



## Appendix 2- Service Summaries

### DRAFT 2025-2029 Delivery Plan

# Service Summaries

There are 30 service areas at Council across three directorates who work collaboratively to deliver a vast range of services for the community.

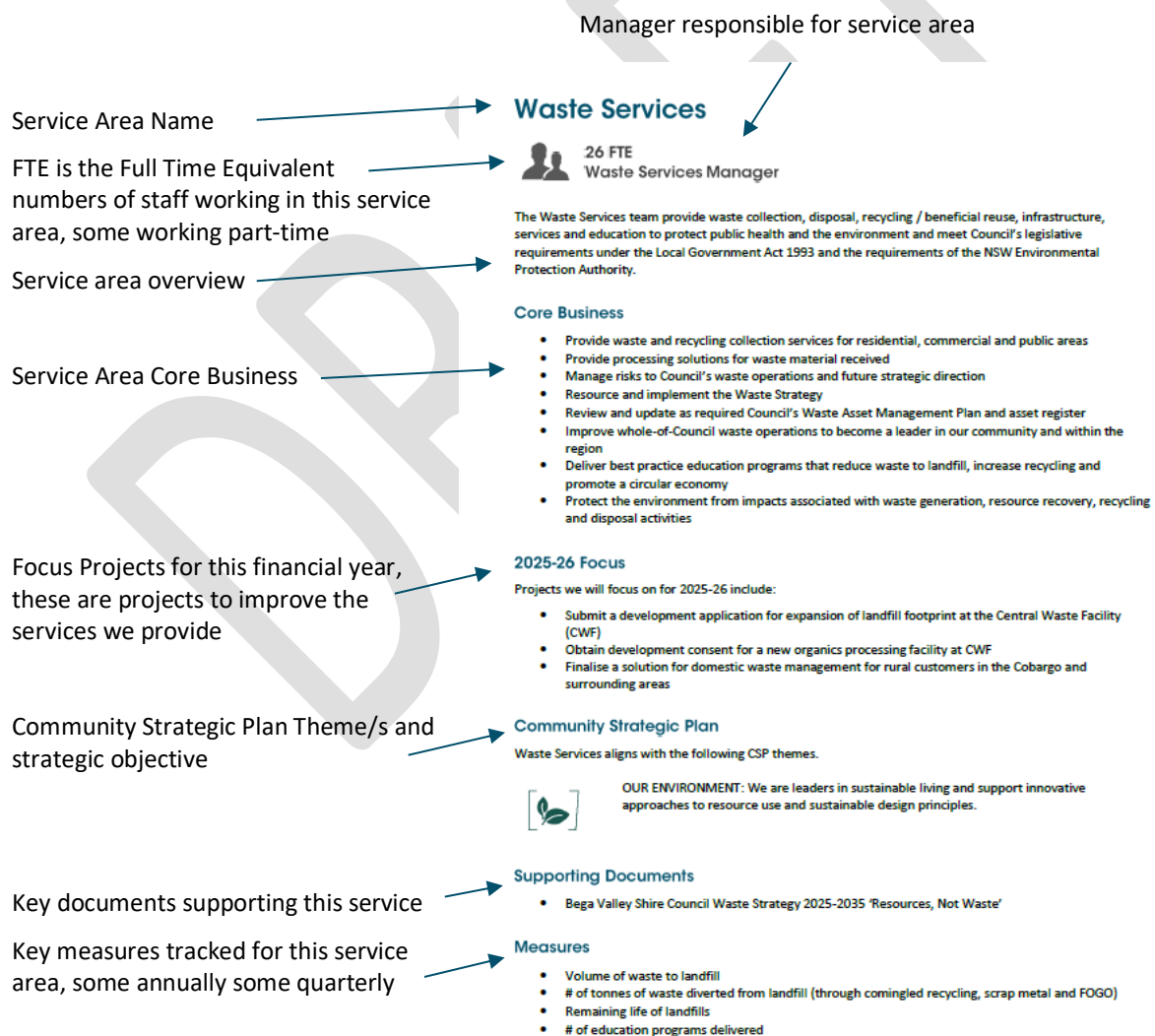
**ASSETS AND OPERATIONS DIRECTORATE:** Aquatic and Leisure Facilities, Parks and Recreation, Project Services, Civil Assets, Works Operations, Waste Services, Water and Sewer Services.

**COMMUNITY, ENVIRONMENT AND PLANNING DIRECTORATE:** Compliance and Ranger Services, Environmental Health, Building Services, Biosecurity Services, Library Services, SECCA, Early Education Services, Community Development, Halls and Cemeteries, Strategic Planning, Environment and Sustainability, Planning Services, Development Support Services.

**BUSINESS AND GOVERNANCE DIRECTORATE:** Property and Legal Services, Information Technology, Finance and Revenue Services, Customer Service, People and Culture, WHS and Employee Wellbeing, Governance and Records, Communication and Engagement, Corporate Planning and Improvement, Executive Services and Support.

The operating cost for each cost centre is included within each service area is included in this document.

## How to read these service summaries



# ASSETS AND OPERATIONS

## Aquatic and Leisure Facilities



9.1 FTE

Parks, Aquatics and Recreation Manager

The Aquatic and Leisure Facilities team manage six public swimming pool facilities that provide a range of opportunities for residents and visitors of all ages and abilities to participate in recreational, educational, social, health, fitness, rehabilitation, swimming club and skill development activities. The team also supervise our summer holiday professional beach lifesaving services to enable residents and visitors' opportunities to enjoy the shire's beaches more safely during the most popular time of year.

### Core Business

- Supervise and manage seasonal swimming pools and the Sapphire Aquatic Centre, including contract management, facility operation and provision of aquatic programs
- Develop, implement and monitor activity programs at Council operated swimming pools
- Annual review of asset management plans and prioritisation of projects
- Undertake future planning for provision of aquatic facilities including strategy, policy and plan development
- Provide summer holiday lifesaving services at eight beaches in Bermagui, Eden, Merimbula, Pambula and Tathra

### 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Prepare 'shovel ready' planning documents for Bega War Memorial Pool redevelopment
- Continue the 2024/25 development of BVSC operations and programs for Bega War Memorial Pool
- Investigate and implement enterprise management software at BVSC managed pools

### Community Strategic Plan

Aquatic and Leisure Facilities aligns with the following CSP themes.



**OUR COMMUNITY:** We are a resilient and caring community that supports the health and wellbeing of our residents.



**OUR INFRASTRUCTURE:** Our community has access to quality community assets that support health and wellbeing.

### Supporting Documents

- Asset Management Plan – Parks, Aquatics and Recreation
- Bega Valley Shire Aquatic Facilities Review- Otium Planning Group
- Bega War Memorial Swimming Pool – Endorsed concept plan

## Measures

- # pool attendances
- # pool memberships
- # unplanned aquatic facilities closures
- # planned community events at aquatic facilities
- # aquatic program participants

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# Parks and Recreation



6.8FTE

## Parks, Aquatics & Recreation Manager

The Parks and Recreation team is responsible for the management parklands, sporting fields, playgrounds, skateparks, tracks & trails, boating facilities and public toilets. They also maintain bushfire Asset Protection Zones (APZs) on Council managed land in accordance with Council's policies, direction from the Far South Coast Bush Fire Management Committee and relevant legislation including the Rural Fires Act 1997. They also support conservation and rehabilitation in natural areas.

### Core Business

- Plan, manage, maintain and construct boating infrastructure, sporting grounds and facilities, parks and gardens, playgrounds, skateparks, natural area assets and public amenities
- Coordinate with community groups, committees and volunteers to oversee the management and maintenance of community sporting facilities, Landcare and parkland volunteer sites
- Develop, implement and review strategies and policies aligned to the management and maintenance of parks and recreation assets
- Review and implement Facility Management Plans for BVSC managed sporting facilities
- Manage and administer sportsgrounds bookings
- Annual review of asset management plans and prioritisation of capital projects
- Undertake programmed inspections and develop and implement annual operations and maintenance programs for recreation facilities
- Develop specifications, service agreements and service delivery auditing program for parks and recreation assets
- Pursue funding opportunities to support renewal, provision and maintenance of parks and recreation assets
- Manage Community Project Proposals

### 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Implement projects prioritised in the endorsed Recreation Strategy
- Continue to develop 'shovel ready' documentation for priority capital projects- Ford Park Pavilion, Coastal Accessibility Round 2, local playground renewals program
- Deliver parkland renewals program (fencing and park furniture)
- Recreation assets embedded into Assetic- Asset Management Information System
- Develop operational management plans for public amenities and walking trails
- Determine the model of ongoing management for the Bega Sporting Complex

### Community Strategic Plan

Recreation and Natural Assets aligns with the following CSP themes.



**OUR COMMUNITY:** We are a resilient and caring community that supports the health and wellbeing of our residents.



**OUR INFRASTRUCTURE:** Our community has access to quality community assets that support health and wellbeing.

## Supporting Documents

- Asset Management Plan – Parks, Aquatics and Recreation
- BVSC Recreation Strategy (in development)
- Bega Sporting Complex (and Valley Fields) Masterplan 2016
- Pambula Sporting Complex Masterplan 2016
- Barclay Street Sporting Precinct Masterplan 2020
- BVSC Maritime Infrastructure Plan 2014
- Public Toilets Strategy 2020
- Community Land Plans of Management
- Sportsgrounds Facility Management Plans (Sporting Facilities – all sites)
- NSW Office of Sport Strategic Plan 2024 - 2028
- Playground and Exercise Equipment Maintenance Plan

## Measures

- # parks and recreation projects commenced 'shovel ready' planning
- # of Operational Management Plans reviewed
- # of Facility Management Plans reviewed
- # of sportsground and parkland volunteers
- # community project proposals processed
- # sportsground bookings
- % completion for programmed boat ramps servicing
- % completion for programmed Asset Protection Zone (APZ) servicing
- % completion for programmed playground services

# Project Services



**13.23 FTE**  
**Project Services Manager**

The Project Services team provides civil design and surveying capabilities and project management services for the delivery of major infrastructure projects across Council. The team also manages the operation of Merimbula Airport that enables the movement of people and goods into and out of the Shire and that supports social, economic and environmental outcomes for shire residents and visitors.

## Core Business

- Design Office – provision of civil design, investigation and surveying capabilities for Council transport assets.
- Project Management Capability – provision of project management services to deliver major capital infrastructure projects across Council.
- Management and operation of Merimbula Airport to provide regular passenger services to nearby capital cities and general aviation facilities and services.

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Complete construction of Bega Sporting Complex
- Complete Fixing Country Bridges upgrades program- Dignams Creek, Murrabrine and Ritchies Lagoon
- Stage 1 of the Merimbula Boardwalk upgrade commenced and progressing
- Deliver trial of traffic calming measures and design for the Merimbula CBD upgrade project
- Merimbula Airport runway extensions under construction
- Plan for upgrades of Bega CBD (Carp Street)
- Support design development of Coastal Accessibility program Round 2
- Continue project management for design development for the Yellow Pinch Water Treatment Plant
- Progress plans for the Bega Pool upgrade
- Complete design of the Imlay Street, Merimbula upgrade of kerb, gutter and stormwater drainage
- Forward design for bridge works at Jingo Creek, Stoney Creek and Burragate Road to support grant applications
- Engineering survey and design to support projects planned by Works Operations team

## Community Strategic Plan

Project Services aligns with the following CSP themes.



**OUR COMMUNITY:** We are a resilient and caring community that supports the health and wellbeing of our residents.



**OUR INFRASTRUCTURE:** Our community has access to quality community assets that support health and wellbeing.

## Supporting Documents

- Merimbula Airport Masterplan 2043
- BVSC Project Delivery Framework
- Funding our Future

## Measures

- # airport passengers
- # designs completed for Council projects
- Completion of Fixing Country Bridges Upgrade program

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# Civil Assets



10 FTE

Works and Assets Manager

Civil Assets develop and implement strategies for asset management of civil assets (buildings, roads, ancillary roadside infrastructure, stormwater networks, paths, bridges and structures) and transport services. The team plan future infrastructure projects related to these assets to ensure they are sequenced logically and are managed in a financially sustainable manner. The team also provide advice and information to Council managers of non-transport and utilities assets in accordance with the *Local Government Act 1993*, the *NSW Roads Act 1993* and other statutory requirements.

## Core Business

- Plan and manage Council owned and/or controlled bridges, major wharves (including Merimbula public jetty), culverts and causeways, town centre car parks and sealed and unsealed roads and associated infrastructure to enable safe movement of people, vehicles and goods into and throughout the shire
- Plan and manage Council owned and/or controlled path infrastructure to enable the safe movement of pedestrians and cyclists within the shire and promote passive, active and personal transport
- Develop capital works programs for civil and transport related assets
- Review and update Asset Management Plans for civil assets and Council's Strategic Asset Management Plan
- Promote improvements to the Princes Highway, Snowy Mountains Highway (Brown Mountain), public transport and transport logistics through advocacy and participation in relevant stakeholder forums
- Develop and implement infrastructure-based and emergency management related projects for managing floodplain risk to allow the safe habitation of lands and movement of people
- Plan and manage the operation of Council's drainage networks
- Seek external funding opportunities to support identified operational projects and capital works for civil and transport assets
- Manage information related to Council's buildings, urban stormwater and transport related assets, including upkeep of asset registers
- Determine approvals for works within the road corridor and the National Heavy Vehicle Legislation
- Facilitate the Local Traffic Committee under delegation from Transport for NSW.

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Progress the pre-construction phases for Cuttagee bridge
- Progress the pre-construction phases for Investing in Our Communities Merimbula CBD upgrade
- Completing the Candelo-Bega Safer Roads grant
- Commencing the stormwater relining program
- Completing the Wolumla Flood Study and Floodplain Risk Management Plan

## Community Strategic Plan

Civil Assets aligns with the following CSP themes.



**OUR COMMUNITY:** Government services have strong organisational practices that deliver services and facilities to meet community needs.



OUR INFRASTRUCTURE: Our transport networks support our community to work, learn and socialise.

## Supporting Documents

- Strategic Asset Management Plan
- Merimbula Transport Study
- Active Transport Strategy
- Southeast Tablelands Strategy 2036
- South East and Tablelands Integrated Transport Plan (draft)
- NSW Ports and Freight Strategy 2013
- NSW Ports and Freight Plan 2018-2023
- Princes Highway Corridor Strategy 2016
- NSW Towards Zero
- Coastal Hazard Management Plans
- Rural Residential Lands Strategy
- Local Strategic Planning Statement
- Local Infrastructure Contributions Plan
- Floodplain Risk Management Plans
- Commercial Lands Development Strategy
- Climate Resilience Strategy
- Stone Kerb Heritage Conservation Management Plan
- Asset Management Plans- Bridges, Roads, Stormwater, Buildings, Paths

## Measures

- % of Council stormwater infrastructure (high risk – high priority) inspected annually (5% target)
- % of Council town centre carparks inspected
- % of Council paths inspected according to zone requirements
- % of Council bridges, culverts and causeways have Level 1 Inspections completed annually (5% target)
- % of Council roads and associated infrastructure inspected annually (5% target)
- % of Council stormwater assets with condition rating 3 or above
- % of Council bridge assets with condition rating 3 or above
- % of Council building assets with condition rating 3 or above
- % of Council roads and associated assets with condition rating 3 or above
- % of Council paths with condition rating 3 and above
- Asset renewal funding ratio target achieved

# Works Operations



108.5 FTE

Works and Assets Manager

The Works Operations team is one of the primary implementation arms of the Assets and Operations Directorate. It is responsible for carrying out the physical functions such as cleaning, repairing, constructing, maintaining and rehabilitating transport and other civil infrastructure under its control; urban streetscapes; and recreation assets. This includes the operation of four depots to supply stores and equipment, managing and maintaining Council's vehicles and plant equipment, operation of workshop facilities, and managing its own quarry. The Works Operations team also support our disaster response and recovery efforts.

## Core Business

- Deliver civil construction and infrastructure works for transport, civil and recreation assets
- Operate and maintain Council amenities, urban streetscapes, public land and public facilities
- Carry out operation and maintenance activities in accordance with service level agreements and allocated budgets
- Operate and maintain Council's works depots and stores
- Provision of fleet management that supports the operational needs of the organisation including a 10-year fleet capital replacement program
- Maintain NSW Rural Fire Service vehicles, plant and equipment under relevant service agreements
- Supply quarry material for Council's construction activities as needed
- Operate, construct and maintain Council owned and/or controlled bridges, major wharves and public jetties, drainage, culverts and causeways, town centre carparks and sealed and unsealed roads and associated infrastructure to enable safe movement of people, vehicles and goods into and throughout the shire
- Construct and maintain council owned and/or controlled path infrastructure
- Deliver the capital works programs for civil and transport related assets
- Manage the response and recovery works related to disaster impacted infrastructure including identification, scoping and approval from administering agencies for restoration works

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Complete replacement of Murray's Creek bridge under the Fixing Country bridges Round 2B program
- Tathra-Bermagui Road reseal under Regional Road BLOCK grant
- Bega-Tathra Road pavement renewals under Regional Emergency Road Repair Fund grant
- Delivering the annual reseal program
- Finalising projects from the Oct/Nov 2022 flood event (AGRN1034) under Disaster Recovery Funding Arrangements

## Community Strategic Plan

Works Operations aligns with the following CSP themes.



**OUR INFRASTRUCTURE:** Our transport networks support our community to work, learn and socialise.

## Supporting Documents

- Strategic Asset Management Plan
- NSW Towards Zero
- Coastal Hazard Management Plans
- Floodplain Risk Management Plans
- Climate Resilience Strategy
- Stone Kerb Heritage Conservation Management Plan
- Asset Management Plans- Bridges, Roads, Stormwater, Buildings, Paths, Parks, Aquatics and Recreation

## Measures

- \$ value of disaster related restoration works completed
- Litres fuel consumed by fleet
- \$ fuel consumed by fleet
- # vehicles/plant mechanical service

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# Waste Services



26 FTE  
Waste Services Manager

The Waste Services team provide waste collection, disposal, recycling / beneficial reuse, infrastructure, services and education to protect public health and the environment and meet Council's legislative requirements under the Local Government Act 1993 and the requirements of the NSW Environmental Protection Authority.

## Core Business

- Provide waste and recycling collection services for residential, commercial and public areas
- Provide processing solutions for waste material received
- Manage risks to Council's waste operations and future strategic direction
- Resource and implement the Waste Strategy
- Review and update as required Council's Waste Asset Management Plan and asset register
- Improve Council waste operations to become a leader in our community and within the region
- Deliver best practice education programs that reduce waste to landfill, increase recycling and promote a circular economy
- Protect the environment from impacts associated with waste generation, resource recovery, recycling and disposal activities

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Submit a development application for expansion of landfill footprint at the Central Waste Facility
- Obtain development consent for a new organics processing facility at CWF
- Finalise a solution for domestic waste management for rural customers in the Cobargo and surrounding areas

## Community Strategic Plan

Waste Services aligns with the following CSP themes.



**OUR ENVIRONMENT:** We are leaders in sustainable living and support innovative approaches to resource use and sustainable design principles.



**OUR INFRASTRUCTURE:** Our infrastructure meets community needs.

## Supporting Documents

- Bega Valley Shire Council Waste Strategy 2025-2035 'Resources, Not Waste'

## Measures

- Volume of waste to landfill
- # of tonnes of waste diverted from landfill (through comingled recycling, scrap metal and FOGO)
- Remaining life of landfills
- # of education programs delivered

# Water and Sewer Services



74.4 FTE

Water and Sewer Manager

The Water and Sewer Services team provide a sustainable and cost-effective water and sewer service to meet present and future community needs, whilst adhering to relevant Council and NSW State Government policies, environmental legislation, licence requirements and environmental guidelines.

## Core Business

- Operate and maintain water supply and sewerage systems and treatment plants
- Meet health and environmental regulatory requirements
- Deliver water supply and sewerage system capital works (renewal, upgrade and new)
- Coordinate water resource investigations, drought management, water quality monitoring programs, drinking water management system, recycled water management system and performance monitoring reporting activities
- Enhance the environmental performance of water supply and sewerage system assets
- Maintain water and sewer assets and maintain asset registers

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Commission Bega Water Treatment Plant
- Reservoir renewals (Bemboka and Brogo Tank 2)
- Complete concept design for Bega and Merimbula Sewer Treatment Plant Upgrades
- Upgrade treatment plant Supervisory Control and Data Acquisition (SCADA) systems
- Review and streamline water and sewer strategies

## Community Strategic Plan

Water and Sewer Services aligns with the following CSP themes.



**OUR INFRASTRUCTURE:** Our infrastructure meets community needs.



**OUR ENVIRONMENT:** Our air and water are clean, and our natural environment and rural landscapes are protected.

## Supporting Documents

- Water and Sewer Strategy 2022-25

## Measures

- Volume of drinking water supplied (ML)
- Volume of recycled water supplied (ML)
- Dam reserves at end of period - Yellow Pinch and Ben Boyd dams (%)
- New water and sewer connections installed (#)

- Water assets by value renewed this year - refresh rate (%)
- Sewer assets by value renewed this year - refresh rate (%)
- Total maintenance spend (\$)
- Solar power generated and used on WTP sites (MWh)
- Water main breaks (#)
- Sewer main chokes and breaks (#)
- Sewer overflows to the environment (#)
- Sewage treatment compliance - Overall (%)
- Critical control point excursions at water filtration facilities (#)
- EPA reports related to sewer licence non-compliance (#)
- Water service complaints (#)
- Sewer service complaints (#)
- Actioned maintenance requests raised in the period (#)

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# COMMUNITY, ENVIRONMENT AND PLANNING

## Compliance and Ranger Services



8.8 FTE

Manager Certification and Compliance

The Compliance and Ranger Services team protects the amenity and safety of the community in relation to companion animals, stray stock, illegal dumping and littering, car parking and use of private and public land in accordance with Council's policies and relevant legislation including the *Companion Animals Act 1998*, *Local Government Act 1993*, *Protection of the Environment Operations Act 1993*, *Roads Act 1993*, *Environmental Planning and Assessment Act 1979* and the *Public Spaces (Unattended Property) Act 2021*.

### Core Business

- Participate in the monitoring, investigation and enforcement of non-compliance relating to abandoned and unattended articles, motor vehicles and livestock, illegal dumping and littering, public land use, animal control and parking enforcement
- Undertake initial investigations for illegal clearing and illegal building compliance
- Provide information, education and community awareness raising programs and information to encourage responsible companion animal ownership
- Participate in the yearly South Coast Shorebird Recovery Program in conjunction with National Parks and Wildlife Service (NPWS) and associated shorebird protection groups
- Maintain the Companion Animal Register (CAR) to ensure that all information is up-to-date and correct
- Complete mandatory reporting requirements within required timeframes to the Office of Local Government (OLG) in relation to dog attacks and companion animals processed through the pound facility
- Investigate dog attacks and follow up with both pecuniary and administrative controls to ensure ongoing safety
- Microchip animals and work with the Animal Welfare League, Far South Coast Branch to rehome suitable companion animals in line with current Memorandum of Understanding
- Operate companion animal and stock pound facilities
- Regulate public car parking, use of reserves and roadways compliance for commercial uses of public lands
- Manage and secure Council's allocated Penalty Infringement Books and contemporaneous notebook

### Community Strategic Plan

Community Safety and Compliance Services aligns with the following CSP themes.



OUR COMMUNITY: Our shire is a safe and affordable place to live.

## Supporting Documents

- Southern Region Illegal Dumping Program Guidelines
- Companion Animal Management Plan
- Guideline – companion animal dangerous and menacing dogs declaration
- Memorandum of Understanding with the Animal Welfare League, Far South Coast Branch

## Measures

- # seizures, impoundings, euthanizing and rehoming of companion animals
- # dog attacks reported, actioned and resolved
- # abandoned animal, article and vehicle reports investigated, actioned and resolved
- # dumping and littering reports investigated, actioned and resolved
- # penalty infringement notices (PINs) issued
- \$ value of PINs issued
- # companion animals registered, micro-chipped and changed details processed

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# Environmental Health



3.05

## Manager Certification and Compliance

The Environmental Health team delivers programs and activities to protect our community's public health and safety and our shire's environmental health in accordance with Council's policies and relevant legislation including the *Local Government Act 1993*, *Protection of the Environment Operations Act 1993*, *Food Act 2003*, *Public Health Act 2010*, *Swimming Pools Act 1992* and *Environmental Planning and Assessment Act 1979*. The service supports other sections of Council, residents, visitors, new and existing businesses, and state government including NSW Health, the EPA, and the NSW Food Authority.

### Core Business

- Provide specialist environmental health related risk assessment and referral advice for the development assessment, strategic planning and wider council teams
- Approve installation and operation of on-site sewage management systems and inspect on risk-based frequency
- Undertake the Drinking Water Monitoring Program for Council's potable water supply
- Regulate retail food businesses in the shire and support and promote food safety.
- Regulate public health premises including skin penetration businesses, cooling towers, public swimming and spa pools, and burials on private land.
- Maintain Council's registers for onsite sewage management, food premises, skin penetration premises, cooling and warm water systems, and private burials .
- Deliver and support education programs to raise the level of knowledge and understanding of environmental health issues
- Assist NSW Health and Food Authority with vector and disease surveillance/investigation, emergency management and disaster response.
- Respond to environmental health complaints including unhealthy premises, contamination, noise and air quality
- Respond to environmental pollution events

### 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Plumbing compliance following Water and Sewer Services' sewer smoke testing investigations
- Audit of onsite sewage management systems' assigned risk rating to ensure correct risk ratings have been applied

### Community Strategic Plan

Environmental Health aligns with the following CSP themes.



OUR COMMUNITY: Our shire is a safe and affordable place to live.

### Supporting Documents

- Bega Valley Development Control Plan 2013
- Development Contribution Plan (DSP) - Water Supply and Development Contribution Plan (DSP) - Sewerage Services
- Bega Valley Local Environmental Plan 2013
- Local Strategic Planning Statement

- Rural Residential Land Strategy
- Residential Land Strategy
- Climate Resilience Strategy
- Events Strategy 2024-2028
- Coastal Management Plans
- Pollution Incident Response Management Plans

## Measures

- # inspections of food premises
- Food premises Scores on Doors program results
- # inspections of public health premises
- # inspections of public pools and spas
- # on-site sewage management Approval to Install issued
- # onsite sewage management Approval to Operate issued
- % of onsite sewage management systems that failed inspection
- # UPSS / contaminated land inspections
- # cooling tower and warm water system inspections
- # potable water monitoring samples collected in Drinking Water Monitoring Program
- # pollution events responded to
- # weeks of mosquito trapping completed
- # environmental health education programs delivered

# Building Services



5.94 FTE

## Manager Certification and Compliance

The Building Services team ensure appropriate construction standards are adhered to in accordance with Council's policies and relevant legislation including the *Local Government Act 1993*, *Environmental Planning and Assessment Act 1979* and the Building Code of Australia.

### Core Business

- Assess and determine Construction and Complying Development Certificate applications and issue occupation certificates
- Investigate and resolve identified non-compliance against building and development standards
- Assess and regulate Local Government Act approvals including caravan parks, manufactured home estates and solid fuel heaters
- Provide bushfire planning assessment and strategic study services for residential, facility and subdivision development
- Undertake swimming pool barrier inspections and issue compliance certificates, certificates of non-compliance and directions
- Assess and determine Building Information Certificates

### Community Strategic Plan

Building Services aligns with the following CSP themes.



OUR COMMUNITY: Our shire is a safe and affordable place to live.



OUR CIVIC LEADERSHIP: We are an informed and engaged community with transparent, consultative and responsive Government services.

### Supporting Documents

- Bega Valley Development Control Plan 2013
- Development Contribution Plan (DSP) - Water Supply and Development Contribution Plan (DSP) - Sewerage Services
- Bega Valley Local Environmental Plan 2013
- Bega Valley Development Contributions Plan
- Local Strategic Planning Statement

### Measures

- # Construction Certificates issued
- # Occupation Certificates issued
- # Complying Development Certificates issued
- # Construction inspections undertaken
- # inspections swimming pool barrier compliance
- # reinspections and \$ value

# Biosecurity Services



5.25 FTE

Manager Certification and Compliance

The Biosecurity Services team provides control of priority weeds through the provision of services, information and education in accordance with Council's policies and relevant legislation including the *Biosecurity Act 2015*.

## Core Business

- Monitor priority weeds on public and private land for introduced incursions
- Control and regulate targeted priority weeds through a systematic inspection, notification and control program
- Provide information and community awareness programs regarding weeds identification and control techniques
- Continue to investigate new technology for weed inspections and weed mapping
- Contribute to agency and community partnerships through involvement with the Southeast NSW Regional Weed Management Committee

## Community Strategic Plan

Biosecurity Services aligns with the following CSP themes.



OUR COMMUNITY: Our shire is a safe and affordable place to live.



OUR ENVIRONMENT: Our air and water are clean, and our natural environment and rural landscapes are protected.

## Supporting Documents

- South East Regional Weed Management Committee Action Plan

## Measures

- # weed inspections
- Km of road reserves sprayed
- # high risk biosecurity sites inspections

# Library Services



12.4 FTE

Community and Cultural Services Manager

Library Services provide information, education, technology services and community spaces for residents and visitors to the Bega Valley. The service operates from locations at Bermagui, Bega, Tura Beach and Eden and is complemented by a range of outreach and online services. The library service plays a vital role in the learning, creativity and connectivity of our communities.

## Core Business

- Deliver library services that meet the information, recreational, educational, creative, literacy and participation needs of the community by offering accessible print, audio-visual and electronic resources, and modern item handling automation.
- Provide access to physical and electronic resources through an online catalogue, website and app
- Provide free WiFi and computers for public access with printing and scanning services
- Provide enquiry, reader's advisory, lending, home library and local history services
- Provide safe, accessible and welcoming spaces for people to meet, work, study, create, learn and participate in community life
- Host a range of activities, programs and events that facilitate learning and connection for community members and user groups including specific programs for children, youth and seniors and migrants; plus programming for technology training, author visits, school holiday programs, literacy programs, and family/local history
- Provide and maintain contemporary collections that are comparable with cohort NSW public libraries
- Deliver services under the Memorandum of Understanding with the University of Wollongong
- Deliver the Museum Advisor Program

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Develop new Library Services Strategic Plan 2026-2030
- Investigate the introduction of streaming services

## Community Strategic Plan

Library Services aligns with the following CSP themes.



**OUR COMMUNITY:** We are a vibrant, respectful, inclusive and connected community that enjoys a culturally rich community life.

## Supporting Documents

- Library Services Strategic Plan
- University of Wollongong Library Services Agreement
- NSW Library Act 1939 and Library Regulation 2018
- State Library of NSW Public Library Funding Strategy (annual)

## Measures

- \$ grant funding received to support Library Services
- # library visitors (all libraries)
- # active members (last 3 years)
- # technology instruction/assistance
- # attendees to library events
- # total loans and e-loans

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# South East Centre for Contemporary Art



2.8 FTE

Community and Cultural Services Manager

The South East Centre for Contemporary Art (SECCA) is a purpose-built art gallery serving the Bega Valley Shire and surrounding south east NSW. The artistic program relies on external funding and delivers a minimum of 7 exhibitions of national significance each year. Where partnerships and funding are found, public programs are delivered through a range of contemporary art making workshops employing local professional artists. SECCA supports artists and fosters economic activity, and attracts visitors into the region by delivering unique and innovative programs.

## Core Business

- Develop and deliver a nationally significant artistic program and develop audience engagement
- Partner with relevant arts organisations, private galleries, philanthropists and government agencies to continue to build the gallery's scope, programs and collection
- Facilitate touring exhibitions of national significance
- Identify and apply for available grant and funding opportunities to deliver core artistic program
- Work with professional artists to contribute to a vibrant society and culture
- Deliver public programs where resources allow
- Manage the gallery's online presence
- Continue peak sector representation
- Drive events and programming that adds strong outcomes in the emerging cultural tourism economy
- Facilitate creative pathways for community groups and economic opportunities for local artists through dedicated project space
- Manage and develop the SECCA collection
- Model behavior for a high-quality tourism offering in the Bega Valley Shire and complement leading providers in the arts, culture and visitor sector
- Oversee service agreement with South East Arts Inc

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Develop SECCA Strategic Plan
- Review collection management procedures and processes
- Deliver on actions identified in the Arts and Culture Plan
- Develop collaborations with local creative industry leaders
- Establish Aboriginal artist's mentoring program

## Community Strategic Plan

SECCA aligns with the following CSP themes.



**OUR COMMUNITY:** We are a vibrant, respectful, inclusive and connected community that enjoys a culturally rich community life.

## Supporting Documents

- MOU with South East Arts – Regional Arts Development Organisation
- NSW Government 'Creative Communities' 2023
- Australian Government 'Revive - The national cultural policy' 2023
- BVSC Arts and Culture Plan

## Measures

- Visitation numbers to SECCA
- Attendees to SECCA events
- # significant exhibitions every year

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# Family Services



FTE 3.7

Community and Cultural Services Manager

Family Services delivers specialist support to families with children at risk under the Family Preservation Program. This service will conclude on 31 March 2026.

## Core Business

- Deliver complex and intensive case management, home visiting, positive parenting education programs and early intervention for families with children at risk under the Family Preservation Program guidelines

## Community Strategic Plan

Families, Ageing and Disability Services aligns with the following CSP themes.



OUR COMMUNITY: We are a resilient and caring community that supports the health and wellbeing of our residents.

## Supporting Documents

- Family Preservation Program Guidelines

## Measures

- Utilisation rate of Brighter Futures Service above 90%

# Early Education Services



38.7 FTE

Community and Cultural Services Manager

The Early Education Services' team provides high-quality accredited Preschool and Long Day Care programs within the Bega Valley Shire. Centre-based programs are delivered in Bega and Eden, and Mobile Preschool programs are delivered in Candelo, Bemboka and Wolumla.

## Core Business

- Provide high quality, accredited early childhood education and care programs, compliant with the National Quality Framework, federal law and regulations, delivered by accredited educators
- Provide young children with opportunities to maximise their potential and develop a foundation for future success in learning
- Build secure, respectful and reciprocal relationships between educators, children and their families in line with the Early Years Learning Framework for Australia
- Deliver culturally safe, high quality early years services and activities that facilitate and maintain positive and healthy child development and school readiness, consistent with the Indigenous Advancement Strategy's (IAS) project guidelines
- Provide inclusive services that value equity and diversity and cater for children with a range of learning and/or support needs
- Ensure services remain affordable for vulnerable and disadvantaged families through promotion and utilisation of the government's childcare subsidies, government and philanthropic grant funding opportunities, appropriate fee scheduling and effective budget management
- Ensure services are delivered from appropriately resourced and maintained premises, to ensure safety and high-quality learning environments for children, staff and community members
- Establish and maintain effective, collaborative relationships with families, early childhood education and care providers, schools, community support services, researchers, and regulatory and funding bodies to maximise outcomes for children

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Implement ACECQA's Assessment and Rating Recommendations for continuous improvement
- Deliver Gujaga (small children's) Journey Project
- Extend Sapphire Mobile Preschool operations

## Community Strategic Plan

Children's Services aligns with the following CSP themes.



**OUR COMMUNITY:** We are a resilient and caring community that supports the health and wellbeing of our residents.



**OUR ECONOMY:** We have meaningful employment and learning opportunities for people at all stages in life.

## Supporting Documents

- The Early Years Learning Framework for Australia: Belonging, Being and Becoming
- ACECQA Guide to the National Quality Framework
- Child Care Provider Handbook Australian Department of Education
- Aboriginal Cultural Safety Framework NSW Department of Education

## Measures

- # children enrolled across Early Education Services
- # Aboriginal and/or Torres Strait Islander children enrolled
- # Utilisation rates (i.e: proportion of available places booked)

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# Community Development, Halls and Cemeteries



5.34 FTE

Community and Cultural Services Manager

The Community Development, Halls and Cemeteries team delivers strategic projects and programs that support the social wellbeing of the shire by assisting in creating stronger, more connected communities. The team partners with community and agencies to build resilience and advance the wellbeing of all residents. The team works alongside community volunteers to support access asset management and activation of, Council's 18 community halls and 14 cemeteries across the shire.

## Core Business

- Support and promote the work of volunteers and community groups in the shire
- Develop and maintain cross agency relationships to continue community recovery and build resilience
- Deliver programs that address social priorities across the Bega Valley Shire including for young people, older people and people from diverse cultural backgrounds, where funding allows
- Enhance social cohesion through collaborative partnerships with key stakeholders to strengthen inclusion and community connection
- Manage and update the Community Directory
- Oversee the operation and maintenance of 14 cemeteries across the shire
- Manage 18 community halls across the shire, manage the upkeep and maintenance of community halls and cemeteries to ensure safety, functionality and preservation
- Support and coordinate 3 Section 355 Committee meetings, ensuring effective community engagement and governance for Councils General Halls, Cemetery Advisory and Montreal Goldfields Committee
- Oversee hall, Montreal Goldfield and cemetery volunteers providing guidance, training and support to enhance community involvement
- Monitor, review and report on the implementation of Council's Disability Inclusion Action Plan (DIAP)

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Progress Cemetery Mapping Project
- Investigate online booking systems for halls
- Refresh Council's Disability Action Plan
- Review and improve financial management processes for halls committee
- Support delivery of youth week and seniors week activities and partner with local services

## Community Strategic Plan

Community Development, Halls and Cemeteries aligns with the following CSP themes.



**OUR COMMUNITY:** We are a resilient and caring community that supports the health and wellbeing of our residents.



**OUR CIVIC LEADERSHIP:** Government services have strong organisational practices that deliver services and facilities to meet community needs.

## Supporting Documents

- Bega Valley Affordable Housing Strategy
- MOU with Bega, Eden and Merrimans Local Aboriginal Lands Council
- Cemetery Plan 2020-2030

## Measures

- # of hall bookings facilitated
- # of Committee Meetings facilitated
- # of hall maintenance tasks completed
- # of active community hall volunteers
- # of burials and interments
- # of community activities delivered in partnership with a community group

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# Strategic Planning



5.85 FTE  
Planning and Sustainability Manager

The Strategic Planning team prepares strategic land use plans for the housing, employment and environmental needs of our current and future population to meet a range of regional and Council planning policies as well as the *Environmental Planning and Assessment Act 1979*.

## Core Business

- Provide strategic land use planning advice for planning proposals
- Prepare planning policies and strategic studies to inform land use planning for the Bega Valley Shire
- Prepare and manage Council's Local Environmental Plan, Development Control Plan and Contributions Plan
- Process planning proposals (including reclassification of Council land)
- Participate in regional planning and infrastructure forums
- Manage information for planning certificates
- Provide advice to Councillors, staff and the development industry about changes to legislation and guidelines
- Prepare submissions on NSW planning changes, reform and draft regional strategic documents

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Prepare urban renewal plans for Bega, Eden and Merimbula
- Undertake R3 Medium Density Residential and MU1 Mixed Use zones review
- Prepare a local infrastructure contribution plan for Wolumla
- Implement recommended changes to the Development Control Plan and Local Environmental Plan from the Wolumla Structure Plan
- Prepare a Streetscape Masterplan for Wolumla
- Prepare an Urban Tree Shade strategy
- Progress comprehensive review of Bega Valley Development Control Plan

## Community Strategic Plan

Strategic Planning aligns with the following CSP themes.



**OUR ENVIRONMENT:** We are leaders in sustainable living and support innovative approaches to resource use and sustainable design principles.



**OUR CIVIC LEADERSHIP:** We are an informed and engaged community with transparent, consultative and responsive Government services.



**OUR COMMUNITY:** We are a vibrant, respectful, inclusive and connected community that enjoys a culturally rich community life.

## Supporting Documents

- Bega Valley Local Environmental Plan 2013
- Bega Valley Development Control Plan 2013
- Bega Valley Shire Local Strategic Planning Statement
- Bega Valley Local Infrastructure Contribution Plan 2024-2036
- Bega Valley Shire Rural Residential Strategy
- Bega Valley Shire Commercial Land Strategy
- Bega Valley Shire Residential Land Strategy
- Stage Three A: Aboriginal Cultural Heritage Study, 2010
- MOU with Bega, Eden and Merrimans Local Aboriginal Land Councils
- Climate Resilience Strategy
- Development Servicing Plan (DSP) Water Supply
- Development Servicing Plan (DSP) Sewerage Services

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# Environment and Sustainability



4.25 FTE

Planning and Sustainability Manager

The Environment and Sustainability team leads Council's conservation, protection and management of the Bega Valley Shire's highly valued natural systems that underpin the quality of life for our residents and sustain our local agricultural and visitor economy. The team works to mitigate environmental impacts of development and infrastructure provision; assess and plan for natural hazards through the provision of planning, monitoring and management in accordance with regional and Council policies and relevant legislation including the *Biodiversity Conservation Act 2016*, *Coastal Management Act 2016* and *Protection of the Environment Operations Act 1997*. The team also provides advice on urban landscape and amenity, shire presentation and ensuring Council delivered infrastructure projects enhance the shire's appearance. This service involves Council and the community working together to improve the local environment and reduce our ecological footprint through education and awareness programs, volunteer management and partnerships, cleanup activities and environmental sustainability initiatives.

## Core Business

- Provide specialised environmental impact assessment of development activities
- Conservation, protection and management of the shire's natural environment
- Lead and provide specialised strategic advice on the Shires physical and infrastructure resilience to natural hazards and cumulative impacts of climate change
- Regulate tree and vegetation removal on private land and provide specialist advice
- Plan and manage sensitive environmental features of the shire's coastal zone and natural areas
- Project manage vegetation and rehabilitation programs to protect and enhance the shire's biodiversity
- Oversee the Community Environmental Grants Program
- Measure and report Council's environmental performance and energy consumption
- Deliver Flood Planning and Coastal Management programs
- Implement key actions from the Climate Resilience Strategy and Clean Energy Plan within Council and across the shire
- Implement landscape improvements to the public domain within our towns and villages
- Promote improved overall sustainability outcomes for Council's operation
- Deliver and support environmental education programs and initiatives, develop environmental strategies, policies and procedures

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Continued development of BVSC emissions reduction plan and process for efficiently capturing emissions data for annual reporting requirements
- Commence implementation of the Bermagui, Wallaga Lake, Merimbula Lake, Back Lake and Lake Curralo Coastal Management Programs
- Review Estuary Entrance Policies
- Prepare roadside vegetation assessment and develop operational procedures for Council and contract road maintenance teams
- Examine shires physical cumulative resilience to natural hazards and develop multi hazard prioritized action program
- Continue environmental engagement program including "life in our cemeteries" events, Love Our Lakes program and development of environmental weed awareness program
- Develop a Tree and Vegetation Planting Procedure, including tree species lists, for public spaces

## Community Strategic Plan

Environment and Sustainability Services aligns with the following CSP themes.



OUR ENVIRONMENT: We adapt to and mitigate the effects of climate change.



OUR ENVIRONMENT: Our air and water are clean, and our natural environment and rural landscapes are protected.

## Supporting Documents

- Climate Resilience Strategy
- Clean Energy Plan
- Bermagui River, Lake Curalo, Merimbula and Back Lake & Lake Curalo Coastal Management Program
- Bega/Brogo Rivers, Merimbula Lake, Pambula/Yowaka Rivers, Eden/Towamba Flood Management Programs Delivery

## Measures

- # vegetation permits issued
- # participants attending environmental education programs

# Planning Services



12.45 FTE

Planning and Sustainability Manager

The Planning Services team provides pre-lodgment advisory services, development assessment, subdivision certification and development engineering services. Our services seek to achieve sustainable development throughout the shire, having regard for social, economic and environmental factors and to meet a range of regional and Council planning policies as well as legislation including the *Environmental Planning and Assessment Act 1979*, *Local Government Act 1993*, *Roads Act 1993*, *Protection of the Environment Operations Act 1995*, *Biodiversity Conservation Act 2016*, *Heritage Act 1977* and the *National Parks and Wildlife Act 1974*. The team undertakes assessment and determination of all development applications, and is responsible for issuing subdivision works certificates, subdivision certificates, quality assurance inspections and construction supervision of developments on public land, pre-lodgment information and advice to Council and stakeholders in all aspects of the development assessment process.

## Core Business

- Provide professional planning advice to the community, developers and government departments
- Assess and determine development applications, subdivision post consent certificates and final subdivision certificates
- Develop and implement new systems for approval and compliance processes in response to NSW planning reforms
- Meet legislative reporting requirements
- Provide specialist advice as it relates to engineering issues within the development and planning framework

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Undertake process improvements to improve Development Application assessment times in accordance with the Environmental Planning and Assessment (Statement of Expectations) Order 2024
- Undertake process improvements for Quality Assurance Inspections associated with Subdivision Works Certificates and Section 138 Roads Act approvals

## Community Strategic Plan

Planning Services aligns with the following CSP themes.



OUR ENVIRONMENT: Our air and water are clean, and our natural environment and rural landscapes are protected.



OUR ENVIRONMENT: We are leaders in sustainable living and support innovative approaches to resource use and sustainable design principles.

## Supporting Documents

- Bega Valley Development Control Plan 2013
- Bega Valley Local Environmental Plan 2013

- Bega Valley Local Infrastructure Contributions Plan 2024-2036
- Local Strategic Planning Statement 2040
- Residential Land Strategy 2040
- Rural Residential Strategy 2020
- Commercial Land Strategy 2040
- Climate Resilience Strategy
- Affordable Housing Strategy

## Measures

- # DAs lodged
- # DAs determined
- Total project value of determined applications
- Average days taken for DA/modification determination (gross and net)
- # Section 138 road certificates issued
- # subdivision and strata-subdivision certificates issued

# Development Support Services



10.05 FTE

Planning and Sustainability Manager

The Development Support Services team is a dedicated development focused customer service team providing advice in relation to building, renovating, demolishing, subdividing land, changing the use of a building or land. The team also administers Council's use of public land procedure.

## Core Business

- Provide specialised development focused customer service through Development Support Services for development enquiries and DA lodgement requirements, including administering the NSW Planning Portal
- Prepare and issue Section 10.7 Zoning Certificates
- Desktop administration, including monitoring Council's register for new Development Applications, Subdivision Works Certificates and Modifications as well as Subdivision Certificate Applications
- Deliver the Public Land Use process and maintain the public land register
- Coordinate the submission of statutory reporting such as Planning Reform
- Provide administrative support to the Planning and Sustainability Services
- Coordinate European Heritage assessments and advice

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Undertake process improvements to improve Development Application lodgement times in accordance with the Environmental Planning and Assessment (Statement of Expectations) Order 2024
- Provide improved support resources for applicants submitting Development Applications including DA Lodgement Matrix
- Website updates to enable improved customer self-service for development enquiries
- Continued integration of Council's services interface with the NSW Planning Portal

## Community Strategic Plan

Development Support Services aligns with the following CSP themes.



**OUR ENVIRONMENT:** Our air and water are clean, and our natural environment and rural landscapes are protected.

## Supporting Documents

- Bega Valley Development Control Plan 2013
- Bega Valley Local Environmental Plan 2013
- Bega Valley Local Infrastructure Contributions Plan 2024-2036

## Measures

- Average Development Application lodgement days

# BUSINESS AND GOVERNANCE

## Property and Legal Services



12 FTE

Property and Legal Manager

The Property and Legal Services team provides a range of services and facilities that enable the community to engage in activities which strengthen the shire's social and cultural fabric. The team leads the effective operation, management, strategic direction, and planning related to Council's property portfolio, saleyards, and Bega Valley Commemorative Civic Centre. The team purchases, develops and manages the Council's property portfolio in accordance with relevant legislation, regulations and Council's policies and procedures to ensure legal obligations are met. The team provides advice and support to management on strategic and operational risks and is responsible for insurance claim resolution, insurance portfolio management, coordination of Council's internal audit framework and the Audit, Risk and Improvement Committee. The team supports Council in the acquisition of goods, works and services and provides a framework for best practice procurement through purchasing, tendering and contract management, ensuring best value for money in a transparent, accountable, efficient, and effective manner.

### Core Business

- Manage Council's property portfolio, including the acquisition and disposal of land and easements, road closures and openings, and other land dealings to ensure legal obligations are met
- Oversee all aspects of the lease and licence process for Council owned and managed land and buildings
- Lead the effective operation and management of Council's saleyards and Bega Valley Commemorative Civic Centre
- Ensure compliance with Native Title and Aboriginal Land claims over all Crown land under Council's direct management
- Process road naming applications in accordance with current legislation and guidelines
- Evaluate current and future operational needs, and develop creative property strategies, responses and solutions that enable Council to deliver valuable property services and projects
- Monitor and promote Council's enterprise-wide risk management framework as a decision-making tool
- Review and coordinate organisational strategic and operational risk registers
- Manage Council's insurance policy portfolio and provide insurance claims management
- Support the function of Council's Audit, Risk and Improvement Committee (ARIC)
- Manage Council's internal audit control programs, including internal audit strategic and operational plans
- Coordinate Business Continuity Plans and critical incident sub-plans
- Supporting Council in developing controls for addressing fraud and corruption risk and an overarching improvement framework
- Assist in conducting after-action reviews, process assessment, and incident investigations
- Monitor improvements in operational processes, services and performance
- Undertake strategic organisation wide procurement and contract activities
- Oversee and assist procurement activities undertaken by Council's business units to promote best practice
- Implement compliance and governance practices in Council to minimise risk in procurement and contract management
- Develop and deliver staff training on procurement and contract management systems and processes to build capability

- Develop and maintain strategic supplier relationships
- Provide procurement and contract management advice to key stakeholders on legislation, regulations, and best practice
- Administration support to the Rural Fire Services
- Administer the purchase card program.

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Progress internal audit to evaluate the effectiveness of Council's current contract management practices
- Progress work on Affordable Housing Strategy actions
- Progress with the implementation of a BVCCC website
- Develop a BVCCC business plan, procedures and processes
- Advance negotiations with landholders to facilitate the LSPS action, aimed at establishing a new enterprise precinct between Bega and Wolumla
- Review and assess tenure and gather evidence of public work for all Council Managed Crown Land in response to the South Coast Peoples Native Title Claim
- Review of the current procurement and contract template suite, including aligning requirements to be category specific, implementing Panel documentation, and aligning with the Australia Consumer Law.

## Community Strategic Plan

Property and Legal services aligns with the following CSP themes.



**OUR CIVIC LEADERSHIP:** Government services have strong organisational practices that deliver services and facilities to meet community needs.



**OUR ECONOMY:** Our economy is prosperous, diverse and supported by innovative and creative businesses.

## Supporting Documents

- Asset Management Plan – Buildings
- Bega Valley Shire Affordable Housing Strategy
- Commercial Land Strategy 2040
- Community Engagement Strategy
- Residential Land Strategy 2040
- Rural Residential Land Strategy
- Community Land Plan of Management
- ISO 31000:2018 Risk management — Guidelines
- Audit, Risk and Improvement Committee Charter
- Procurement and Contracts Improvement Plan 2023 - 2028
- Clean Energy Plan 2019 - 2030
- Fraud and Corruption Control Plan
- ARIC Strategic Work Plan 2022 – 2026
- Bega Valley Local Environmental Plan 2013
- Bega Valley Development Control Plan 2013
- Council's Disability Inclusion Action Plan 2021 – 2025
- Local Strategic Planning Statement 2040

- Memorandum of Understanding: Local Aboriginal Land Councils
- Merimbula Airport Masterplan 2043
- Funding our Future July 2024
- Arts and Culture Plan 2024/25 -2029/30
- Tathra Wharf Precinct Plan
- Climate Resilience Strategy 2050
- Events Strategy 2024 – 2028Memorandum of Understanding: South East Arts

## Measures

- # of days BVCCC is occupied
- # of large-scale events held at BVCCC
- # Requests for Tender (RFT) (Procurements > \$250k)
- # Purchase Orders generated
- # Purchase card transactions
- # of new Class 1 & 2 (>\$150k) contracts
- # of new Class 3 (>\$5m) contracts
- # of leases and licences managed
- # of property parcels managed
- # of legal matters managed
- # Native Title assessments facilitated
- # Aboriginal Land Claims determinations facilitated
- 100% of internal audits identified in the internal audit plan completed
- One business continuity exercise or development session delivered
- 100% completion of the 'Continuous Improvement Pathway'
- Minimum of 4 ARIC meetings per financial year
- # of insurance claims investigated and actioned

# Information Technology



13 FTE

Information Technology Manager

The Information Technology (IT) team provides a wide range of information, systems and technology focused services that enable Council to deliver its program of works and achieve resilience in services delivered to our community.

## Core Business

- Specification, maintenance and implementation of IT Policy and Procedures to guide Councils appropriate use of IT Solutions
- Strategic alignment, direction setting and long-term financial planning to ensure Councils IT Service offering is sustainable, scalable and supportive of Councils objectives
- Service Management via IT helpdesk for employees and Councilors
- Procurement, management, maintenance and end user support for
  - Councils technology infrastructure, including Disaster Recovery capabilities
  - Councils cloud based infrastructure and services (Office 365 environment)
  - Councils IT assets, including both office-based and mobile technology equipment
  - Councils telecommunications, networking and connectivity equipment
  - Councils core business systems, including Enterprise Resource Platform (ERP), Geographical Information System (GIS) and Corporate Asset Management System
  - Councils security access systems, including swipe cards and CCTV cameras
- Management of Councils IT vendors and associated contractual agreements
- Management of Councils cyber security risk profile, systems and compliance
- Data management and maintenance
- Project stakeholder and adviser for corporate projects requiring or delivering technology solutions (infrastructure, business applications and software and telecommunications)

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Progress Data as an Asset initiative
- Progress Cyber Security maturity
- Progress Customer Experience and Engagement uplift initiative
- Improve IT Service Management

## Community Strategic Plan

Information Technology services aligns with the following CSP themes.



**OUR CIVIC LEADERSHIP:** Government services have strong organisational practices that deliver services and facilities to meet community needs.

## Supporting Documents

- Digital Strategy 2022-25 and Digital Strategy 2025-2029
- NSW Strategies and Guidelines: Beyond Digital; Essential Eight (cyber security policy), Data Policy, ICT Assurance Framework)
- Australian Public Service – Data and Digital Government Strategy
- NSW State Records Act 1998 (data collection, retention and storage)
- Privacy and Personal Information Protection Act 1998 (PPIP Act)
- Radiocommunications Act 1992 (communications safety)
- Cyber Security Act 2024
- WCAG2.0 (website accessibility)
- Draft Cyber Security Strategy

## Measures

- Improved BVSC Cyber Security status as represented by Essential 8 maturity assessment increase
- Progress towards Data as an Asset Initiative as represented by an increase in maturity assessed via the Australian Government Data Maturity Assessment tool (Australian Government, Dept. of Finance).

# Finance and Revenue Services



**13.4 FTE**  
**Finance Manager**

The Finance and Revenue teams are responsible for implementing and monitoring Council's financial obligations, management and planning. They support Council, the Leadership Executive Group and managers to undertake their financial management responsibilities. They ensure we are compliant with tax obligations, provide funds for Council's operations and ensure compliance with the relevant accounting standards, regulation and legislation including the Local Government Act 1993 and Code of Accounting Practice. They also administer rates, water billing and sundry debtors.

## Core Business

- Develop Council's Long Term Financial Plan and supporting financial strategies
- Oversee accounts payable and receivable
- Manage Council's borrowings and investments in accordance with Council's Financial Strategy
- Process fortnightly payroll
- Manage and update Council's financial information system (Authority)
- Coordination of Council's annual fees and charges
- Preparation of compliant financial reports including audited annual accounts
- Preparation of Council's annual budget along with monthly budget monitoring
- Review and implement financial policies and procedures
- Provision of relevant, timely and accurate financial information for corporate and audit reporting
- Provide ongoing staff training for Authority and monthly budgeting processes
- Levy rates and manage water billing and sundry debtors
- Process Section 603 certificates, pension applications, notice of sale updates, supplementary valuations and hardship applications

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Rating structure review
- Debt Recovery – Sale of land for unpaid rates
- Asset management financial data improvements

## Community Strategic Plan

Finance and Revenue Services aligns with the following CSP themes.



**OUR CIVIC LEADERSHIP:** Government services have strong organisational practices that deliver services and facilities to meet community needs.

## Supporting Documents

- Long Term Financial Plan 2025-34
- Finance Improvement Plan
- Resourcing Strategy
- Adopted Fees and Charges
- Revenue Policy
- Council's Strategic Asset Management Plan

## Measures

- # accounts payable invoices processed
- 100% Finance reporting requirements meet legislated deadlines
- Operating performance ratio above benchmark
- Own source operating revenue ratio above benchmark
- # rates notices issued (annual)
- # water notices issued (quarterly)
- # 603 certificates issued
- % of rates outstanding
- # notices issued electronically
- # ratepayers using Payble

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# Customer Service



**7.2 FTE**  
**Finance Manager**

Customer Service provide the first point of customer contact for residents, businesses and visitors contacting Council by phone and face-to-face front counter enquiries. The service aims to ensure all customers receive quality service that is transparent, timely, open and equitable. The Customer Service counter is located in Bega at Council's Zingel Place building and is open from 9am-4.30pm Monday to Friday. Council also offers after hours service.

## Core Business

- Provide primary resolution services for the community when in contact with Council
- Receive and record customer service requests (CRMs) for action by appropriate staff
- Manage community bookings for street stalls, sportsgrounds and reserves
- Complete animal registrations and process payments
- Manage after-hours call centre for 24-hour emergency customer service contact
- Collect and receipt monies collected on behalf of Council including rates, account payments, fees and charges
- Arrange and supervise file inspections
- Process rural addressing applications

## Community Strategic Plan

Customer Service aligns with the following CSP themes.



**OUR CIVIC LEADERSHIP:** Government services have strong organisational practices that deliver services and facilities to meet community needs.

## Supporting Documents

- Organisation Service Standards

## Measures

- # compliments
- # Bega Service Counter enquiries
- # after hours phone service calls
- # calls to 6499 2222
- % of calls resolved at first contact

# People and Culture



4 FTE

People and Governance Manager

The People and Culture team deliver strategic and operational human resource services that help staff effectively deliver services to the community. The People and Culture team are responsible for attracting, engaging and retaining staff by embedding the organisation's values and fostering a safe and equitable work environment where people are skilled, valued, and supported to meet Council's obligations under the *Local Government Act 1993* and other relevant industrial awards and legislation.

## Core Business

- Implement the Workforce Strategy and resourcing plans
- Promote organisational values and coordinate regular reviews of organisational culture
- Coordinate the following human resources activities:
  - review position descriptions and salary evaluations
  - recruitment, selection and onboarding of new staff
  - induction
  - mandatory training – including tickets, licenses and permits
  - learning and development
  - annual staff appraisals
  - exit surveys
  - maintain HR data, processes and systems
- Support cadets, apprentices and trainees
- Provide Employee Relations and Industrial Relations support and advice
- Conduct workplace investigations
- Coordinate requests for work experience and work placements

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Implementing the 2025/26 priority actions within the adopted Workforce Strategy
- Delivering the Regional Youth Investment Program (RYIP) Grant
- Delivering the 'Fresh Start' cadet program
- Coordinating the delivery of Council's cadet, trainee, and apprentice program
- Coordinating the delivery of Council's mentoring program
- Coordinating the delivery of Council's corporate training program
- Coordinating an organisational culture and staff satisfaction survey

## Community Strategic Plan

People and Culture aligns with the following CSP themes.



**OUR CIVIC LEADERSHIP:** Government services have strong organisational practices that deliver services and facilities to meet community needs.

## Supporting Documents

- Workforce Strategy 2025-2029
- Strategic Asset Management Plans 2025-29
- Long-term Financial Plan 2025-34
- Digital Strategy 2025-29
- Diversity and inclusion employment procedure
- Disability Inclusion Action Plan
- Memorandum of Understanding with Local Aboriginal Land Councils
- Corporate training program

## Measures

### Workforce profile

- # full time equivalent staff
- # of fixed-term contract staff
- # Contract employees
- # Cadets
- # Trainees
- # apprentices
- # of casual employees engaged
- Gender profile
- Age profile
- Length of service profile
- Diversity profile
- Turnover rates

### Operational

- # of recruitment activities undertaken
- # of training courses delivered
- # of staff attended training

# WHS and Employee Wellbeing



3.1 FTE

People and Governance Manager

Council's Work Health and Safety (WHS) and Employee Wellbeing team supports Council to meet its WHS obligations by advising staff on Council's WHS management system, monitoring compliance with WHS requirements, and responding to WHS incidents. The team are also responsible for delivering workplace wellbeing programs, administering the injury management process and providing wellness support to staff.

## Core Business

- Develop and implement Council's WHS management system
- Coordinate safety inspections and recommend corrective actions
- Develop and promote safety awareness programs
- Provide advice on safe systems of work documentation
- Coordinate Council's WHS Safety Committee
- Review and investigate incidents and recommend controls and prevention strategies
- Develop and deliver workplace wellness program
- Administer Council's Employee Assistance Program
- Process compensation claims and return to work program
- Administer Council's non-compensable injury management processes

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Complete the annual StateCover WHS self-assessment audit
- Implement improvement actions from the 2024/25 WHS self-assessment audit
- Implement Council's renewed Safe Systems of Work platform
- Review and improve Council's emergency management framework
- Review and improve Council's traffic management framework
- Review Council's WHS framework to ensure safety is included in relevant planning activities

## Community Strategic Plan

WHS and Employee Wellbeing aligns with the following CSP themes.



**OUR CIVIC LEADERSHIP:** Government services have strong organisational practices that deliver services and facilities to meet community needs.

## Supporting Documents

- Workforce Strategy 2025-29
- Strategic Asset Management Plans 2025-29
- Long-term Financial Plan 2025-34
- Corporate training program

## Measures

- # WHS incident reports
- # workers lost time injury due to WHS incidents
- # safety inspections completed
- # workers compensation claims
- # of staff participating in wellbeing program

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# Governance and Records



5.9 FTE

People and Governance Manager

The Governance and Records team ensure Council's physical and electronic records are maintained securely, accessed appropriately and are made available to support the operational functions of Council ensuring compliance with relevant legislation. They also ensure good governance systems are developed and implemented to comply with legislation.

## Core Business

- Support the organisation to meet requirements of
  - *Government Information (Public Access) Act 2009 (GIPA)*
  - *Privacy and Personal Information Protection Act 1998 NSW (PPIP)*
  - *Copyright Act 1968*
  - *Public Interest Disclosure Act 1994*
  - *Local Government Act 1993*
  - *NSW Industrial Relations Act 1996*
  - *NSW State Records Act 1998*
- Monitor and review Council's policy and procedure framework
- Coordinate the updating of Council's policies and procedures
- Deliver online training to staff in governance and records management
- Maintain Council's delegations, benefits and gifts registers
- Register incoming documentation and allocate customer requests CRMs
- Manage Council's records in accordance with record management protocols including archival and disposal of relevant records
- Digitise hard copy property and building files in compliance with NSW State Records Act 1998

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Undertake a self-assessment of Council's records management practices in accordance with guidelines from NSW State Archives and Records Authority (SARA)
- Implement an improvement action plan in response to outcomes of the records management self-assessment

## Community Strategic Plan

Governance and Records aligns with the following CSP themes.



**OUR CIVIC LEADERSHIP:** We are an informed and engaged community with transparent, consultative and responsive Government services.

## Supporting Documents

- Organisation Service Standards
- Delegations Register
- Workforce Strategy 2025-29
- Long-term Financial Plan 2025-34
- Digital Strategy 2025-29

## Measures

- # Code of Conduct complaints
- # informal GIPA applications
- # formal GIPA applications
- # PPIP application, notifications or complaints
- % compliance with mandatory reporting by required deadlines
- # Customer Request Management actions created
- # of documents registered by Council

# Communication and Engagement



6 FTE

Communication and Engagement Manager

The Communication and Engagement team provides strategic communication, media and community engagement support for Council's services, programs, activities and events. This includes internal and external multimedia communication; media engagement (proactive, reactive and issues management); social media management; support and promotion of Council activities; communication support of civic events and awards; advice and internal knowledge building of community engagement activities; provision of graphic design and signage artwork; and website publishing and administration. The Communication and Engagement team works in partnership with service areas to engage with the Bega Valley community, promote Council priorities and supports community engagement.

## Core Business

- Facilitate timely, open and accurate communication with the public about Council projects and initiatives
- Provide strategic communication, media and issues management advice
- Maintain Council's reputation as a trusted voice and advocate for the Bega Valley Shire
- Deliver reactive and proactive media engagement to foster accurate, fair and balanced coverage of Council programs and activities
- Deliver media training across the organisation as required
- Develop and maintain Council's online presence including Council's website and primary social media channels
- Provide communication support for Council led civic events and awards
- Provide emergency communication advice and support, including support unplanned road closures, service interruptions and risks/hazards across the Bega Valley Shire
- Deliver regular Council newsletters (internal and external)
- Support the implementation of the Community Engagement Handbook through staff training, case studies and updating tools where required
- Support disaster management and recovery communications
- Facilitate internal communication and manage the Staff Portal and Viva Engage platforms to support knowledge sharing and collaboration
- Ensure consistent use of Council's brand and style guide
- Develop communication related policies, procedures and strategies to guide Council staff, contractors and Councillors
- Develop and design corporate, communication and information products/resources

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Progress Stage 2 of the Staff Portal refresh – support sections to improve content placement on their work hub site pages
- Migrate from existing website platform to a new website provider
- Investigate project scope for a new online engagement platform
- Review council's writing guide to support customer experience framework

## Community Strategic Plan

Communication and Engagement aligns with the following CSP themes.



OUR CIVIC LEADERSHIP: We are an informed and engaged community with transparent, consultative and responsive Government services.

## Supporting Documents

- Community Engagement Strategy
- Internal Communication Framework
- BVSC writing guide
- BVSC brand guideline

## Measures

- # Have your say engagements
- # of website visits (page views)
- # of social media posts – LinkedIn, Facebook, Instagram
- # of social media followers
- # of newsletters
- # of newsletter subscribers
- # Live Traffic updates
- # of media releases
- # of media alerts
- # of public notices
- # speeches - Mayor

# Corporate Planning and Improvement



3.2 FTE

Corporate Planning and Improvement Manager

The Corporate Planning and Improvement team delivers Council's Integrated Planning and Reporting function and supports strategic projects and programs that benefit the community and enhance the economic outcomes for the region. The team is responsible for delivering the community grants program, securing external funding to support Council services, advocacy, economic development, managing Council's tourism contract and corporate improvement projects.

## Core Business

- Implement and monitor the Integrated Planning and Reporting (IPR) Framework
- Drive Council's advocacy priorities and approach to government
- Support Council asset and service area owners to obtain external grant funding to deliver projects and programs
- Administrative management of Council's Community Grants Program
- Deliver key projects and programs identified in the Economic Development Roadmap to support economic development and tourism outcomes across the Bega Valley Shire
- Develop and maintain collaborative partnerships with key stakeholders to support business and industry development
- Manage Council's tourism services contract and relationships with the shire's visitor information centres
- Maintain relationships with Eden Tourism Inc and Port Authority NSW in accordance with Cruise MOU
- Maintain Council's Business Directory
- Participate in the Canberra Region Joint Organisations Economic Development and Integrated Planning working groups and other regional collaborations including the Bega Valley Circularity initiative
- Attract investment in the shire to further economic development outcomes
- Research, analysis and reporting of economic data and issues

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Coordinate development of enterprise precinct
- Implement actions from Event Strategy
- Funding our Future projects are further developed with delivery ready documentation
- Review and adopt advocacy approach
- Undertake 2026 Community Satisfaction Survey
- Support planning and development of Investment Guides

## Community Strategic Plan

Corporate Planning and Improvement aligns with the following CSP themes.



**OUR CIVIC LEADERSHIP:** We are an informed and engaged community with transparent, consultative and responsive Government services.



**OUR ECONOMY:** Our economy is prosperous, diverse and supported by innovative and creative businesses.

## Supporting Documents

- Funding our Future 2024
- Bega Valley Economic Development Roadmap 2023-2025
- Events Strategy 2024-2028
- Sapphire Coast Vision and Platform for Growth
- MOU with Eden Tourism Inc and Port Authority NSW

## Measures

- Quarterly visitor spending as reported by Spendmapp
- Sapphire Coast social media reach
- # of Sapphire Coast social media followers
- \$ of external grants secured
- # of grant applications submitted
- \$ of Community Grants Program distributed
- Unemployment rate
- # of GST registered businesses
- Resident spend

# Executive Services and Support



11 FTE  
CEO and Directors

The Executive Services and Support team comprising the CEO, 3 Directors and their Executive Assistants provide strategic leadership, advocacy and decision-making in an open, effective and financially responsible manner. The team help to ensure we meet our governance and corporate outcomes and compliance with relevant legislation including the *Local Government Act 1993*.

## Core Business

- Conduct day to day management of Council in accordance with adopted policies, procedures, plans and strategies
- Exercise functions in accordance with the *Local Government Act 1993*
- Provide administrative and information support to the Mayor and Councillors
- Facilitate and deliver Council meetings and workshops in accordance with the Code of Meeting Practice
- Manage representation and membership of Council on peak bodies as determined by Council
- Lead advocacy efforts on behalf of Council
- Develop and review policies and procedures to support the functions of Council
- Coordinate the resourcing and strategic direction of the three Directorates within Council
- Facilitate the Access and Inclusion Advisory Committee (AIAC); the Bega, Eden, Merrimans (BEM) Aboriginal Liaison Committee; the Awards and Scholarships Committee; Police Liaison Committee; Local Traffic Committee, Saleyard Advisory Group, Bega Valley Community Disaster Relief Fund, Affordable Housing Implementation Group and any other committees as resolved by Council
- Support emergency services and when required operate the Emergency Operations Centre

## 2025-26 Focus

Projects we will focus on for 2025-26 include:

- Development Assessment Service Review
- Customer Experience Framework
- Corporate Resilience Change Program
- Children's Services expansion project

## Community Strategic Plan

Executive Services and Support aligns with the following CSP themes.



**OUR CIVIC LEADERSHIP:** Government services have strong organisational practices that deliver services and facilities to meet community needs.



**OUR ECONOMY:** Our key industries are resilient and strong.

## Supporting Documents

- Code of Conduct
- Council Policies and Procedures
- Council strategies and plans
- Various Memorandums of Understanding
- Suite of emergency management documentation
- State Disaster Mitigation Plan

## Measures

- # Council meetings
- # people who address Council meetings
- # recission motions
- # Council resolutions
- Duration of Council meetings
- # Declared Emergency events
- % BVSC motions supported by LGNSW and ALGA at the annual conference



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