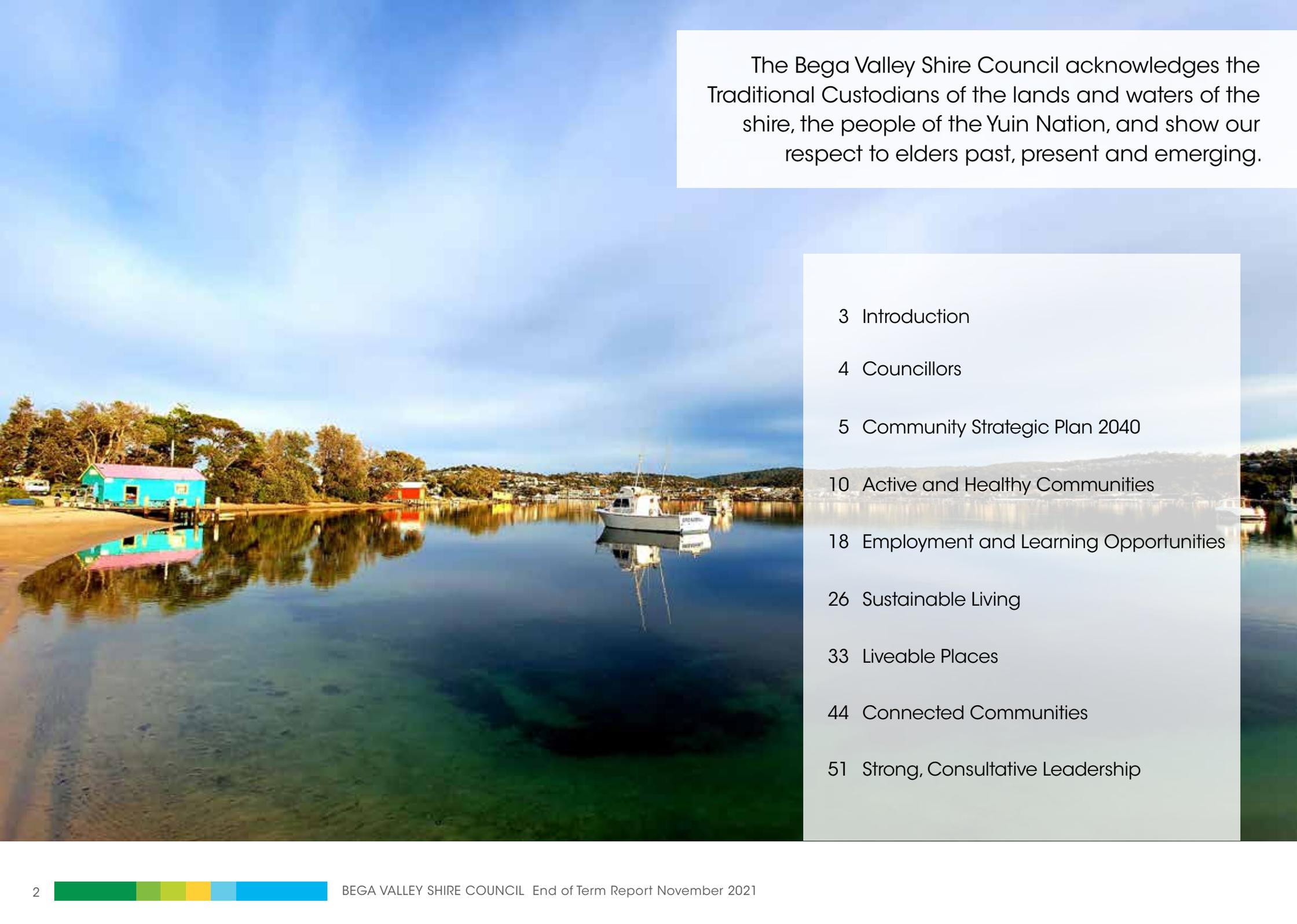




End of Term Report

November 2021





The Bega Valley Shire Council acknowledges the Traditional Custodians of the lands and waters of the shire, the people of the Yuin Nation, and show our respect to elders past, present and emerging.

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Introduction

“When the Community Strategic Plan was adopted in 2017, there was no way to predict the unprecedented succession of natural disasters and subsequent pandemic that would befall our community. Adaptability and sheer hard work have enabled us to take on these challenges and emerge as a stronger community.”



It would be remiss to commence any reflection on the current term of Council without acknowledging the stark, vast and extreme challenges that our community has faced over the last 5 years.

Three major bushfire disasters, multiple significant flooding events and a once-in-a-generation global pandemic have collectively tested the resolve of our community like no other time in our recent history. While we still have a long way to go in our recovery journey together, we can be proud of what we have achieved so far.

Despite these challenges, the Council remained committed to listening to the community to ensure the Community Strategic Plan continued to reflect their needs and long-term aspirations.

While we set out on a well-considered path in 2017, adapting and pivoting has been vital to ensure we have been able to support our community in the most effective and efficient way possible.

In practice this meant amending the delivery program in 2018 to reflect the Tathra and District Bushfire response and recovery, the unprecedented funding flowing from the NSW State Government and refinements to the organisational structure to account for a redirection of services and new legislation.

Another major change was needed in 2020 to enable the creation of the Recovery, Resilience and Rebuilding team to focus a response to the Black Summer bushfire disaster.

Although dominated by unexpected challenges, this term of Council also led many exciting opportunities and projects, particularly through major project funding from the Australian and NSW Governments.

Major investments were made in modernising and upgrading our water and sewer networks, roads, and leisure and recreation spaces, with projects like the Tathra-Kalaru Bike Track, Bemboka Water Treatment Plant and coastal accessibility upgrades completed and the sealing of the Towamba and Burragate Roads well underway.

Consolidating, modernising and strengthening our financial management systems was also a major focus and I am very glad to report that many improvements have been achieved in this space.

This End of Term Report marks the fifth and final year of the current elected Council and on behalf of myself and our former General Manager, Leanne Barnes, I would like to extend our appreciation to all the Councillors, including those who served as Mayor, for their leadership and support during this extended term.

Council staff have also continued to work extremely hard to deliver on the Council’s strategic direction and implement the many projects, programs and services for our community. I sincerely thank them all for their dedication, passion and professionalism.

Anthony McMahon
Acting Chief Executive Officer



Councillors



(L to R) Councillors Mitchell Nadin, Kristy McBain, Liz Seckold, Cathy Griff, Robyn Bain, Sharon Tapscott, Tony Allen, Jo Dodds, Russell Fitzpatrick.

Mayor

Kristy McBain (Sept 2016 – Sept 2018)
Kristy McBain (Sept 2018 – May 2020)
Sharon Tapscott (May 2020 – Sept 2020)
Russell Fitzpatrick (Sept 2020 – Dec 2021)

Deputy Mayor

Liz Seckold (Sept 2016 – Sept 2018)
Mitchell Nadin (Sept 2018 – Sept 2019)
Sharon Tapscott (Sept 2019 – May 2020)
Russell Fitzpatrick (May 2020 – Sept 2020)
Liz Seckold (Sept 2020 – Sept 2021)
Vacant (Sept 2021 – Dec 2021)

This End of Term report has been prepared under Section 438 of the *Local Government Act 1993* and is presented at the final meeting of the outgoing Council (prior to the December 2021 local government election).

The end of term report is an overview of Council's progress in implementing the Community Strategic Plan 2040 (CSP 2040) and the achievement of its social, environmental, economic and civic leadership objectives over the past five years of this extended term of Council.

The end of term report is structured around the outcomes and goals from the CSP 2040 and focuses on what Council has delivered in order to implement the CSP 2040.

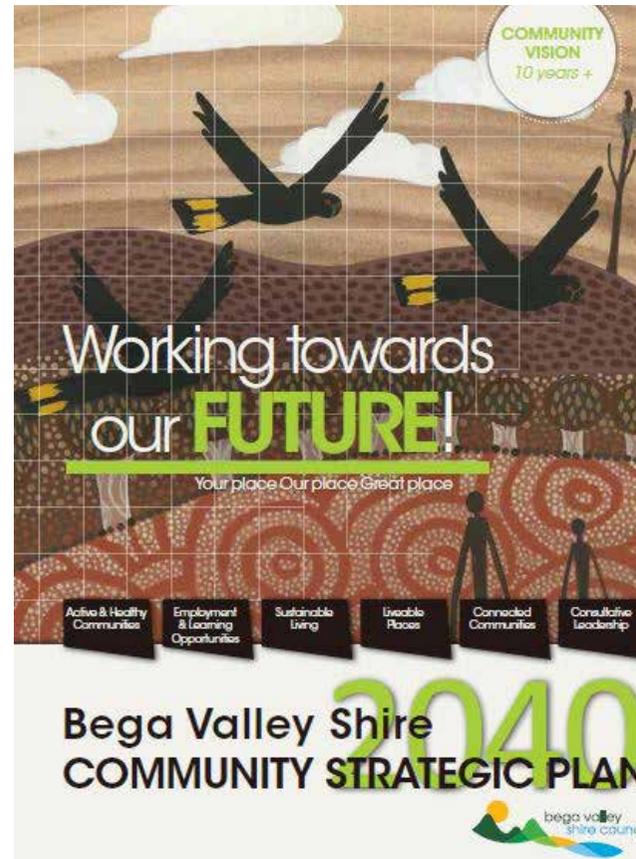
Community Strategic Plan 2040

As a community, it is important we have a document that defines how we want to grow into the future. The Bega Valley Shire Community Strategic Plan (CSP) 2040 is a long-term visionary plan to help build a stronger and better Bega Valley Shire. The CSP is part of the Integrated Planning and Reporting framework that Council uses for strategic and operational planning. The plan helps to ensure that what Council does within its area of control is always supporting and moving towards the aspirations of the community.

As part of the development of the CSP, in-depth community consultation was undertaken through the *Understanding our Place* project. The community was asked what they love about our community, what they would improve, the challenges they face living here and their vision for the future. More than 2,000 responses were received from the community and the *Understanding our Place* report was created to inform the vision, goals and outcomes of the CSP.

As part of the development of the *Understanding our Place* report, Council also conducted a community research survey with IRIS Research. This research highlighted that 77 per cent of respondents felt that Council's performance was okay or good.

Importantly, the CSP defined community priorities and aspirations for the future, and sets out how individuals, community groups, Council, other organisations and all levels of government will turn that vision into reality. It's a collective effort and Council has a variety of roles in supporting and delivering the CSP.



We can PROVIDE services and infrastructure to the community, COLLABORATE with other levels of government, agencies and community groups on projects and issues, SUPPORT other organisations and groups to achieve outcomes by providing resources or bringing stakeholders together, and ADVOCATE to decision makers on behalf of our community to raise issues and opportunities and inform other levels of government of local and regional priorities.

While it's important to highlight what we wish to achieve as a community, we also need to ensure we can measure our success. For this reason, the development of the CSP included identifying progress measures and capturing baseline data to ensure we could measure our progress.

The CSP is supported by Council's Delivery Program 2017–21 and Resourcing Strategy. The Delivery Program outlines what Council will do to work towards the goals and strategies in the CSP. The Bega Valley Shire Resourcing Strategy provides the framework in terms of time, money, assets and people, to outline how Council will deliver the elements of the CSP it is responsible for.

The relationship between the community's input and Council's plans is outlined in the Integrated Planning and Reporting diagram on the following page.

Integrated Planning and Reporting Framework

Bega Valley Shire Council, like all other councils in NSW, operates within the Integrated Planning and Reporting Framework established by the NSW Government. This framework requires preparation and adoption of the following plans and reports to assist councils in their ongoing delivery of services to residents and ratepayers.

Community Strategic Plan - a strategic direction for the Bega Valley Shire with a 10 year plus outlook. This is the highest level plan that a council will prepare. It's purpose is to identify the community's main priorities and aspirations for the future. While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan it is not wholly responsible for its implementation.

Resourcing Strategy - details Council's approach to long term financial planning, workforce planning and asset management. It provides a vital link between the Community Strategic Plan and Delivery Program.

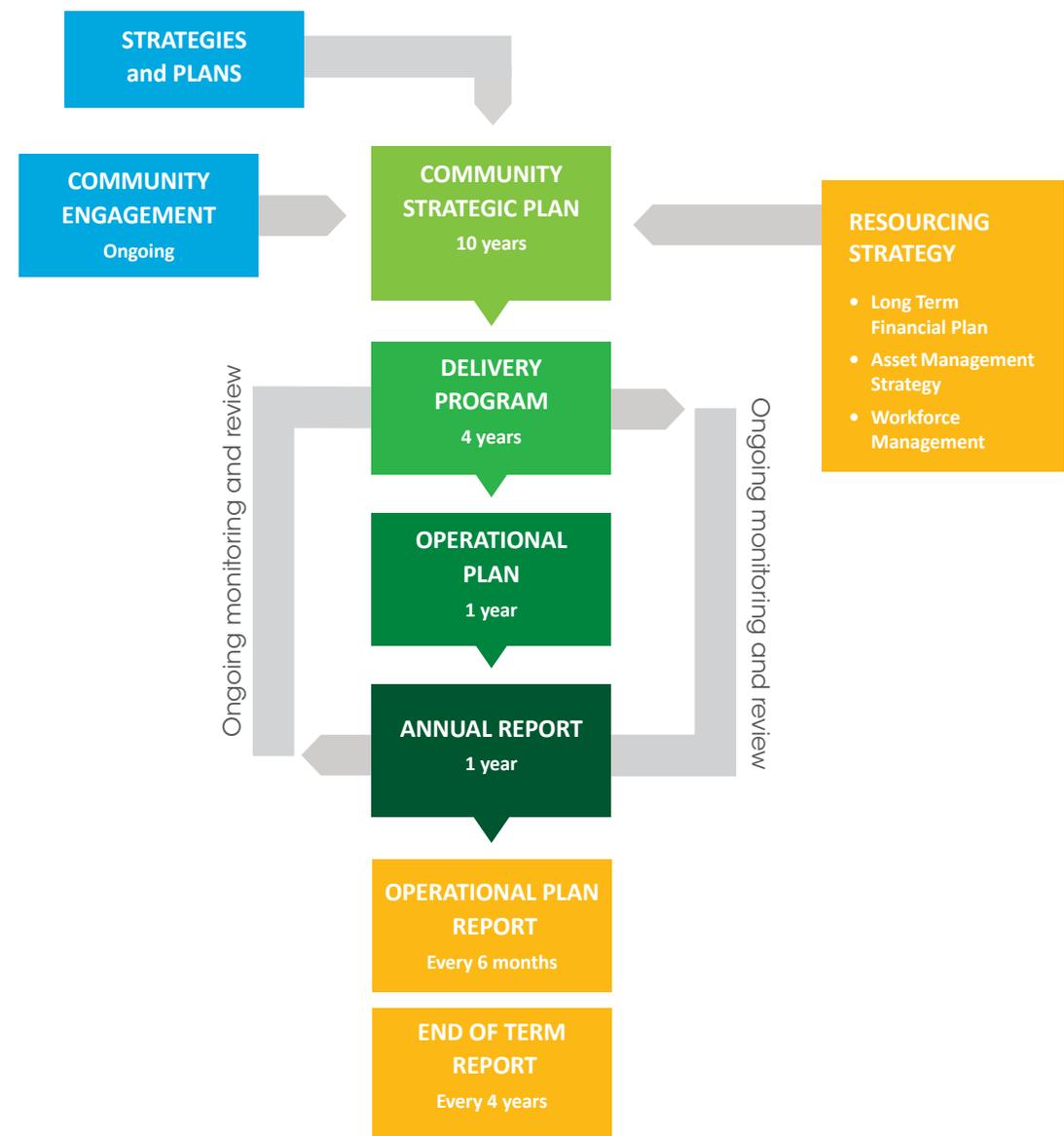
Delivery Program - aligned with the four year term of the Council, it details Council's response and commitment to implementing, within available resources, the long term vision contained in the Community Strategic Plan.

Operational Plan and Budget - a one year plan that outlines the activities Council will carry out in the coming financial year to achieve the Delivery Program and the long-term vision identified in the Community Strategic Plan.

Annual Report - provides an overview of Council's performance and activities during each financial year including audited financial statements.

Operational Plan Report - a six-monthly report that provides an overview of Council's progress in delivering the Operational plan activities and projects.

End of Term Report - prepared at the end of each Council term, this report outlines the progress against the delivery of the Community Strategic Plan.



Outcomes

The CSP 2040 took effect from 1 July 2017. This report focuses on the period from 1 July 2017 to November 2021.

CSP 2040 has six outcomes supported by 12 goals that reflect the community's key ambitions. From these outcomes and goals, a series of 30 strategies and progress measures were developed to detail how Council, other government agencies and our community will work together to achieve our community vision.

The six CSP 2040 outcomes are:

**ACTIVE AND
HEALTHY
COMMUNITIES**

**EMPLOYMENT
AND LEARNING
OPPORTUNITIES**

SUSTAINABLE LIVING

LIVEABLE PLACES

**CONNECTED
COMMUNITIES**

**STRONG,
CONSULTATIVE
LEADERSHIP**

Our community vision

By working together, the Bega Valley Shire community integrates quality of life, enterprising business, sustainable development and conservation of the environment.

Measuring the Community Strategic Plan

As part of the development of CSP 2040 a number of progress measures were linked to each of the strategies. These progress measures were categorised as follows:



Council performance measure



Community indicators



Infrastructure milestones

While Council is not wholly responsible for the delivery of the CSP 2040 outcomes, Council has a custodial role to examine the progress that has been made towards the achievement of the community's desired outcomes.

For each progress measure a baseline and desired trend was established when the CSP 2040 was adopted in June 2017. The baseline data was obtained from a number of sources including the Bega Valley Shire Council Community Survey performed by IRIS in 2016; the 2015 and 2018 NSW Regional Wellbeing Survey, University of Canberra; Profile ID <https://profile.id.com.au/bega-valley>; the ABS (Census data collected on August 9 2016); Bega Valley Shire Council Annual Report and Operational Plan Progress Report; the NSW Health Population Health Survey; National Institute of Economic and Industry Research; Port Authority of NSW; and Bega Valley Shire Council internal research and reports.

This report outlines the current position, as of October 2021 of each of the progress measures, where data is available. There are several data sources that have changed over the last five years or are yet to be completed. Below are the main changes affecting this report.

Community Satisfaction Survey

It was intended that prior to the finalisation of this term of Council, another community research survey would be undertaken to track the community's perceptions of progress against the desired outcomes in the CSP 2040 and satisfaction with the performance of Council across all service areas. However, due to a range of unforeseen circumstances, including the impacts of the Black Summer bushfires, subsequent flood events, COVID-19 and resourcing, a satisfaction survey was not conducted in 2020 or 2021. It is also acknowledged there was a significant level of engagement fatigue in the community given the increased volume of state government and not-for-profit sector engagement in relation to bushfire recovery.

Census

Data from the August 2021 census will be released in stages from June 2022 to mid-2023. This means comparison over this Council term with baseline data from the 2016 census will not be possible in this report.

NSW Bureau of Health Information

The NSW Bureau of Health Information has recently updated their information. Now Health Stats NSW,

some data previously available is no longer accessible on the Health Stats portal.

Bushfire Recovery and COVID-19

The significant impacts of COVID-19 and bushfire recovery are both directly and indirectly evident in the progress data recorded for October 2021. A clear example of this can be seen in the passenger numbers at Merimbula Airport which have been directly impacted by COVID-19 travel restrictions.

CSP 2042 Engagement

Despite there being no direct comparative data on customer satisfaction to compare from 2017 to 2021, the efforts of Council and its strategic approach over the past five years has been acknowledged by the community. This is reflected in recent community engagement undertaken in developing the next Community Strategic Plan, *Towards 2042*, where the majority of respondents thought Council was on track or partly on track for achieving the strategic objectives outlined in CSP 2040.

Legend

These symbols are used to indicate if we have achieved the trends outlined.



Green tick = met desired trend



Yellow Cross = did not met desired trend



Grey triangle = 2021 data not available



Inconclusive



This desired outcome relates to community wellbeing and connectedness. During the engagement activities for the development of the Community Strategic Plan residents expressed a desire for a healthy, active and cohesive community that celebrates its unique heritage, culture and local identity. Residents wanted more support for local creative entertainment, cultural opportunities and acceptance of diversity.

ACTIVE AND HEALTHY COMMUNITIES

ACTIVE AND HEALTHY COMMUNITIES

GOAL 1: We are co-operative, caring and enjoy a culturally rich community life

STRATEGIES

- Collaborate with partners to provide and support opportunities for social interaction, cultural industries, activities and events, and care and services for disadvantaged people.
- Respect and promote our cultural heritage and support cultural diversity

HIGHLIGHTS

- In June 2021, Bega Valley Shire Council and the Bega, Eden and Merrimans Local Aboriginal Lands Councils marked the 20 year anniversary of a Memorandum of Understanding which aims to improve the economic and social outcomes for Aboriginal people.
- Council's Community Engagement Strategy and tools were updated in 2019. In 2021, 180 Council staff undertook Community Engagement training. From this cohort, 23 engagement champions were identified and trained in the International Association of Public Participation (IAP2) Certificate in Engagement Essentials.
- Interagency collaboration with NSW Health, Department of Communities and Justice, and a wide range of social service providers including Social Justice Advocates, Southern Cross Housing and Headspace have continued to address social issues and provide services for vulnerable residents.
- Annual events were held to promote social inclusion including the Bega Valley Harmony Week Festival, National Youth Week, National Volunteer Week, International Women's Day, NAIDOC Week, Refugee Week and Seniors Festival activities.
- Community volunteering continued to be supported through Volunteer Week celebrations, projects such as the Valley of Volunteer short films in 2018, and the establishment of an online Community Directory that now has over 407 groups and organisations registered.
- In this term of Council over 800 volunteers contributed across a range of areas including community hall management, sports grounds, cemeteries, libraries, gallery and caring for reserves and parklands. Council's volunteer induction program has been reviewed and improved, and induction packages developed for all new volunteers. In 2018 a Parkland Volunteers information pack was created to better support parkland volunteers.
- Social Housing Community Infrastructure funding enabled the co-design and community engagement to transform Columbine Park in Bega, including development of a bike track, community garden and half basketball court.
- Young people were engaged through a range of projects delivered by the Community Development team, Bega Valley Regional Gallery and our Library Service, often in collaboration with other organisations. These include the Autism Lab, music production projects, two mural projects at the Youth Space, Vibes in the Valley music event in Eden; Wallaga Lake Homework Club; Community Drug Action Team programs and the Australian Indigenous Mentoring Experience.
- Implementation of Council's 'Youth Voice, Youth Action' Strategy in 2018–19 saw seven shire-wide youth week activities with over 500 participants, as well as other initiatives. Council also received a Youth Opportunities grant to support a youth based Create and Make Crew at Bermagui learning skills in event management and promotion to deliver the Park Light Festival in Bega. In 2020, Council conducted the YouthSpeak survey of young people in the Bega Valley Shire to identify the challenges our youth are facing today.

- Higher Education and International Women's Day Scholarships have supported over 45 young people to further their studies or pursue their dreams.
- Council worked with local service Clubs to deliver annual Club Grants program funding for community groups and grass roots organisations across the shire.
- An ongoing relationship with the Mumbulla Foundation helped to secure grant funding for a range of community driven projects to address social issues and cultural heritage.
- A review of Council's community grants, scholarships and awards was undertaken to better improve the operation, governance and recognition of these programs.
- The Access and Inclusion Advisory Committee have continued to meet on a regular basis and amongst other advisory and advocacy work they have awarded grants for accessibility improvements to various facilities including paths, ramps, parking and toilets.
- A Disability Inclusion Action Plan (DIAP) was developed to guide activities across a range of Council program areas with progress reported annually. An updated DIAP for 2021- 2025 was drafted and finalised with significant input from the community and adopted by Council in October 2021.
- An Affordable Housing Roundtable was held in

2018, bringing together stakeholders to identify and work towards improving access to affordable, social and crisis housing. Council proactively responded to the housing crisis through advocacy and the development of a draft Affordable Housing Strategy which will be finalised following community consultation.

- In the wake of the Tathra and District and Yankees Gap bushfires in 2018, and the Black Summer bushfires in 2019–20, Council facilitated a recovery support service which provided casework, advocacy and referral services and ongoing programs to promote community wellbeing for bushfire impacted people through funding provided by Coordinare.
- To help recovery from the Black Summer bushfires, Council coordinated the Community Development Network and established a Community Connectors group. For both bushfire emergencies, Council waived fees and charges including water and sewer charges, waste fees and interest on general rates instalments for properties directly affected.
- Council secured funding for a Community Resilience Officer and a Youth Resilience Officer to run future programs to support ongoing bushfire recovery and resilience across the shire.
- An ongoing MOU and strong partnership with South East Arts Inc continued to provide support to artists and arts and cultural organisations across the shire through collaborative projects,

promotion, micro-grants, advice, training and advocacy.

- In partnership with Museums and Galleries NSW, Council supported a Museum Advisor Program, providing assistance to volunteer organisations to attract funding and manage their collections. In 2020 Council endorsed the Montreal Goldfields as a Committee of Council, securing the future of this significant cultural facility.
- The Bega Valley Regional Gallery (BVRG) continues to deliver high quality visual art programs and activities. In 2020 , the BVRG launched two new exhibition spaces: BVRG:TARMAC at Merimbula Airport which presents local artists' works, and BVRG:PORT at the Eden Welcome Centre which provides an outpost to another town centre for display of collection exhibitions.
- The BVRG continues to innovate and deliver a range of digital and live events including ART MONTH Sapphire Coast, MOTEL Art Fair, national tours and the immensely popular Shirley Hannan National Portrait Award that attracted over 250 entries in 2020. The BVRG team also supported the community by providing expertise, devolved funding, art workshops and advice to local arts organisations and community groups to facilitate their public art projects.
- After several years of project planning, stakeholder engagement and multiple grant submissions, BVRG secured grant funding and development consent for a significant



redevelopment project to modernise the facility and help it move towards being a leading regional cultural asset.

- A growing number of national and state arts institutions partnered with BVRG to deliver valuable visual arts programming to the South East, including Art Gallery of NSW, The National Maritime Museum, The Australian War Memorial, Museums and Galleries NSW, Murray Art

Museum, Queensland Art Gallery and UNSW Art and Design.

- Art Month Sapphire Coast launched online in 2020 and was delivered throughout the shire in 2021. This project was a partnership with South East Arts and Sapphire Coast Tourism, with funding from the NSW Government through Regional Arts NSW's Regional Arts Fund, through the Create NSW Digitise Initiative, and through Destinations

NSW and the Bendigo Bank Community Fund. Over two editions, Art Month Sapphire Coast supported 35 digital events, 57 live events, with 332 participating artists. Live event audiences were over 2,400 and online engagements were 246,718 with an estimated financial impact to the region of greater than \$1.3 million.



Concept design for the redevelopment of the Bega Valley Regional Gallery

ACTIVE AND HEALTHY COMMUNITIES

PROGRESS MEASURES - GOAL 1



Community Indicators	2017 Baseline	Desired Trend	November 2021	Outcome
Perception of belonging to the community - Average score of people's sense of belonging	Bega Valley 5.2 Regional NSW 5.2	Stable or increase	Bega Valley 6.0 Regional NSW 5.5	✓
Involvement in community activities - Average score of the extent of people's involvement in local community activities	Bega Valley 3.7 Regional NSW 3.7	Increase	Bega Valley 2.4 Regional NSW 2.2	✗
Involvement in arts, cultural or community events - Percentage of residents who are sometimes or regularly involved in arts or cultural events	Bega Valley 62.6% Regional NSW 59.7%	Stable or increase	Data no longer captured in University of Canberra survey.	⚠
- Percentage of residents who are sometimes or regularly involved in community events (e.g farmers markets, festivals and shows)	Bega Valley 83.9% Regional NSW 78.9%	Stable or increase	Bega Valley 14.8% Regional NSW 14.1%	✗
<i>SOURCE: Baseline - 2015 NSW Regional Wellbeing Survey, University of Canberra</i>				
<i>SOURCE: November 2021 - 2020 Regional Wellbeing Survey data tables, Version 1.0, September 2021</i>				
Voluntary Work - Percentage of people aged over 15 who do voluntary work through an organisation or group	2011 Bega Valley 26.3% 2016 Bega Valley 25.9%	Increase	No updated data - awaiting 2021 census.	⚠
<i>SOURCE: Baseline - 2011, 2016 Census, .id</i>				



Council Performance Measures	2017 Baseline	Desired Trend	November 2021	Outcome
Premier's Department Solution Brokerage outcomes - Implementation of the Premier's Department Solution Brokerage outcomes	Outcomes and commitments drafted	Increase	The Eden LALC Land and Economic Participation Solution Brokerage Accord expired in October 2019.*	✓
<i>SOURCE: Baseline - 2017 NSW Government NSW Legislation website. * Formal reporting ceased at the that time however regular progress updates have continued.</i>				
Protection of Aboriginal places of heritage significance - Number of Aboriginal places of heritage significance listed in the Bega Valley Local Environmental Plan	3 places	Increase	No change - 3 places listed in the LEP. Significant work has been undertaken in local mapping of areas of cultural heritage significance.	✗
<i>SOURCE: Baseline and November 2021 - 2017 NSW Government NSW Legislation website</i>				



Infrastructure Milestones	2017 Baseline	Desired Trend	November 2021	Outcome
Bundian Way - Completion of infrastructure projects associated with the Bundian Way Master Plan 2014-2017	50% of Node 1 works completed	Completion	Eden LALC were successful with Node 1 funding. Project progressing with planning, design, approvals and procurement expected to run through 2022. Construction expected 2023.	✓
<i>SOURCE: Baseline and November 2021 - Bundian Way Project Manager</i>				
Tathra Wharf Structure - Structural upgrades to Tathra Wharf	Project not commenced	Commencement	Project has commenced after NSW Government stimulus funding of \$7.1 million.	✓

ACTIVE AND HEALTHY COMMUNITIES

GOAL 2: We are an active, healthy community with access to good quality recreation and sporting facilities, and medical health care.

STRATEGIES

- Improve the accessibility of the built environment, recreation spaces and facilities.
- Collaborate with partners to provide facilities, activities and services that encourage more people to have active and healthy lifestyles.
- Advocate for decision makers to provide local medical services that meet the physical, mental and emotional needs of all our community.

HIGHLIGHTS

- Masterplan developed and adopted for Barclay Street Sports and Recreation area.
- Community consultation and planning undertaken for inclusive playspaces at Tathra, Bermagui and Eden.
- BVSC Public Toilets Strategy developed and adopted by Council in May 2020.
- Facility Management Plans for majority of Council's sportsgrounds developed and adopted by Council.
- Concept design for a specialised high-needs amenities facility at Taylors Square in Tathra endorsed by Council in 2021.
- Significant review and planning undertaken for Council's six swimming pools, including an Aquatic Facilities Review and subsequent drafting of a Swimming Pools Strategy to inform an application for a Special Rate Variation (SRV) to fund the operational and capital costs. The SRV did not proceed largely as a result of the Black Summer Bushfires and the Swimming Pools Strategy remains a draft, not yet endorsed by Council.
- Bega War Memorial Pool concept design developed, in conjunction with draft Swimming Pools Strategy, and endorsed in December 2020 in consultation with a community working group.
- Over 130 Community Project Proposals received, assessed and reported to Council.
- Review and adoption of Council's Recreation Asset Management Plan in 2017.
- Asset Management and Improvement approach was an important part of Council's success in securing grants from both the Federal and State governments, notably under the Regional Growth, Environment and Tourism Fund, Stronger Country Communities Fund (Rounds 1, 2 and 3), Boating NoW Program, Local Roads and Community Infrastructure Fund, Crown Reserves Improvement Fund, Community Development Grants Program, Sports Infrastructure, Building Better Regions, and Recreational Fishing Trusts.
- Online booking process for sportsground bookings implemented.
- Council benefited from Federal Government drought grant funding to recruit specialist staff to assess and program works for Asset Protection Zones (APZs) to assist with a large number of bushfire hazard enquiries received following the 2020 bushfire season. Ongoing hazard reduction work continues on Council's APZs.
- Increased programs offered to the community at Council managed pools, resulting in increased patronage (576 in 2019-20 to 1140 in 2020-21)
- Natural Areas Management Plan developed which outlined priority vegetation protection, rehabilitation and asset maintenance projects in public areas. The plan is implemented by a dedicated Natural Assets Officer.

- Annual programmed works specified and contracted for sports fields maintenance, asset protection zone slashing and boat ramp cleaning.
- Projects delivered that improve the accessibility and usability of recreation spaces and facilities across the shire include (but are not limited to):
 - › Boating upgrades at Beauty Point, Blackfellows Lake, Bermagui River and Eden.
 - › Sports facilities improvements including Wolumla pavilion upgrade, Ford Park Courts upgrade, moveable grandstands and seating at Pambula Sporting Complex, floodlighting upgrades at Lawrence Park, Berrambool and Barclay Street sportsgrounds.
 - › Inclusive playgrounds at Tathra (Lot Stafford) and Bermagui. Local playgrounds at Mogareeka Lions Park, Lawrence Park Tathra, Cobargo, Bemboka, Wyndham and Pambula Beach.
 - › Improvements to walking tracks and viewing platforms at Tathra Headland, Tura Headland, Dolphin Cove, Wallaga Lake, Camel Rock and Horseshoe Bay.
 - › 'Destination for All' Coastal Accessibility Projects completed at Bruce Steer Pool in Bermagui and Pambula Beach Reserve.
 - › Public Amenities renewed at Pambula Beach, Bega Park, Apex Park Bermagui and Bruce Steer Pool.
- Projects which are currently funded and in construction, procurement or detailed design phases include: Barclay Street Sports Pavilion, Cobargo Apex Park Amenities, Short Point Coastal Access, Pambula Sports Showgrounds, Colombo Park Amenities, Bermagui Outdoor Courts, Bega and Pambula Sports projects, Barclay Street Playspace and Skatepark, and Quaama Playground.



Aerial view of Bruce Steer Pool in Bermagui after completion of the Coastal Accessibility project

ACTIVE AND HEALTHY COMMUNITIES



Community Indicators	2017 Baseline	Desired Trend	November 2021	Outcome
Obesity - Overweight or obese adults by Local Health District	Southern NSW LHD 68.4% NSW 53.3%	Decrease	Southern NSW LHD 64.5% NSW 55.2%	✓
Psychological Distress - High or very high psychological distress by Local Health District	Southern NSW LHD 12.8% NSW 15.1%	Decrease	Southern NSW LHD 18.3% NSW 17.7%	✗
Level of physical activity - Percentage of residents over 16 years who undertake adequate physical activity	Southern NSW LHD 35.5% NSW 41.7%	Increase	Southern NSW LHD 41.6% * NSW 38.5%	✓
Self-reported health - Percentage of residents over 16 years who rate their health as 'good' or 'very good' or 'excellent' <i>SOURCE: Baseline - 2016 Health Stats NSW</i> <i>SOURCE: November 2021 - 2019 NSW Population Health Survey (SAPHaRI), NSW Ministry of Health.</i> <i>* Noting the 2021 measure has switched to 'insufficient physical activity'</i>	Southern NSW LHD 76.3% NSW 80%	Increase	Southern NSW LHD 78.3% NSW 79.8%	✓
Perception of access to health services - Percentage of residents who rate their access to general health services as 'good'	Bega Valley 70.5% Regional NSW 71.2%	Increase	Bega Valley 59.8% Regional NSW 61.0%	✗
- Percentage of residents who rate their access to mental health services as 'good'	Bega Valley 29.1% Regional NSW 32.2%	Increase	Bega Valley 19.6% Regional NSW 32.8%	✗
- Percentage of residents who rate their access to other specialist health services as 'good' <i>SOURCE: Baseline - 2015 NSW Regional Wellbeing Survey, University of Canberra</i> <i>SOURCE: November 2021 - 2020 Regional Wellbeing Survey data tables, Version 1.0, September 2021</i>	Bega Valley 22.4% Regional NSW 28.8%	Increase	Bega Valley 21.1% Regional NSW 38.1%	✗



Infrastructure Milestones	Baseline	Desired Trend	November 2021	Outcome
Sporting Complex Masterplans - Completion of the Bega and Pambula Sporting Complex Regional Sporting Facility Masterplans <i>SOURCE: Baseline - 2017 Council data</i> <i>SOURCE: November 2021 - 2021 Council data</i>	Masterplans adopted	Completion	Masterplan adopted 2016 Project funding deed April 2020 Council endorsed Sports Pavilion Building Concept April 2021 Detailed design underway	✓

ACTIVE AND HEALTHY COMMUNITIES

PROGRESS MEASURES - GOAL 2



Council Performance Measures	2017 Baseline	Desired Trend	November 2021	Outcome
Disability Inclusion Action Plan - Implementation of the goals of Council's Disability Inclusion Action Plan <i>SOURCE: Baseline and November 2021 - Council data</i>	Plan adopted	Increase	Implementation progress of 2017-2020 DIAP available in Council's Annual Reports	
Coastal Accessibility Plans - Implementation of the key recommendations of Council's Coastal Accessibility Plan for Bermagui, Merimbula and Pambula <i>SOURCE: Baseline and November 2021 - Council data</i>	Plan adopted	Increase	Bermagui and Pambula - Projects from Accessibility Plan fully complete under the 'A Destination For All' cluster. Merimbula- Construction tender issued for Short Point Merimbula project. Expected construction to be complete by June 2022.	
Sporting and Recreation Facilities - Average satisfaction rating with Council's parks and playgrounds	Quality 3.4 Provision 3.5	Increase		
- Average satisfaction rating with Council's sports grounds and venues	Quality 3.5 Provision 3.6	Increase	Nil data. Satisfaction survey not undertaken.	
- Average satisfaction rating with Council's swimming pools <i>SOURCE: Baseline - Bega Valley Shire Community Survey 2016</i>	Quality 3.4 Provision 3.5	Increase		
Reserves and Foreshore Areas - Average satisfaction rating with Council controlled reserves	Appearance 3.3 Management 3.2	Increase		
- Average satisfaction rating with Council controlled foreshore areas <i>SOURCE: Baseline - Bega Valley Shire Community Survey 2016</i>	Appearance 3.5 Management 3.4	Increase	Nil data. Satisfaction survey not undertaken.	

This desired outcome identifies the need attract a diverse range of businesses, industries and services together with improved access to education and employment opportunities for all stages of life to ensure we have a sustainable economy in the Bega Valley.



EMPLOYMENT AND LEARNING OPPORTUNITIES

EMPLOYMENT AND LEARNING OPPORTUNITIES

GOAL 3: Our economy is prosperous, diverse and supported by innovative and creative businesses.

STRATEGIES

- Collaborate with relevant parties to develop and enhance the economic opportunities provided by the development of the Port of Eden, Merimbula Airport, East West freight corridor, and tourism services and facilities.
- Collaborate with relevant parties to promote opportunities that will grow and diversify our economy and provide employment including research and education initiatives, micro industries and other innovative creative and sustainable industries.

HIGHLIGHTS

- The Bega Valley Commemorative Civic Centre (BVCCC) continued to broaden its event clientele with acts including Playschool Live, Melbourne International Comedy Festival Roadshow, Prada's Priscillas and Toni Childs. Immediately following the Black Summer Bushfires the BVCCC quickly transitioned to an emergency evacuation centre and then Bushfire Recovery Centre for three months.
- Venue hire fees for the BVCCC were reduced for not-for-profit community organisations during COVID-19 restrictions to encourage events to proceed.
- A detailed review of the financial performance and ownership options for the Bega Valley Regional Learning Centre was undertaken in 2021.
- Tourism marketing contract awarded to Sapphire Coast Destination Marketing in May 2018.
- Tourism Future 2030 project launched in December 2019.
- The Sapphire Coast Vision and Platform for Growth was developed, and a 12-month Tourism Future Program implemented, through funding from the federal government.
- Support was provided to the Bundian Way Project through the delivery of the Bundian Way Strategy including a Bundian Way brand toolkit, tour guide training tools, tour experience development products for cruise passengers, Bundian Way Story Trail and Dreaming Trail Interpretive signage.
- Council successfully launched the award-winning Infrastructure Prospectus in 2017 with over 68% of projects funded valued at over \$88million. A follow up Investment Prospectus, broadening beyond infrastructure investment, was released in 2021.
- Council continued to advocate for projects to support economic and tourism development in the Bega Valley including the Light to Light Walk, extension of the Eden Wharf and improved cruise facilities.
- There has been a significant increase in grant funding during this period with \$27 million in capital and operating grant funding recorded in 2017 with the end of year result for 2021 being \$59 million.
- An Innovation Hub was launched with federal government funding which saw over 65 business ideas coming through three iAcclerate EDUCATE programs.
- Council supported the community to identify and access grants through the provision of the Bega Valley Funding Finder and grant writing workshops.
- Advocacy with NRMA resulted in the first electric vehicle charging station for the Bega Valley being installed in 2019.
- The Retail Revamp program was delivered in Bermagui, Bega, Merimbula and Eden, through collaboration with local Chambers of Commerce.

- In partnership with the Chambers of Commerce, Council launched the Future Towns project to help local businesses and organisations embrace the use of technology and subsequently grow their business.
- Three welcome signs at the entrances to the shire at Eden, Bemboka and Cobargo were installed telling stories of local environment and heritage.
- Emergency Preparedness Forums – ‘Get Ready Sapphire Coast!’ – were held for local businesses in August 2019.
- In October 2019 Council partnered with Campbell Page to deliver ‘Jobs & Skills Bega Valley’ – a project to create a better environment for meaningful employment and learning opportunities into the future for people at all stages of life.
- Council quickly pivoted from leveraging economic growth to supporting economic recovery and resilience building in the wake of Black Summer Bushfires and COVID-19.
- Council administered a range of community grants and launched a new grants application portal to improve the user experience.
- Qantas launched flights to Merimbula in December 2019, providing a choice of carriers for visitors to the Sapphire Coast.
- Council advocacy saw Merimbula included in the regional travel discount flight initiative announced by the Federal Government to boost economic recovery post COVID-19 lockdowns.
- under the Bushfire Local Economic Recovery Fund to support business and tourism recovery in the Bega Valley
- In August 2020 Council hosted ‘The Global Foundation Bega Valley Roundtable’ with speakers including His Excellency General the Honourable David Hurley AC DSC (RETD) and the Honourable Sir Peter Cosgrove AK AC (Mil) CVO MC (RETD).
- Council became a founding member in the formation of the Regional Circularity Co operative Limited to drive projects and generate research in the Bega Valley and surrounds on circular economies while establishing the cooperative as a thought leader and information resource.



Delegates from 'The Global Foundation Bega Valley Roundtable' in August 2020

EMPLOYMENT AND LEARNING OPPORTUNITIES



Community Indicators	2017 Baseline	Desired Trend	November 2021	Outcome
Economic growth - Gross Regional Product <i>SOURCE: Baseline - 2016 Economy.ID</i> <i>SOURCE: November 2021 - NIEIR 2020 from Economy.ID</i>	\$1.52 billion	Increase	\$1.57 billion	✓
Value of tourism to the economy - Value of tourism and hospitality sales to the local economy	\$147.3 million	Increase	\$130.3 million	✗
- Average length of stay of tourists <i>SOURCE: Baseline and November 2021 - NIEIR (via Profile ID)</i> <i>SOURCE: Baseline and November 2021 - Tourism Research Australia and 2019-20</i>	4.4 days	Increase	4.9 days	✓



Infrastructure Milestones	Baseline	Desired Trend	November 2021	Outcome
Eden Wharf 'embark' and 'disembark' facilities - Construction of 'embark' and 'disembark' facilities around wharf infrastructure in Eden	Project not commenced	Commencement	Project completed Visitor Welcome Centre opened in 2021	✓
Eden Safe Harbour Development - Completion of the Eden Safe Harbour Development <i>SOURCE: Baseline - 2017 NSW Department of Industry website</i>	Designs under evaluation	Completion	Contract awarded and construction has commenced	✓
Eden Breakwater Wharf Extension - Completion of the Eden Breakwater Wharf Extension project <i>SOURCE: Baseline - 2017 NSW Department of Industry website</i>	Tender process commenced	Completion	Project completed in August 2018 First passenger cruise ship in September 2018	✓
Eden Marine Centre of Excellence - Development of a Marine Centre of Excellence in Eden	Project not commenced	Commencement	Project not commenced	✗
Snug Cove Masterplan - Completion of the Snug Cove Masterplan <i>SOURCE: Baseline - 2013 Council data</i>	Adopted Masterplan updated	Completion	Masterplan updated and elements of the plan have been delivered	✓

EMPLOYMENT AND LEARNING OPPORTUNITIES

GOAL 4: We have meaningful employment and learning opportunities for people in all stages in life.

STRATEGIES

- Collaborate with partners and advocate for the development of local education, training and lifelong learning opportunities.
- Collaborate with the education sector and industry partners to support initiatives that create employment opportunities and choices.

HIGHLIGHTS

- The consistent quality of Council's early childhood services was highlighted through the National Quality Standard (NQS) Assessment and Rating Process, with all of Council's centre-based early childhood services being assessed as either 'meeting' or 'exceeding' the National Quality Standard.
- In October 2018 the Eden Childcare Centre celebrated 30 years of service to the community
- In early 2019 Council co-located the Eden Preschool and Eden Childcare Centre.
- Kitchen facilities at Bandara and Eden were upgraded in 2019.
- In 2019 Children's Services secured a number of state and federal government grants including two, three-year Start Strong Pathways grants to support children's transition to preschool.
- Grant funding was secured for a vehicle for Sapphire Mobile Preschool.
- Council gifted two parcels of land in Koolgarra Drive to the Bega Preschool Association to allow for building extension plans.
- Council received federal government funding through the Indigenous Advancement Strategy to support Aboriginal children and families through programs as such the 'Gujaga Journey Project' which delivers a range of cultural experiences and activities for children. The funding also supports a range of cultural activities including excursions, visits from Elders, and support for Aboriginal Educators and Aboriginal trainees.
- The Children's Services action plan was implemented with a range of improvements to the service including review of procedures, maintenance and repair of facilities, and adjustments to staffing structures.
- Children's Services continued to adapt and evolve to meet the funding and operational changes provided by the state and federal governments including the 2017 NSW Department of Education's 'Start Strong' funding model, which prioritised 600 hours of preschool in the year before school and the 2018 Federal Government's 'Jobs for Families' Package that related to long day care programs.
- During COVID-19, Council's childcare facilities pivoted to provide home-learning resources and were supported by State and Federal government COVID funding packages.



Children enjoying the 2021 National Children's Week at Council's Eden Early Learning Centre

- The Library team continued to deliver a vibrant and engaging range of library programs and services some of which include the home library service (rebranded to Library Link), storytime and rhyme-time (some were recorded in Auslan and three languages other than English), technology training, free WIFI, intergenerational playrooms, National Simultaneous Storytime, International Women's Day events, sustainability programs, chair yoga, writing workshops, HSC study labs and lockdown events, National Science Week – STEM Learning, Create and Make Crew Project, and the Repair Café.
- The Tura Marrang Library was launched by Dr Alex Burn from the State Library of NSW and Andrew Constance, in mid 2017 with a family fun day attracting over 1300 visitors.
- The Access All Areas Film Festival was held in Bega in 2017 and 2019 (with a revamped name) through a partnership between the Bega Valley Shire Library, The Disability Trust, and Tulgeen. The free, public festival presented award-winning short films reflecting the lived experience of people with disability.
- The Bega Valley Autism Lab was started in partnership with a local resident and the Bega Valley Library—the initiative won the NSW Public Libraries Association Marketing Award for Public Libraries. The purpose of the Lab was to offer an engaging, technology-focused environment for young people with Autism using the common theme of technology to help develop social and communication skills.
- Council was successful in obtaining grant funding for the digitisation of local history images, a dementia friendly intergenerational playroom program, a youth opportunities grant to support young people in Bermagui and surrounds to start their own businesses, and funding for tech savvy training.
- Council secured an ongoing partnership through an MOU with the University of Wollongong to support their students and staff with study resources.
- An updated Library Strategic Plan was developed in consultation with stakeholders and adopted in mid 2019. Key actions from the plan delivered include the replacement of ageing Radio Frequency Identification Device (RFID) technology; an update of the collection management plan; introduction of new online resources and public access catalogue with a redesign of the interface and new super search tool that searches across our physical collection and our online databases; implementation of mobile cashless printing; and cultural competency training completed for all permanent library staff.
- A new library website was launched in March 2020.
- In response to COVID-19, a click and collect service was introduced at our libraries, the Library Link program was expanded, live chat sessions were introduced, and a move to electronic resources and online programs began.
- A range of renovations were undertaken across Council's library facilities including carpet replacement and an improved children's reading area at the Bega Library, and mobile shelving and new children's reading nook at the Eden Library. A development application for the upgrade of the Bermagui Library to include a Maker Space has been completed and approved, and planning work is underway for upgrades to the Tura Marrang and Eden libraries.
- The library began collecting Wonboyn Black Summer Bushfire oral histories, an initiative that has been recognised by the State Library of NSW.
- Bega Library celebrated its 75th anniversary with some new external signage featuring an historic image of the first library in Bega.



EMPLOYMENT AND LEARNING OPPORTUNITIES



PROGRESS MEASURES - GOAL 4

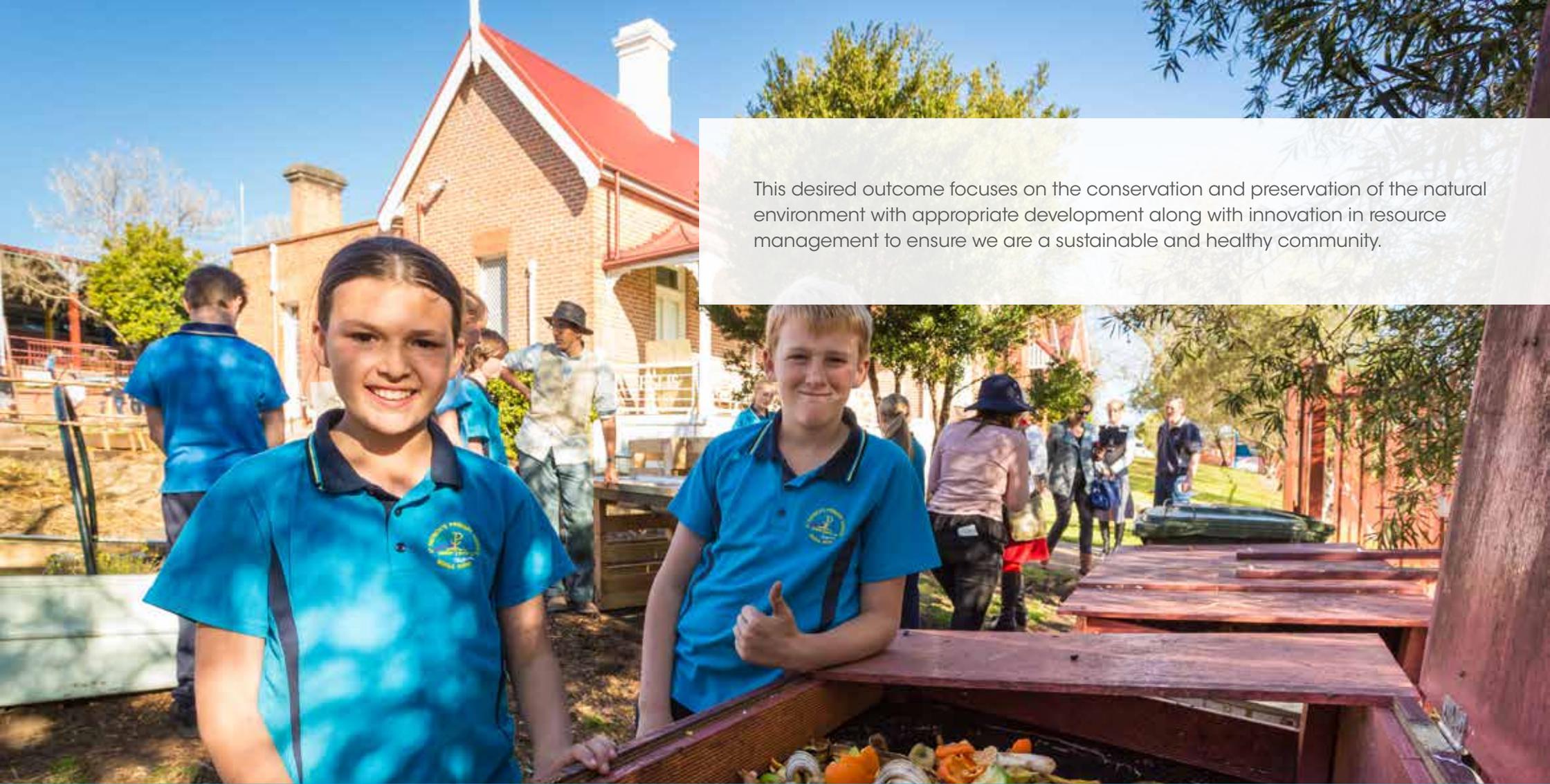
Community Indicators	2017 Baseline	Desired Trend	November 2021	Outcome
School retention - Percentage of people aged over 15 years have completed Year 12 schooling (or equivalent) <i>SOURCE: Baseline - 2011, 2016 Census, .id</i>	2011: 34.8% 2016: 37.7%	Increase	No updated data- awaiting 2021 census	
University and vocational education and training - Number of subjects offered locally through university institutions <i>SOURCE: Baseline - 2017 University of Wollongong website</i> <i>SOURCE: November 2021 - 2021 University of Wollongong website</i>	9 courses	Increase	14 courses	
- Number of subjects offered locally through vocational education and training institutions <i>SOURCE: Baseline -2017 TAFE NSW, Illawarra website</i> <i>SOURCE: November 2021 - Tafensw.edu.au course finder</i>	23 courses	Increase	56 courses	
- Percentage of people attending university or tertiary institution	Bega Valley 1.4% Regional NSW 3.1%	Increase	No updated data- awaiting 2021 census	
- Percentage of people attending a technical or further education institution <i>SOURCE: Baseline - 2011, 2016 Census, .id</i> <i>SOURCE: November 2021 - Tafensw.edu.au course finder</i>	Bega Valley 1.4% Regional NSW 1.9%	Stable or increase	No updated data- awaiting 2021 census	
Household income - Equivalised weekly household income quartile percentages: Lowest	Bega Valley 24.2% Regional NSW 24.07%	Decrease		
- Equivalised weekly household income quartile percentages: Medium lowest	Bega Valley 34.8% Regional NSW 31.1%	Decrease	No updated data- awaiting 2021 census	
- Equivalised weekly household income quartile percentages: Medium highest	Bega Valley 26.7% Regional NSW 25.8%	Increase		
- Equivalised weekly household income quartile percentages: Highest <i>SOURCE: Baseline- 2011, 2016 Census, .id</i>	Bega Valley 14.3% Regional NSW 19.1%	Increase		
Unemployment rate - Unemployment rate of people over 15 who reported being in the labour force <i>SOURCE: Baseline - 2011, 2016 Census, .id</i> <i>SOURCE: November 2021- based on 2016 Census, .id</i>	Bega Valley 6.0% Regional NSW 5.9%	Decrease	Bega Valley 5.4% Regional NSW 6.6%	

EMPLOYMENT AND LEARNING OPPORTUNITIES

PROGRESS MEASURES - GOAL 4



Infrastructure Milestones	2017 Baseline	Desired Trend	November 2021	Outcome
Regional innovation hub - Development of a regional innovation hub for the co-location of education, health and industry and research activities	Concept planning and feasibility studies commenced	Completion	Advocacy to NSW Government for education precinct at former Bega Hospital site. TAFE campus now located there. Ongoing discussions on remediation of hospital building to enable broader site activation. The Bega Innovation Hub is in its third years, providing start-up support to over 65 businesses across the Shire.	
Boutique food industry trails - Development of boutique food industry trails	Project not commenced	Commencement	Strategic planning and investment into food industry trails continuing including Sapphire Coast Destination Marketing securing grant funds to deliver the Oyster trail. A local produce trail, the Gourmet Coast Trail is evolving.	



This desired outcome focuses on the conservation and preservation of the natural environment with appropriate development along with innovation in resource management to ensure we are a sustainable and healthy community.

SUSTAINABLE LIVING

SUSTAINABLE LIVING

GOAL 5: We have meaningful employment and learning opportunities for people in all stages in life.

STRATEGIES

- Support innovative land use policies, government and community/business partnerships, and community engagement activities that care for and enhance the natural environment.
- Ensure land use planning and resource use protects the quality of the natural environment, the existing character of rural landscapes and the high value agricultural land.

HIGHLIGHTS

- Local estuary management received a boost in 2017 with Council receiving a grant for the review of the old estuary management plans for Wallaga Lake, Merimbula/Back Lakes and Lake Curalo, as well as funding for developing a new plan for Bermagui River.
- The NSW Coastal Conference was held in Merimbula in November 2018.
- Council delivered, often in partnership with other organisations and community groups, a range of environmental restoration projects at Tathra River Estate, Milligandi, Narira Creek in Cobargo, Kiss's Lagoon in Bega, the Lake Street Merimbula foreshore from Rotary Park to Bar Beach (through the Greenshores project), Bega River restoration at 'Thompsons' and Dry River in Quaama, along with several dune rehabilitation sites across the shire's coastline.
- A dedicated Environmental Education Officer delivered a variety of annual programs across the shire including Take 3 for the Sea, Greenshore Connections, Community Environment Day, National Tree Day, Waste Wise Events including School War of Waste programs, World Oceans Day, Earth Hour and Love our Lakes.
- In response to the multiple bushfires during this period, Council led a range of recovery projects headlined by the Greenshoots program at Tathra that focused on sediment control and major revegetation projects. Key drainage lines in the Wonboyn, Towamba and Nullica Rivers catchments were targeted for rehabilitation following the Black Summer bushfires; and the revegetation of fire-impacted areas in Tathra, Quaama, Wonboyn, Kiah, Bemboka and Cobargo was also undertaken.
- The Clean Energy Action Plan was adopted by Council in June 2019 and a cross-organisation team was established to monitor Council's energy use and performance. Under the plan, solar arrays were installed at Bemboka water filtration facility, the Regional Learning Centre and the Bega depot workshop; lighting retrofits was undertaken across multiple Council facilities including swimming pools, depots, libraries and halls; and energy efficiency improvements are being scoped by the Water, Sewer and Waste teams.
- Council signed up to a regional Power Purchase Agreement with several other Councils to investigate the purchase of green power for future power contracts to save money and reduce emissions.
- The 'Cooler Places in a Warming Climate' grant funded project saw installation of solar arrays, battery capability and air conditioning at Bemboka, Wyndham and Quaama Halls. These halls are now able to run independently from the grid if needed, and are currently running 80% of their power needs from solar and batteries.
- The Community Environment Grant Program, which has been in operation since 2011–12, supported over 90 projects to the approximate value of \$450,000. A large range of community groups benefited each year, including projects such as the Eden Community Access Centre Inc for a clean-up at Lake Curalo, the Rotary Club Pambula for nesting boxes for fire affected bush, and the Cobargo Preschool for habitat boxes and tree planting.

- Council’s Climate Resilience Strategy was adopted in July 2020 and its ongoing implementation is a priority.
- Improvements in the process for public and private tree removal were completed, seeing a more timely response to all customers. There were over 400 tree and vegetation management requests for service in 2020–21.
- The Pambula/Yowaka Rivers Flood Study was adopted by Council in July 2021.
- A generic Plan of Management for Council managed Crown Land was developed in accordance with changes to the *Crown Lands Management Act*.
- The scoping study commenced for the Bega Valley Shire Coastal Management Program – Coastal Hazards, and is aiming for completion in late 2021 after multiple years of delay with scope adjustment in response to legislative changes and the publishing of the NSW Government Coastal Management Manual.
- Council adapted to changes made in the Biosecurity Act 2016 and Biodiversity Conservation Act 2016 that resulted in a revised biosecurity inspection program being put in place supported by annual funding from the then Department of Primary Industries – South East Weeds Action Program. The legislative changes also saw amendments to Council’s Development Control Plan in relation to vegetation management.
- Council delivered a range of spraying programs to remove priority weeds such as African Lovegrass, Blackberry and St John’s Wort.
- Biosecurity officers worked with fire affected landholders post the Black Summer bushfires to educate them on emerging post-fire weeds and the potential spread of new priority weeds brought in by donated fodder along with providing financial assistance to landholders to assist with weed management.
- During COVID-19 biosecurity officers focused on public education through a ‘No Space for Weed’s campaign.
- Investigations are ongoing into the use of drones for mapping weeds using Council’s geospatial platform.



Community volunteers planting along the Lake Street Shared Path in Merimbula as part of the ‘Greenshores’ environmental rehabilitation project

SUSTAINABLE LIVING



Community Indicators	2017 Baseline	Desired Trend	November 2021	Outcome
Threatened species - Number of plant species listed as threatened or endangered	40 species	Improvement	92 species	✓
- Number of animal species listed as threatened or endangered	90 species	Improvement	132 species	✓
- Number of Endangered Ecological Communities <i>SOURCE: Baseline - 2016 Council data derived from the Threatened Species Conservation Act 1994 and the Environmental Protection and Biodiversity Conservation Act 1999 SOURCE: November 2021 - Bionet NSW Government</i>	14 communities species	Improvement	17 communities species	✓
Noxious weeds - Number of noxious weeds <i>SOURCE: Baseline - 2017 NSW WeedWise, NSW Department of Primary Industries</i>	123 weeds	Decrease	Measure no longer recorded post legislation changes	■
Condition of waterways - Number of monitored ocean beaches, estuaries, lagoons/lakes and ocean pools with the highest quality water rating <i>SOURCE: Baseline - 2017 Beachwatch, NSW Office of Environment and Heritage</i>	All 14 monitored sites comply	Stable	Beach Watch Program not conducted for last 2 years	■
Environmental community groups - Number community groups involved in South East Landcare projects that care for the natural environment <i>SOURCE: Baseline and November 2021 - Far South Coast Landcare</i>	24 Landcare projects	Increase	20	✗
- Number community groups involved in Council projects that care for the natural environment <i>SOURCE: Baseline and November 2021 - Council data</i>	8 Council projects	Increase	12	✓
Perception of condition of natural environment - Percentage of residents who feel that the local environment is in good condition <i>SOURCE: Baseline - 2015 NSW Regional Wellbeing Survey, University of Canberra SOURCE: November 2021 - 2020 NSW Regional Wellbeing Survey, University of Canberra * Noting the measure has changed to percentage of people who like the environment and surrounds they live in</i>	Bega Valley 98.9% Regional NSW 89.0%	Stable	Bega Valley 72% Regional NSW 73.8% *	✗



Council Performance Measures	2017 Baseline	Desired Trend	November 2021	Outcome
Development of residential and rural lands - Implementation of the Premier's Department Solution Brokerage outcomes <i>SOURCE: Baseline - Bega Valley Shire Community Survey 2016</i>	3.2	Increase	Nil data Satisfaction survey not undertaken	⚠

SUSTAINABLE LIVING

GOAL 6: We are leaders in sustainable living and support innovative approaches to resource recovery and the production of renewable energy and food.

STRATEGIES

- Collaborate with partners and our community to support innovative approaches to waste minimisation, and increase reuse and recycling opportunities.
- Adopt sustainable design principles in the planning of our urban areas and infrastructure provision, and encourage sustainable buildings and lifestyles.
- Support collaborative community based sustainability initiatives, the regional food economy and programs and policies which address the causes and impacts of climate change in particular those relating to renewable energy.

HIGHLIGHTS

- In 2017 the design and construction of the Eden Transfer Station was finalised with the aim to allow for construction and demolition waste processing in the future.
- A Waste Strategic Working Group was established in 2017 to assist in developing a Waste Management Strategy (WMS) which was adopted by Council in 2018.
- Key initiatives from the WMS that were delivered include a mobile Community Recycling Centre service, digital waste vouchers for residents, increased recycling opportunities at transfer stations, and changes to bin collection frequencies.
- The Bega Valley Waste App and a dedicated Facebook page was launched in 2017.

- Cell 2 at the Central Waste Facility was finalised including the construction of a landfill gas collection and treatment system and capping work.
- In 2018 the award-winning FOGO collection service was rolled out across the Bega Valley Shire. In its first year, it diverted almost 5,000 tonnes of food and garden waste away from landfill. In 2020 Council obtained funding to promote implementation of FOGO by businesses.
- Council delivered a range of waste engagement and education campaigns including ‘Waste the Facts’ and ‘Recycle Right’—a regional collaboration with Canberra Region Joint Organisation (CRJO) Councils to promote that suitable products are recycled.
- In 2019, fifty families from across the shire participated in a trial to see if compostable nappies and incontinence products could be

added to the shire’s FOGO bin collection service.

- The waste management charging on rates notices was improved to provide greater visibility of services being provided.



Council staff promoting the launch of FOGO in 2018



Cell 4 at the Central Waste Facility under construction following the Black Summer bushfires

- The Black Summer bushfires impacted two waste transfer stations.
- In response to the volume of bushfire impacted material following the Black Summer bushfires, a disaster recovery emergency cell with a 100,000 cubic metre capacity was constructed at the Central Waste Facility. The emergency cell has significant remaining capacity to take waste, and is supported by key infrastructure (haul roads, processing area, weighbridge) that are ready to be made operational with minimal notice.
- The Waste Community Assistance Program continued to provide grants to support improved waste management at events, as well as waste projects for schools and community groups.
- Waste management education continued to be provided to schools across the Bega Valley, through the ongoing partnership with the Bournda Environmental Education Centre.
- In 2019, 2020 and 2021 Council undertook audits of waste generation streams to assist in consolidation of services and contracts to maximise efficient collection, transfer and diversion.
- In 2021 Council adopted the Waste Facility Consolidation and Modernisation Project which detailed proposed changes to waste and resources recovery to deliver on the objectives of the Waste Management Strategy with a long-term financial plan for waste management.
- The Waste Services team commenced work on the expansion and redevelopment of the Central Waste Facility including developing a leachate treatment plant, capping of Cell 3, the relocation of the organics processing facility and expansion of the kerbside and bin banks services.



SUSTAINABLE LIVING



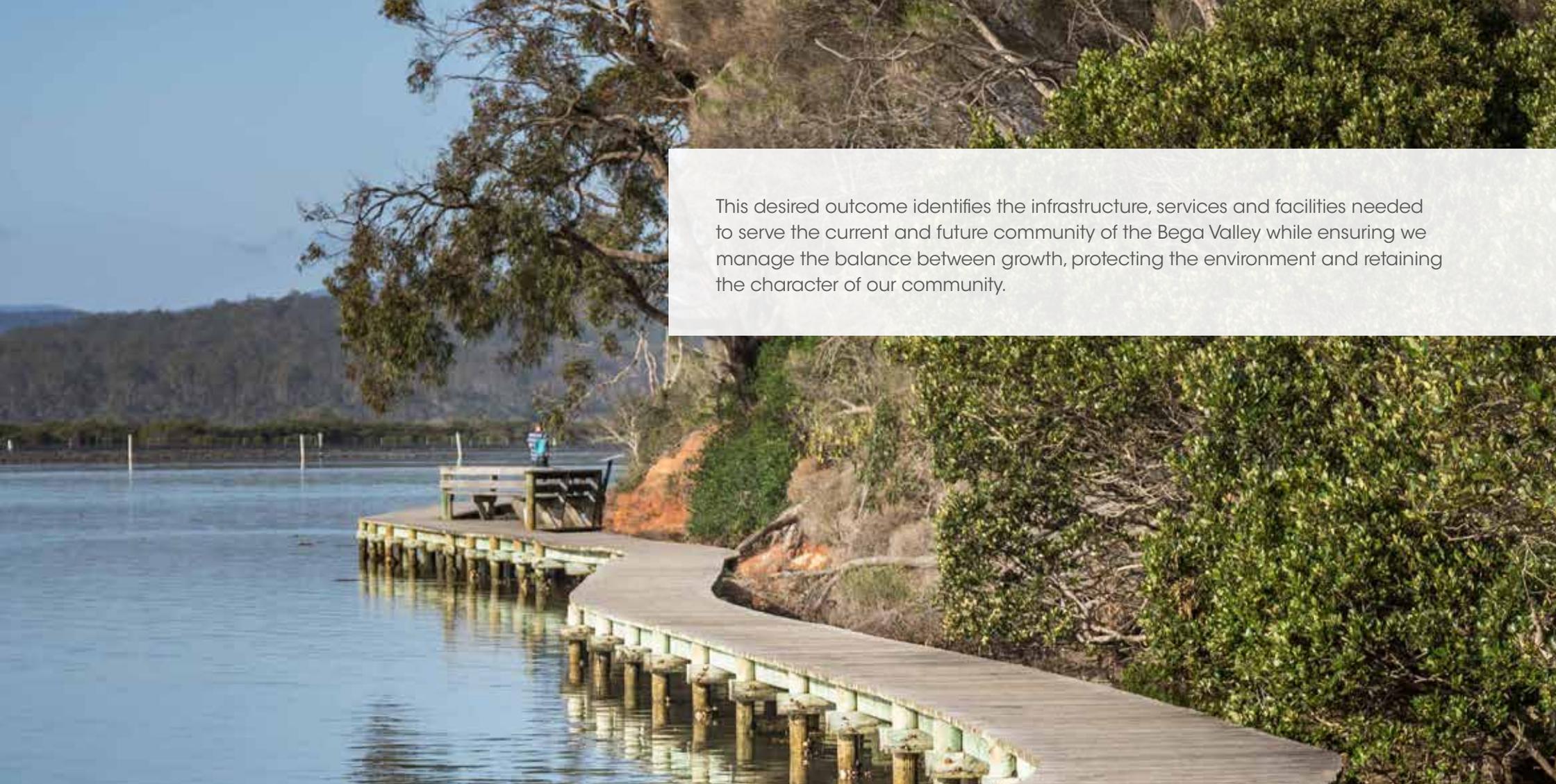
Community Indicators	2017 Baseline	Desired Trend	November 2021	Outcome
Household waste generation - Household waste sent to landfill <i>SOURCE: Baseline and November 2021 - Council data</i>	7,150 tonnes	Decrease	11,280 tonnes	
Household resource recovery - Recycling sent to recycling plant - Organics collected and processed (composted) <i>SOURCE: Baseline - 2015/16 Council data</i> <i>SOURCE: November 2021 - 2020-21 annual waste report (WARR) for domestic waste streams</i>	4,139 tonnes	Increase	4,024 tonnes	
Water consumption - Metered drinking water consumption <i>SOURCE: Baseline and November 2021 - Council data</i>	2,628 megalitres	Decrease	The trend has seen increased water use per property by around 2% per year as well as additional connections over the period	
Renewable energy use - Increased number of residential and commercial photovoltaic installations <i>SOURCE: Baseline and November 2021 - Australian PV Institute</i>	3,457 (approx 22.6% of residences)	Increase	5,798 (approx 31.57% of residences)	



Council Performance Measures	2017 Baseline	Desired Trend	November 2021	Outcome
Balance between economic development and environmental protection - Average satisfaction rating with the balance between economic development and environmental protection <i>SOURCE: Baseline - 2017 NSW Government NSW Legislation website</i>	3.2	Increase	Nil data Satisfaction survey not undertaken	



Infrastructure Milestones	2017 Baseline	Desired Trend	November 2021	Outcome
Merimbula Sewage Treatment Plant - Implementation of the Merimbula Sewage Treatment Plant Upgrade and Ocean Outfall project <i>SOURCE: Baseline and November 2021 - Council data</i>	Contract for Environmental Impact Assessment and concept design awarded	Completion	The environmental impact statement and concept design has been submitted to the Department of Planning	
Renewable energy and energy efficiency infrastructure - Delivery of key renewable energy and energy efficiency infrastructure in accordance with Council's Climate Change Strategy <i>SOURCE: Baseline and November 2021 - Council data</i>	7 infrastructure projects delivered between 2014-17	Completion	12 infrastructure projects delivered between 2018-21	



This desired outcome identifies the infrastructure, services and facilities needed to serve the current and future community of the Bega Valley while ensuring we manage the balance between growth, protecting the environment and retaining the character of our community.

LIVEABLE PLACES

LIVEABLE PLACES

GOAL 7: Our shire continues to be a vibrant, enjoyable, safe and affordable place to live.

STRATEGIES

- Provide proactive programs and support organisations and services that respond to the safety needs of our community.
- Collaborate with relevant agencies and the private sector to increase the diversity and affordability of new and existing housing, particularly to meet the needs of our ageing population.
- Improve the presentation, maintenance and physical accessibility of existing facilities and towns.

HIGHLIGHTS

- Council continued to provide summer beach lifeguard services in the shire. Services are delivered at eight beach locations across Bermagui, Eden, Merimbula, Pambula and Tathra.
- A public tender process was conducted in 2017 for the provision of Council's lifeguard services. A public tender was also undertaken in 2021 to award the contract for the next 6 year period.
- Council staff are working with Surf Life Saving NSW and NSW Councils as part of 'Coastal insights: Safer coasts for the future', a new state-wide coastal safety project funded by Resilience NSW
- A rock platform information sign template developed in consultation with key staff and Statewide Mutual for review and trial in key risk locations. Council continue to monitor for related government agency rock fishing safety programs.
- Council adopted the Disability Inclusion Action Plan in mid 2017 and a range of measures have been implemented including a new employee Induction Program that includes awareness training about Diversity related issues in the workplace.
- The Access and Inclusion Advisory Committee met quarterly each year and have assisted in determining the successful nominees for the Community Access Improvement Grant program, advocating for improved disabled (accessible) parking across the shire and provided feedback regarding access design to large projects such as the Coastal Accessibility Masterplans, Bega Indoor Sports Building and the revised Short Point Masterplan.
- Council's assistance to older people in the community has continued with the Commonwealth Home Support Program funding has been extended until June 2022.
- Staff in a number of Council areas have undertaken Dementia Friendly Communities training and programs directed at older people and people with a disability have been delivered in all four libraries and the Regional Gallery.
- In 2017 Council received a \$35,000 grant from the State Government to assist community members with transitioning to the National Disability Insurance Scheme (NDIS).
- Council continues to monitor service demand, output and sustainability of the NDIS and resolved in 2019 to continue operating the service until June 2022.
- As at June 2021 Council provided NDIS Support Coordination to 31 clients and Plans of Management for 141 clients.
- In 2020 Council established a new Client Management System and has developed a plan for improved payment processing.

- Council has continued to deliver the 'Brighter Futures' family preservation program providing case management and early intervention activities to an to an average of 20 families annually.
- Services for NDIS, Commonwealth Home Support Program (CHSP) and Brighter Futures clients continued with modifications during the black summer bushfires and during COVID-19 pandemic to ensure continued support for vulnerable community members.
- The Recovery Support Service for those impacted by the Tathra and Yankees Gap bushfires commenced in 2018 and was funded to August 2019 after extensions from the State Government. The service provided case management support, advocacy and referral services.
- A step-down model of continued support for bushfire impacted people from Tathra and Yankees Gap was delivered in 2020 and in 2021.
- The Black Summer Bushfires in January 2020 saw the stand-up of the Recovery Support Service model that was used for the Tathra fires, this time servicing the entire shire. The service has been funded through until March 2022, and in June 2021 there were eight case managers working with 126 clients.
- Council has played a central role in coordinating services for bushfire impacted communities through the Health and Wellbeing Committee and Community Development Network.



The All Hand And Hearts crew with the owner of a bushfire impacted property and Council staff in front of their water and sanitation project shed

- Council's Environmental Health Officers (EHOs) continued to undertake pre-occupancy, routine and complaint inspections, enforcing regulation of food and health premises, spas and pools. Council also participated in Food Safety Week annually.
- On request from NSW Health and the Food Authority, EHOs conducted COVID-19 Safety Plan audits in food businesses and relayed all changes to Public Health Orders to businesses.
- On-site Sewer Management (OSM) inspections of critical and high systems were completed, despite a significant increase in workload from the bushfires. In 2019-20 there were 301 bushfire affected OSM inspections and 908 routine inspections.
- Council EHOs verified our potable water supplies meet the Australian Drinking Water Guidelines with weekly water quality sampling.
- Council participated in the voluntary Beachwatch program from 2017-20, receiving excellent results each year, and continued to provide water quality, swimming advice and pollution event sampling.
- In December 2019, Local Government NSW recognised Council for the way it managed the clean-up of the Reedy Swamp, Vimy Ridge and Tathra fires that generated more than 8,000 tonnes of asbestos, awarding Council the Asbestos Management Award at their annual Excellence in Environment Awards.
- A fast-tracked process for development applications, certification and inspections was implemented post the Tathra and District bushfire for rebuilding and demolition. The same process was used for the Black Summer bushfires, with additional resources dedicated to assisting landowners to understand bushfire protection and biodiversity requirements.
- Council invested in resources to identify non-compliance against building and development standards with 34 investigations undertaken in 2020-21 with a number of penalty infringement notices being issued.
- Council implemented a new building inspection software system to meet the Building Professionals Board reporting requirements and allow staff to upload data in the field.
- Council rangers continued to undertake proactive measures such as routine patrols of public places and sensitive bird nesting sanctuaries along with desexing of animals and lifetime registration for those leaving the Companion Animal Facility.
- Council continued to seek alternatives to euthanasia for unclaimed animals by rehoming dogs through the Animal Welfare League.
- A dedicated parking ranger commenced in the Bega Valley in 2019.
- Council's participation in the Southern Region Illegal Dumping (RID) program continued with the program aiming to detect unlawful waste activities and initiate strategies such as awareness and education to reduce the incidence of unlawful waste in the environment.
- The Companion Animal Procedure was updated in consultation with the community and adopted in mid-2019.
- In February 2020 Council increased the number of areas where dogs can be exercised in parks and beaches in Tathra, Pambula Beach and Merimbula.
- Various community education campaigns were delivered to encourage responsible companion animal ownership including distribution of local specific flyers and the installation of signage related to dog prohibited and leash free areas.
- A streamlined process for trapping cats was completed, which allows for the community to safely trap and surrender feral cats, reducing large amounts of damage to the natural environment each year.
- A new tool was developed on Council's website allowing the community to easily report lost and found companion animals, change of address for their companion animals and deceased animals.

LIVEABLE PLACES



Community Indicators	2017 Baseline	Desired Trend	November 2021	Outcome
<p>Perception of safety</p> <p>- Percentage of residents who feel this is a safe place to live</p> <p><i>SOURCE: Baseline - 2015 NSW Regional Wellbeing Survey, University of Canberra</i></p> <p><i>SOURCE: November 2021 - 2020 Regional Wellbeing Survey data tables, Version 1.0, September 2021</i></p> <p><i>* The data collection method in 2020 was adjusted from the 2015 data.</i></p>	Bega Valley 93.7% Regional NSW 84.4%	Stable	Bega Valley - Average 3.9 Regional NSW - Average 4.1*	
<p>Crime</p> <p>- Categories of crime statistics over the past two years</p> <p><i>SOURCE: Baseline - NSW Bureau of Crime Statistics and Research 2016</i></p> <p><i>SOURCE: November 2021 - NSW Recorded Crime Statistics 2016-2020, NSW Bureau of Crime Statistics and Research accessed Sept 2021</i></p>	All categories with exception of 'steal from motor vehicle'	Stable or decrease	All stable with the exception of prohibited and regulated weapons offences increasing by 12.1%, malicious damage to property decreasing by 5.5% and stealing from retail store decreasing by 18.4%	
<p>Housing affordability</p> <p>- Percentage of households where rent payments are 30 per cent or more of household income</p> <p>- Percentage of households where mortgage payments are 30 per cent or more of household income</p> <p><i>- SOURCE: Baseline - 2016 Census, .id</i></p>	Bega Valley 9.2% NSW 12.9%	Decrease	No updated data - awaiting 2021 census	
	Bega Valley 5.8% NSW 7.4%)	Decrease		
<p>Homelessness</p> <p>- Number of people who are homeless</p> <p><i>SOURCE: Baseline - 2016 Census, ABS</i></p>	125 (includes Narooma area)	Decrease	No updated data - awaiting 2021 census	
<p>Diversity of private housing</p> <p>- Separate house</p> <p>- Medium density</p> <p>- High density</p> <p>- Caravans, cabin, houseboat</p> <p><i>SOURCE: Baseline - 2016 Census, ABS</i></p>	Bega Valley 80.2% Regional NSW 80.2%	Decrease	No updated data - awaiting 2021 census	
	Bega Valley 15.5% Regional NSW 14.3%	Increase		
	Bega Valley 0.3% Regional NSW 2.5%	Increase		
	Bega Valley 2.7% Regional NSW 1.9%	Stable		
<p>Residential aged care facilities</p> <p>- Number of residential aged care places</p> <p><i>SOURCE: Baseline - 2017 Aged Care Guide, DPS Publishing Limited</i></p> <p><i>SOURCE: November 2021 - www.agedcareguide.com.au accessed September 2021</i></p>	399	Increase	266	



LIVEABLE PLACES

PROGRESS MEASURES- GOAL 7



Council Performance Measures	2017 Baseline	Desired Trend	November 2021	Outcome
Appearance of town centres - Mean satisfaction rating with the appearance of town centres <i>SOURCE: Baseline - Bega Valley Shire Community Survey 2016</i>	3.3	Increase	Nil data Satisfaction survey not undertaken	



Infrastructure Milestones	2017 Baseline	Desired Trend	November 2021	Outcome
Town Centre Landscape Masterplans - Implementation of Bega Town Centre Landscape Masterplan	Masterplan adopted	Completion	Masterplan adopted - 1 out of 16 recommendations (both high and low priority areas) has been completed (Littleton Gardens connectivity)	
- Implementation of Eden Town Centre Landscape Masterplan	Masterplan 30% implemented by area	Completion	1 of 3 sections along Imlay Street have been completed (Bass to Chandos Streets)	
- Implementation of Merimbula Town Centre Landscape Masterplan <i>SOURCE: Baseline and November 2021 - Council data</i>	Masterplan adopted	Completion	Masterplan adopted - 2 out of 5 recommendations have been implemented (bypass and Monaro Street intersection)	

LIVEABLE PLACES

GOAL 8: Our places retain their character and scale, development is well planned, and a range of goods and services are available within our shire that meet local needs.

STRATEGIES

- Provide infrastructure and services to meet the ranging needs of residents in our towns, villages and rural areas.
- Advocate for decision makers to provide social services that meet the needs of all our community including families, children, youth and the aged.
- Encourage and support local identity, heritage and character in our towns, villages and rural areas.

HIGHLIGHTS

- The Development Control Plan was amended several times including changes relating to Wolumla, Tura Beach, advertising requirements, tree and vegetation preservation, and Aboriginal heritage.
- The Development Hub was established in 2018 to provide advisory services for applicants and the community, and to help expedite the development assessment process.
- Following the Black Summer bushfires, Council experienced an increase in enquiries related to bushfire rebuild applications as well as the government stimulus package for additions and building of dwellings over \$150,000. Development applications for properties impacted by the bushfires and employment generating developments were prioritised.
- Council transitioned to the e-Planning portal in July 2021 with all development and certificate applications required to be submitted via the NSW Planning Portal.
- Bega Valley Shire Rural Residential Strategy was completed and adopted in August 2020.
- In early 2018, Council undertook a review of the 2006 Commercial Centres Strategy for Merimbula, Pambula and Tura Beach. This was prompted by interest from large scale, bulky goods retailers keen to expand their business into these communities.
- An Enterprise Lands review was completed in 2018.
- A Commercial Land Strategy was completed and adopted in April 2020.
- A Residential Land Strategy was completed and adopted in May 2020.
- Council adopted the Local Strategic Planning Statement in June 2020.
- Fourteen amendments to the Local Environment Plan (LEP) 2013 were gazetted including the preservation of original holdings, bringing 16 sites that were previously deferred back into the LEP, regularisation of water and sewer infrastructure zones, and implementation of the Commercial Land Strategy rezonings.
- Reports on the planning proposals for the Eden Heritage Precinct, amendments to LEP Clause 4.1A, Minor Amendments, Deemed Concessional Lots, and Boydtown deferred lands were presented to Council in 2021.
- Council continued to provide a Heritage Advisor service which supported community groups and owners of heritage items, along with assisting in the review of development applications and heritage minor works.

- With assistance from the NSW Government's Heritage Near Me program, Council enlisted the help of three expert local heritage advisors to curate 101 culturally and historically significant local objects and locations. The project known as 'Hidden Heritage – 101 objects' was revealed at a ceremony at Wolumla Memorial Hall in April 2019.
- Aboriginal assessments and advice were provided through Council's Aboriginal Planning Officer, with significant work undertaken in assessing the Aboriginal heritage areas impacted by the Black Summer bushfires.
- Council established a Section 355 Bega, Eden and Merrimans (BEM) Committee to deliver upon the MOU with the three Local Aboriginal Land Councils, with recent achievements including the adoption of the Aboriginal Heritage section of Council's Development Control Plan which integrates the Aboriginal Cultural Heritage Landscape Map into the due diligence process.
- In 2020 and 2021, due diligence training in relation to Aboriginal cultural sites was delivered to staff across the organisation.
- 13 June 2021 marked the 20th anniversary of the first signing of the MOU between the Bega, Eden and Merrimans Local Aboriginal Land Councils, the local Aboriginal community and Council, with a community celebration taking place in July 2021.
- The local heritage assistance program provided funding to support 30 local heritage projects

including repairing and restoring aspects of private residences, churches and community halls.

- Council participated in a cultural burning pilot with Local Land Services, the NSW Rural Fire Service and the local Aboriginal community.
- In line with changes to the management approach of Crown Lands, Council undertook a process to classify Council-managed crown land and drafted a Generic Plan of Management which was placed on public exhibition in April 2021.



Smoking ceremony at the celebration of the 20th anniversary of the first signing of the MOU

- Council advocated for, and was awarded, over \$33 million in state funding for water and sewerage projects.
- Council supported the RFS with water to fight two major fire events and successfully avoided significant water supply failures.
- Bega Valley beneficially reused the greatest percentage of treated sewage of any coastal community in NSW by a significant margin. In 2019-20 Council reused over 40 percent compared to a state median of 13 percent; the second place coastal council reused 27 percent.
- A bio-solids management strategy was implemented in 2018 resulting in 100 percent reuse of biosolids to local farms, avoiding landfill.
- Council led the formation of a regional water utility working group to share procurement and reduce costs.
- A water treatment plant in Bemboka was built in mid-2019.
- Water treatment plants at Brogo and Bega commenced construction.
- Council was one of the first water utilities in NSW to implement a stepped usage charge with a variable threshold in lieu of up-front developer charges. This reduced the upfront cost to businesses.
- The North Bega sewer construction was completed in 2018.

- Council completed the transfer of 10 sewage treatment plants from a contractor back to Council in 2018.
- In 2018 Council decided to extend the state funded fluoridation program to most public water supplies within the shire.
- A site was selected for the Yellow Pinch water treatment plant after detailed research and analysis.
- Initial upgrades of the Bermagui sewage treatment plant commenced in 2021.
- In 2021, the Merimbula ocean outfall environmental impact statement was completed and submitted to the Planning Minister.
- Following the Black Summer bushfires 24 hour trucking of water was required for Brogo/ Bermagui. Council then established a temporary water settling plant at Brogo due to a burnt catchment. The Australian Water Association's OzWater conference recognised these actions as best practice.
- Solar arrays were installed at Bemboka water treatment plant in 2019.
- Achieved Department of Planning, Industry and Environment concurrence on a leading geo-hydrological model of the Bega sand aquifer.
- The Supervisory Control and Data Acquisition (SCADA) system upgrade was procured and began delivery with all of Eden completed so far.

- A new water and sewer maintenance management system was selected and integration began with engineering and finance asset registers.
- Council negotiated renewed water sharing plans with other water users for all systems to equitably share resources with the whole community in a drought.
- In response to COVID-19 Council supported frequent sewage testing for COVID-19 fragments.

- Council undertook community engagement in mid-2021 to assist in the development of the next 20-year Strategic Business Plan for Water and Sewer services.

Aerial view of the Bemboka Water Treatment Plant after completion in 2019



LIVEABLE PLACES



Community Indicators

- Perception of attractiveness of the built environment and natural places
 - Percentage of people who feel there are attractive buildings and homes in their community
 - Percentage of people who feel there are attractive natural places in their community

SOURCE: Baseline - 2015 NSW Regional Wellbeing Survey, University of Canberra

SOURCE: November 2021 - 2020 Regional Wellbeing Survey data tables, Version 1.0, September 2021

2017 Baseline

Bega Valley 79.1%
Regional NSW 73.3%

Bega Valley 98.9%
Regional NSW 89.0%

Desired Trend

Increase

Stable or increase

November 2021

Bega Valley 55.5%
Regional NSW 59.7%

Bega Valley 70.7%
Regional NSW 70.9%

Outcome



Council Performance Measures

- Delivery of services and facilities
 - Mean satisfaction rating with the delivery of services and facilities

SOURCE: Baseline - Bega Valley Shire Community Survey 2016

- Relative Socio-Economic Disadvantage
 - Index of Relative Socio-Economic Disadvantage

SOURCE: Baseline - 2016 Census, ABS

- Perception of access to goods and services
 - Average satisfaction rating with the delivery of services and facilities

- Percentage of residents who rate access to fresh fruit and vegetables as 'good'

- Percentage of residents who rate access to aged care services as 'good'

- Percentage of residents who rate access to child care services as 'good'

- Percentage of residents who rate access to education services as 'good'

SOURCE: Baseline - 2015 NSW Regional Wellbeing Survey, University of Canberra

SOURCE: November 2021 - 2020 Regional Wellbeing Survey data tables, Version 1.0, September 2021

2017 Baseline

3.4

968.7

Bega Valley 67.0%
Regional NSW 61.3%

Bega Valley 53.6%
Regional NSW 47.9%

Bega Valley 69.8%
Regional NSW 59.5%

Bega Valley 62.3%
Regional NSW 56.7%

Bega Valley 63%
Regional NSW 62.2%

Desired Trend

Increase

Increase

Increase

Increase

Increase

Increase

Increase

Decrease

Increase

November 2021

Nil data
Satisfaction survey not undertaken

Nil data
Satisfaction survey not undertaken

Bega Valley 73.3%
Regional NSW 77.2%

No equivalent measure in 2020 data

No equivalent measure in 2020 data

No equivalent measure in 2020 data

Bega Valley 64.6%
Regional NSW 67.8%

Bega Valley 10.3%
NSW 9.6%

Nil data
Satisfaction survey not undertaken

Outcome



LIVEABLE PLACES

PROGRESS MEASURES - GOAL 8



Infrastructure Milestones	2017 Baseline	Desired Trend	November 2021	Outcome
Water treatment facilities - Completion of new Council water treatment facilities at Bemboka	Construction contract considered by Council	Completion	The plant is completed and operating	✓
- Completion of new Council water treatment facilities at Brogo, Bega and Yellow Pinch <small>SOURCE: Baseline and November 2021 - Council data</small>	Pre-construction	Completion	Brogo water treatment plant is under construction Bega water treatment plant is 80% designed Yellow Pinch water treatment plant site has been selected	✓



This desired outcome focuses on improving the physical and digital connectivity of our community and leveraging the geographical advantage of our shire in proximity to major capital cities.

CONNECTED COMMUNITIES



CONNECTED COMMUNITIES

GOAL 9: We have opportunities to work, learn and socialise through the provision of affordable public transport and telecommunications services.

STRATEGIES

- Advocate for relevant parties to develop better public transport options that are convenient, easily accessible and affordable.
- Collaborate with relevant parties to grow the passenger numbers through Merimbula Airport.
- Advocate for decision makers to improve the availability of high speed broadband internet and mobile phone coverage.

HIGHLIGHTS

- Council assumed the full operational and management responsibility of Merimbula Airport in 2019.
- Council became the Aerodrome Certificate holder in March 2019 and the Merimbula Airport terminal extension works were completed in October 2019.
- Qantas commenced regular services to Sydney in December 2019 and Melbourne in mid-2020.
- Construction works commenced on the runway extension, runway strengthening and general aviation precinct upgrade in 2021.
- COVID-19 travel restrictions and lockdowns impacted passenger numbers with a 90 percent decrease on previous years.
- Transport advocacy saw Council contribute to the South East Australian Transport Strategy (SEATS), the Princes Highway Corridor Strategy

including replacement of Brogo River Bridge and improved east west linkages off the corridor; the CRJO Infrastructure Prospectus; the regional road transfer and classification review to consider transfer of responsibility of certain regional roads back to state or reclassification of local roads to regional roads for additional funding, and the NSW Government Transport Vision. Council also advocated to both State and Federal Governments following the Black Summer bushfires to have the Princes Highway recognised as a Road of Strategic Importance (ROSI) to elevate its priority status for funding for improvements.

- Several significant grants were received as a result of this advocacy including the sealing of Towamba and Burragate Roads, a section of Tantawangalo Mountain Road, the link between the Princes Highway and the Port of Eden (northern side), and upgrades to Whipstick and Murrabrine Creek Bridges.

Qantas crew, Mayor Russell Fitzpatrick and Federal Member for Eden Monaro, Kristy McBain MP at the launch of Qantaslink services to Merimbula



CONNECTED COMMUNITIES



PROGRESS MEASURES - GOAL 9

Community Indicators	2017 Baseline	Desired Trend	November 2021	Outcome
Public transport use - Percentage of employed people aged 15 and over who use public transport to travel to work on Census day <i>SOURCE: Baseline - 2016 Census, ABS</i>	Bega Valley 0.9% NSW 13.8%	Increase	No updated data - awaiting 2021 census	
Perception of access to public transport - Percentage of residents who rate access to public transport as 'good' <i>SOURCE: Baseline - 2015 NSW Regional Wellbeing Survey, University of Canberra</i> <i>SOURCE: November 2021 - 2020 Regional Wellbeing Survey data tables, Version 1.0, September 2021</i>	Bega Valley 12.9% Regional NSW 15.5%	Increase	Bega Valley 16.3% Regional NSW 29.4%	
Passengers through Merimbula Airport - Number of passengers through Merimbula Airport <i>SOURCE: Baseline - 2015/16 NSW Bureau of Transport Statistics</i> <i>SOURCE: November 2021 - FY21 Council data noting significant COVID-19 impacts on travel during this period</i>	54,000	Increase	24,445	
Perception of internet speed and mobile phone coverage - Percentage of residents who rate mobile phone coverage as 'good' - Percentage of residents who rate high speed internet services as 'good' <i>SOURCE: Baseline - 2015 NSW Regional Wellbeing Survey, University of Canberra</i> <i>SOURCE: November 2021 - 2020 Regional Wellbeing Survey data tables, Version 1.0, September 2021</i>	Bega Valley 34.3% Regional NSW 44.8%	Increase	Bega Valley 40.4% Regional NSW 56.6%	
Internet access - Percentage of occupied private dwellings with broadband internet connection - Percentage of occupied private dwellings with other internet connection <i>SOURCE: Baseline - 2016 Census, ABS</i>	Bega Valley 62% Regional NSW 61%	Increase	No updated data - awaiting 2021 census	
	Bega Valley 8% Regional NSW 7%	Increase		

CONNECTED COMMUNITIES

GOAL 10: We have a network of good quality roads, foot paths and cycleways connecting communities throughout the shire and beyond.

STRATEGIES

- Improve connectivity between, and physical accessibility within, our towns and villages.
- Advocate for decision makers to provide better road, sea and air connections to areas outside the shire.

HIGHLIGHTS

- The \$7.5 million Merimbula CBD bypass was opened in September 2017.
- In 2017 Council undertook an internal audit of wharves and how it manages risks associated with the shire's extensive marine infrastructure.
- Council undertook a review of the bridge replacement program with concept designs prepared for 148 projects, within the 30 year program aligning with the Asset Management Plan.
- Major bridge works were undertaken at numerous sites including Slaters Lane, Pretty Point, Mitchells Creek, Brianderry Road, Brockelos, Carpenters Creek, Mariah Creek, multiple times on Snake Track and at Murrah.
- Corrosion protection works were completed on concrete bridges in Bermagui, Merimbula and Tathra.
- Council was successful in obtaining grant funding for a number of bridges under the Fixing Country Bridges Program with work commencing on Murrabrine Bridge early in 2021.
- Council completed the structural assessment of 59 bridges with another 17 in progress.
- Extensive project planning and community engagement has been undertaken on the future upgrade of Cuttagee Bridge with an advisory group established in September 2021.
- Council responded to several flood events across the shire which were declared as natural disasters and undertook restoration works under the Australian Government Disaster Recovery Funding Arrangements (DRFA).
- As part of the recovery funding following the Black Summer bushfires, Council rebuilt several bridges including at Welshes Road, Charlotte Street, Snack Track, Nullica Shortcut and Pericoe Road.
- Reclaimed timber from bridge upgrades were used in Council projects at various parks across the shire, the Bega Valley gateway signage and extensively around the Tathra Headland walk.
- Scoping and project planning for improvements to Tathra Wharf commenced in 2018 and resulted in Council securing \$7 million in grant funding from the NSW Government.
- Council provided funding support to the Eden Breakwater Wharf project in partnership with the NSW Government.
- The Tathra to Kalaru shared path was completed in 2020, with options development and community engagement for the Bega to Kalaru portion of the shared path completed in September 2021.
- Council delivered a range of other shared paths including the Lake Street shared path in Merimbula, the Bega Valley Regional Hospital shared path, the Tathra Headland Walk and the Wyndham shared path.
- A range of pathway improvements in the Bega CBD were delivered as part of the shire's action plan, connecting residents around High, Baker, Meringo, Upper and Hill streets with the Bega CBD and the existing pathway network down to the river.

- Council replaced the Berrambool footbridge in 2021 to coincide with the opening of Aldi.
- Widespread culvert cleaning, maintenance and replacement has been carried out with major replacements and extensions on Towamba/ Burragate Road, Dr George Mountain Road and Tura Beach.
- Local drainage and kerb and gutter projects have occurred across the shire including at Bunga Street and Wallaga Lake Road, Bermagui; Rawlinson Street, Bega; Bega Street, Tathra; Aslings Beach Road, Eden; Gordon Street and Cobargo Street, Quaama; and Monaro Street, Merimbula.
- Extensive CCTV inspections were undertaken on a large percentage of the urban stormwater network to inform the design and budgeting of a reline and replacement project in Bega and Pambula.
- Council invested approximately \$1.2 million per annum on resealing existing sealed roads.
- A range of upgrades and sealing of unsealed roads took place on the Towamba Burragate Road, Boundary Road, Tantawanglo Mountain Road, Upper Brogo Road, Verona Road, Narira Street, Dr George Mountain Road, West Kameruka Road and Nethercote Road.
- Key environmental outcomes were achieved in sealing or part sealing a range of gravel roads due to their proximity to waterways including Blackfellows Lake Road, Hunters Road, South River Road and Wapengo Lake Road.
- Gravel resheeting was completed along portions of Jews Creek Road, Tantawanglo Mountain Road, Peak Hill Road, Burragate Road, Eden-Towamba Road, Illawambra Valley Road and Reedy Swamp Road.
- Major stabilisation projects delivered at Myrtle Mountain Road, Candelo Wolumla Road, Wonboyn Road, Bega Street, Wallaga Lake Road, Bunga Street, Sapphire Coast Drive, Nethercote Road, Monaro Street and the main streets in Quaama.
- A major CBD upgrade of Albert Terrace and Imlay Street in Eden was undertaken in 2017 with heavy vehicle route and shared network improvements connecting the Port of Eden to the Eden CBD completed in 2021.
- Concept designs for the redesign of the Zingel Place staff accommodation were undertaken in 2020.
- School zone safety improvements at Wolumla, Tathra and Tanja.
- A shirewide guardrail renewal and replacement program has been undertaken.
- Designs were completed for a range of future transport projects including the upgrade of the Sapphire Coast Drive and Berambool Drive intersection in Merimbula, and the drainage and footpath network for the Kalaru township.
- Council implemented a cloud-based project management reporting tool to improve project delivery and accountability.
- Council procured and is implementing a new Asset Management System.
- In 2021, Council undertook a full transport assets revaluation.
- A draft Local Transport Strategy Vision was developed as a precursor to a wider Transport Strategy project.
- Initial data collection has commenced for the Merimbula Transport Study to inform a place-based area plan.
- Council's proactive approach to flood mitigation saw several floodplain risk management studies and plans completed including the Bega and Brogo Rivers Floodplain Risk Management Study and Plan in 2019; Eden, Twofold Bay, Towamba River Flood Study in 2020; Merimbula Lake and Back Lake Floodplain Risk Management Study and Plan and the Pambula River, Pambula Lake and Yowaka River Flood Study in 2021.
- Carparks across the shire have been improved including Cabarita carpark in Merimbula, accessibility and parking improvements to Pambula Beach carpark and the Plumb Motors carpark in Bega.
- 35,641 tonnes of gravel was extracted from Council's quarry to support gravel resheeting, roadworks and disaster repairs.

CONNECTED COMMUNITIES

PROGRESS MEASURES - GOAL 10



Community Indicators

Active transport
- Percentage of people aged 15 and over who rode their bike or walked to work on census day

SOURCE: Baseline - 2016 Census, ABS

2017 Baseline

Bega Valley 5.7%
Regional NSW 4.7%

Desired Trend

Increase

November 2021

No updated data - awaiting 2021 census

Outcome



Council Performance Measures

Footpaths, roads and cycleways
- Average satisfaction rating with footpaths

2017 Baseline

3.1

Desired Trend

Increase

November 2021

Nil data

Outcome



- Average satisfaction rating with sealed roads

2.6

Increase

Satisfaction survey not undertaken



- Average satisfaction rating with unsealed roads

2.6

Increase



- Average satisfaction rating with cycleways

3.1

Increase



SOURCE: Baseline - Bega Valley Shire Community Survey 2016

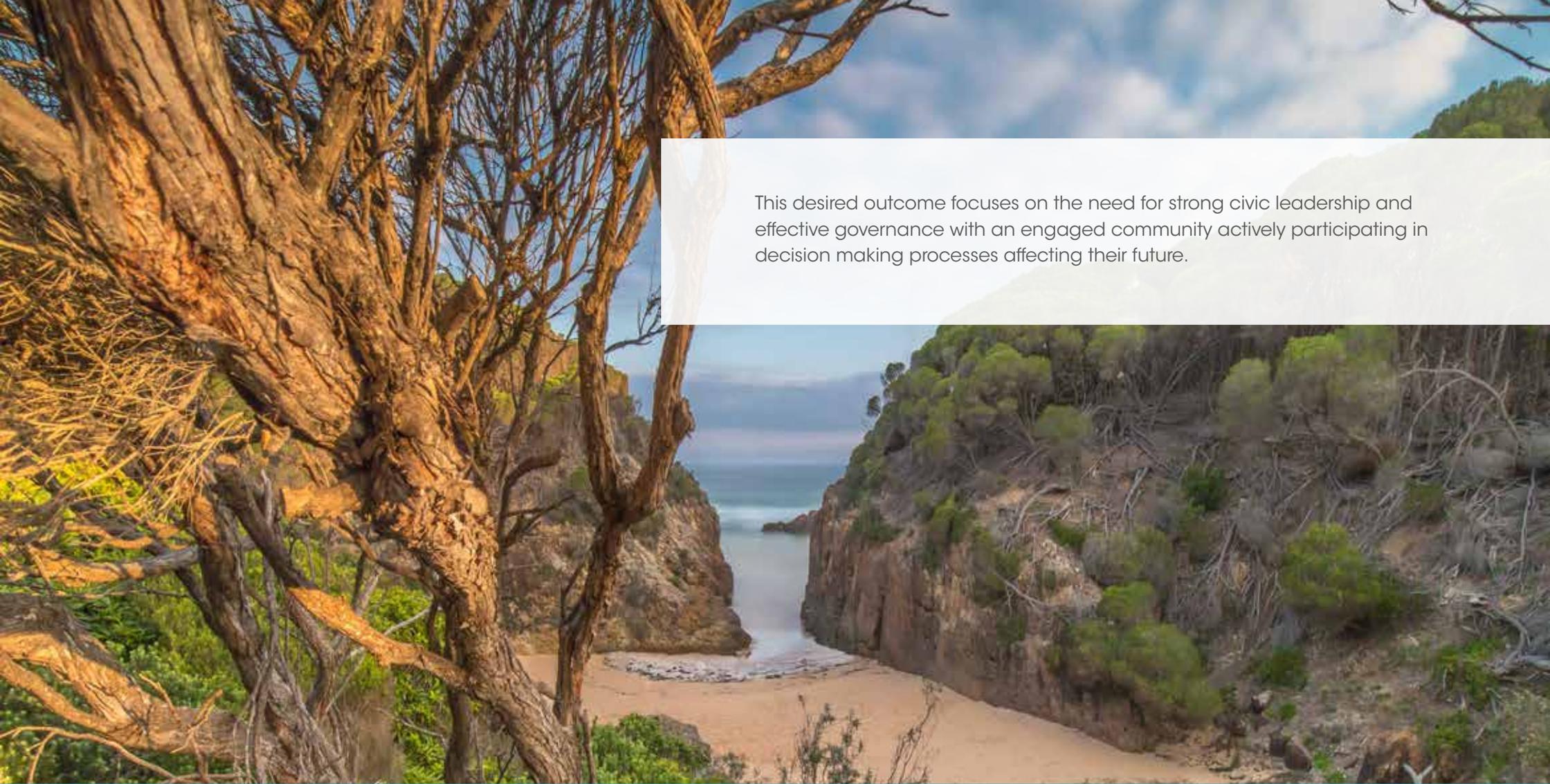


CONNECTED COMMUNITIES

PROGRESS MEASURES - GOAL 10



Infrastructure Milestones	2017 Baseline	Desired Trend	November 2021	Outcome
East-West connectivity to the Hume Highway - East-West road connectivity to the Hume Highway improved through upgrades to the Snowy Mountain Highway and Imlay Road	Project not commenced	Commencement	Snowy Mountains Highway and Imlay Road are not Council assets. Advocacy continues with State Government agencies	
Port of Eden - Princes Highway via Imlay Street road upgrade - Upgrade of road linking the Port of Eden to the Princes Highway via Imlay Street	Project not commenced	Commencement	Project broken into stages	
			Stage 1 Heavy Vehicle Bypass – Chandos, Calle Calle, Mitchell 100% complete	
			Stage 2 Albert Terrace and Imlay Street Upgrade – 98% Complete	
			Stage 3 Imlay Street upgrade and roundabout – Design ongoing, not funded	
			Stage 4 Imlay Street Eden wharf connection – Not started, not funded	
Stage 5 Princes Highway and Mitchell Street roundabout – Not started, not funded				
Development of railway links - Development of the East Coast High-speed Rail Corridor and Canberra to Eden Port rail link	Project not commenced	Commencement	Advocacy only – not Council assets. High Speed rail is not feasible based on ACT Government Business Case and has largely been abandoned	
Road, footpath and cycleway infrastructure - Construction of new road infrastructure	1,522km	Completion	Our road data is captured in m2 better reflecting roads as widths vary. In 2017 there was 5,407,759 sqm of road infrastructure, and upgrades or new development has added 428,124 sqm.	
- Construction of new footpath infrastructure	71km	Completion	Additional 3.657km constructed	
- Construction of new cycleway infrastructure <small>SOURCE: Baseline and November 2021 - Council data</small>	15km	Completion	Generally provided as 'shared path' with 953m new 'shared path' built. In addition there is 3.9km of the Tathra-Kalaru Bike Path	



This desired outcome focuses on the need for strong civic leadership and effective governance with an engaged community actively participating in decision making processes affecting their future.

STRONG CONSULTATIVE LEADERSHIP



STRONG, CONSULTATIVE LEADERSHIP

GOAL 11: We are an informed and engaged community with a transparent, consultative and responsive Council.

STRATEGIES

- Lead, govern and regulate in an ethical, equitable, transparent and accountable way.
- Inform our community about things that affect their daily lives using relevant and varied communication channels.
- Consistently engage and consult across the whole community to ensure that a diversity of voices are heard and that feedback is captured and considered for decision-making and advocating purposes.

HIGHLIGHTS

- Fifteen citizenship ceremonies were held welcoming 156 new citizens to the Bega Valley.
- Council hosted a range of civic events including citizen of the year awards, Australia Day, Harmony Day, the Bega Valley Service Medallion ceremony, the flag raising for Bega Valley Advocates for Timor-Leste Independence Day and the 20th Anniversary of the MOU with Local Aboriginal Land Councils.
- Council kept the community informed through a range of channels including e-newsletters. In January 2018, the fortnightly eNews and 'The Village News' publications were rebranded to 'Council News'. Over 500 hard copies were distributed each month up until December 2019 to childcare centres, libraries, pools, Merimbula Airport and the Civic Centre.
- Following the Black Summer bushfires, in April 2020 Council established a dedicated fortnightly newsletter 'Bushfire Recovery News' which published 31 editions and concluded in June 2021 with the merging of 'Council News' to become a single fortnightly newsletter titled 'Bega Valley Together'.
- Council's Facebook footprint was significantly expanded during the Black Summer bushfires as the local community and broader audiences sought timely and accurate information. Facebook followers grew by 184 percent, from approximately 6,200 followers in 2018-19 to 17,600 in 2019-20; and again by 29.5 percent to approximately 22,800 followers by 30 June 2021.
- In 2020-21, Council issued over 260 media releases (an average of one per week-day); responded to multiple daily media enquiries and interview requests; and posted upwards of 30 Facebook posts per week on average; this was relatively consistent with 2019-20 and a significant increase from the 2018-19 financial year. Council also held a number of media briefings to provide background information to journalists to ensure complex issues were understood.
- Council's website improvement project commenced to improve the layout and usability of the website for the community, with completion planned for February 2022.
- There were over 2.6 million views of our website, increasing from around 550,000 views in 2018-19 to 780,000 views in 2019-20 and 775,000 in 2020-21. Visits peaked following the Tathra and Reedy Swamp, and Yankees Gap, bushfires in 2018, and again following the Black Summer bushfires in 2019-20.
- In 2017 Council amalgamated two of its grant offerings, the Festivals and Events program and Waste Wise Events program to provide greater financial support to local events, focusing on improving recycling and waste management. In 2020, Council resolved to reallocate the funding from this program to support communities affected by the Black Summer bushfires, through

the Community Recovery Contribution Program which opened at the end of 2020 and supported 23 events and activities across the shire.

- In 2017 improvements to the Customer Service area were completed at Council's Zingel Place offices in Bega.
- A new provider for Council's after-hours phone service was engaged in July 2020.
- Each month Council's leadership team reviewed customer service statistics and for the 2020–21 financial year, the averages per month were 3,568 calls; 27 seconds spent in queue; 3.17 minutes duration; and 89 percent of calls resolved on first contact.
- Council conducted an engagement campaign in 2021 to encourage ratepayers to transition to e-notices with over 1,100 ratepayers ceasing paper-based notices. Council's water and rates notices were redesigned to improve readability.
- In 2021, Council commenced a customer improvement project, focusing on customer journey mapping.
- Eighty-five Council meetings were held from 1 July 2017 to November 2021 with all meetings minuted and available on Council's website.
- In response to COVID-19, Council transitioned to hold Council meetings and forums online via the virtual video conferencing platform, Zoom.

- In 2020, Council hosted several Councillor in the Community sessions to support discussion on a range of issues in the Bega Valley community.
- The Memorandum of Understanding between Bega Valley Shire Council and the Mumbulla Foundation was extended to June 2025.
- Council commenced an application for a Special Rate Variation (SRV) in September 2019 to provide dedicated funding for Council's swimming pool facilities. In February 2020, Council decided not to proceed with the SRV application after the devastating impact of the Black Summer bushfires.



Mumbulla Foundation Chair, Mick Pryke with Acting CEO Anthony McMahon after the signing of the Mumbulla Foundation MOU

- Council in partnership with the Canberra Region Joint Organisation (CRJO) participated in a review of the Code of Conduct to improve Council's integrity management.
- Code of Conduct training was provided at new staff induction sessions with plans for refresher courses for all staff to be undertaken every two years in a recently acquired online learning management system.
- A review of the Councillor Induction program was undertaken in 2018 with improvements made including formal individual learning plans and updated Code of Meeting Practice and Code of Conduct training.
- The Audit, Risk and Improvement Committee (ARIC) approved a revised charter in September 2019.
- The ARIC undertook recruitment in 2020 resulting in the appointment of three new external members to the Committee.
- Council implemented audit action tracking through Pulse, an online system, to improve progress reporting in responding to audit actions.
- A second organisation wide review of culture was undertaken in early 2020 in partnership with the University of South Australia that focused on surveying staff to measure overall employee satisfaction and identify the strengths and weaknesses of the organisation's culture.

- Council's efforts in supporting staff with tailored training programs, implemented following the Black Summer bushfires and at the beginning of the COVID-19 pandemic, were recognised at the NSW Resilient Australia Awards with Council winning the Local Government Award category.
- In 2020, Council procured a new electronic platform to help manage Council's policies, procedures and delegations register for staff and the public.
- Council participated in a collaborative project with seven CRJO Councils to deliver a Regional Community Strategic Plan for the next elected Council to consider in early 2022.
- Improvements to Council's budget and operational plan presentation were implemented in 2020-21.
- Council adopted an updated Long Term Financial Plan (LTFP) in May 2021 including provisions for loan borrowings to deliver major capital projects. The LTFP provided three scenarios and included an option for a future Special Rate Variation which will be guided by the newly elected Council.
- Preparation for the next suite of Integrated Planning and Reporting (IPR) documents commenced, including a new Resourcing Strategy. A review of the Long Term Financial Plan and Asset Management Plans for all asset classes will be prepared for the incoming Council.
- Council supported the Bega Valley Community Disaster Relief Fund (BVCDRF) through the MOU

with Social Justice Advocates of the Sapphire Coast. Since July 2020, four rounds of funding have been completed with donations totaling more than \$600,000. Council also facilitated the Mayoral Appeal Fund following the Tathra Bushfires in 2018.

- Council contributed funding and other support to emergency services, maintained the Emergency Operations Centre (EOC), and supported the Local Emergency Management Committee (LEMC). Council also had various staff fulfill the role of Local Emergency Management Officer (LEMO).

- Improved Wi-Fi connection with fibre optic cable was installed at the EOC and an induction program for key staff was developed relating to 'Working in an EOC'. Council staff also participated in Office of Emergency Management training, 'Introduction to Emergency Management and EOC fundamentals' in November 2019 and June 2021.

Council staff working in the Emergency Operations Centre during the Black Summer bushfires



STRONG CONSULTATIVE LEADERSHIP



Community Indicators	2017 Baseline	Desired Trend	November 2021	Outcome
<p>Perception that decision makers represent the whole community</p> <p>- Percentage of residents who agree that the people who make decisions for their community represent the whole community, not just part of it</p> <p><i>SOURCE: Baseline - 2015 NSW Regional Wellbeing Survey, University of Canberra</i> <i>SOURCE: November 2021 - 2020 Regional Wellbeing Survey data tables, Version 1.0, September 2021</i></p>	Bega Valley 28.6% Regional NSW 33.1%	Increase	Bega Valley 39.5% Regional NSW 37.0%	✓
<p>Perception of involvement in local decision-making processes</p> <p>- Average score of positive feelings relating to 'having a say' and being heard</p>	Bega Valley 4.3 Regional NSW 4.2	Increase	Bega Valley 4.7 Regional NSW 4.1	✓
<p>- Percentage of residents who feel that they can get involved in local decision-making processes if they want to</p> <p><i>SOURCE: Baseline - 2015 NSW Regional Wellbeing Survey, University of Canberra</i> <i>SOURCE: November 2021 - 2020 Regional Wellbeing Survey data tables, Version 1.0, September 2021</i></p>	Bega Valley 66.9% Regional NSW 61.2%	Increase	Bega Valley 68.2% Regional NSW 63.6%	✓
<p>Voting turnout</p> <p>- Participation rate for 2016 Local Government Elections</p> <p><i>SOURCE: Baseline - 2017 Electoral Commission of NSW</i></p>	84%	Increase	Nil data. 2021 Local Government Elections yet to be held	⚠



Council Performance Measures	2017 Baseline	Desired Trend	November 2021	Outcome
<p>Internal conduct process</p> <p>- Number of adverse findings in relation to Code of Conduct Complaints</p>	0	Stable	0	✓
<p>- Number of adverse findings in relation to Independent Commission Against Corruption investigations</p>	0	Stable	0	✓
<p>- Number of adverse findings in relation to Government Information Public Access reviews</p> <p><i>SOURCE: Baseline and November 2021 - Council data</i></p>	0 (note 3 matters are ongoing)	Stable	0	✓
<p>Local leadership and decision making</p> <p>- Average satisfaction rating with local leadership and decision making</p> <p><i>SOURCE: Baseline - Bega Valley Shire Community Survey 2016</i></p>	2.9	Increase	Nil data Satisfaction survey not undertaken	⚠
<p>Overall organisation satisfaction</p> <p>- Average satisfaction with Council's delivery of services and facilities</p> <p><i>SOURCE: Baseline - Bega Valley Shire Community Survey 2016</i></p>	3.4	Increase or stable	Nil data Satisfaction survey not undertaken	⚠
<p>Informing the community</p> <p>- Average satisfaction rating with informing the community</p> <p><i>SOURCE: Baseline - Bega Valley Shire Community Survey 2016</i></p>	3	Increase or stable	Nil data Satisfaction survey not undertaken	⚠

STRONG CONSULTATIVE LEADERSHIP

PROGRESS MEASURES - GOAL T1



Council Performance Measures	2017 Baseline	Desired Trend	November 2021	Outcome
Involvement in local decisions - Average satisfaction rating with involving the community in local decisions <i>SOURCE: Baseline - Bega Valley Shire Community Survey 2016</i>	2.9	Stable	Nil data Satisfaction survey not undertaken	
Planning for the future of the shire - Average satisfaction rating with planning for the future of the shire <i>SOURCE: Baseline - Bega Valley Shire Community Survey 2016</i>	3.2	Increase	Nil data Satisfaction survey not undertaken	

STRONG, CONSULTATIVE LEADERSHIP

GOAL 12: Our Council is financially sustainable and services and facilities meet community need.

STRATEGIES

- Optimise value for money and deliver responsible and ethical spending and efficient service delivery across all of Council's services.
- Provide friendly, effective and knowledgeable guidance when responding to enquiries and in day-to-day contact with our community.

HIGHLIGHTS

- Council undertook an organisation restructure in March 2018 and implemented a three Directorate structure with Assets and Operations; Business and Governance; and Community, Environment and Planning.
- Advocacy was undertaken with the NSW Government in relation to disability support, bushfire recovery, grant management, rating reforms, management of Crown Land, biodiversity, coastal management and planning reforms.
- A dedicated Workplace Wellness Officer was engaged in 2017 to support proactive wellbeing measures including a range of training programs and employee recovery at work.
- Council's employee onboarding process was overhauled in 2018 and a new recruitment software system was acquired in 2020.
- In 2019 the Local Government Skills Strategy was developed and provided targeted training programs for 15 staff in Leadership and Management (Cert IV); 19 in Project Management (Diploma); and 20 in Waste Services (Diploma).
- Council's WHS Advisors have continued to embed the safety culture at Council. In the first six months of 2021, 185 employees attended compliance and safety training across 24 different courses.
- Council has been working in consultation with local high schools and employment agencies to promote career pathways at Council and also improved the 'Careers at Council' page on Council's website.
- Council engaged and continued to support 12 employees in cadet roles in the areas of engineering, finance, human resources and environmental health.
- Council advertised for 10 new trainee positions to support the business across a number of service areas including finance, corporate planning, property services, and environmental health. Recruitment will be finalised in early 2022.
- Council procured a Learning Management System in April 2021 to provide an online platform for employees to be engaged in mandatory and compliance related training as well as ongoing professional development.
- During 2020, Council worked with the Canberra Region Joint Organisation (CRJO) to develop a Regional Workforce Strategy to deliver resource sharing and program opportunities to inform the next Resourcing Strategy.
- In response to the Black Summer bushfires a range of actions were undertaken to support Council staff. The program, 'Supporting our People to Support our People- BVSC Resilience and Wellbeing Program' was commended in the 2021 Statewide Mutual Risk Management Excellence Awards.
- In 2021, 25 managers and leaders completed 360-degree leadership reviews.
- A Financial Improvement Plan was implemented in 2019 to guide a range of system and process improvements. These included improved payroll processes; providing dedicated finance briefing sessions for Councillors; a detailed review

- of borrowings, depreciation, capitalisation, attributions, reserves and Council's Asset Management Strategy; improved financial reporting; changes to Council's Long Term Financial Plan; financial policy and procedure reviews; improving Council's cash position; implementing external audit recommendations; and improved budget management and reporting.
- Council undertook a bank tender process which resulted in Council transitioning to a new bank.
 - Online payment options were established in 2021 to allow customers to pay their rates and water notices online from Council's website.
 - A 12-month project to digitise hard copy Development Application files was completed in 2020-21 with 5,922 files converted to electronic records.
 - Council completed a range of fibre and microwave link upgrades to improve connectivity between Council facilities along with internal Wi-Fi reconfiguration to provide improved performance at Zingel Place, the Bega Valley Commemorative Civic Centre, and the Bega Valley Regional Learning Centre.
 - With the transition to working from home during the COVID-19 lockdown, Council brought forward planned upgrades of server infrastructure as part of our IT Disaster Recovery Plan.
 - Council invested in a project management software system in 2020, to automate the framework Council adopted in 2018.
 - In 2021, Council transitioned mobile phone providers from Telstra to Optus after a competitive tender process.
 - Council partnered with ESRI to move to a single GeoSpatial platform, ArcGIS, to improve our Geographic Information System (GIS) for collection and use of consistent data across Council.
 - Commencing in 2020, Council engaged Microsoft to leverage its Azure cloud services to establish a hybrid server infrastructure model allowing resources to scale up and down as demand required.
 - Council transitioned to an Office 365 licensing model which has enabled collaboration and sharing through platforms such as SharePoint Online and Microsoft Teams.
 - Council tendered for and invested in an asset management system with implementation commencing in late 2021.
 - Multiple improvements with Council's procurement services were implemented including the elimination of hardcopy tender responses, moving to electronic contracts, and a detailed review and expansion of the VendorPanel platform including a marketplace function to provide greater usability for suppliers and Council staff.
 - A Procurement and Contracts Improvement Plan was adopted in 2021.
 - Council undertook a restructure of its panels of prequalified suppliers of works and services, creating one new consolidated panel which replaced three former panels. This approach achieved improved efficiencies for both Council and suppliers, including many local businesses.
 - Council's land divestment project is close to completion with offers received on all parcels of land Council had resolved to sell. Properties divested include: Lot 121 DP 847899 Arthur Kaine Drive, Merimbula; Lot 8 Sec 13 DP 758095 Barragoot Street, Bermagui; Lots 9 - 12 Sec 1 DP 1085 Park Street, Bega; Lots 9 - 12 Sec 2 DP 1085 Park Street, Bega; Lot 5 DP 843822, Lot 16 DP 112193 Mecklenberg Street, Bega; Lot 13 DP 1107310 and Lot 18 DP 255593 Corner of Mecklenberg Street and Minyama Parade, Bega; Lot 14 DP 249924 Moore Wren Road, Tarraganda; Lot 66 DP 1171407 Ravenswood Street, Bega. Lot 281 DP 1158995 Murrah Street, Bermagui and Lot 145 DP 623646 Clark Lane, Bega require further work before divestment can be progressed.
 - Council's sale of the former Hotel Australasia, Eden was finalised in May 2020; land a Quaama was divested to the Quaama Mens Shed in September 2020; and acquisition by private agreement of land near Club Sapphire, Merimbula for roadworks related to the Merimbula service road extension is due for settlement in November 2021.
 - The Cemetery Plan 2020-2030 was adopted in June 2021.

- Several of Council's cemeteries were impacted by the Black Summer bushfires with fences replaced at Wonboyn, Tantawangalo and Quaama, with more extensive work undertaken at Cobargo including a concrete slab for the new pavilion and upgrade to the gravel road and parking.
- Community Halls across the shire benefited from ongoing investment and grant funding with kitchen upgrades at Wyndham, Rocky Hall, Brogo, Taraganda, Candelo, Bemboka, Eden, Kiah, Pambula, Tanja and Wolumla. Wandella Hall had external stairs repaired, Eden Log Cabin had its roof replaced and Bemboka, Wyndham and Quaama Halls benefited from grant funding for the installation of solar panels, battery storage and air conditioners.
- The Wandella and Kiah Halls were destroyed in the Black Summer bushfires. Council organised a new Pavilion at Kiah Hall to support the community until the hall is rebuilt. Council also organised repairs to the composting toilet and BBQ shelter at Wandella Hall to support the community until a new hall is built.
- This term of Council has seen our enterprise risk management maturity increase. This has been achieved by the adoption of a strategic risk register, risk appetite statement and risk radar management body of knowledge.
- Council adopted a Risk Management Road Map in 2020 to summarise the direction it wanted to take to improve proactive management of enterprise-wide risks.
- In response to COVID-19, Council's Business Continuity Plan was put into action and a cross-organisational Continuity Management Team was established.
- A range of internal audits were conducted in this term of Council including financial stability and sustainability, Work Health and Safety, grant funding, major projects, the Mayoral Appeal (following the Tathra Bushfires), organisational culture, enterprise risk management, general IT controls, fraud and corruption, governance and service delivery.
- In 2021 Council also participated in a Performance Audit with the Audit Office of NSW examining local government business and service continuity arrangements for natural disasters.
- Council invested in a software solution to assist in managing corporate risks and tracking the delivery of audit actions.
- Several significant capital works projects were delivered by Council's internal works teams including seal upgrades at Upper Brogo Road, Verona and Boundary Road, Bega; pavement rehabilitation at Rawlinson Street, Bega and Bega Tathra Road, Tathra; gravel resheeting of Reedy Swamp Road, Tarranganda and Jews Creek Road, Greendale; bridge replacement at Brianderry Road, Buckajo and Polack's Flat Road, Bemboka; resurfacing works at Merimbula Drive, Merimbula and William Street, Candelo; shared path extensions at Nelson Street, Bega and Gordon Street, Quaama; and kerb installations at Bunga Street, Bermagui and Nelson Street, Bega.
- The workshop facility for the fleet team was rebuilt in 2020 to improve service delivery.

The Candelo Hall kitchen upgrade included converting the old café kitchen, store room and meeting room into one large kitchen with new floor, lighting, fittings, cupboards and stainless steel benches and servery, completed in 2020



- In 2020 Roads and Maritime Services discontinued plant hire services, resulting in Council adjusting its fleet replacement program to successfully deliver this service through existing resources.
- Three hybrid vehicles were introduced to the leaseback fleet to trial comparative costs and benefits for future expansion.
- New fleet management software is being implemented and software to manage bulk fuel distribution has been implemented utilising an in-field application.
- A Quarry Management Plan was developed in 2018 to ensure that quarried materials were providing the best value.
- Council established the Recovery, Rebuilding and Resilience (RRR) project team in March 2020. A number of sub-committees were established with a Recovery Action Plan developed and adopted by Council in 2020. Planning is underway for the return of the RRR functions to the existing organisation structure.
- The RRR team lead the inspection of impacted assets post the Black Summer bushfires and six subsequent flood events, along with the identification and delivery of emergency (make safe) works.
- At the end of 2020 there were 898 damages identified to transport infrastructure relating to the Black Summer bushfires and 992 damages relating to the six subsequent flood events between 2020 and 2021. Damages identified were scoped and sent for approval to relevant agencies for restoration works to be completed in accordance with Commonwealth-State Natural Disaster Funding Arrangements.
- The delivery of many of the restoration projects experienced delays for the majority of 2021 due to the consistent wet weather and flooding. The major projects completed include two concrete bridges on The Snake Track at Kiah, Nullica Short Cut Bridge at Boydton, as well as improvements to the Pericoe Road Bridge at Pericoe, Charlotte Street at Cobargo and Welsh's Road at Wandella, delivery of Stage 1 of the Towamba Road embankment stabilisation project involving construction of 18 rock walls and the Wonboyn accessible amenity block.
- The RRR team also led the assessment of the key locations for evacuation centres across the shire post the Black Summer bushfires. Council secured \$7.2m under the Environmental Protection Agencies Bushfire-Generated Green Waste Program, which will be undertaken in late 2021 and continue into 2022. The funding will help to safely remove bushfire impacted green waste from Council-managed roadsides and public areas.
- Council implemented fees and charges relief for bushfire impacted residents as a result of the Tathra and Black Summer bushfires.



Pericoe Bridge repairs were undertaken by the Recovery, Rebuilding and Resilience team after the Black Summer bushfires

STRONG CONSULTATIVE LEADERSHIP

PROGRESS MEASURES - GOAL 12	 Council Performance Measures	2017 Baseline	Desired Trend	November 2021	Outcome
	Fit for the Future Ratios - Meet NSW Office of Local Government Fit for the Future ratios <i>SOURCE: Baseline - 2016 Council data</i>	4 of 7 ratios met	Increase	5 of 7 ratios met	
	Cost saving and efficiency initiatives - Number of cost saving and efficiency initiatives implemented under the Memorandum of Understanding with Eurobodalla Shire Council	2 initiatives	Increase	The MOU ceased in 2019 inline with the establishment of the CRJO. Ongoing initiatives implemented include joint Councillor induction, sharing of costs of election returning officer, knowledge sharing with recruitment, mandatory training and safety management.	
	- Number of cost saving and efficiency initiatives implemented through membership of the Canberra Region Joint Organisation of Councils <i>SOURCE: Baseline and November 2021 - 2017 Council data</i>	1 initiative	Increase	Multiple initiatives implemented including the Regional Community Strategic Plan, Regional Workforce Management Strategy, Regional Infrastructure Prospectus, Regional Economic Development Strategy, regional green waste project, resilience blueprint project funding, remediation of contaminated sites, street lighting to reduce electricity costs, procurement tendering framework along with emergency management planning.	
	Overall satisfaction with Council - Average satisfaction rating with the organisation	3.19	Increase	Nil data - Satisfaction survey not undertaken	
	Responsiveness to community requests - Average satisfaction rating with responsiveness to community requests <i>SOURCE: Bega Valley Shire Community Survey 2016</i>	2.8	Increase	Nil data - Satisfaction survey not undertaken	

Conclusion

This End of Term report demonstrates the amazing breadth and quality of the activities undertaken by Council to progress our shared vision. It shows that by working together we can ensure our community integrates quality of life, enterprising business, sustainable development and conservation of the environment.

This document will now form part of the information considered by the new Council for the preparation of the next Delivery Program 2022-25.

The next iteration of the Community Strategic Plan, known as CSP 2042, is already in development with community engagement undertaken in August and September 2021. The draft CSP 2042 will be provided to the newly elected Council in January 2022 before being provided to the community for review and feedback.

The next iteration of the Community Strategic Plan, along with the Delivery Program 2022-25 and yearly operational plans, will continue to drive the implementation of positive outcomes for our local community.

REFERENCES

Australian Bureau of Statistics
Regional Wellbeing Survey, University of Canberra
NSW Population Health Survey, Centre for Epidemiology and Evidence, NSW Ministry of Health
Tourism Research Australia
NSW Department of Planning, Industry and Environment
University of Wollongong
TAFE NSW, Illawarra
Bionet NSW Government
Far South Coast Landcare
Bega Valley Shire Community Survey 2016
Australian PV Institute
Essential Energy
NSW Bureau of Crime Statistics and Research
Aged Care Guide
Australian Early Development Census
Electoral Commission of NSW

ABBREVIATIONS

APZs - Asset Protection Zones
ARIC - Audit, Risk and Improvement Committee
BVCCC- Bega Valley Commemorative Civic Centre
BVRG - Bega Valley Regional Gallery
BVSC - Bega Valley Shire Council
CHSP - Commonwealth Home Support Program
CRJO - Canberra Region Joint Organisation
CSP 2040 - Community Strategic Plan 2040
CSP 2042 - Community Strategic Plan 2042
DIAP - Disability Inclusion Action Plan
EOT - End of Term
FOGO - Food Organics Garden Organics
IPR - Integrated Planning and Reporting
LALC - Local Aboriginal Land Councils
LEP - Local Environment Plan
LTFP - Long Term Financial Plan
MOU - Memorandum of Understanding
NDIS - National Disability Insurance Scheme
RRR - Recovery, Rebuilding and Resilience
SRV - Special Rate Variation



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