation programs	Establish a new position of Waste Collection and Minimisation Coordinator		complete
Review the Waste Management Strategy	Develop levels of service and key strategic actions with the Waste Strategic Working Group		Finalised and publically exhibited

Adopt sustainable design principles in the planning of our urban areas and infrastructure provision, and encourage sustainable buildings and lifestyles

Strategic Action	Annual Activity	Traffic Lights	Comment
Implement environmental audit of Council operations	Review the 2017 - 2018 Corporate Environmental Auditing Program		Auditing program has been limited in 2nd half of 2017/18 due to staff shortages in Environmental Services and other priorities including Tathra Bushfire environmental rehabilitation, introduction of new Biodiversity and Coastal Legislation.
Upgrade Merimbula sewage treatment plant	Commence concept design and environmental impact assessment		Project has commenced. Concept design and EIS process on track. Community Working Group operational.

Outcome 4: Liveable Places

Our Shire continues to be a vibrant, enjoyable, safe and affordable place to live

Provide proactive programs and support organisations and services that respond to the safety needs of our community

Strategic Action	Annual Activity	Traffic Lights	Comment
Re-tender beach lifeguard services contract	Appoint contractor to deliver the Beach Lifeguard Services and monitor performance		Unchanged since last reporting period.
	Cost high priority recommendations, source funding and deliver recommendations		Unchanged since last reporting period
	Develop a service delivery audit program to ensure the service is effective and delivering value		Service delivery audit developed and performed at each service location. Refer to attached example.
Undertake a safety audit of awnings over public land	Complete audit and act as required for identified safety concerns		Due to current vacancies program unable to be commenced. To be completed as resources permit.
Complete floodplain risk management studies	Develop a grant program to source additional funding for future projects		Grant program developed for 2017/18 co-ordinating with Cecily Hancock, (former) Grant Funding Submissions Coordinator
	Prepare grant application to Office of Environment and Heritage for Floodplain Risk Management Project		Application was successful for Merimbula Lake Back Lake Floodplain Risk Management Plan Study.

Strategic Action	Annual Activity	Traffic Lights	Comment
	Secure consultant for Twofold Bay, Lake Curralo and Towamba River Flood Study		Consultant has been secured and project commenced.
	Complete Bega and Brogo Rivers Floodplain Risk Management Study and Plan		Study and Plan completed in accordance with the revised program.
	Support the Emergency Operations Centre		Completed in Q2.
Inform homeowners about new swimming pool regulations	Develop and provide public information on the importance of pool fencing and maintenance of private pools and spas using a range of consultation initiatives and monitor effectiveness		Technical officer to support public pool inspections to commence 2018/19.
Implement the Companion Animal Control Procedure	Erect new signage as required by the revised Companion Animal Control Procedure		Workshop held with Councillors in February 2018. Procedure and actions to be finalised in 2018/19.
	Produce revised hard copy and online version of the Leash Free and Wildlife Protection Guide		Awaiting adoption of revised Companion Animal procedure currently before Council.

Strategic Action	Annual Activity	Traffic Lights	Comment
Improve companion animal services	Build on current Memorandum of Understanding with Eurobodalla and commence discussions with Snowy Monaro		Ongoing
Identify safety issues in the road network	Conduct road safety audit for Cobargo-Bermagui road and other possible blackspots		Cobargo-Bermagui Road and additional locations audited by Consultant.
Participate in the local bushfire management committee	Update Asset Protection Zones and bushfire hazard reduction activities on Council land and Council managed Crown Land		Function transferred to Asset and Operations as part of Recreation Team. Program completed. Additional clean up and restoration works have been carried out in Tathra as part of post fire clean up and restoration. Website mapping of Asset Protection Zones not yet completed

Improve the presentation, maintenance and physical accessibility of existing facilities and towns

Strategic Action	Annual Activity	Traffic Lights	Comment
Implement the Disability Inclusion Action Plan	Identify and promote accessible Council venues and infrastructure		Council continued to support organisations and committees to improve access to building via the Access Improvement Grants. Council also commenced design for renewal of the regional gallery which included major access upgrades. AIAC meetings were held 13 August 2017, 13 November 2017, 12 February 2018 and 18 June 2018. There are three sub committees that focus on business, community and tourism. The AIAC assisted in determining the Community Access Improvement Grant program that contributed \$35,440 to nine local projects. They also provided feedback regarding access design to large projects such as the Coastal Accessibility Masterplans, Bega Indoor Sports Building and the Revised Short Point Masterplan.
	Continue support for the AIAC on access and inclusion		

Strategic Action	Annual Activity	Traffic Lights	Comment
	Provide targeted disability awareness training for current and future call centre and frontline staff		Activity against this target has been delayed - a Traineeship Strategy for across Council will be developed during the 2018-2019 year.
	Audit Council's development and regulatory processes to strengthen access requirement		Review of development assessment process completed. Public building applications will continued to be referred to Access and Inclusion Committee for comment. Process of referral under review
	Audit project management processes to identify opportunities for access and inclusion considerations		Capital Works assigned to Project Development are reviewed during the briefing and design phases to look and identify opportunities for access and inclusion considerations - examples include presentation of the DA and Concept design of the BVRG to the Access and Inclusion Advisory Committee
	Conduct an audit of accessible car spaces in the Shire		Project not completed as other priorities superseded this project for utilisation of staff allocation.
	Continue to advocate for delivery of accessible and affordable housing and transport equity in the Bega Valley Shire		Advocacy has been undertaken throughout the year. Letters have been written to Family and Community Services and a number of State Ministers regarding affordable and social housing matters. A housing round table was held bringing together Council staff, Councillors, community organisations and interested community members to discuss social and affordable housing issues and look at opportunities for collaboration. A number of reports have been presented to Council for consideration on affordable housing and partnership opportunities. Council staff have attended local homelessness forums. The Access and Inclusion Advisory Committee have advocated for improved disabled (accessible) parking spaces across the Shire. A number of additional spaces and improvements have been identified.

Strategic Action	Annual Activity	Traffic Lights	Comment
	Continue to facilitate the Bega Valley Local Traffic Committee to improve access outcomes		The Local Traffic Committee continues to actively increase the number of off street accessible parking spaces for people with disabilities along with improved paths of travel. Recent examples are additional car spaces in Alice Street Merimbula, Bunga Street Bermagui, Merimbula Wharf car park and Cobargo public car park. The committee are also involved in providing pram ramps at the intersection of Peden and Upper Streets Bega for better access from the extension of the Bega Nursing Home to the CBD.
	Continue to work with key community stakeholders on accessible Business and Tourism initiatives		Project not previously advised or included in Economic Development responsibilities.
	Deliver the Access Improvements grant program		Grants to the value of \$36,115 were recommended and resolved on at the Ordinary Council Meeting on 22 November 2017. Nine organisations received grants to undertake a range of infrastructure and program work.
	Develop checklists that assess access to services and facilities to identify improvements		Capital Works assigned to Project Development are reviewed during the briefing and design phases to look and identify opportunities for access and inclusion considerations - examples include presentation of the DA and Concept design of the BVRG to the Access and Inclusion Committee
	Implement a strategic approach to community input at concept design stage on identified projects in public places		Capital Works assigned to Project Development are reviewed during the briefing and design phases to look and identify opportunities for access and inclusion considerations - examples include presentation of the DA and Concept design of the BVRG to the Access and Inclusion Committee
	Include disability awareness training in staff induction		A new Employee Induction Program has been develop and includes awareness training about Diversity related issues at the workplace.
	Investigate improvements to the administration building to facilitate employment opportunities		Planning work has previously been done on the administration building requirements under the building code of Australia. Unclear when upgrades can be made. As small changes are made, access is considered. Considerable funds are required to retrofit the administration building to meet current standards. Issue has been discussed and prioritized by Council.

Strategic Action	Annual Activity	Traffic Lights	Comment
	Promote Council and community projects that improve access and inclusion		Regular promotion of access and inclusion projects occurs through social media, media releases, Council News and the website. This is ongoing activity
	Promote the benefits of accessible business practice through the Business Forum and Chambers of Commerce		Project not previously advised or included in Economic Development responsibilities.
	Undertake 'break down the barriers' awareness training with Councillors and senior management		An information workshop for Councillors will be developed and held by the end of March 2019
	Undertake engagement with staff who identify as having a disability or primary caring responsibility to better meet their needs understand and meet their needs		A case management approach has been adopted by Employee Support - relating to employees who have identified as having a disability - and in some cases, a care management plan has been implemented to assist them at the workplace
	Review procedures to improve service delivery and complaints handling for people with a disability		Complaints / Compliments Procedure has been reviewed and updated.
	Prioritise access outcomes in renewals and upgrades of community assets		BVSC applied for grants for new access ramps, but these submissions were unsuccessful. The Project Team for the BVRG project also commissioned specialist consultants to advise on accessibility issues in developing the design proposal for the BVRG Redevelopment project.
	Audit Council human resource policies, procedures and practices to ensure compliance with current legislation		This task will be finalised by the end of October 2018

Strategic Action	Annual Activity	Traffic Lights	Comment
Reduce accessibility barriers in the Shire	Promote job vacancies to community networks, schools, TAFE and Universities		Delayed due to other priorities - will become part of Traineeship Strategy to be developed 2018-2019 year
	Examine potential for targeted recruitment initiatives within the development and implementation of the Workforce Strategy 2017-2021		Delayed due to other priorities - will remain a high priority for 2018-19 year.
	Review volunteering policy to ensure Council's volunteering opportunities are accessible and inclusive		The volunteering policy was reviewed by the Community Development team in line with Council's policy review timeframes, with changes identified and incorporated.
	Audit Council's community engagement policy and processes to deliver improved access and participation in consultations		Due to organisational restructure, there were delays to the audit and improvement of Council's community engagement policies and processes. Position descriptions for community engagement workers have been revised, however the main overview of Council's community engagement processes will not be completed until 2018/19.
	Update Council's event management procedures to include access and inclusion criteria and requirements		New event management procedures are currently being developed and will include access and inclusion requirements
	Award grants through the Access and Inclusion Advisory Committee for access improvement projects		Grants to the value of \$36,115 were recommended and resolved on at the Ordinary Council Meeting on 22 November 2017. Nine organisations received grants to undertake a range of infrastructure and program work.

Strategic Action	Annual Activity	Traffic Lights	Comment
	Identify funding and/or other opportunities to deliver a Changing Places Adult Change Facility		Officers and members of the Access and Inclusion Advisory Committee have worked to identify opportunities for a Changing Places toilet. To date no specific funding or location has been confirmed.

Our places retain their character and scale, development is well planned, and a range of goods and services are available within our Shire that meet local needs

Provide infrastructure and services to meet the ranging needs of residents in our towns, villages and rural areas

Strategic Action	Annual Activity	Traffic Lights	Comment
Expand involvement in the National Disability Insurance Scheme	Provide Support Coordination and Plan Management services to existing and prospective clients to transition to the NDIS and fully utilise their NDIS support package		The Ageing and Disability team provided Support Coordination and Plan Management services to over 100 new and existing NDIS participants. Many longer-term participants have now progressed to their second annual NDIS plan. The team received a \$35,000 grant from the NSW Department of Family and Community Services in July 2017 to assist community members with transitioning to the NDIS. Under this grant, an NDIS Community Information Worker provided information and advice to prospective NDIS participants to inform them of their choices. This project was completed in November 2017.
Deliver place-based community support across the Shire	Deliver Council's place based approach to community engagement		Within resources available, a presence has been maintained across the Shire with a range of projects and activities held. Major engagement activities were associated with the Tathra and district fire and Councillors in the Community sessions. Community consultations were held in Eden as part of Eden Place project.
	Collaborate with groups and individuals on initiatives that benefit local communities		Continued support for community projects has been provided on a case by case basis - primarily with a focus on capacity building, and the provision of advice and guidance. Direct collaboration with groups include Youth Week, Seniors Festival activities and the delivery of the Clubs Grants. Internal collaborations held with the Gallery, Aboriginal Engagement Officer and Libraries including support for NAIDOC Week activities. A new Community Directory was developed and launched for Volunteers Week 2018. The Affordable Housing Roundtable held in May with a broad range of participants in attendance.
Deliver the Eden Place Plan	Implement funded 2017 - 2018 actions		Three funded FaCS SHCIF projects funded are being implemented as per funding agreement with variations in place to cater for minor changes in scope. Eden Place Project ongoing.
Employ a Youth Development Officer	Identify funding and partnership opportunities for a Youth Development Officer		Funding sought for a project worker to work with young people to drive a makers space in Bermagui library (NSW Govt Youth Opportunities Grant). No funding opportunities identified for a longer term or more generalist Youth Development Officer position.

Strategic Action	Annual Activity	Traffic Lights	Comment
Implement the 'Youth Voice' Youth Action Plan	Identify and implement place based engagement approaches to allow young people to participate in discussions on issues relevant to them		Young people continued to be engaged in a range of projects in this period - several youth week events held across the Shire with excellent participation, number of projects in Eden (Boys and girls murals, glow in the dark day), Australian Indigenous Mentoring Experience, Community Drug Action Team camp, collaborations with library school based programs - Love Bites and so on. Young staff members were engaged in the selection processes for the Young Women's scholarships, Further Education scholarships and Youth Week grants. Recommendations provided by young panel members who assessed the Tertiary Scholarships in 2017 were adopted by Council, leading to a number of improvements to the process for 2018. The planned youth forum was postponed based on staff changeover and feedback from the Youth Interagency and schools - the network continues to work on their engagement approach.
Provide hydraulic modelling information to developers, planners and home owners	Complete urban catchment identification and prioritise for modelling		Completed for Bega, Merimbula, North Pambula, Eden. Information ready to be progressed.
Undertake modelling of stormwater infrastructure in urban areas	Identify urban catchment priorities for modelling within major townships		Completed for Bega, Merimbula, North Pambula, Eden. Information ready to be progressed.
	Complete analysis of available data and develop Flood Proofing Works Program		Flood proofing of bridges and locations continuing, added to renewal programs (part of the assessment program) and linked to the floodplain management projects. Flood Proofing Works Program was not developed as other priorities superseded this project for utilisation of staff allocation.
Improve service delivery for children and families	Amend delivery of Brighter Futures services in line with sector reforms and funding body priorities		Following a review of unit costing from the NSW Department of Family and Community Services, the target numbers for clients of Brighter Futures were revised by the funding body. This change has improved Council's ability to achieve performance targets. Brighter Futures was not subject to NSW Department of Family and Community Services Targeted Earlier Intervention Reforms in 2017-18 and will continue to operate outside of the scope of these reforms due to a different classification status.

Strategic Action	Annual Activity	Traffic Lights	Comment
	Assess the outcomes of the New Directions speech pathology program for Aboriginal children and determine the future of the program		Speech pathology was provided to 20 Aboriginal children across Council's four Children's Services between July 2017 and June 2018 across 100 individual therapy sessions and 120 group therapy sessions. All children achieved or displayed progress towards their learning goals. Despite positive outcomes, Council's New Directions program ceased in June 2018 in line with the end date of the Memorandum of Understanding with consortium partner and lead agency Katungul Aboriginal Medical Service. There does not appear to be opportunity for Council to deliver New Directions services to Aboriginal children in the future.
Prepare a Commercial Centres Strategy	Commence investigation of current business land, projected growth, urban design controls, public domain improvements and funding opportunities		Commercial Centres Strategy Review- Merimbula, Pambula and Tura Beach completed and adopted by Council and endorsed by Department of Planning. Brief prepared for Shire wide review of Commercial Centres Strategy 2006.
Review and update Asset Management Plan for buildings	Update Council's Asset Register with revised condition report information		Ongoing
	Update upgrade, renewal and maintenance schedules in the Asset Management Plan and identify priority works to Council buildings		A reactive maintenance response has been adopted in terms of maintaining community facilities and resources will be assigned in developing maintenance schedules as the system develops. Selected facilities based on community need have also been singled out for renewal works pending grant funding outcomes.
Deliver capital works programs for Merimbula airport	Fitout internal screens for landside terminal		
	Seal airside general aviation road access, apron and taxiway A parallel to Runway		

Strategic Action	Annual Activity	Traffic Lights	Comment
Review and update Asset Management Plan for public amenities	Develop and implement a Council Public Amenities Plan to direct operational servicing requirements, renewals and upgrades		Unchanged since last reporting period.
	Prioritise works and update programs		Unchanged since last period. Service specification review / development will follow the adoption of the public amenities strategy.
	Update the authority asset register and the valuation of and condition of assets		Asset register not yet updated, largely due to staff shortages and lack of resources to undertake this activity.
Develop a plan for the management of cemeteries	Review the operations and management of cemeteries and commence work with the Cemeteries Advisory Committee to develop a strategic plan		Cemeteries Advisory Committee has been established for 12 months. Development of the Strategic Plan is on hold as a consequence of the need to gather further data. Development of the strategic plan is likely to commence early 2019.
Finalise the cemetery mapping project	Finalise mapping and consolidate historic records to increase the accuracy of records and to ensure gravesites and other features are clearly identified		A significant amount of work has been completed but the project has been put on hold until a new Business System has been selected.
Review and update Asset Management Plan for cemeteries	Update the authority asset register and the valuation of and condition of assets		Authority cemetery asset register created and data recorded.
	Prioritise works and update programs		Review of the Asset Management Plan for cemeteries has not been completed. This will be reviewed after the strategic plan for cemeteries has been completed early 2019.

Strategic Action	Annual Activity	Traffic Lights	Comment
Address wet weather impacts on sewerage systems	Procure flow gauging for selected sewerage systems		Project commenced however other more urgent projects have delayed completion.
Deliver sewer capital works programs	Plan and procure detailed design for upgrade of Bermagui sewage treatment plant and ocean outfall		NSW EPA Licence variation issued. Section 60 part approval from NSW Department of Industry Water. NSW Public Works Advisory engaged as project managers.
	Plan and procure detailed design for sludge treatment upgrade of Tura Beach sewage treatment plant		Project delayed due to other competing priorities and project management resourcing limitations.
	Construct North Bega sewer		Project completed. Bega Cheese connection expected in late 2018.
Develop a bio-solids management strategy	Investigate treatment and biosolids management options and capital works needs		Scoping for Bermagui complete, Bega underway. Tura, Merimbula and Tathra to follow.
Develop an Integrated Water Cycle Management Strategy	Complete population and demographic projections, water cycle projections, headworks and groundwater supply yields		Project is at the 60% completed stage. A change of population water cycle analysis consultant has resulted in some delay however the overall project will be completed in the 2018/19 financial year. NSW Water Solutions currently financing the project.
Integrate operation of 10 sewage treatment plants	Complete handback of 10 sewage treatment plants from the existing operations contractor		Handback completed including recruitment of staff, vehicle & equipment purchase and establishment of reporting structures.

Strategic Action	Annual Activity	Traffic Lights	Comment
Review and update Asset Management Plan for sewer infrastructure	Complete on site valuation of sewer assets, revise condition assessments and finalise draft		Integrated Water Cycle Management process has significantly progressed this project. Completion of AMP by end of 2018/19 financial year.
Investigate future demand for Merimbula Airport	Forecast future demand and develop a Demand Management Plan		
Update the Sewer Development Servicing Plan and Strategic Business Plan	Review and update levels of service, asset management, renewals, capital works and financial plans and finalise draft		Strategic Business Plan will be delivered as part of the Integrated Water Cycle Management project.
Upgrade sewer supervisory control and data acquisition (SCADA) system	Identify suitable replacement SCADA software		An industry partner has been engaged and scope for a SCADA system trial at two sites developed.
Upgrade sewerage telemetry system	Finalise expression of interest and product assessment for integration partner and preferred product		Product assessment complete and an integration partner has been engaged. The telemetry system technical requirements are being developed.
Award a new waste collection contract	Consult the Waste Strategic Working Group to inform service specifications to complete a tender process for waste collection		Complete

Strategic Action	Annual Activity	Traffic Lights	Comment
Deliver waste capital works programs	Award construction tender and commence works to complete the capping and gas management system for stage one of the Central Waste Facility		Gas management stem complete, capping tender awarded and works underway
	Award construction tender and commence works to stop landfill activity at Eden waste transfer station		Works underway to lay out site for construction and demolition waste sorting
	Design and construct leachate and stormwater management projects at Central Waste Facility		Project deferred as current management practices are adequate. Funding transferred to Merimbula composting area stormwater management.
	Design and construct organic waste processing infrastructure Food Organics Garden Organics (FOGO)		EPA licence variation obtained. Stormwater dam lining system, ancillary drainage and pump station construction underway to be finalised by end October 2018 to coincide with FOGO commencement.
	Design capping and gas management of stage two of the Central Waste Facility		Stage 2 remains in active filling phase. Capping and gas management construction in early 2019.
	Design stage three of the Central Waste Facility		Stage 3 construction nearing completion
Review and update Asset Management Plan for waste infrastructure	Incorporate information from Waste Strategic Working Group		Strategy for adoption October 2018.

Strategic Action	Annual Activity	Traffic Lights	Comment
Deliver water capital works programs	Commence land planning of South Bega Water Treatment Plant		Completed. Two land options initially available. Council land adjacent to existing reservoir site now the preferred site.
	Commence water treatment options investigation and concept design for Brogo Water Treatment Plant		Project completed.
	Finalise detailed design and commence construction of Bemboka Water Treatment Plant		Construction commenced.
	Plan relining of Kiah bores		Project delayed due to project management limitations.
	Reline Bega bores		A decision to construct new bores rather than reline the old bores has been made. Council has engaged specialist consultants to design the new bores and develop technical specifications.
Develop an Integrated Water Cycle Management Strategy	Complete population and demographic projections, water cycle projections, headworks and groundwater supply yields		Project is at the 60% completed stage. A change of population water cycle analysis consultant has resulted in some delay however the overall project will be completed in the 2018/19 financial year. NSW Water Solutions currently finalising the project.
Review and update Asset Management Plan for water infrastructure	Complete on-site valuation of water assets, revise condition assessments and finalise draft		IWCM process has significantly progressed this project. Completion of AMP by end of 2018/19 financial year.

Strategic Action	Annual Activity	Traffic Lights	Comment
Update the Water Development Servicing Plan and Strategic Business Plan	Review and update levels of service, asset management, renewals, capital works and financial plans and finalise draft		SBP will be delivered as part of the Integrated Water Cycle Management project.
Review and update Asset Management Plan for Merimbula airport	Prioritise works and update programs		
	Review plan and update authority asset register and the valuation of and condition of assets		
Upgrade water supervisory control and data acquisition (SCADA) system	Identify suitable replacement SCADA software		An industry partner has been engaged and scope for a SCADA system trial at two sites developed.
Upgrade water supply telemetry system	Finalise expression of interest and product assessment for integration partner and preferred product		Product assessment complete and an integration partner has been engaged. The telemetry system technical requirements are being developed.
Review and update the Merimbula Airport Master Plan	Determine operational constraints and develop Stakeholder Engagement Plan		Review commenced and to be reported in 2018-2019
Review Merimbula Airport management arrangements	Determine operational model and facilitate appropriate change-over		Review commenced and to be reported in 2018-2019

Strategic Action	Annual Activity	Traffic Lights	Comment
Apply for grants to support services for children, families and the elderly	Research and apply for grant and tender opportunities in conjunction with community priorities that relate to Children, Families and Ageing		The section submitted multiple funding applications relating to children, families and ageing. These included two successful capital works grants valued at over \$150,000 each for the renewal and expansion of Children's Services facilities. Other tender applications to deliver speech pathology and disability support services were unsuccessful.
Secure a location for Children, Families and Ageing employees	Achieve co-location of employees until longer term accommodation options are established		Following organisational restructure in March 2018, the Coordinator Libraries and Engagement relocated to shared offices at 104 Gipps St, Bega, completing the co-location of the team. Co-location of Community Connections staff has resulted in improved partnerships across various programs. New disability-friendly offices at the rear of the building have been created to accommodate more staff and clients, along with a new ramp that is more accessible for people in wheelchairs.
Apply for grants for children's programs	Advocate for the continued delivery of the Indigenous Advancement Strategy program		The Indigenous Advancement Strategy (IAS) program supports Aboriginal children enrolled at Council's Children's Services. Following discussions with the Department of Prime Minister and Cabinet in November 2017, Council's IAS funding was extended until December 2018. The funding body has not yet made a decision about the future of Aboriginal children's programs from 2019 onwards, with an announcement not expected until late 2018. BVSC will continue to advocate for the continuation of IAS programs beyond December 2018.

Advocate for decision makers to provide social services that meet the needs of all our community including families, children, youth and the aged

Strategic Action	Annual Activity	Traffic Lights	Comment
Update the Social Issues Papers	Develop implementation plan for review of Social Issues Papers and commence review		Some investigation has been undertaken on the potential to source expertise externally through contractors. Quotes sought to inform the implementation plan.

Encourage and support local identity, heritage and character in our towns, villages and rural areas

Strategic Action	Annual Activity	Traffic Lights	Comment
Prepare a Residential Growth Strategy	Review background information and prepare brief for growth review		Draft Rural Living Strategy prepared and to be reported to Council in 2018/19.
Review the Village Character Statements	Prepare draft Village Strategies for Kalaru, Candelo, Cobargo and Bemboka		Planning Proposal for Wolumla residential expansion prepared. Initial investigation work for Candelo and Cobargo completed.

Outcome 5: Connected Communities

We have a network of good quality roads, footpaths and cycleways connecting communities throughout the Shire and beyond

Improve connectivity between, and physical accessibility within, our towns and villages

Strategic Action	Annual Activity	Traffic Lights	Comment
Deliver capital works programs for footpaths	Develop and deliver a footpath renewal program		Program development has commenced. Additional condition assessment required. Program was not developed as other priorities superseded this project for utilisation of staff allocation.
Review Transport Asset Management Plan for pedestrian network infrastructure	Update the authority asset register and the valuation of and condition of assets		This is the ongoing process by 30 June each year. The register and valuation were not updated from previous information.
	Prioritise works and update programs		2018 programs prioritised and updated. Additional condition assessment required. Full program was not developed as other priorities superseded this project for utilisation of staff allocation.
Manage the delivery of transport infrastructure	Design upgrade to Albert Street intersections to the Port of Eden including footpath widening and interpretive walk as part of the Access Eden program		Funding submission to NSW Government submitted to seek funding of the project, initially unsuccessful and resubmitted. 50% project funding received through Federal Government A draft detailed design was completed for the intersection with high level cost estimates to support funding application No further works were completed until the outcome of the funding is known and works completed
Review the Transport Asset Management Plan for sealed and unsealed roads and	Update the authority asset register and the valuation of and condition of assets		This is the ongoing process by 30 June each year. was not developed as other priorities superseded this project for utilisation of staff allocation.

Strategic Action	Annual Activity	Traffic Lights	Comment
guardrail infrastructure	Prioritise works and update programs		Four years of the 10 year program have been identified. Guardrail program is not mature. This is an ongoing process that is refined based on the maintenance and condition inspections. Project has progressed despite priorities for other projects for utilising staff allocation.
Develop maintenance schedules for transport assets	Review and revise service levels based on condition assessment and analysis		In progress. Further review and refinement will be required once the Regional Strategy. Service levels are not based solely on condition assessment. Progress of the Strategy had proceeded however, this project is to review and revise the service levels. For that element, progress has been minimal.
	Refine and enhance Maintenance Management System (Reflect) to incorporate revised levels of service		The previous comment has appeared incorrectly. It should have said, "Revised 2018 levels of service have yet to start. The location model has been included into the transport asset". Revised levels of service review has not started. Maintenance level of service review and change requires a significant consultation process. This is a separate issue to refining and enhancing the use of Reflect which has been integrated into the Network Operation Centre (NOC) for analysis.
Plan and design the road network	Design Merimbula Access Road Extension		Design is complete. Construction commenced.
Investigate a car parking management system	Investigate and develop concept for direct to vehicle car parking management using a GPS		Initial concepts have been developed. The data collection from the this project will contribute to Phase 1 of part of the Merimbula Traffic Study. Proof of Concept (POC) tender was completed but the preferred supplier was not appointed.
Review Transport Asset Management Plan for town centre carpark infrastructure	Update the authority asset register and the valuation of and condition of assets		This is the ongoing process by 30 June each year. Project was not completed as other priorities superseded this project for utilisation of staff allocation.
	Prioritise works and update programs		2018 programs prioritised and updated. Work has commenced on future years. Project has not progressed as other priorities superseded this project for utilisation of staff allocation
Deliver capital works programs for roads and	Pavement stabilisation and seal Candelo Wolumla Road		Project completed on time and under budget

Strategic Action	Annual Activity	Traffic Lights	Comment
guardrails	Pavement stabilisation and seal Sapphire Coast Dr		Project was delivered by Council's Projects Team. Sapphire Coast Drive pavement renewal was completed in August 2018.
			The project was delayed from its original completion date of June 2018 due to underground power and water main installation delays from the adjacent Woolworths development. Budget was transferred from underspend of other projects to cover the cost of an asphalt surfacing.
	Pavement stabilisation and seal Bunga St, Bermagui		Unfavourable weather conditions and poor pavement sub grade caused project to run over time and budget
	Gravel resheet Tantawanglo Mountain Road		Project completed on time and within budget
	Reseal Cobargo - Bermagui Road		Priority for reseals changed and project was removed from program
	Pavement stabilisation and seal Wonboyn Road		Increased scope created small overspend.
	Pavement stabilisation and seal Verona Road		Project completed on time and within budget
	Pavement stabilisation and seal Mrytle Mountain Road		Project completed on time and within budget
	Gravel Reset Towamba Road		Project completed
Reseal Wonboyn Road		Project completed on time and within budget	

Strategic Action	Annual Activity	Traffic Lights	Comment
	Reseal Verona Road		Project completed on time and within budget
	Pavement stabilisation and seal Golf Road		Unfavourable weather conditions and poor pavement sub grade caused project to run over time and budget
	Pavement stabilisation and seal Welsh Street		Unfavourable weather conditions and poor pavement sub grade caused project to run over time and budget
	Pavement stabilisation and seal Government Road		Project completed with slight overspend due to increased scope
	Pavement stabilisation and seal Auckland St		Project completed with slight overspend but within allocated timeframe
	Prioritise and develop capital works program for Unsealed Urban Streets		2018 programs prioritised and updated. Work has commenced on future years.
	Reseal various streets in Bermagui		Project completed on time and within budget
	Reseal various streets in Tathra		Project completed on time and within budget
	Reseal various streets in Wonboyn		Project completed on time and within budget
Deliver capital works programs for bridges	Develop scope and design for identified concrete causeway renewal		No projects were identified in the Capital Works Program

Strategic Action	Annual Activity	Traffic Lights	Comment
	Develop scope and renew Galba Creek Armco Culvert		Concrete lining repairs carried out to Galba Creek Culvert invert to extend useful life works completed to meet available budget.
	Develop scope for and complete timber bridge rehabilitation works at Brockelos Creek		Upgrade of southern abutment with reinforcement concrete structure, additional scope was added to reconstruct pier, replace decking and widen to a 2 lane bridge
	Develop scope for and complete timber bridge rehabilitation works at Gowings		Gowings Creek Bridge - renewal of the sub-structure to the central pier to extend the useful life of the asset
	Develop scope for and complete timber bridge rehabilitation works at Hanscombe Creek		Scope of works developed. The issue of tenure has been presented to Council. Discussions being held with affected property owners. Action is on hold pending their response.
	Develop scope for and complete timber bridge rehabilitation works at Johnson Creek		Scope of works developed. The issue of tenure has been presented to Council. Discussions being held with affected property owners. Action is on hold pending their response.
	Develop scope for and complete timber bridge rehabilitation works at Katchencarry Creek		Katchencarry Creek Bridge original scope was to provide driven steel piles to the abutment to extend the useful life of the asset. Additional scope - reduced the width of the deck from dual lane to single lane to reduce asset maintenance burden and detailed engineering design was completed to upgrade the bridge to a concrete structure.
	Develop scope for Bermagui River Bridge cathodic protection		Bermagui Bridge - Cathodic protection work completed to 2 piles in the 2017/18 financial year to align with available budget. Contract let to enable a staged approach in 2018/19 (2 piles) and 2019/20 (remaining piles) dependent upon adequate funding being allocated -

Strategic Action	Annual Activity	Traffic Lights	Comment
Review the Transport Asset Management Plan for bridge infrastructure	Update the authority asset register and the valuation of and condition of assets		This is the ongoing process by 30 June each year. The register and valuation were not updated from previous information.
	Prioritise works and update programs		2018 programs prioritised and updated. 10 year program has been identified and needs full scoping. This is an ongoing process that is refined based on the maintenance and condition inspections. Years 1-3 of the 10 year program and expected to be fully scoped.
Deliver capital works programs for cycleways	Identify and apply for a grant to design and construct Bega Street shared path		Application for shared path for construction with 50% contribution from RMS from Active Transport Grant has been applied for and not successful. Note the previous response appeared incorrectly as it should have read "Shared path is to be constructed...".
	Identify and apply for a grant to design Bega River Bridge shared path		Application for path construction complete, Council worked with Bega River and Wetlands Landcare and Local lands Service on the installation of interpretive and way finding signage.
	Identify and apply for a grant to scope and plan a shared path from Merimbula central business district to Merimbula Wharf		Grant has been successful. The scope of the successful grant from RMS is from the Rotary Park on Main Street to the Merimbula Wharf. Concept design has now commenced however there are issues with scope change as directed by Council.
	Identify and apply for grants to fund cycleways renewal works		Grant funding not undertaken by Council. Suitable funding streams have been investigated and not been available.
	Identify and apply for a grant to complete the design concept for Kalaru to Bega, Bermagui to Wallaga Lake and Tura Beach to Merimbula		Grant has been secured for Tathra to Kalaru only.
	Complete design concept for Tathra to Kalaru		Design concept has been completed. The detailed design has commenced and progressing in accordance with the approved project plan.

Strategic Action	Annual Activity	Traffic Lights	Comment
Review Transport Asset Management Plan for cycle network infrastructure	Update the authority asset register and the valuation of and condition of assets		This is the ongoing process by 30 June each year. Project was not developed as other priorities superseded this project for utilisation of staff allocation.
	Prioritise works and update programs		2018 programs prioritised and updated. Work has commenced on future years. Project has not progressed as other priorities superseded this project for utilisation of staff allocation. On this basis projects are identified at this point from customer requests only.
Deliver capital works programs for stormwater	Develop a stormwater renewal program		Program has commenced and identified a program for 2017/18 and 2018/19. Further refinement to be undertaken with the unsealed road data which has identified culverts with no cover. Needs to be expanded to cover full network. Additional condition assessment required. Project was not completed due to priorities superseded this project for utilisation of staff allocation.
	Develop a stormwater upgrade program		Program has commenced. Needs to be expanded to cover full network. Linked to the identification of stormwater catchment and road stabilisation program. Project was not completed due to priorities superseded this project for utilisation of staff allocation.
	Renew sections of drainage along Towamba Rd, Towamba		Construction has been completed.
	Renew sections of drainage along Government Road Eden		Construction has been completed.
	Renew sections of drainage along Monaro Street and Ocean Drive Merimbula		Design for Monaro Street completed with construction commenced and to be completed in 2018/19. Ocean Drive construction has been completed.
Review the Transport Asset Management Plan for stormwater infrastructure	Update the authority asset register and the valuation of and condition of assets		This is the ongoing process by 30 June each year. Progress was impacted with other priorities superseded this project for utilisation of staff allocation.
	Prioritise works and update programs		2018 programs prioritised and updated. Work has commenced on future years however, delayed as other priorities superseded this project for utilisation of staff allocation.

Strategic Action	Annual Activity	Traffic Lights	Comment
Schedule culvert management works for unsealed roads	Develop a program for culvert renewal and maintenance and commence works		Program has commenced. Needs to be expanded to cover full network. Linked to the identification of stormwater catchment and road stabilisation program. Project was not completed due to priorities superseded this project for utilisation of staff allocation.

We have opportunities to work, learn and socialise through the provision of affordable public transport and telecommunications services

Advocate for relevant parties to develop better public transport options that are convenient, easily accessible and affordable

Strategic Action	Annual Activity	Traffic Lights	Comment
Promote improvements to the Princes Highway, public transport and transport logistics	Advocate for strategic transport initiatives through South East Australia Transport Strategy and the Canberra Region Joint Organisations of Councils		Input provided to updated SEATs strategic priorities to include upgrades to the Princes Highway including at Brogo River, input to draft CRJO Regional Freight Priority Prospectus

Collaborate with relevant parties to grow the passenger numbers and freight capacity of Merimbula Airport, Port of Eden and the East West freight corridor

Strategic Action	Annual Activity	Traffic Lights	Comment
Develop a Sub-Regional Transport Strategy	Complete the Sub-Regional Transport Strategy		A vision document will be developed to guide the development of Strategy. The Strategy development will take a minimum of 12-18 months to develop and has been delayed as other priorities superseded this project for utilisation of staff allocation. A draft Transport Vision document has been produced. This project will require carry forward into 2019 for consultation.

Outcome 6: Strong, Consultative Leadership

We are an informed and engaged community with a transparent, consultative and responsive Council

Inform our community about things that affect their daily lives using relevant and varied communication channels

Strategic Action	Annual Activity	Traffic Lights	Comment
Develop the Councillor Induction and Development Program	Review the Councillor induction program by surveying 2016 Councillors and key Council Officers to determine effectiveness of the program		The four Councillors who requested an Individual Training Program - have completed their courses/sessions successfully.
	Develop individual Councillor development plans incorporating attendance at conferences		Finalised - through determination at Council meeting (Business Report (twice per year) and as part of implemented Individual Training Plans
	Review the Councillor Commitment Statement following input from quarterly surveys of Councillors		Not undertaken. Requires follow up and re-commitment for this strategy to be effective.
Report progress of new works projects and organisational targets	Develop mid-term review reporting framework		Will develop framework - within first 6 months of 2018-2019 year
Contribute to inter-Council research into strategic directions and performance measurement	Participate in all relevant discussions, documents and reviews		

Strategic Action	Annual Activity	Traffic Lights	Comment
Implement a Performance Management Reporting Framework	Identify organisational performance targets		Ongoing over several years, awaiting Office of Local Government Direction
Provide local population information to the community	Host Profile ID website via Council's website		Ongoing
	Host training and information sessions for Council employees and the community on the updated results from Census data		
Improve communication about transport planning and works	Improve methods of informing the public regarding upcoming road works and closures and changes in service levels		No further update since last report
Coordinate the Organisation Culture Index Review	Conduct internal workshops on the three key themes identified in the first Organisation Culture Index Review undertaken in 2016 and implement workshop recommendations		No activity - due to other organisational priorities.
Implement an Integrity Management System	Undertake research and benchmarking survey with Canberra Region Joint Organisations regarding ethical and integrity related issues		It is anticipated that with the newly established Canberra Region Joint Organisation (CRJO) - in July 2018 - a number of matters will be progressed including this Survey - through the Governance Committee. No date has been determined relating to this action item.

Strategic Action	Annual Activity	Traffic Lights	Comment
	Develop Strategic Integrity System Plan document		Project delayed due to other organisational priorities - will undertake development of Plan document in 2018-19 year
Establish the Audit Risk and Improvement Committee	Establish the functional parameters, develop a charter and appoint the members of the committee		Audit Risk and Improvement Committee charter approved by Committee 4/9/18
Promote local major projects to other levels of government	Develop a prospectus of Council projects for promotion to State and Federal Government agencies		Ongoing
Align customer expectations to service levels and asset management	Develop and implement administrative procedures that link level of service to the Corporate Asset Management Plan		No further progress since last update
Deliver proactive information and connect with the community	Produce the Village News and eNews publications		Launched Council News in January 2018 which is a replacement for Village News and E-News
	Maintain various social media channels including Facebook, Twitter and You Tube		Maintenance of social media channels is on ongoing activity. Council's Twitter channel is inactive and currently work is being undertaken to develop a recommendation and procedure about the use of Instagram as an alternate channel
Improve communication of information	Commence implementation of the recommendations from the Communications Review		Recommendations from the Communications review have been implemented as resources allow.

Our Council is financially sustainable and services and facilities meet community need

Optimise value for money and deliver responsible and ethical spending and efficient service delivery across all of Council’s services

Strategic Action	Annual Activity	Traffic Lights	Comment
Develop return to work strategies and initiatives	Develop return to work framework including engagement, communications, marketing activities		There is a requirement to completely redesign and improves Council's injury management system. This has been commenced by the Workplace Wellness Officer. To date templated forms have been developed based on SIRA's exemplar forms and a draft return to work framework has been compiled including procedures and a return to work guide - on track and underway
Review the Memorandum of Understanding with Eurobodalla Shire Council	Review MOU and refine or improve strategic and operational collaboration and resource sharing opportunities		With establishment of CRJO - this action will be reviewed once Governance Framework for CRJO has been finalised.
Implement the Information, Communications and Technology Audit recommendations	Identify and implement priority controls		Work has progressed in this area this past year by implementing complicated password requirements for BVSC. This has been a long standing security flaw within our security framework which was highlighted further by Council adopting Office 365 leading to the implementation. Further progress is required now to fully segregate unmanaged devices such as mobile phones from the Corporate network. As it stands, there are security implications for allowing such devices on the managed corporate network. This will soon be rectified by provisioning a network separate from the Corporate network, but will allow such devices access to high speed internet.
Implement the Technology Strategy	Finalise draft strategy and implement adopted technology services work programs		Fundamentally complete. Work programs identified in the previous year have been completed and a new set of work programs has been outlined which still fall in line with the developed strategy.

Strategic Action	Annual Activity	Traffic Lights	Comment
Upgrade Local Area Network and radio switching infrastructure	Upgrade technology switching infrastructure		As outlined in the previous year, core switching is under maintenance and upgrades are complete. Edge switching is still legacy as there has not been the corporate drive to invest in this infrastructure over the last year. Switches are refreshed on case-by-case instances where services such as Wi-Fi are required or building refurbishments are undertaken.
	Identify and implement upgrades to the LAN and WAN		As outlined in the previous year, core switching is under maintenance and upgrades are complete. Edge switching is still legacy as there has not been the corporate drive to invest in this infrastructure over the last year. Switches are refreshed on case-by-case instances where services such as Wi-Fi are required or building refurbishments are undertaken.
Implement the Workforce Strategy	Develop a leadership program for executive level, managerial, coordinator and supervisor positions		New Senior Leadership Group - established - through consultation with Senior and Middle Management staff. Terms of Reference established.
	Develop and implement a Trainee-Apprentices-Cadets Employment and Learning Strategy		Cadet Training Plans in place. Other activities delayed due to operational priorities - will focus on finalising Strategy as part of 2018-2019 year
	Lead and facilitate the development of a Workforce Strategy to deliver resource sharing and program opportunities as part of the Regional Joint Organisation of Councils (JO) and Eurobodalla Memorandum of Understanding		CRJO Established.

Strategic Action	Annual Activity	Traffic Lights	Comment
	Develop a Key Position Succession Plan in concert with the Trainee-Apprentices-Cadets Employment Learning Strategy		Due to other operational priorities - development of this Strategy has been delayed - this work will be delivered as part of 2018/2019 priorities
	Undertake a gap analysis of the existing human resources system and research systems that meet identified gaps and provide reporting and metrics		Some analysis was undertaken as part of review of Council's Business Systems. This action will be deferred until decision has been made on new Business System.
Review event management functions	Investigate and implement a new operational model for the Civic Centre and review the management, operations and support of Council events and public events on Council land		BVSC is half way through the process of developing a business plan/ strategic plan for the Civic Centre. Finalisation of this plan is expected November 2018. Progress on the review of management, operations and support of Council events and public events on Council land is on hold.
Collaborate with other Councils and implement the South East and Tablelands Regional Strategy	Build on current Memorandum of Understanding with Eurobodalla and commence discussions with Snowy Monaro		On-going discussions with Eurobodalla including peer review of development applications and representation on Joint Regional Planning Panel
Implement the Development Assessment Review findings	Implement stage one of the Action Plan and seek customer feedback		Development HUB created and Development Control Plan review underway.
Transition the development application process to ePlanning	Prepare material in accordance with Department of Planning and Environment requirements		The Department of Planning's E Planning Portal has not commenced the DA transition for Bega Valley Shire. Planning Services continue to prepare processes and procedures in anticipation of E Planning Portal coming online. Development HUB created to provide improved customer service

Strategic Action	Annual Activity	Traffic Lights	Comment
Enhance the procure-to-pay process	Review existing process, make recommendations for improvement and commence work program		Fundamental improvements have been identified in the procurement of assets and services. Through the consolidation and better use of existing technology the management of purchasing, tendering, evaluation and organisational reporting will be streamlined whilst also increasing overall governance and traceability. As an added consequence to these improvements, Suppliers will be provided better access to Council opportunities. Delivery of these upgrades is forecast to occur in FY 18-19. Post organisational restructure has resulted in the payment of accounts being transitioned to the wider Finance business unit, identifiable improvements to the payment process have not been pursued at this stage.
Implement a system for managing courses and training programs	Identify and implement a suitable learning management system with managers and coordinators		No additional action has been taken on this project in the reporting period. Still no budget allocation in the 2017-18, but discussions underway to include new budget bid in 2018-19. Discussions with CBJRO still being undertaken.
Implement procurement templates for tenders and contracts	Develop and implement a complete draft tender and contract document template		Completed
Implement the recommendations of the Internal Procurement Audit	Prioritise and implement recommendations arising from Procurement Internal Audit		No additional comments
Implement the recommendations of the Procurement Review	Develop a Storage Services Strategy		Draft strategy complete awaiting approval by Director
	Develop a Supply Services Strategy		Strategy drafted, not endorsed. Will require amendment if endorsement is required due to restructure.
	Prioritise and implement other recommendations		Refer work plan for detailed activities. FY 18-19 Operational plan contains line item to review remaining tasks and determine those that are still to be pursued and those that are not in light of restructure.

Strategic Action	Annual Activity	Traffic Lights	Comment
Participate in the inter-Council Procurement Working Group	Identify cost saving initiatives in conjunction with CBRJO representatives and implement agreed initiatives		This action is being driven by the CRJO. BVSC procurement staff continue to participate in joint cost saving initiatives.
Review the Procurement Policy and Procedures	Review all procedures and policies related to procurement		Commenced - review and amendment occurring during FY 18/19.
Implement a Project Management Reporting Framework	Develop a capital expenditure management tool that integrates with Council's financial system		Project Development and Strategic Assets are working with Finance to develop a capital expenditure tool utilising the NOC which tracks actual project costs from Authority and provides a tool to review capital expenditure
Implement changes required by the Crown Lands Management Act 2016	Form a cross-organisational working group and commence a review of Council's Crown Land Register to determine local and state significant land		Council has developed a register for Crown Lands under its management. The next step which is underway is the appointment of a temporary officer to develop generic and individual Plans of Management for its Crown Land assets to improve future use certainty.
Implement Geographic Information Systems review recommendations	Prioritise and implement the GIS review's recommendations		The GIS working group which was initialised and preliminary reviews were undertaken has at this point become dormant pending the corporate business system review. The GIS review will be back online once the Business Systems group is online as this is proposed as the first agenda item of this group.
Plan employee accommodation in Bega	Address identified work, health and safety issues for the Mahar Street Stores and Technical Workshop		Scope and designs developed, budget allocated, project tendered but tender not awarded, to be retendered in 18/19

Strategic Action	Annual Activity	Traffic Lights	Comment
Develop a Quarry Management Plan	Develop a proposal for the upgrade of the air conditioning unit in Council's Administration Building at Zingel Place		
	Undertake market testing for a consultant to develop a plan to resolve employee accommodation issues at the Bega Depot precinct and Zingel Place		This project is currently being reactivated utilising a cross functional project team to develop scope and review previous work.
	Investigate a business plan for the provision of quarried materials to ensure best value options are available		In progress. Further investigation is required to ensure all risk is considered.
	Analyse current on boarding practices and implement approved changes		ESS team have established a much improved on-boarding process through e-Recruit system. Written procedure is currently being developed for circulation to relevant stakeholders. Induction process has been reviewed and re-introduced to include a first day induction as well as corporate induction.
	Implement Internal Fraud Control Audit recommendations		Fraud and Corruption policy adopted and implemented. Fraud and Corruption prevention strategies incorporated into Code of Conduct training as well as Corporate Staff Induction.
Improve support for new and existing employees	Review employee support mechanisms and implement changes		Project continues to be on track. Relevant HR procedures and systems have been drafted, consulted upon and subsequently implemented. Improvement to processes in recruitment, on boarding as well as exiting employees. More work to be completed in training and development areas once ESS coordinator role is filled permanently.

Strategic Action	Annual Activity	Traffic Lights	Comment
Review insurance providers and premiums	Participate in a review of insurance providers to improve insurance premium related costs for member Councils as part of the Regional Joint Organisation of Councils arrangements		Reviews undertaken to compare insurance options in conjunction with CRJO. BVSC has remained with existing insurers.
Update the Work Health and Safety Plan	Review and update the Work Health Safety Plan incorporating collaboration strategies and resource sharing with Regional Joint Organisation of Councils		Unexpected reactive requirements resulted in WHS Plan deliverables being carried over into the new reporting period
Determine a business model for the saleyard	Complete business analysis and review in conjunction with Property Services		A review of options for the Council's Bega saleyards has begun and will be completed in the 2018-2019 year. BVSC has partnered with Snowy Monaro Council to achieve reduced costs to engage consultant review.
Investigate systems to integrate sewer works, customer and asset management data	Investigate GIS platforms, capture and record backlog asset register data		Organisational delay to this project.
Document regulations, resourcing and risk for assets	Commence investigations		Investigations have commenced and documentation incorporated within each of the asset classes based on budget allocation. Project has not progressed as other priorities superseded this project for utilisation of staff allocation.
Investigate, design and implement a real-time asset and works data management system	Analyse GIS asset data capture for programming of future capital and maintenance works		Analysis is continuing in the research and development of future works. Programming is maturing in line with staff allocation.

Strategic Action	Annual Activity	Traffic Lights	Comment
Simplify asset data reports	Design a reporting framework within the spatial database		The award winning Network Operation Centre (NOC) has been created developing the foundation for reporting. A 'Budget Machine' reporting management tool has been developed in house and in use integrating the spatial database and the corporate finance system.
Implement outcomes of inter-Council working groups	Review opportunities arising from membership of the Canberra Regional Joint Organisation of Councils in the areas of procurement and Integrated planning and reporting		Finalisation of this project has been delayed due to the timing of the formal establishment of the CRJO.
Monitor major property and land matters	Develop and update portfolio of property and land projects for Council to utilise for advocacy		This program has moved to the Property team and is well under way.
Collect the NSW Emergency Services Property Levy	Incorporate ESPL onto rates notices and provide relevant customer information		This project was cancelled by the State Government
Participate in the development of an inter-Council regional waste project	Contribute to the development of a regional waste project and identify opportunities to create economies of scale		CRJO processes ongoing
Investigate systems to integrate water works, customer and asset management data	Investigate GIS platforms, capture and record backlog asset register data		Organisational delay to this project

Strategic Action	Annual Activity	Traffic Lights	Comment
Implement internal audit recommendations	Prioritise and implement recommendations from internal audits into finance and revenue activities		Ongoing
Review debt collection practices	Participate in all relevant discussions, documents and reviews		Completed
Review financial information systems	Develop budget manuals		Ongoing
	Develop a Finance Information System Strategy		Ongoing
Update the Finance Information System	Commence discovery and analysis phase		Completed
Implement a Fleet Management Strategy	Investigate and introduce contemporary solutions to reduce whole-of-life costs across all of the fleet		Reviewed and in some cases extended life of plant, trucks and vehicles to reduce whole of life costings. Reduced hourly rates of plant, trucks and vehicles to base level to reduce financial burden on Council departments. Fleet team will continually monitor and adjust rates to ensure value for money is achieved across Council's fleet..
	Investigate strategies to contain rising fleet running costs and to minimise the environmental impact of fleet ownership		Largest concern is current rise in fuel costs. To help control the increased cost and manage fleet greenhouse emissions technologies are considered with the purchase of new fleet that demonstrate reduced fuel consumption and reduced greenhouse gas emissions.

Provide friendly, effective and knowledgeable guidance when responding to enquiries and in day-to-day contact with our community

Strategic Action	Annual Activity	Traffic Lights	Comment
Update the Customer Records Management system	Undertake review of CRM system paths and users		This function now sits within ICT area of Business and Governance. No further action has been taken.
	Update CRM system to reflect current operational parameters		This function sits within ICT area of Business and Governance. No action taken.
Update the Records Management System	Implement recommendations from the TRIM audit conducted in 2017		Project completed prior to restructure. Records function now sits within ICT area of the Business and Governance Directorate
	Develop plan for the implementation of Version 2 of TRIM including consultation with internal and external stakeholders		Plan developed and implemented by Records Team Leader and ICT staff. New Content Manager system introduced.
Develop a new customer service space at the Bega Office	Design and construct a new customer service space		Project completed December 2017
Implement a new after-hours customer contact system	Design, construct and implement a new after-hours system and train employees		Well Done International were the successful appointed as after hours contractors. This project was implemented prior to Christmas shutdown on Friday 22 December 2017.
Plan for the delivery of customer services at libraries	Develop implementation plan for expansion of Council services at Library sites		Libraries continue to provide information and promote a range of Council services and plans. In this period Councils NDIS services, Waste teams and Strategic Planners have used libraries as a contact point for specific community engagement activities. A plan is yet to be developed to expand the council services currently delivered by library staff, however this will be considered as part of the upcoming Library Strategic Plan.

Lead, govern and regulate in an ethical, equitable, transparent and accountable way

Strategic Action	Annual Activity	Traffic Lights	Comment
Review asset provision	Review of all Asset Management Plans and levels of service		Ongoing with focus on integration of assets with finance planning
Review services to meet organisational needs and efficiencies	Restructure to achieve improved service outcomes and reduced recurrent expenditure \$250k		Organisation Structure finalised - March 2018 - implementing a Three Directorate Structure (Community Engagement & Planning; Assets & Operations; Business & Governance)
Review the functions of the Leisure and Recreation Branch	Review accountabilities, task requirements, current capabilities and resource requirements and make recommendations for changes		Unchanged since last reporting period other than new staff commencing in their roles - Recreation Assets Officer and Recreation and Sports Officer. Looking at recruiting Projects Officer to assist with delivery of grant funded projects for a 2 year contract position.
Complete Internal Audit Strategic Plan program	Undertake identified audits		Preferred supplier panel created and in vendor panel. Strategic audit plan delayed due to the need to workshop risks with the councillors but interim audits identified - Major Projects & Org Culture. Draft Op and Strategic Audit Plan Template completed and aspirational audits added but this is to be reimagined by the ARIC. The 2 audits above will suffice as actions against this task - goals redefined to develop Strategic Audit Plan for 2019/2020 reporting period.
Develop business and financial management policies and procedures	Policies and procedures to oversee Council's business and financial management developed		Policies and procedure reviews are being undertaken in line with designated timeframes.
Develop financial performance measures	Develop a suite of financial performance measures for all business units		Progress has been made on the first steps of this process. A cross-functional working group will take this process through to completion

Strategic Action	Annual Activity	Traffic Lights	Comment
Implement a new structure and operational model	Implement structure as resources become available		Works restructure complete and functioning well
Implement an accountabilities model for operational issues	Develop and implement an accountabilities matrix		Data has been collected