



2012-13 OPERATIONAL PLAN & 2012-16 DELIVERY PLAN
HALF YEAR REVIEW

The December 2012 half yearly review provides Council with a status update on the adopted 2012/13 Operational and 2011/16 Delivery Plan which sit within the Community Strategic Plan framework.

BACKGROUND

Council adopted its 20 year Community Strategic Plan (CSP), 5 year Delivery Plan (DP) and 1 year Operational Plan (OP) in 2011, after considering its Asset and Financial Sustainability Review, and subsequent adoption of the Resourcing Strategy (comprising the Financial Plan, Workforce Plan and Asset Management Plans).

In 2012 those plans were reviewed and edited for the purpose of identifying gaps and duplications within the document and to enable the realignment of several identified action areas. These realignments were exhibited and adopted by Council on June 29 2012.

The purpose of the Delivery and Operational Plan half yearly review is to:

- Determine current status of Operational Actions

Managers and staff have provided status updates against individual Operational Actions. This is to assess the achievability of the Operational Plan this year and enable a forecast of actions to be deferred into 2013-14

- Assess achievability of Delivery Plan

Through the review of Operational Actions, Managers have had the opportunity to review and assess progress against the Delivery Plan.

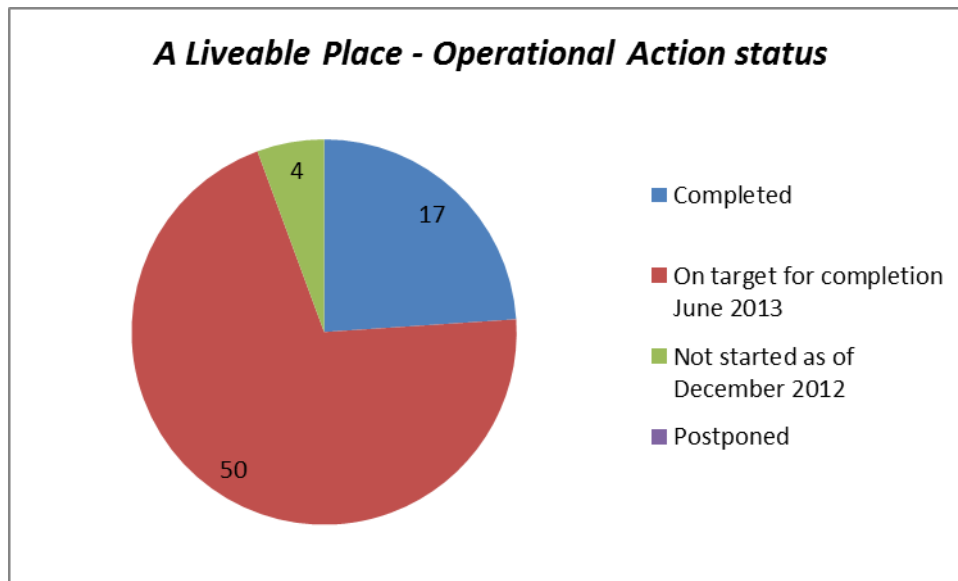
Chapter 13 of the Local Government Act requires Council to report half yearly on the status of the Operational Plan, in addition to the Budget Report (QBRs) which will be presented to Council for consideration at this meeting.

A summary of Operational Actions status per theme area is provided below. Key achievements have been highlighted, as have areas of delay.

Organisational summary of progress against the Operational and Delivery Plan

Operational Action Status	Liveable	Enterprising	Sustainable	Accessible	Leading Organisation	Organisation Summary
Completed	17	6	11	6	8	48
On target for completion June 2013	50	48	35	27	41	201
Not started as of December 2012	4	4	0	1	0	9
Postponed	0	8	2	2	1	12
TOTALS	71	66	48	36	50	271

Liveability –



Summary of achievements and areas of delay by Key Direction area

L1 Cultural diversity

Key achievements - Launch of Indigenous preschool language and literacy book occurred in December 2012 with copies distributed to Supplementary Recurrent Assistance program cluster group

L2 A safer community

Key achievements - Hall committees and other Council volunteers (90) have completed induction, and the recent community survey indicate a high satisfaction with this factor.

Research for the companion animal management plan has been completed, and a draft plan commenced.

Private car-parking regulations and procedures have been adopted and fees set by Council.

L3 Healthy communities

Key achievements: - In relation to the new regional hospital, meetings have been held with Health Infrastructure to inform the DA and design process. A report has been published by LHD on Pambula Hospital, and poll results reported.

The University of Wollongong (UOW) nursing and allied health student's literacy program is in the research phase, and support is being given to UOW where literacy courses are being held regularly throughout the year for tutors and university students.

A Healthy Communities Implementation plan has been developed and endorsed by the Department of Health and Ageing. Mobile clinic is now operating and partnership programs and new programs supported such as Palliative Care.

L4 Cultural development

Key achievements: Sapphire Coast Tourism Cultural Heritage project is in its final stages with a report on the signage program due February 2013.

South East Arts (SEA) programs have been well supported and SEA will be approached to provide performance figures for end of year reporting. An SEA workshop held for Councillors report to be presented to 16 January meeting for noting

A new calendar of events went live December 2012 complementing the regular events and cultural activities promoted on Facebook.

Cultural Setting Report developed in partnership with the Cultural Committee was presented to Council in December 2012.

L5 Our character and place

Key achievements - Community meetings have been held to develop and promote the Cultural Heritage Tourism Strategy, and options for themes and signage for the towns discussed.

L6 Housing diversity and affordability

Areas delayed: Work on the affordable housing mapping has not yet commenced and has been subject to resource limitations. Work is planned for the first half of 2013 and operational targets will be revisited as part of the review of the operational and delivery plans.

L7 Learning

Key achievements Childcare Centre playgrounds have been upgraded and ongoing review of plant, service operations and management structures will continue in 2013

Development of our non-qualified staff in Children's services, in Certificate III training programs, has resulted in all eligible staff enrolled and progressing towards completion, and nominated supervisors and educational leaders have been appointed at all sites

Improved usage of space has led to increase in services provided by our Library Services, and there is an ongoing strengthening of literacy programs in the library to complement partner programs such as those with the TAFE and UOW.

L8 Volunteering

Key achievements - All hall and cemetery committees are operating in new model. Sporting grounds management committee model to be progressed in early 2013. Inductions of Gallery volunteers have begun with approximately 80% completed.

Development of a volunteer organisation resource kit has commenced. This kit along with training will be delivered to volunteer organisations in the Bega Valley to assist them in volunteer recruitment, management, retention and recognition.

Volunteer record management systems are being developed. The goal is to integrate volunteer records within the Authority system and the NAR so it can be easily accessed and maintained as an accurate record of Council's volunteers.

Areas delayed: There is one identified area of delay within this key direction with the Volunteer Resource Centre (VRC). To date there is no funding identified for establishment of centre

L9 - Engaging youth

Key achievements There has been increased attendance of Indigenous youth involved in literacy programs, by 20%. In addition, the libraries are providing safe space and opportunities to develop reading and spelling skills.

The suicide prevention action network (SPAN) has been created and is being supported, with a calendar and events conducted as part of mental health month.

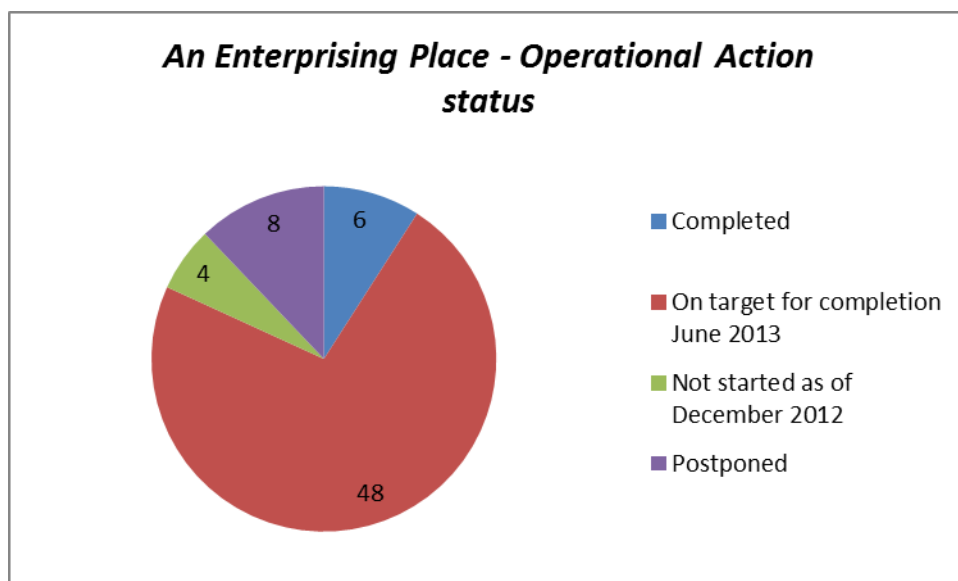
Seven (7) youth tertiary scholarships have been awarded within the region and two (2) applications received under the sporting, cultural or education SERAS program.

L10 Engaging older people and those with disabilities

Key Achievements - Community Information Directory (CIT) has been updated to better identify services and programs for older people – the directory is currently electronic with a printed version to be complete by June 2013.

The number of volunteers in Library services has increased by 30% in line with changes being implemented to continue a quality service provision and the removal of the mobile library service.

Enterprising



Summary of achievements and areas of delay by Key Direction area

E1 Business growth and capacity

Key achievements: A BVS Council profile report was commissioned May 2012 in line with data releases from the Australian Bureau of Statistics (ABS). The data in the report provides a valuable resource for planning and an input to the economic regeneration strategies

Areas delayed : Research and analysis of key economic data including population trends, characteristics of settlers, visitor trends is scheduled to begin in April 2013 by ID Profiler following the last release of data by the ABS. This will also include the ground work for the Bega regional regeneration plan with specific defined outcomes. Presentations are scheduled with councillors and business.

Key Direction – E2 Growing tourism

Key achievements - Discussions undertaken with Sapphire Coast Tourism (SCT) and the Regional Tourism Organisation (RTO) to facilitate and assist with agreed outcomes for local developments, including tourism signage projects with ACW.

In support of the Port of Eden regeneration, an SCMDC RDA application and grant have been submitted, support given to the tender for Eden Mobil site, reports endorsed by Council, and liaison and works with local state and federal groups and government to facilitate developments.

The tourist signage audit and consultation is complete, with funding application complete and lodged

E3 Supporting traditional industries

Key Achievements Draft CLEP with Department of Planning for gazettal. A key element of the plan is protection of agricultural land and existing enterprises.

As part of the investigations into effluent and recycled solid waste for use in agricultural enterprise, the Merimbula Effluent Options Study is now 90% complete. Additional effluent reuse options have been identified at Lochiel, Millingandi and Wolumla.

BVSC has been working with South Coast Producers Association (SCPA) to increase the fortnightly market to weekly. Extending of the hours during summer is also being considered.

Regulations and signage in relation to road side vending are under review as part of Comprehensive Development Control Plan (CDCP) with completion expected early 2013. This aims to ensure that projects such as farm gate sales can be accommodated and maximised across the region.

Areas delayed: Monitoring of the socio-economic effect of marine parks is an area to be further explored and developed as and when resources are available to facilitate this.

E4 Creating vibrant regional and district Centres

Key achievements - Stage 1 of Bega Littleton Gardens on track. Progress has been made in development of traffic management plans for Merimbula and Bega, and consideration of the impact of the Bega bypass on Bega town. This work will continue into 2013.

With regards the development of the regional hospital in Bega, a report on Pambula hospital has been released by LHD and a poll was undertaken alongside the local elections, with results reported to Council and presented to Minister of Health and Local Member.

E5 Supporting employment growth

Key achievements The BVSC profile report will fully outline the economic profile of area with up to date Census 2011 data by the end of March 2013. Along with the 'Live, Work, Invest' web site, a valuable resource is available to support the development of employment opportunities.

Of the 12,612 employed people over the age of 15 surveyed in the 2006 census, 1,111 people were home-workers (2006), or 8.8% of the working population. At time of preparing the report, the 2011 data has not yet been made available, however it will be by March 2012

Workshops have been held as part of the preparation of an Economic Prospectus.

BVSC workforce strategy is in place and being progressed and reported in the annual HR report

E6 Fostering innovation

Key achievements 3 workshops have been hosted through Community Services, with a focus on encouraging youth entrepreneurship. More of these are planned in 2013,

E7 Advocacy for infrastructure

Key achievements - A number of transport options for community have been developed such as taxi vouchers – in use by specific audience

Council Digital Economy Strategy was adopted in August 2012.

Council facilitated NBN Co agreement to purchase land to establish earth satellite tracking station.

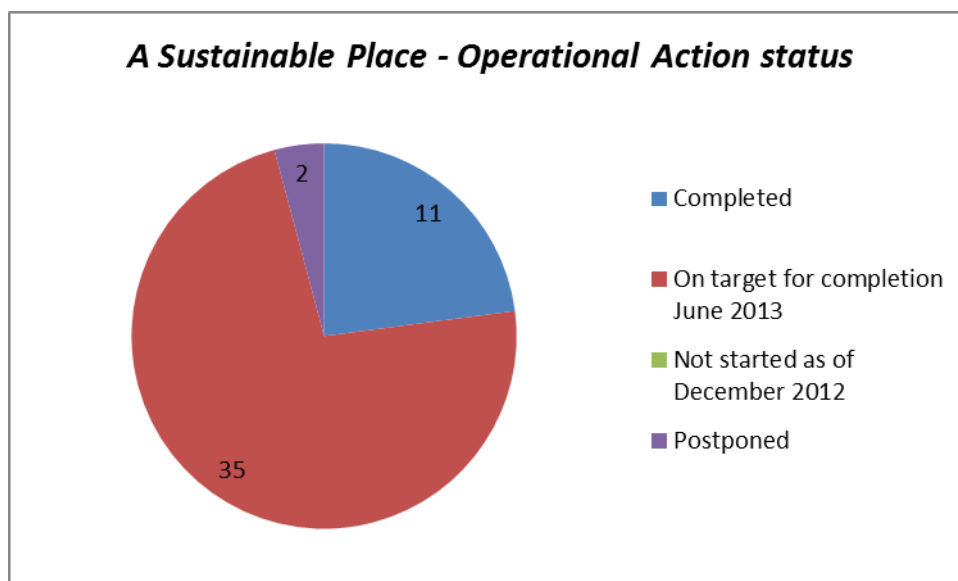
Fresh tenders called for the renewal of Merimbula Airport runway, excluding extension, after original tender and Strategy process rescinded. Business Plan and Masterplan has been commissioned for presentation to Council March 2013.

RDAF 4 \$30m EOI lodged for Eden wharf extension, attenuator and marina development, comprising federal, state and local government, and private sector funding. This will complement SCMDC RDAF3 laboratory and refurbishment proposal

E8 Sustainable reliable energy sources

Key Achievements - Corporate energy usage figures are measured and can be reported quarterly, for Council buildings. At this point, Shire-wide energy consumption figures are not able to be collated and consideration into the achievability of this area is being considered. Corporate Energy Efficiency improvements are programmed, and procedures have been established and are being utilised. Report presented to Council on Council energy and fuel use

Sustainability



Summary of achievements and areas of delay by Key Direction area

S1 - Natural environment protected

Key achievements - Year 1 of the Community Environmental Grants program is fully expended and year 2 on target. SRCMA (to be Local Lands Services as of July 2013) partnership meeting and memorandum of understanding was completed with ongoing partnership development opportunity meetings programmed.

Entire PEG departmental staff and relevant Engineering staff have completed full vegetation management and endangered ecological communities training. Staff training and REF framework programmed December 2012.

Contract has been awarded to develop Coastal Zone Management and Hazard Plans, and MoU drafted with University of Wollongong and SCG councils for coastal hazard mapping, management and monitoring project.

Community Marine Algae Education Project media and guide completed and launched; Pambula lake processes studies completed and EMP commissioned with contract awarded.

SRCMA Conservation Management Network actively supported through contributions and technical expertise. Community forums regarding weed and vegetation management completed.

Areas of delay Development of a Coastal Co-operative Group is still in the conceptualisation stage and will be further developed in 2013, with revised target dates to go into the next Operational Plan.

S2 - Manage development in the natural area

Key achievements Discussions and detail regarding updated Bushfire hazard mapping have started, but require further working through with the Rural Fire Service (RFS).

The European Heritage review was undertaken as part of the draft CLEP. An oral history booklet was completed and launched in November 2012. Aboriginal Heritage study and protocols will be completed early 2013.

A review of environmental zones was also completed as part of draft CLEP process

Tree preservation order procedures have been reviewed and adopted, including public and private tree management systems. Medium term solutions will require further investigation.

Areas of delay: Threatened species training for all relevant staff has not yet been developed, nor programmed and will be considered for amendment in 2013.

S3 – Supporting sustainable communities

Key Achievements - Pilot projects for the Eden sewerage treatment plant (STP) and Bega administration centre are completed. Energy and carbon footprints have been completed for the organisation and data is now collected on a quarterly basis.

Draft Environmental policy including environmental sustainability has been developed and will be reported to Council in 2013.

A landfill closure program is being developed in line with regional waste facility development. This will include development of robust land fill tonnages, costs, transfer costs, population impacted etc. Information packages have been developed for new services, including rural changes. Waste calendars have been developed & delivered to approx. 15,000 properties.

S4 – Celebrating our Towns and Villages

Key Achievements - Individual values and controls, in relation to landscape features, for existing villages have been incorporated in the CDCP and landscape features and controls also generally addressed. Completion scheduled for early 2013

S5 Managing our water cycle

Key Achievements - Flood modelling and flood plain risk management plan for Bega has been commissioned and is in progress.

The Merimbula effluent options study is now 90% complete. Additional effluent reuse options have been identified at Locheil, Millingandi and Wolumla. Oaklands effluent reuse agreement issued.

Water quality of estuaries and beaches were found to be high, partly due to the positive impacts of the Bega Valley Sewerage Program. Only 1 beach got a lower than high value but it was still rated acceptable for use.

S6 Preparing for Climate Change

Key Achievements - A Climate Change Policy and Strategy has been completed.

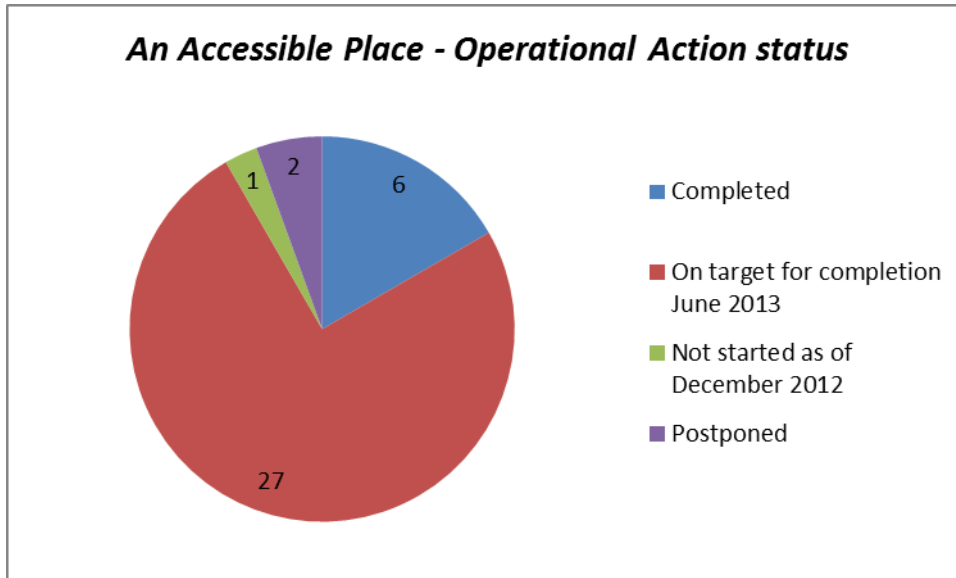
S7 Improving the health of our natural systems

Key Achievements - Coast and estuarine funding as well as weed management funding has been secured for 2012-13 year.

A weed education strategy has been drafted and is underway. Weed plans and management activities are both completed and ongoing.

Bega River Rehabilitation Plan funding secured with SRCMA as well as Bega Brogo Floodplain and urban NRM funding.

Accessibility



Summary of achievements and areas of delay by Key Direction area

A1 Transport infrastructure developed and accessible

Key Achievements - Flood damage repairs on target for completion by June 2013 - McCarthy's and Six Mile bridge replacements completed by Dec 2012; Stockyard Bridge will be complete by Easter 2013.

Local road repairs - sealed 100% complete, unsealed 90% complete and bridges 60% complete: 2012 flood - regional road repairs 100% complete, local road repairs 75% complete

Significant repairs and flood proofing works have been carried out on existing concrete causeways and bridges damaged in the recent floods. Cobargo Street, Cobargo drainage upgrade is complete.

Detailed design of service road behind Club Sapphire, Merimbula 95% complete. Detailed design of Reid Street roundabout 100% complete; market street intersection 70% complete; Palmer Street 100% complete; Palmer street car park 30% complete

Bega traffic study consultancy brief prepared and expressions of interest for consultancy called for.

RMS Bega by pass on target for completion in 2013. Council has been assisting by providing borrow areas for select fill and by widening Buckajo road and Coopers Gully road. The result will be an improved road alignment at minimal cost to Council.

A2 Information services accessible and up to date

Key Achievements - Completed audit of all signage within Council road reserves.

A3 Asset planning and management of Council infrastructure

Key achievements - A review of Council's footpath upgrade progress including assessment of gaps between Council's footpaths, cycle ways and boardwalks is underway.

A Bicycle Strategy is currently in early stages of preparation.

Library solar panels are in place and in use in partnership with Essential Energy and return on investment figures to be monitored and reported

A4 Community assets appropriate and well managed

Areas of delay - Development of community partnership through the establishment of management committees for regional sporting complexes has been delayed until all Council volunteers systems are in place – revised dates will be fed into the next operational plan.

A5 Locating facilities to meet community needs

Key achievements - Initial work has been undertaken to develop a 'Liftshare' scheme and potential supplier identified. Discussions with other Councils and DLG have determined that a partnership approach with other southern Councils would be preferred. Publication of council role and function report has been made, and promotion of the ID Profile site has been undertaken. Further training, internally, is increasing local knowledge of the site.

ABS Census data for consideration as part of our planning processes is being released in stages, with the SEIFA index currently scheduled for release in March 2013, completing the census releases. ABS website and 'Table Builder' tool used for collation of information and ID Profile website and data extraction tools used.

Areas of delay - Location sensitivity, transport accessibility etc for proposed new facilities will be considered as part of the review of the DP in terms of formalisation, the methodology to be used and resources requirement.

A6 Water supply reliable and protected

Key achievements - Consultants have been engaged to develop design concepts for water treatment schemes for Kiah water supply and fluoridation. Consultants have been engaged to explore options for fluoridation of Merimbula Water Supply, with consultation due to be complete before June 2013.

A7 Sewerage systems meet community needs

Key achievements - Merimbula Effluent Options Study now 90% complete. Additional effluent reuse options identified at Locheil, Millingandi and Wolumla.

Initial discussions with NSW Office of Water have been held exploring further opportunities for Federal and NSW state Government capital works subsidies

A8 Waste services sustainable and meet community needs

Key achievements - New waste collection contract commenced July 2012.

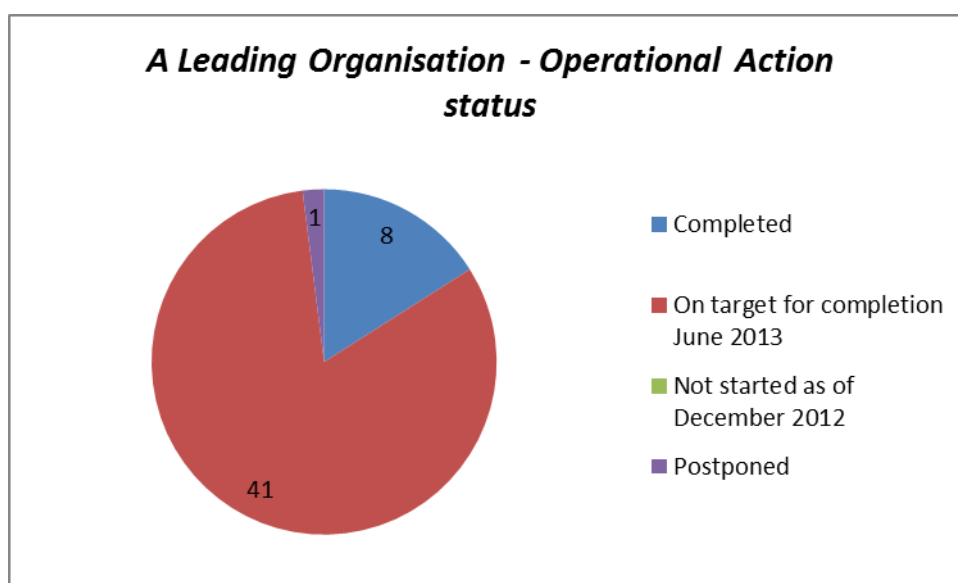
In late 2012, the 'Schedule Development Works Licence' was issued from the EPA for construction of the Central Waste Facility. The tender process for construction closes in mid-February, with construction anticipated to commence in mid April 2013.

Areas of delay A waste strategy review, including, waste audits at kerbside, waste reduction opportunities, transfer station planning and operation, programme of public consultation and waste strategies, in line with the commissioning of the central waste facility, is now likely to take place in November 2013.

A9 Emergency Planning

Key achievements - Study and development of flood plain risk management plans for Bega/Brogo River have been commissioned and are on target for June 2013.

Leading Organisation



Summary of achievements and areas of delay by Key Direction area

LO1 Civic leadership

Key achievements Local elections occurred in September 2012 with a new Council being elected. Significant induction was delivered. 4 new Councillors were elected in the BVSC including 3 women, making a balance of 5 men and 4 women on Council.

New South Wales Electoral Commission costing's and final report, detailing findings from the 2012 local elections is to be received in March 2013.

The Council code of conduct is to be reviewed following conclusion of State review, and is scheduled for adoption March 2013.

Development of performance indicators, as part of the Council performance framework has continued, and requires further development across the organisation. The Employee performance review process is currently in review for the 2013-14 period, including incorporation of revised performance indicators at position level across the organisation.

Over 400 PD's have been reviewed and >3000 performance 'measures' identified. Consideration of new performance indicators is underway where appropriate.

LO2 Community engagement

Key achievements - A number of staff trained in web administration, enabling organisational sections to update their own sections of the site. Two staff trained as Facebook administrators, incorporating a system of using customer services staff to collect responses to posted questions. The communications strategy workshopped with Councillor's, will explore further administrator options, including using Councillors.

The community satisfaction survey was undertaken in December 2012, later than envisaged as a result of council elections, and the results were analysed and are feeding into numerous activities, including the special variation consideration and CSP review.

56 service statements have been documented in the operational plan, aligned to CSP themes. These will be further developed into statements aligned to the CSP outcomes, elucidating 1 year end products which also relate to the organisational units responsible for delivery

LO3 Customer Service

Key achievements A customer service charter has been approved at LEG and draft customer service strategy is in place with further improvements to be made in early 2013.

Detailed plan of action is in place to establish and embed solutions in Records section, including the use of TRIM as the core records management system for the Council.

TRIM established as the primary records maintenance system and detailed plan in place which will take the system from a simple CRM and workflow system to an integrated and value adding system which complements and enhances the customer service experience.

Changes have been made to the out-of-hours function of the call centre which has resulted in this being incorporated within the main call centre, bringing greater consistency to service provision.

High levels of success have been had in documenting Finance call scripts and incorporating responses into the call centre. This approach is now being rolled out to more services and will continue into 2013.

LO4 Integrated planning and reporting

Key achievements The end of term report was adopted August 2012 and is available on Council website.

High level service statements have been developed for all services and are incorporated in the operational plan. More detailed business plans for services are in place for most statutory services, and are being developed for others.

Councillors determined to accept the current CSP and DP, rather than review at this stage, as consideration of community survey did not highlight significant shifts in service requirements or priorities. Should councillors not proceed with the rates SV, or IPART refuse the application, a subsequent review of the AMPs and LTFP will trigger a more formal review and community discussion before June 2013.

LO5 Financial sustainability

Key achievements A report on the Long Term Financial Plan was presented in November to Council which identified spend and progress, noting in particular that asset renewal is on track and being actively monitored.

The General ledger (GL) rebuild is in progress, Works Orders rebuild in progress and costs attributions modelling in progress.

A fees and charges matrix review is scheduled to be undertaken once the GL rebuild is completed, expected to take effect June 2013.

Establishment of a 'Strategic Funding' resource to source, secure, allocate and report on funding is tied to the organisational restructure scheduled for delivery in 2013.

Project plan to integrate financial systems to enable asset-based cost capture is on target, software is being implemented and internal processes are being developed.

Trained conveyancing capacity is now in place internally but there has not yet been a requirement to utilise it. Conveyancing services for very large projects is outsourced and reported in the annual report.

Policies have been reviewed. A number have been updated and passed by Council and a number are still in progress.

A number of changes have been made to Councils policies and processes in relation to supplier management. Council has implemented purchase cards and is now working on supplier agreements.

LO6 Workforce Management

Key achievements Council's new website has been launched and Facebook site operational, providing new delivery channels; Tr@cer system is in place supporting weeds management service; Infocouncil implementation for council and committee agendas is underway and yielding results in terms of operational efficiency. Additional systems under consideration include e-Services, property database and meta-data and video streaming for council meetings

A revised risk audit strategic plan for 2012-2015 has been developed - final comments are being incorporated into document.

Development of risk mitigation plans are ongoing and regular review of audit plans are undertaken via the risk committee action plan. Development of a training program is to occur on Risk e-Map (provided by Statewide) and will be incorporated into the annual corporate training plan for 2013/2014 year

Lone working and remote working procedures are incorporated into the Work Health Safety (WHS) manual. Safe Work Instruction Method Statement (SWIMS) are under development and ongoing depending on individual incidents. WWW and Weeds Management staff have purchased GPS Epirbs for use in the field.

The business continuity plan has been updated. A business continuity exercise is held annually with the next exercise scheduled to be held by March 2013. Expansion of the business continuity plan will be undertaken March/April 2013 following the exercise.

Commencement of business continuity procedure development will begin end of January 2013 and a business continuity training program will be incorporated into annual corporate training plan for 2013-2014 year

Retirement survey has been finalised and review of workforce strategy priorities completed (Council workshop August 2012). 12 new traineeship/cadetship positions were advertised November 2012 for commencement in Jan 2013

LO7 Partnerships

Key achievements - A delegations register is in the process of being compiled and this will capture numerous organisational personnel roles, responsibilities, performance indicators, financial restrictions as well as representative commitments. Currently the register is sitting alongside the organisational structure function being maintained in Finance

A number of financial assistance or in kind grants have been provided for community events and projects.

Areas of delay - Partnership approach to bring together institutions who contribute to the state of the community, with Local government as facilitator of long term Community Strategic Planning and reporting, has not yet been documented. Whilst there are good examples in place of strong partnership working across Council, there is no formalised strategy to grow and cement this approach to working. This action will be scheduled for the next operational plan.

CONCLUSION

Across the organisation the 2012-13 Operational Plan and subsequently the 2011-16 Delivery Plan, are progressing well. The review and realignment of activity areas undertaken and adopted in June 2012 has enabled a more efficient development of annual actions, and this process will be further developed and enhanced through each annual Operational Plan.