

# Council Response to Recommendations of the Eurobodalla Citizens' Jury 2016

March 2017

## Executive Summary

Every four years Council is required to engage with the community to formally review its Delivery Program. This process complements and adds to Council's regular engagement activities, which can include surveys, advisory committees, meetings, newsletters, workshops and forums.

In late 2016 Council conducted an innovative Citizens' Jury engagement process to inform the development of the Delivery Program 2017-21. This provided a fresh way to hear the informed views of people from across the shire.

In line with previous engagement processes, Council has received, considered and responded to the Citizens' Jury report and recommendations.

The Eurobodalla Citizens' Jury was made up of 28 randomly selected everyday people from our community. Council had no involvement in the random selection of the jury to ensure transparency.

Between September and November 2016 the Jury were taken through a comprehensive exploration of the work done by Council, including 36.5 hours in face-to-face meetings, 39 submissions, 63 additional pieces of information and 22 speakers, to consider the question:

*'Is Council spending your money on the right things? If not, what should we change?'*

On 13 December 2016 the Citizens' Jury presented their final report to Council. The Citizens' Jury report included 86 recommendations and was structured around the following nine focus areas:

- Employment, Economic and Business Development
- Aboriginal and Broader Community Involvement
- Community Services
- Environment and Rural Lands
- Long Term Vision and Innovation
- Advocacy and Facilitation
- Pathways
- Roads, Rates and Rubbish
- Arts Development

Since December 2016 we have considered each recommendation, identifying where there may be correlation with existing activities, where they represent a new activity and where Council does not support the adoption of a recommendation, and why.

This report is presented to Council and the community in response to the 86 recommendations.

The report is structured based on the nine focus areas identified by the Citizens' Jury, with a general overview, a summary table and a detailed response.

At the same time, Council has prepared the draft Delivery Program 2017-21 and Operational Plan 2017-18, which will be presented to Council in May 2017. Although these plans are in draft format and may be subject to change, reference to the draft Operational Plan 2017-18 has been included in the summary tables to highlight the link between the Citizens' Jury community engagement outcomes and Council's strategic planning process.

For more information regarding the Eurobodalla Citizens' Jury please visit Council's website.

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### *Disclaimer*

*Reference to the draft Delivery Program 2017-21 and Operational Plan 2017-18 has been included where applicable. However, these plans are yet to be adopted by Council, and are therefore subject to change.*

## Employment, Economic and Business Development

### Overview

Council provides advocacy, support, training, and advice to businesses, investors and employers to assist economic growth and development, with the aim of firmly establishing Eurobodalla as a place to invest and do business well into the future.

Economic development activities are guided by many of Council's plans and strategies including the Business Development Strategic Plan, the Eurobodalla Local Environmental Plan, Development Control Plans, Eurobodalla Settlement Strategy, Batemans Bay Visioning and Growth Project and the Tourism Destination Management Plan. Activities are also guided by regular engagement with Eurobodalla's five Chambers of Commerce, Council's Tourism and Business Advisory committees, other levels of government and key industry representatives from such areas as tourism, education, agriculture, technology and telecommunications.

The Citizens' Jury made 10 recommendations in relation to employment, economic and business development. The Jury's thinking shows alignment with Council's current service delivery in this area with nine of these addressed in the draft Delivery Program 2017-21 and Operational Plan 2017-18. Operational Plan actions have been included, where applicable. However, these plans are yet to be adopted by Council and are subject to change. Recommendation 1 is not supported. The provision of financial incentives to encourage relocation or to incentivise growth in one industry over another and the rationale for this is outlined in the detailed response.

Summary responses to the individual recommendations are provided in the table below and a detailed response for each follows that.

### Summary response

No.	Recommendation	Response	
1	Council should provide incentives for business to establish or relocate to Eurobodalla such as temporary rates relief or concession.	Council does not support the provision of financial incentives to encourage relocation, or to incentivise growth in one industry over another.	✗
2	Council should continue to partner with Chambers of Commerce and support initiatives such as the collaboration of all Chambers on Shire wide initiatives.	Council regularly collaborates with Eurobodalla's five Chambers of Commerce on local, and Shire wide initiatives. <i>Draft Operational Plan 5.2.1.2 (yet to be adopted)</i>	✓
3	Council to continue to advocate for ultra-fast broadband (one Gigabit per second or higher) across the whole Shire that meets the needs of the knowledge economy into the future.	Council consistently advocates for improved telecommunication infrastructure and will continue to advocate to and partner with nbn Co to enable the roll out of the service throughout Eurobodalla in the coming years. <i>Draft Operational Plan 5.4.1.2 (yet to be adopted)</i>	✓
4	Council should consider the needs of the community as a whole in making business and economic development decisions.	Council considers the needs of the community in making all decisions including those that relate to business and economic development. <i>Draft Operational Plan 9.1.1.2 (yet to be adopted)</i>	✓

5	Council should investigate opportunities in clean technologies that could be on sold to other shires and communities.	Council is an active and willing partner in the investigation of clean technologies that could be developed and used within Eurobodalla. Opportunities to do this will be explored through the revised Greenhouse Action Plan which will be finalised this year.	✓
		<i>Draft Operational Plan 4.4.2.1 (yet to be adopted)</i>	
6	Council should provide support and opportunities for creation of local jobs for local youth.	Council will continue to focus on increasing youth employment options and skills development both within Council as an organisation and in the broader community.	✓
		<i>Draft Operational Plan 2.2.3.2 (yet to be adopted)</i>	
7	Council should develop and distribute a 'Red Tape Guide' in plain English to make negotiating Council regulation and setting up business easier. This could be electronic or paper format.	Council is committed to reducing 'red tape' and simplifying process across all levels of government and will be proactive in its efforts to simplify and streamline government processes. An action is included in the 2017-18 Operational Plan to 'advocate to streamline government processes'.	✓
		<i>Draft Operational Plan 9.1.3.4 (yet to be adopted)</i>	
8	Provide continued support of the unique identity of each town within the Shire and encourage and incentivise the further development of the aged care, arts and music industries.	Regional and local planning strategies support the retention of a hierarchy of commercial centres, towns and villages within Eurobodalla. Council will continue to support the unique identity of each town through the supply and zoning of land, establishment of appropriate development controls and the planning for and provision of infrastructure.	✓
		<i>Draft Operational Plan 2.1.1.1; 5.1.1.2; 5.1.1.4; 5.1.1.6; 5.1.1.7 (yet to be adopted)</i>	
9	Council to identify partners to establish a 'start-up' hub similar to the Lighthouse Innovation Hub in Canberra.	Council liaised with founders of the Lighthouse Innovation Hub about the possibility of a satellite hub in Batemans Bay. While this organisation will not be setting up a local hub, Council continues to assist and encourage innovative hubs and programs within Eurobodalla such as South Tribe in Batemans Bay and a similar facility in Narooma.	✓
10	Council should seek additional grant funding from other levels of government for economic development programs and infrastructure.	Council works with key partners and stakeholders to advocate for improved infrastructure and projects to support economic activity and provide employment. Council has been successful in its advocacy and partnership work and will continue these efforts into the future.	✓
		<i>Draft Operational Plan 5.4.1.2 (yet to be adopted)</i>	

## Detailed response

### **1. Council should provide incentives for business to establish or relocate to Eurobodalla such as temporary rates relief or concession.**

Council promotes Eurobodalla as a place to invest and do business through a number of initiatives including:

- Promoting the area at business expos and trade shows
- Providing free skills development workshops
- Assisting and encouraging new business start-ups
- Establishing a dedicated website hub
- Providing a development help desk service for anyone looking to buy land or business properties
- Providing an efficient development assessment process that out performs other comparable areas and adjacent councils in terms of assessment times
- Advocating to the Australian Government to decentralise Canberra based departments.

In 2015 Council offered a fee-free period for outdoor dining licences in the lead up to summer to encourage a café culture, and waived the start-up fee for all new licences taken out in the fee-free period between 1 September and 30 November 2015. Despite the initiative being promoted, no businesses took up the offer.

Council does not currently provide financial incentives, such as rates relief, for businesses to relocate to or establish in Eurobodalla. This is a strategic decision based on quadruple bottom line implications. Financial incentives to new business provides an unfair competitive advantage adversely impacting established local businesses and requiring the broader community to subsidise business activities.

Under the *Local Government Act 1993*, s544 all land within Eurobodalla is rateable (excluding national parks and state forest). There are some exemptions under s555 and s556 such as land with a church building on it, public benevolent institutions and some charities, where they meet the criteria. However, there are no exemptions allowable for business operation.

Council is of the view that the work currently being undertaken to promote the area and attract investment along with our recent success in developing significant economic infrastructure such as attracting \$7.1 million to enhance and expand the Moruya Airport, is providing an enticing economic environment for new business and industry to make the decision to establish in Eurobodalla. These activities will be supported by activities being considered as part of the development of the Integrated Growth and Development Strategy.

Also refer to No. 58
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### **2. Council should continue to partner with Chambers of Commerce and support initiatives such as the collaboration of all Chambers on Shire wide initiatives.**

Council proactively works in partnership with Eurobodalla's five Chambers of Commerce. Council regularly attends Chamber meetings, meets with individual Chambers and hosts a quarterly joint Chamber meeting. This provides Council the opportunity to collaborate with the Chambers on capacity building initiatives and discuss specific issues such as local infrastructure and facilities, budget priorities and training initiatives.

A recent example of a successful collaboration between Council and all five Chambers was Council's assistance in coordinating and promoting the inaugural Eurobodalla Business Awards in 2016. The Eurobodalla Business Awards will be an ongoing annual event assisted by Council.

Key partnership events with relevant Chambers of Commerce to be held in 2017 include the Bay Chamber's Bridge to Bridge event and the Narooma Oyster Festival.

Partnering with the Chambers is a priority action in Council's Business Development Strategic Plan and Council will continue to participate in meetings to encourage collaboration and Shire wide initiatives.

Also refer to No. 56, 59
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***3. Council to continue to advocate for ultra-fast broadband (one Gigabit per second or higher) across the whole Shire that meets the needs of the knowledge economy into the future.***

Council consistently advocates for improved telecommunication infrastructure to meet the economic needs of local business and industry as well our broader community. A component of this is our ongoing advocacy in relation to improved broadband access and services through the roll out of the National Broadband Network (nbn).

Council currently liaises with nbn Co in relation to the provision of infrastructure to support the timely roll out of the nbn in Eurobodalla. Council has assisted in the facilitation of 'data only' nbn towers outside major towns and provided infrastructure advice in relation to the positioning of key infrastructure elements such as pillar boxes.

The nbn fixed wireless technology uses advanced technology, commonly referred to as LTE or 4G, and provides wholesale speeds of up to 50Mbps download and up to 20Mbps upload. It is engineered to deliver services to a fixed number of premises within each coverage area. This means that the bandwidth per household is designed to be more consistent than mobile wireless, even in peak times. Currently, Eurobodalla has nine live fixed wireless facilities that provide more than 3,000 homes and businesses with access to the nbn network.

Construction of the nbn commenced in parts of Batemans Bay, including the suburbs of Denhams Beach, Sunshine Bay, Surf Beach, Batehaven, Batemans Bay, Catalina, Long Beach, Maloneys Beach, North Batemans Bay and Surfside in March 2017. Construction of the network will then move to Moruya, Narooma and Tuross Head in the second half of 2017 and Mossy Point in the first half of 2018. At the completion of the rollout more than 20,600 premises will have access to the nbn fixed line network.

Those who cannot access nbn's fixed line or fixed wireless technologies can connect to the network through the Sky Muster<sup>TM</sup> satellite service which is available now. Homes and businesses can order a service through one of nine satellite internet service providers to determine the package that best suits their needs and arrange for installation and connection.

Council will continue to advocate to and partner with nbn Co to enable the roll out of the service throughout Eurobodalla in the coming years.

**4. Council should consider the needs of the community as a whole in making business and economic development decisions.**

Councils work within the laws established by the NSW Parliament. The *Local Government Act 1993* provides a legislative framework reflecting modern community expectations, and gives councils broad powers to plan for and provide local community services and facilities. This includes decision making on business and economic development matters across a broad scope and scale of council activities.

The *Local Government Act 1993* prescribes principles to guide councils to carry out their functions in a way that facilitates strong, healthy and prosperous local communities. Under these principles, in exercising their functions, councils should:

- provide strong and effective representation, leadership, planning and decision-making
- carry out their functions in a way that provides the best possible value for residents and ratepayers
- plan strategically, using the Integrated Planning and Reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community
- apply the Integrated Planning and Reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements
- work co-operatively with other councils and the State Government to achieve desired outcomes for the local community
- manage lands and other assets so that current and future local community needs can be met in an affordable way
- work with others to secure appropriate services for local community needs
- act fairly, ethically and without bias in the interests of the local community
- be responsible employers and provide a consultative and supportive working environment for staff.

Council considers the community as a whole when making business and economic development decisions, and takes the decision making process to resolution, ensuring effective governance.

**5. Council should investigate opportunities in clean technologies that could be on sold to other shires and communities.**

Council is an active and willing partner in the investigation of the use of clean technologies that could be used or developed for use within Eurobodalla. Council is not however placed to develop new technologies. Research and development of this type and scale is best undertaken by the private sector.

Council has previously partnered with businesses to investigate and test emerging clean technologies. This has included the investigation of tidal power at Malabar Weir, peer-to-peer electricity trading and virtual net metering. However, these opportunities whilst investigated were not commercially viable to implement.

More recently, as an early adopter of Light-Emitting Diode (LED) street lights in the Essential Energy network, Council is well placed to capitalise on our experience and support other councils through the process. This has occurred through the Canberra Region Joint Organisation (CBRJO) where councils have collaborated to increase the efficiency of implementing the new technology.

Council remains willing to investigate or partner in the development of new clean technology initiatives. Opportunities to do this will be explored through the revised Greenhouse Action Plan which will be finalised this year. This will only occur when a sound business case supports Council's involvement.

Also refer to No. 41, 42, 43, 52
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**6. Council should provide support and opportunities for creation of local jobs for local youth.**

Council has a strong focus on facilitating youth employment both in Council, and in the broader community.

Council currently provides employment opportunities and experience to nearly 60 young people in Council. This includes 6 youth trainees, 5 apprentices, 13 trainees and four cadets as well as hosting more than 30 work experience placements each year.

Council has an ongoing commitment to providing youth employment opportunities through Council's Youth Employment Training Scheme (YETS), apprenticeship and cadetship programs. This approach is formalised in Council's Workforce Management plan, and is an important strategy in addressing the need to replace our ageing and highly experienced workforce over time.

Each year the YETS program is reviewed with a view to improving the outcomes for both Council and the participants. For the past several years, Council has had some significant success when first year trainees have had the opportunity to complete a second year and an additional qualification. Council also has a strong history of converting apprentices, trainees and cadets into permanent staff members when vacancies arise. Those that don't stay with Council have a skill set which will stand them in good stead for other employment.

Council has committed to expand the YETS program to include 7 youth trainees each year from 2017-18 and maintain the apprentice and cadet numbers at current levels.

Council also works in partnership with business, industry and education providers to investigate options and implement programs that further employment opportunities for our local youth.

For example, in 2017-18, Council's Youth Services team will work with registered training organisations and local businesses to develop projects around vocational and soft skills development. Council has also committed to facilitating biannual forums that bring together employers from business and industry, employment service agencies and education providers to collaborate on projects that will assist in improving employment opportunities in Eurobodalla.

Council will maintain its focus on increasing employment options and skills development for youth in future years both within Council as an organisation, and in the broader community.

**7. Council should develop and distribute a 'Red Tape Guide' in plain English to make negotiating Council regulation and setting up business easier. This could be electronic or paper format.**

Council is committed to working towards reducing red tape and simplifying processes across all levels of government.

Council is often in the position of implementing legislation developed by other levels of government which businesses and the broader community find difficult to understand, navigate and work with.

Council advocates to simplify and streamline processes and reduce the burden of legislation through submissions and feedback to legislative reviews. Council has included an action in its 2017-18 Operational Plan to *'advocate to streamline government processes'*.

Council currently provides pre-lodgement services, fact sheets and check lists to assist the community navigate NSW Government legislation related to development applications and related approvals. Council reviews its processes and policies to streamline and assist the community where possible, and we provide training and facilitate workshops with other authorities to help businesses understand statutory requirements.

Council's Business Development Strategic Plan includes a 'Red Carpet not Red Tape' strategy which aims to establish Eurobodalla with a reputation for innovation and being 'Open for Business'. Actions to deliver the strategy include fact sheets to highlight the ease of developing in Eurobodalla, addressing feedback from owners of developable land about barriers to development and proactively promoting these messages.

Council will continue to be proactive in its efforts to simplify and streamline government processes across all tiers of government.

***8. Provide continued support of the unique identity of each town within the Shire and encourage and incentivise the further development of the aged care, arts and music industries.***

Regional and local planning strategies support the retention of a hierarchy of commercial centres, towns and villages within Eurobodalla.

At a local level, the Eurobodalla Local Environmental Plan 2012 (LEP) implements the strategic direction for land use, determined by the Eurobodalla Settlement Strategy and other strategic planning documents. Development Control Plans specific to land use planning zones and areas contain controls that assist in delivering development outcomes that are in keeping with the identity of each town.

Council has recently commenced the Batemans Bay Visioning and Growth Project which will set a vision and strategic direction for the future development of Batemans Bay Regional Centre.

A workshop has been undertaken with local business owners, land owners and community members to commence the development of a shared vision for the area and identify the ways in which this vision can be realised. This will guide the review and development of planning controls, infrastructure provision and development opportunities aimed at delivering the desired future for Batemans Bay.

In addition to this Council is also undertaking a small town's Development Control Plan review which involves working with the community to develop place statements, vision statements and development controls that support their achievement. Currently Mogo, Congo and Mystery Bay are in development.

Council is also developing an Integrated Economic Growth and Development Strategy which will be finalised in 2017-18 and will also assist in guiding advocacy, funding, projects and partnerships to support business and industry revitalisation and growth.

Council will continue to support the unique identity of each town and incentivise desired strategic development outcomes through the supply and zoning of land, establishment of appropriate development controls and the planning for and provision of infrastructure.

Refer also to No. 31, 85

**9. Council to identify partners to establish a 'start-up' hub similar to the Lighthouse Innovation Hub in Canberra.**

Council liaised with founders of the Lighthouse Innovation Hub about the possibility of a satellite hub in Batemans Bay. While this organisation will not be setting up a local hub, Council continues to assist and encourage innovative hubs and programs within Eurobodalla such as South Tribe in Batemans Bay and a similar facility in Narooma.

**10. Council should seek additional grant funding from other levels of government for economic development programs and infrastructure.**

Council works with key partners and stakeholders to advocate for better infrastructure and projects that support economic activity and employment. This includes advocating for upgrades to NSW Government owned infrastructure as well as for government funding toward infrastructure under Council's management.

To assist with advocacy, Council developed a publication titled *Infrastructure – Driving the NSW Economy* and regularly presents this to members of Parliament and Government agencies.

Examples of successful advocacy outcomes include:

- Substantial funding allocations for upgrades to the Kings and Princes Highway by the NSW Government.
- Allocation of \$10m from the NSW Government toward the South Batemans Bay Link Road to facilitate improved access to future development and employment land at Surf Beach.
- Allocation of \$4.57m and \$2.5m toward the development of Moruya Airport from the Australian and NSW Government's respectively.
- Allocation of funding by the NSW Government for dredging of Batemans Bay bar.
- Commitments to address mobile black spots in Central Tilba, Nelligen, Clyde Mountain and Bodalla.
- Additional funding for early childhood programs, case management and disability services to address identified demographic need.
- Kings Highway Road Safety Alliance has achieved major upgrades at East Nelligen, Misty Mountain, Shoalhaven River, Larbert Road Braidwood, River Road to Northangera Creek and stabilisation on the Clyde Mountain.
- Major road upgrades \$9m federal election commitment for upgrades to provide the roundabout at Hanging Rock, Beach Road, upgrade Beach Road from Orient Street to Mackay Park and a new intersection at George Bass Drive and Tomakin Road over three years.
- South East Australian Transport Strategy Inc (SEATS) regional priorities established inclusive of key projects on the Kings and Princes Highways and South Batemans Bay Link Road, with substantial upgrades under construction from Wollongong to Batemans Bay.
- Moruya Arts Facility \$500,000 secured from Regional Development Australia and a \$200,000 Library Development grant.

- Regional Boating facilities in significant grant funding committed for facilities and to undertake dredging of Batemans Bay bar.
- Additional funding for early childhood programs, case management and disability services to address identified demographic need.
- Successful annual grant funding of around \$80,000 pa from the NSW Government's tourism and events agency Destination NSW for cooperative marketing campaigns.

In addition to this advocacy work, to further work towards growing our economy and assisting local industry and business Council also:

- Meets regularly with Chambers of Commerce, business groups and community groups and associations to identify needs and partnership opportunities and capital works to be undertaken.
- Undertakes works in Central Business Districts to help improve the vibrancy and support business such as the recent Narooma and Batemans Bay streetscaping projects.
- Provides pathways linked to Central Business Districts to increase accessibility, encourage local shopping without vehicle use and reducing demand for parking.
- Undertakes traffic improvements such as providing traffic lights and increased parking in Batemans Bay, Moruya and Narooma Central Business Districts to allow easier walking, shopping and parking.
- Upgrades key infrastructure that supports local and visitor markets such as boating facilities and foreshore parks.
- Zones land for medium density residential close to businesses to better support local shops and make better use of existing infrastructure.
- Assists in facilitating development of key sites such as Village Centre and Bunnings, to reduce the amount of people leaving Eurobodalla to shop.

Council has achieved a number of successes on behalf of the community through its advocacy and partnership work and will continue these efforts into the future. The recent development of the draft Integrated Economic Growth and Development Strategy which will be finalised in 2017-18 will also assist in guiding advocacy, funding, projects and partnerships to support business and industry revitalisation and growth.

## Aboriginal and Broader Community Involvement

### Overview

Council has recently developed a Community Engagement Charter and Framework that provides guidance for the conduct of best practice community engagement. The framework aims to deliver a consistent approach, build a culture of effective engagement, build relationships and clarify the roles and responsibilities of stakeholders. The Community Engagement Charter declares Council's view that engagement is a two-way street. Council commits it will be transparent, proactive, available, genuine and consistent. It asks the community to get involved, be prepared to listen to ideas, share their thoughts and feedback, and ask questions and proactively access information.

Council proactively seeks opportunities for engagement with the Aboriginal community. The Aboriginal Advisory committee includes representatives from the Local Aboriginal Land Councils, Aboriginal organisations and community members, meeting throughout the Council term. Council supports partnerships with Aboriginal providers and groups, administers projects and assists with activities. The overall aim is to communicate effectively, build trust, celebrate and respect culture and strengthen relationships. Some activities include NAIDOC Week activities and grants, environmental programs and heritage activities.

The Citizens' Jury made 15 recommendations in relation to Aboriginal and broader community involvement. The jury's thinking shows alignment with Council's current service delivery in this area with 14 recommendations to continue or commence in the draft Delivery Program 2017-21 and Operational Plan 2017-18. Operational Plan actions have been included, where applicable. However, these plans are yet to be adopted by Council and are subject to change. Recommendation 15 is not supported, as Council was previously been grant funded to provide an office based volunteer referral service, which was not successful.

Summary responses to the individual recommendations are provided in the table below and more comprehensive detail for each is provided following the table.

### Summary response

No.	Recommendation	Response	
11	Noting the recent Community Engagement Framework development undertaken and the pending consideration by Council, we encourage Council to improve communication, feedback and involvement with the wider community.	Council adopted the Community Engagement Framework in February 2017. This framework is based on best practice and was developed with the aim to improve community engagement. Council is implementing Mayor video message to provide snap shot of the Council meeting outcomes. <i>Draft Operational Plan 8.2.2.1 (yet to be adopted)</i>	✓
12	Council should improve external communication by all media, website, newspaper, radio, television, flyers, post-outs, newsletters, community meetings, online surveys and feedback forums and social media.	The communication service provides timely information about Council's services, activities, events and community engagement opportunities across a variety of platforms including Council's website, social media, print and online newsletters, distributing media release and advertising on radio and in print to connect with the community and reach a wide audience. <i>Draft Operational Plan 8.1.2.3 (yet to be adopted)</i>	✓

13	Council should increase community engagement including: quarterly resident meetings with Councillors and Council staff, regular neighbourhood/precinct meetings in all areas to determine capital works required and provide tours of Council facilities.	<p>Council's executive leadership team conducts regular meetings with all interested community groups and community associations. At these meetings, capital works are discussed and information shared.</p> <p>Residents and councillors are invited to be part of engagement activities for specific projects. Residents and Councillors are invited to join advisory and project committees. Councillors can request a tour of any Council facilities and projects.</p> <p><i>Draft Operational Plan 8.2.1.2 (yet to be adopted)</i></p>	✓
14	Council should continue providing and better promote the option of SMS reporting of infrastructure repairs (Snap, Send, Solve) needed in emergencies.	<p>Snap, send, solve is a free phone app that the community can use to report issues including notes, photos, the address and GPS location of the item and your email contact. Council provides information about the App on its website and will promote it through other communications.</p> <p><i>Draft Operational Plan 8.1.2.3; 8.1.2.4 (yet to be adopted)</i></p>	✓
15	Council to continue to recognise the significant contribution that community organisations and volunteers provide in Eurobodalla and create a volunteer resource or referral centre, possibly in a library.	Council promotes volunteer opportunities via the Council website, including information and an online registration form. This system is effective and low cost. Council has previously been grant funded to provide an office based referral service, including a part-time office at the Narooma Library and Community Health Centre, which was not successful. Council is not supportive of revisiting this option.	✗
16	Council should continue efforts to source state and federal grants in partnership and consultation with the Aboriginal community.	<p>Council has achieved results in this area and will continue to develop partnerships and proactively identify grant funds with the Aboriginal community.</p> <p><i>Draft Operational Plan 2.3.1.3; 9.1.2.2; 9.1.3.2 (yet to be adopted)</i></p>	✓
17	Council should develop business cases and dedicate resources to working with the Aboriginal community to define specific local needs, for example develop cultural facilities that showcase Aboriginal heritage.	<p>Council is committed to proactively seeking input from and information on the specific needs of the Aboriginal Community and will continue its current activities into the future.</p> <p><i>Draft Operational Plan 2.3.1.1; 2.3.1.2; 2.3.1.3; 2.3.2.1; 2.3.2.3 (yet to be adopted)</i></p>	✓
18	Council should be a leader in face-to-face reconciliation and recognition of the Aboriginal community.	<p>Council strives to work with the Aboriginal community and celebrate our cultural heritage. Council will continue to strive in this field by working in partnership to enrich our ongoing service delivery and projects.</p> <p><i>Draft Operational Plan 2.3.1.1; 2.3.1.2; 9.1.3.1 (yet to be adopted)</i></p>	✓

19	Council should continue to fund Aboriginal staff training and staff cultural awareness training.	Respect and recognition of our Aboriginal community, their culture and traditions is embedded in Council's organisation culture, evidenced by our staff training program. Council is committed to improving cultural awareness and acceptance of diversity within the organisation.	✓
		<i>Draft Operational Plan 9.3.2.1 (yet to be adopted)</i>	
20	Council should refresh and strengthen (make more inclusive) the existing advisory body and undertake face to face consultation with Aboriginal members of the community.	As a formal Advisory Committee of Council, the Aboriginal Advisory Committee operates in accordance with its endorsed Terms of Reference. The ongoing role of the committee is required to be reviewed annually and Council will call for new membership in March 2017 and undertake a review of the Terms of Reference. Face to face engagement occurs formally (e.g. committee meetings) and informally at events and exhibitions, and in the delivery of projects and programs (e.g. Wallaga lake Cemetery project, environmental projects, Youth Cafes and the 3Bs playgroup).	✓
		<i>Draft Operational Plan 2.3.1.1 (yet to be adopted)</i>	
21	Council should continue to provide designated Aboriginal traineeships and internships within Council.	Council currently provides Aboriginal designated positions within the organisation. This will continue as part of the Youth Employment Training Scheme while building on Indigenous employment opportunities and support at Council through the development and implementation of a Workforce Diversity Program.	✓
		<i>Draft Operational Plan 9.3.2.1 (yet to be adopted)</i>	
22	Council must investigate current successful mentoring programs for youth to see if they may be applied in Eurobodalla.	Council currently provides ongoing mentoring services through Youth Café staff and volunteers to over 40 young people each year. Council will undertake investigation into existing successful youth mentor programs currently in operation in both the Local Government and not for profit sectors.	✓
		<i>Draft Operational Plan 1.4.1.1 (yet to be adopted)</i>	
23	Council should prioritise recommendations from the existing Aboriginal Advisory Committee.	Council facilitates the committee in accordance with the endorsed Terms of Reference and prioritises recommendations through Council. This is standard for formal Council Advisory Committees and will continue into the future.	✓
		<i>Draft Operational Plan 2.3.1.1 (yet to be adopted)</i>	

24	Council should further promote existing Aboriginal tour guides and Aboriginal cultural tours.	Council recognises the importance of promoting Aboriginal tourism products in its destination marketing activities. In line with Council's Draft Destination Management Action Plan, Council will implement an increased focus on Aboriginal tour guides and Aboriginal cultural tours from 2017-18.	✓
		<i>Draft Destination Management Action Plan yet to be adopted.</i>	
25	Council should continue the establishment of Gateway signage to recognise the aboriginal community/lands and signage to identify local sights of significance.	Council is currently developing a Eurobodalla Tourism Signage Strategy to improve how visitors travelling through the Eurobodalla are made aware of and are guided to our diverse experiences, attractions and services.	✓
		<i>Draft Operational Plan 5.3.1.2 (yet to be adopted)</i>	

#### *Detailed response*

**11. Noting the recent Community Engagement Framework development undertaken and the pending consideration by Council, we encourage Council to improve communication, feedback and involvement with the wider community.**

The Community Engagement Framework (the Framework) was adopted by Council in February 2017.

Council currently undertakes extensive engagement with the community in relation to projects, plans and policies through the development and implementation of engagement plans and activities in line with this endorsed Framework.

The Framework aims to:

- Build a culture of effective engagement across the organisation
- Clarify the roles and responsibilities of internal stakeholders
- Deliver a consistent approach to engagement, and deliver change within the current available resources
- Build a relationship of trust with external stakeholders
- Build awareness, trust and engagement with Council's communication channels.

The Framework is supported by an Implementation Plan which will be actioned from 2017-19 to improve communication, feedback and engagement with the community.

Refer also to No. 59

**12. Council should improve external communication by all media, website, newspaper, radio, television, flyers, post-outs, newsletters, community meetings, online surveys and feedback forums and social media.**

The communication service provides timely information about Council's services, activities, events and community engagement opportunities across a variety of platforms including Council's website, social media, print and online newsletters, distributing media release and advertising on radio and in print to connect with the community and reach a wide audience.

A typical year of activity could include:

- 255,000 visits to Council's website
- 250 media releases issued
- 150 media queries responded to
- 50 radio interviews organised
- 4 Living in Eurobodalla community newsletters to 26,000 households
- 10 online newsletters published to 3,000 subscribers
- 400 social media posts.

Council's current communication service was established in 2012 as a response to a number of reports and surveys including the outcomes of the 2010 Twyford Report, the 2011 Blackadder Human Resource Review Discussion Paper, and the 2011 Micromex Research Community Survey. As a response to findings about communication in these reports, Council undertook an organisation review in 2012 and a new Organisational Communication Unit was established with a mandate to develop and implement an Integrated Communications and Marketing Strategy and to contribute to high level communication objectives. Responsibility for Council's website was moved from the Information Technology (IT) department to the new unit.

Since 2012, Council has built a new website, commenced a subscriber online newsletter, increased its print residents' newsletter to a quarterly publication, and established corporate Facebook, Twitter and YouTube sites. Council has developed and trained staff in the use of a writing style guide to help staff write in a way that is professional, consistent and easy to understand. Council also developed a design style guide to ensure its visual identity and the services and activities it provides would be recognised by the community and customers. Council's signs, publications and communications were reviewed and updated to ensure a consistent and recognisable corporate identity.

The 2016 Micromex Community Wellbeing Survey indicates a broad reach across Council's communication channels with the print residents' newsletter, brochures and the website being the most common places residents sought information on Council services when asked the question *"Where do you most commonly get your information on council services?"*

Council will continue to monitor the reach of its communication channels in future surveys.

***13. Council should increase community engagement including: quarterly resident meetings with Councillors and Council staff, regular neighbourhood/precinct meetings in all areas to determine capital works required and provide tours of Council facilities.***

Council currently provides an extensive range of engagement opportunities in relation to plans, projects and capital works. Councillors and executive staff are available to community members and organisations for discussion.

Council's Executive Leadership Team attends regular meetings with all interested community groups and community associations. This provides a forum to discuss issues, opportunities and capital works programs and priorities specific to each area.

Annual capital works programs are developed in consultation with Councillors with draft programs publicly exhibited as part of Council's annual Operational Plan. During this legislated public exhibition Council proactively invites all members of the community and organisations to comment on the draft program through a formal submission process.

Alterations to the capital program are regularly made as a result of this process. Council also invites affected community members to attend local street meets when capital works activities are planned in specific areas.

In addition Council's Sustainability Education Program partners with local schools to provide tours of Council facilities such as water and sewer treatment plants, the Eurobodalla Regional Botanic Gardens and various coastal reserves. In the past, Council has facilitated and promoted similar tours to the broader community as part of Local Government Week activities. These tours received low response and attendance and as such have not been repeated. Councillors are able to request a tour of any Council facility at any time.

Council operations cover a broad range of activities and it is common for engagements to happen simultaneously as well as back to back. With this in mind, Council needs to be conscious of engagement fatigue within the community and take a 'quality over quantity' approach. The recently endorsed Community Engagement Framework will assist staff in determining appropriate times to engage, consult and inform on key Council projects.

Refer also to No. 59

***14. Council should continue providing and better promote the option of SMS reporting of infrastructure repairs (Snap, Send, Solve) needed in emergencies.***

Council includes information about the Snap, Send, Solve application on its website, and has previously promoted it through the Living in Eurobodalla quarterly residents print newsletter.

Council will further promote the application through Facebook posts and its print and online newsletters.

***15. Council to continue to recognise the significant contribution that community organisations and volunteers provide in Eurobodalla and create a volunteer resource or referral centre, possibly in a library.***

Council promotes volunteer opportunities on Council's website, including information and an online registration form. This system is effective and low cost, with potential volunteers registering interest throughout the year.

Eurobodalla community members are generous with their time with over 50,000 volunteer hours contributed annually.

Council and the community are fortunate to receive support from these volunteers that help to deliver Council and community services in the following areas.

<b>Council service area</b>	<b>Number of volunteers</b>	<b>Annual volunteer hours</b>
Community Transport and Active Living	175	25,000
Landcare and Environmental Management	300	9,690
Youth Services and Cafes	8	275
Eurobodalla Regional Botanic Gardens	130	16,000
Clean up Australia Day	280	560
Healthy Communities (Live Life)	3	200
<b>TOTAL</b>	<b>896</b>	<b>51,725</b>

*2015/16 Volunteer statistics*

Council recognises the highly valued efforts of these community members through activities and celebrations throughout National Volunteer Week each year.

In the past Council trialled a volunteer resource centre at Council libraries. The resource centre attracted a low level of use and as such the pilot was deemed unsuccessful. Council does not support revisiting this exercise. However, in order to further publicise volunteering opportunities within our community, Council will promote volunteering options in our regular communication channels.

Council will continue to celebrate, support and partner with willing community volunteers to enrich service delivery to our community.

Refer also to No. 29

***16. Council should continue efforts to source state and federal grants in partnership and consultation with the Aboriginal community.***

Council successfully works in partnership with the Aboriginal community to seek feedback on projects and programs across a range of Council services. We have a history of excellent results in this area with many of our recent collaborations with the Aboriginal community being award winning.

Recent successful projects include the following:

<b>Project</b>	<b>Description</b>	<b>Funding</b>
Bodalla Sewerage Scheme	Upgrades to Aboriginal housing infrastructure to enable the new sewerage scheme implementation.	\$1.2m from the NSW Department of Aboriginal Affairs
Caring for the Ancestors: Wallaga Lake Cemetery	Partnering with Merrimans Local Aboriginal Lands Council to preserve one of the oldest and largest Aboriginal cemeteries in NSW.	\$190,000 from the NSW Office of Environment and Heritage
Dalmeny Themeda Grasslands	Council applied traditional Indigenous knowledge to implement annual fire management on three Themeda Grassland on Seacliffs and Coastal Headland Endangered Ecological Communities.	\$100,000 from the NSW Government's Environmental Trust Restoration and Rehabilitation Program.

Council also works in the areas of natural resource management with the Local Aboriginal Lands Councils and Koori work crews where appropriate. We provide assistance for grant writing and also in principle support for multiple projects associated with Aboriginal interests.

A recent example was liaising with Batemans Bay Local Aboriginal Lands Council on their lands and future management in the Water Gardens associated with flying fox management and the Batemans Bay Museum.

Council's Community Care service is also successful in receiving grant funds to assist the Aboriginal community. For example the Active Living team applies for funding from Transport NSW to attend the annual Auntie Jeans Elders Mini Olympics. Council has been successful in the last two years and chartered a local bus company to transport a team of Elders and their carers to Albury and Wagga Wagga for the three day event.

Council will continue to develop partnerships and proactively identify grant funds with the Aboriginal community.

Refer also to No. 56, 59, 60

***17. Council should develop business cases and dedicate resources to working with the Aboriginal community to define specific local needs, for example develop cultural facilities that showcase Aboriginal heritage.***

Council recognises that the principle role and funding source in relation to meeting local Aboriginal needs rests with the NSW and Australian governments. As such, Council supports and facilitates local projects, advocates to government and appropriate agencies to address identified gaps and needs, and provides support to local Aboriginal organisations when seeking services and funding. For example, Council currently auspices specific NSW and Australian government funding to enhance and promote Community Transport services to Aboriginal people who are older, as well as to Aboriginal people with a disability and their carers.

Council proactively seeks input from the Aboriginal community to assist in identifying specific local needs through a range of channels.

The Aboriginal Advisory Committee is a formal advisory committee of Council. The Committee meets quarterly and its objectives as outlined in the Terms of Reference are to:

- To inform development, implementation and review of Council's corporate plans
- To assist Council with joint projects and information sharing
- To advise and liaise with Council regarding issues impacting on local Aboriginal communities.

Council is currently undertaking a review of the Aboriginal Action Plan. This Plan outlines specific actions Council will undertake to address issues and meet needs identified by the Aboriginal Community in relation to Council operations. The Plan is based on targeted community engagement within the Aboriginal Community and its development is overseen by the Aboriginal Advisory Committee.

To further our understanding in this area Council also develops and fosters strategic partnerships with service providers, industry representatives and other levels of government. A recent example of this was the signing of a Memorandum of Understanding with the Eurobodalla Koori Employment Network.

Also refer to No. 24

***18. Council should be a leader in face-to-face reconciliation and recognition of the Aboriginal community.***

Council seeks opportunities to work with the Aboriginal community and celebrate our cultural heritage. In 2010 Council adopted an Aboriginal Reconciliation Statement which supports our relationships and engagement with the Aboriginal community.

Council actively works with the Aboriginal community and broader community to promote and celebrate our rich cultural heritage and reconciliation. Examples of ongoing service delivery contributing to this include:

- Acting in accordance with our endorsed Reconciliation Statement
- Coordinate the Aboriginal Advisory Committee

- Providing NAIDOC Week grants to community
- Coordinate and promote NAIDOC Week events
- Provide cultural awareness training for staff and volunteers
- Providing Aboriginal designated positions and traineeships
- Coordinate and host reconciliation week activities including Sorry Day
- Welcome to Country at events and Council meetings
- New Aboriginal flag and acknowledgement of traditional owners installed in newly refurbished Council Chambers and front foyer
- Youth cafes continue to support high percentage of Aboriginal youth participation.

Examples of recent projects include:

- Memorandum of Understanding with Eurobodalla Koori Employment Network
- Encouraged Aboriginal and Torres Strait Islander candidates in Local Government elections
- Award winning cultural heritage projects such as the Caring for the Ancestors: Wallaga Lake Cemetery project
- Aboriginal Place mapping in the Eurobodalla Local Environment Plan 2012
- Dalmeny Themeda Grasslands project
- Aboriginal Art Exhibition at the Botanic Gardens preceded by a series of workshops
- National Disability Insurance Scheme marketing campaign to encourage Aboriginal participation.

Council will continue to strive in this field by working in partnership to enrich our ongoing service delivery and projects with many projects planned in the 2017-21 Delivery Program.

Also refer to No. 16, 17, 19, 21
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***19. Council should continue to fund Aboriginal staff training and staff cultural awareness training.***

Respect and recognition of our Aboriginal community, their culture and traditions is embedded in Council's organisational culture.

In 2015 all Council staff took part in Cultural Awareness training that was overseen and approved by the Aboriginal Advisory Committee. Following this initiative, in 2016 approximately 40 staff employed in positions identified as having a high level of interaction with the Aboriginal community attended a further Aboriginal Cultural Awareness workshop. Council has also held a workplace mentoring workshop to build the skills of staff responsible for supervising Aboriginal trainees and facilitated a face to face cultural awareness program for Council volunteers. Cultural awareness training is currently provided as a standing item in employee orientation.

Council's 2017-20 Equal Employment Opportunity (EEO) and Diversity Management Plan outlines objectives to:

- Become a workplace that acknowledges and embraces EEO and Diversity responsibilities
- Become a workplace that is free from bullying, harassment, victimisation and discrimination
- Develop, maintain and support merit based recruitment and development practices that encourage, attract and retain a diverse workforce.

Each of these objectives have a number of initiatives that will be progressively implemented over the life of the plan to achieve the objective.

It is Council's intention to develop and implement an organisation wide Workforce Diversity Program within its 2017-21 Delivery Program. The Program will provide guidance for Council in embracing and achieving its goals and responsibilities in relation to diversity in the workplace.

In developing the Program the following key considerations will apply:

- Assessment of our current situation to identify challenges and strengths
- An organisation wide approach to planning initiatives for Aboriginal, people with disability, gender and people from culturally and linguistically diverse backgrounds
- Implementing solutions and initiatives to foster an inclusive workplace
- Recognising the advantages of, and helping make best use of, the diversity available in the workplace and the broader community
- Improving attraction, retention and development of staff identifying with diversity groups.
- Improving communication with and about staff who identify with diversity groups
- Helping prevent all forms of discrimination, consistent with legislation
- Eliminating any employment-related disadvantage for Council staff on the basis of their identification as a member of a diversity group
- Reporting on the progress made by Council to internal and external stakeholders.

Council is committed to improving cultural awareness and acceptance of diversity within the organisation. Ongoing implementation of the Equal Employment Opportunity and Diversity Plan and the development of a detailed Workforce Diversity Program will enable this to be achieved.

***20. Council should refresh and strengthen (make more inclusive) the existing advisory body and undertake face to face consultation with Aboriginal members of the community.***

As a formal Advisory Committee of Council, the Aboriginal Advisory Committee operates in accordance with its endorsed Terms of Reference. These Terms of Reference outline the membership of the Committee which includes representation from:

- Each of the six Local Aboriginal Lands Councils
- One Gulaga Joint Board Management
- One Eurobodalla Koori Employment Network
- Seven community members
- One Aboriginal youth representative.

The Committee meets quarterly with current objectives outlined in the Terms of Reference to:

- To inform development, implementation and review of Council's corporate plans
- To assist Council with joint projects and information sharing
- To advise and liaise with Council regarding issues impacting on local Aboriginal communities.

The ongoing role of the committee is required to be reviewed annually and Council will call for new membership in March 2017 and undertake a review of the Terms of Reference.

Also refer to No. 23
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**21. Council should continue to provide designated Aboriginal traineeships and internships within Council.**

Council currently provides four Aboriginal designated positions within the organisation, 2.8% of our workforce identifies as being Aboriginal or Torres Strait Islander which is slightly higher than the average for NSW rural large councils. As part of the Youth Employment Training Scheme Council also provides designated traineeships for indigenous youth. Council has also been successful in obtaining funding towards an Aboriginal Cadet Environmental Health Officer from NSW Health.

It is Council's intention to build on the Indigenous employment opportunities it provides to the community through the development and implementation of a Diversity Program within its 2017-21 Delivery Program. It is proposed that the Diversity Program will explore:

- **School based traineeships:** previously identified as a potential strategy to develop Aboriginal trainees whilst still at school with a view to rolling over into a full-time traineeship on completion. Involves recruitment, liaison with schools and community organisations.
- **Aboriginal Liaison Officer:** Organisation wide review of Aboriginal actions with a view to employing an Aboriginal Liaison Officer. Creation of the position is seen as a key to the successful recruitment of Aboriginal people, trainees/interns during their placements and also in fostering progress for Aboriginal employees in the organisation. Additionally, it is envisaged this position will be valuable in building and maintaining cooperative relationships with the local community, promoting participation in Council processes and with the organisation's effectiveness in meeting the needs of Aboriginal people in the local area.

Council will continue to provide designated Aboriginal traineeships within Council as part of the Youth Employment Training Scheme while building on Indigenous employment opportunities and support through the development and implementation of a Diversity Program in the coming years.

**22. Council must investigate current successful mentoring programs for youth to see if they may be applied in Eurobodalla.**

Council currently provides ongoing mentoring services through Youth Café staff and volunteers to over 40 young people each year.

Each year in the Operational Plan there is a summary of specific projects planned to be delivered in the coming year. In 2017-18 Council will implement an L to P youth driver mentor program to assist disadvantaged young people in obtaining their Provisional Licence. This program is grant funded by the NSW Government and will see volunteer mentors assist young people in obtaining the required 120 hours of driver experience.

Council seeks to implement mentoring programs such as this which target areas of high priority such as the lack of public transport and geographic dispersed nature of Eurobodalla. In 2017-18 Council will also undertake investigation into existing successful youth mentor programs currently in operation in both the Local Government and not for profit sectors. Options to implement new mentoring programs based on this investigation will be programmed into future years Operational Plans.

**23. Council should prioritise recommendations from the existing Aboriginal Advisory Committee.**

As a formal Advisory Committee of Council, the Aboriginal Advisory Committee operates in accordance with endorsed Terms of Reference.

The reporting hierarchy outlined in the Terms of Reference states that the minutes of each meeting are to be distributed to Councillors through the Councillor newsletter and recommendations will be reported to Council. Recent formal recommendations that followed this process include increasing the annual amount for NAIDOC week community grants.

Council facilitates the committee in accordance with the Terms of Reference endorsed by the Committee and prioritises recommendations through Council reports and resolutions. This is standard for formal Council Advisory Committees and will continue into the future.

**24. Council should further promote existing Aboriginal tour guides and Aboriginal cultural tours.**

Council recognises the importance of promoting Aboriginal tourism products in its tourism destination marketing activities.

Existing Aboriginal providers and opportunities are promoted through Council's tourism website, social media platforms, media activities, print promotional brochures and guides, and visitor centres. This includes information on Indigenous sites, Ngaran Culture Awareness Tours, The Bingi Dreaming Track and Aboriginal Art Galleries.

Destination NSW, Tourism Australia and National Parks and Wildlife Services provide resources and assistance in the development of Aboriginal tourism products and experiences and Council liaises and works in partnership with these agencies when promoting tourism experiences.

In line with Council's draft Destination Management Action Plan, an increased focus on this from 2017-18 will see the following actions undertaken:

- Continued support and advice to new Aboriginal tourism business wishing to establish.
- Development of an Aboriginal Experiences section on the tourism website to further promote existing Aboriginal products and experiences.
- Partnering with Aboriginal experience sector specialists in Destination NSW to further investigate and develop Aboriginal experiences in Eurobodalla.

Refer also to No. 36, 58
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**25. Council should continue the establishment of Gateway signage to recognise the Aboriginal community/lands and signage to identify local sights of significance.**

Council is currently developing a Eurobodalla Tourism Signage Strategy. The purpose of this strategy is to improve how visitors travelling through the Eurobodalla are made aware of and are guided to the diverse experiences, attractions and services in the Eurobodalla.

A specification of this strategy is that the signage design and style guide acknowledges the traditional custodians of the land where appropriate.

Council's Aboriginal Advisory Committee has been identified as a stakeholder in the development of this strategy to ensure the signage is representative of the true heritage and various cultures in the region.

## Community Services

### Overview

Council provides a range of community services and community development programs, focused on the wider community as well as specific target groups such as children, youth, seniors and people with a disability and their carers. Council is proactive in pursuing grant funds to maximise community and economic benefit, off set Council costs and achieve Council's strategic outcomes.

Council delivers over 6,000 hours of service per week, in terms of social support, library visits, community transport, child care, youth café visits, disability care, events, after school and vacation care, playgroups and creative art programs.

The Citizens' Jury made seven recommendations in relation to community services. The jury's thinking shows alignment with Council's current service delivery in this area with six of these planned to continue or commence in the draft Delivery Program 2017-21 and Operational Plan 2017-18. Operational Plan actions have been included, where applicable. However, these plans are yet to be adopted by Council and are subject to change. Recommendation 32 requests that Council investigate provision of a group transport system for those that are unable to drive. Council currently coordinates a community transport service and youth transport options and does not support expansion of these services without the support of external funding.

Summary responses to the individual recommendations are provided in the table below and more comprehensive detail for each is provided following the table.

### Summary response

No.	Recommendation	Response	
26	Council should continue to work with state and federal governments and other organisations to obtain ongoing grants to fund services, particularly in areas where existing grant funding is due to run out.	<p>Council has an excellent history of securing grant funding to run community services within Eurobodalla. Over the past 25 years Council has provided quality, Eurobodalla focused services. Council has secured on average \$6-7 million per annum in grants, fees and contributions to deliver these services to our community. Council will continue to seek grant funding to ensure our community has access to a range of local quality community services, as well as adapt to industry changes in relation to disability and aged care reforms.</p> <p><i>Draft Operational Plan 9.1.3.2 (yet to be adopted)</i></p>	✓
27	Council should review with an aim to improve the youth services that are currently provided with a view to providing activity-based youth services that potentially increase the skills of local youth. This may include knowledge sharing with other local councils.	<p>Council recognises that opportunities for youth in Eurobodalla require ongoing development. Council's youth services has a strong history being a leader in the field and providing award services to our community. Our proactive collaboration, review of best practice and advocacy for improved services will continue into the future.</p> <p><i>Draft Operational Plan 1.4.1.1; 1.4.1.2; 1.4.1.3; 1.4.1.4 (yet to be adopted)</i></p>	✓

28	Council should also investigate costs and opportunities to facilitate ease of transport for youth to attend activities. This could potentially involve partnerships with local clubs and businesses to provide vehicles and/or other financial support.	Council is aware of the potential for access and transport issues to prohibit youth from attending events and activities and proactively attempts to address this in ongoing service delivery and for one off events. Council's current approach to providing youth transport options for events and activities has proven successful and will continue into the future.	✓
		<i>Draft Operational Plan (yet to be adopted)</i>	
29	Council should continue their current high quality of work around encouraging volunteers to work with the aged, frail, and lonely.	Volunteers are an intrinsic part of Council's current Active Living services for people over 65 years. Council will continue to recruit volunteers to provide these services for as long as grant funding remains available. It is Council's intention to retain the skills and experience of our volunteers following the implementation of aged care reforms.	✓
		<i>Draft Operational Plan 1.5.1.1 (yet to be adopted)</i>	
30	In relation to the NDIS Council should continue to act as a potential provider of services.	Council has provided Disability Services in Eurobodalla under a NSW Government funded model for over 25 years. The introduction of the National Disability Insurance Scheme and transition to a fee for service arrangement will change the way Council provides services in this area but it will not prohibit Council from continuing to deliver these important services to the community. Council will continue to provide and promote its disability support services to attract new clients, as well as to retain current clients seeking a flexible, reliable and value for money service.	✓
		<i>Draft Operational Plan 1.4.2.1; 1.4.2.2; 1.4.2.3; 1.4.2.4 (yet to be adopted)</i>	
31	Council should encourage the establishment of more retirement homes projects to generate additional rates and to support local residents.	Council supports development that supports local residents and provides housing options. However, the establishment of more retirement homes would not necessarily generate additional rate income. For example, a private profit making operator will pay rates, however, in the case of a not for profit organisation, rate exemptions may apply to the facility. The Eurobodalla Local Environmental Plan 2012 sets the strategic direction for land use and enables specific development type such as retirement homes. Council will continue to facilitate the development and provision of a range of housing options consistent with land use planning strategies, plans and policies to support community need.	✓
		<i>Draft Operational Plan 1.4.2.3; 6.3.1.1 (yet to be adopted)</i>	

32	Council to investigate the possibility of a group transport system funded by an annual membership fee for all particularly those that are unable to drive on specific occasions.	<p>The primary responsibility for providing, expanding, regulating and promoting public transport rests with the NSW Government. Councils current work in the transport area to provide services to both youth and vulnerable community members is grant funded. Any move to expand this service delivery and develop a group transport system would require the sourcing of appropriate grant funding. At this point in time Council is unaware of such funding existing.</p> <p><i>Draft Operation Plan 1.5.1.1; 1.5.1.2 (yet to be adopted)</i></p>	<b>x</b>
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#### *Detailed response*

***26. Council should continue to work with state and federal governments and other organisations to obtain ongoing grants to fund services, particularly in areas where existing grant funding is due to run out.***

Council has an excellent history of securing grant funding to run community services within Eurobodalla. Over the past 25 years Council has provided quality, Eurobodalla focused services. Council has secured on average \$6-7 million per annum in grants, fees and contributions to deliver these services to our community, at a minor cost to the organisation and at times even returning a small profit to Council.

Grant funding is usually one off, however in the case of community services, recurrent funding has been in place over many years in relation to disability, children's and aged care services. Recent changes to legislation at a NSW Government level and the introduction of the National Disability Insurance Scheme means traditional recurrent block funding is no longer available. All disability services will now be on a fee for service basis, with funds resting with the client and them able to have choice and control over where and how they would like to spend their funds. Council anticipates a similar process will occur in the coming years in relation to Senior Services, as well as changes to the funding for Children's Services.

To ensure seamless continuation of service provision, Council has undertaken third party verification and quality assurance processes to become eligible to be a National Disability Insurance Scheme (NDIS) provider and undertaken business modelling for aged care, disability and children's services.

Council will continue to seek grant funding to ensure our community has access to a range of local quality community services.

***27. Council should review with an aim to improve the youth services that are currently provided with a view to providing activity-based youth services that potentially increase the skills of local youth. This may include knowledge sharing with other local councils.***

Council recognises that activities, events, skill development and employment opportunities for youth in Eurobodalla require ongoing development. In response to this Council's youth services has a strong history of being a leader in the field and providing award winning events and services for a number of years.

Council's youth services provides opportunities and activities for young people aged 12-25. They encourage participation and engagement in community and Council activities, and facilitate the Youth Committee to enable young people to learn about leadership and teamwork. Council also provides youth cafes in Batemans Bay and Narooma which are spaces for young people aged 12-17 to interact and participate in free supervised activities.

In terms of activities for youth, Council coordinates and delivers a range of events including Groovin' the Shire annual talent show, skate and BMX championships, photographic exhibitions, youth week activities and school holiday entertainment. Council's partnership with PCYC Far South Coast provides a range of activities for youth, previously unavailable, including boxing, boxing for fitness, Tai Kwon Do, Jujitsu and Kick boxing.

Council's Youth Action Plan, which was developed in collaboration with local youth and key stakeholders, has a number of actions to address vocation and skills development for work, driving skills, support health and mental health issues, working in partnership to improve participation in existing activities and providing a range of new activities. Council partners with key stakeholders to implement the Action Plan, seek funding and provide advocacy and support to address local youth issues like homelessness, safe driving and mental and sexual health.

In addition to this, to ensure the service is delivering best practice outcomes, Council currently meets twice per year with neighbouring councils to exchange information and network. This is in addition to maintaining regular communication with officers around the state via e-groups and providing representation on the regional youth working group coordinated by Youth Action the state youth peak body. Council also has a Memorandum of Understanding with Bega Valley Council which facilitates the sharing of programs and ideas.

Council aims to review and improve service delivery across all areas including Youth services. Our proactive collaboration, review of best practice and advocacy for improved services will continue into the future.

***28. Council should also investigate costs and opportunities to facilitate ease of transport for youth to attend activities. This could potentially involve partnerships with local clubs and businesses to provide vehicles and/or other financial support.***

Council is aware of the potential for access and transport issues to prohibit youth from attending events and activities and proactively attempts to address this in ongoing service delivery and for one off events.

A subsidised taxi service is available for youth attending Council Youth Cafes in Narooma and Batemans Bay. For a gold coin donation youth are able to obtain a taxi ride home ensuring both safety and accessibility.

When planning or applying for grant funding for youth events Council considers transport needs and inhibitors and builds solutions into event plans and funding applications. This often results in funding being provided to run free buses to and from youth activities such as skate park events, dance parties and Youth Week activities.

To further address youth transport issues and support independence and skill development in 2017-18 Council will implement an L to P youth driver mentor program to assist disadvantaged young people in obtaining their Provisional Licence. This program is grant funded by the NSW Government and will engage volunteer mentors to assist young people in obtaining the required 120 hours of driver experience. Council will work with Campbell Page to deliver this program.

Council's current approach to providing youth transport options for events and activities has proven successful and will continue into the future.

***29. Council should continue their current high quality of work around encouraging volunteers to work with the aged, frail, and lonely.***

Volunteers are an intrinsic part of Council's current Active Living services for people over 65 years which is funded by the NSW Government under the Commonwealth Home Support Program (CHSP). There are currently 175 volunteers working in these services and Council coordinates volunteer recruitment, induction and training quarterly to ensure our volunteer numbers and skills are retained. Council has recently secured approval to use part of this grant funding to employ a volunteer coordinator on a temporary basis to assist with this coordination.

The current grants for these services will continue until 30 June 2018, by which time wider aged care reforms will have commenced. Council will continue to recruit volunteers to provide these services for as long as the grant funding is available. It is Council's intention to retain the skills and experience of our volunteers following the implementation of aged care reforms.

Refer also to No. 15
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***30. In relation to the NDIS Council should continue to act as a potential provider of services.***

Council has provided Disability Services to the Eurobodalla community under a NSW Government funded model for over 25 years. The introduction of the National Disability Insurance Scheme and transition to a fee for service arrangement will mean a change to the way Council does business in this area but will not prohibit Council from continuing to deliver these important services to our community.

In order to be eligible to provide services under the new National Disability Insurance Scheme (NDIS) system and provide continuity of care for clients, Council was required to undertake third party verification against the NSW Disability Services Standards. Council was successful in this process and is now accredited and registered as an approved provider of a wide range of supports to people who have an individual NDIS package.

All current clients have been encouraged and supported by Council to prepare for the transition and their subsequent planning meetings with NDIS. Council's priority in the transition is to ensure all of our existing clients continue to receive the services they require, be that from Council or an alternate provider.

In addition, given the significant changes to the structure of funding and service provision, Council has commenced an external business assessment to consider viability and opportunity and develop a business plan for these services.

Council will continue to provide and market its disability support services to the community to attract new clients, as well as to retain current people wanting a flexible, reliable and value for money service.

***31. Council should encourage the establishment of more retirement homes projects to generate additional rates and to support local residents.***

Council supports development that supports local residents and provides housing options. However, the establishment of more retirement homes will not necessarily generate additional rate income. For example, a private profit making operator will pay rates, however, in the case of a not for profit organisation, rate exemptions may apply to the facility.

At a local level, the Eurobodalla Local Environmental Plan 2012 sets the strategic direction for land use. Development Control Plans specific to land use planning zones and areas contain controls that assist in delivering development outcomes.

Council works collaboratively to facilitate these types of development outcomes by ensuring developers are aware of the relevant State Environmental Planning Policy regarding aged care facilities and working with them to achieve development outcomes that support housing options. A recent example of this is in Broulee where Council supported the required appropriate environmental approvals which in part allowed for the expansion of the retirement village.

In recognition of the NSW Government's 'Ageing in Place' direction which supports people being able to stay in their own home as they grow older with the assistance of relevant community based services, Council aims for balance in this area and encourages a variety of types of housing to support vibrant communities and diverse family structures and age groups.

Council will continue to facilitate the development and provision of a range of housing options consistent with land use planning strategies, plans and policies to support community need. Council actively encourages pre development application (DA) meetings to assist community and business to successfully submit Development Applications.

Refer also to No. 8
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***32. Council to investigate the possibility of a group transport system funded by an annual membership fee for all particularly those that are unable to drive on specific occasions.***

The primary responsibility for providing, expanding, regulating and promoting public transport rests with the NSW Government and private transport providers.

Council's role in public transport provision is limited to that of providing supporting infrastructure such as bus stops, shelters and terminals.

In recognition of the need for a range of transport options in our community, Council currently auspices the Community Transport service, which supports vulnerable community members. Funding for the service is provided by the NSW and Australian governments. Community Transport provides a regular, predominantly volunteer driven, schedule of transport locally, as well as to Nowra, Canberra and Bega. The service focuses on supporting frail older people, people with a disability and their carers, as well as people requiring transport for health, to attend health, social and recreational appointments and activities. Fares are subsidised significantly for eligible clients and Council also provides a fee for service option, where requested. In 2015-16 Council provided 23,369 trips to 1,100 people via this service.

Council has previously worked with Transport NSW and local private transport providers to advocate for local transport services. This has included a pilot bus run in Tuross, additional lighting and security at Batemans Bay taxi rank and youth related transport programs to assist with education and employment access.

Council's current work in the transport area to provide services to both youth and vulnerable community members is grant funded. Any move to expand this service delivery and develop a group transport system would require the sourcing of appropriate grant funding. At this point in time Council is unaware of such funding existing.

Refer also to No. 28, 61
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## Environment and Rural Lands

### Overview

Council provides a range of strategic planning, development assessment and environmental management services to meet legislative requirements and to facilitate a sustainable environment for existing and future generations.

Our strategic planning activities include long-term land use planning that seeks to achieve a sustainable balance between economic, social and environmental goals. In development assessment, we seek to ensure the proposed developments have minimal impacts on adjoining land and the environment. Our environmental management services support land owners and community groups to protect and enhance their local environments.

Specifically in relation to rural lands, Council is committed to working with the local agricultural industry to support its growth and development. Council has worked collaboratively with local rural producers for the last four years developing the Rural Lands Strategy. The Rural Producers Advisory Committee has been established and held their first meeting on 17 February 2017.

The Citizens' Jury made 12 recommendations in relation to environment and rural lands. The jury's thinking shows alignment with Council's current service delivery in this area with 11 of these planned to continue or commence in the draft Delivery Program 2017-21 and Operational Plan 2017-18. Operational Plan actions have been included, where applicable. However, these plans are yet to be adopted by Council and are subject to change. Recommendation 34 is not supported as Council is unable to provide rate incentives due to legislation.

Summary responses to the individual recommendations are provided in the table below and more comprehensive detail for each is provided following the table.

### Summary response

No.	Recommendation	Response	
33	We note Council has established the Rural Producers Advisory Committee following the adoption of the Rural Lands Strategy. The addition of a dedicated agriculture officer or function within Council will supercharge this growth area. Council should make a budget allocation for this in order to address specific local issues in addition to any resources provided by other tiers of government in the area. This could be funded initially by a small grant and/or by short-term budget sacrifices from other areas that have long benefited from Council support. Developing local agriculture provides infrastructure and services to other industries such as health, tourism, business development and employment, and should be a new focus of economic development and resilience building for Council.	<p>Council is committed to working with the local Agriculture Industry to support its growth and development. Council has worked collaboratively with local rural producers for the last four years developing the Rural Lands Strategy.</p> <p>Implementation of the Rural Lands Strategy will help support in developing agriculture and links in with tourism, community and economic development.</p> <p>Council is of the view that this approach will deliver greater time and resources to supporting growth in the rural economy. This will be strengthened through actions to build the rural economy contained in the Integrated Economic Growth and Development Strategy that is currently under development.</p> <p><i>Draft Operational Plan 5.1.2.1; 5.1.2.2 (yet to be adopted)</i></p>	✓

34	Council should support local agriculture that demonstrates sustainable practices. Rates and other charges could be incentive based, so users who manage their land (or water) sustainably receive concessions that recognise the cost savings in services they have provided to the environment and the greater community.	Due to the legislative framework, Council is unable to provide rate incentives, however Council's ongoing invasive weed program will help land owners continue to manage their land sustainably. Council's area of responsibility or role in land use is only to ensure compliance with the Local Environment Plan (LEP). Local Land Services is the agency with primary responsibility for supporting land owners to sustainably manage their land. Council will continue to support community organisations and groups such as SAGE and Landcare as well collaborate with the Local Lands Services to encourage sustainability practices.	x
35	Council should continue and further develop its collaboration with Aboriginal people and use of traditional landcare techniques (for example possible reduction of bush fire risk without excessive land clearing).	Council actively participates and collaborates with Aboriginal people to understand and use traditional landcare techniques to manage land. Council will continue to collaborate with the Aboriginal community and implement traditional landcare techniques where appropriate for long term protection and conservation of our environment. <i>Draft Operational Plan 4.3.1.3 (yet to be adopted)</i>	✓
36	Council should prioritise support for eco-tourism enterprises. Eurobodalla Tourism could introduce an environmental/sustainability rating or accreditation system on their website. Services and advice could be provided to existing tourism operators to make their businesses more eco-focussed.	Council will continue to support eco-tourism products in Eurobodalla and will assist operators to obtain global certification and listing. Council will not introduce an accreditation system as there already is a globally recognised ecotourism certification for tourism products. Council will however encourage and support local eco-tourism providers to obtain certification and listing in the program. <i>Draft Operational Plan 5.3.1.3 (yet to be adopted)</i>	✓
37	We support the consistent application of the LEP and other environmental strategies and plans such that green belts and riparian zones are protected. We encourage Council to resist pressure to compromise on environmental constraints placed on development approvals.	The assessment of development applications is core Council business. Council assesses development applications as per the requirements of the <i>Environmental Planning and Assessment Act 1979</i> and other related legislation and policies, within the context of our Local Environment Plan (LEP). Council will continue to assess development applications in line with legislation and endorsed development control plans and planning codes. <i>Draft Operational Plan 6.1.1.3 (yet to be adopted)</i>	✓

38	Within legislative constraints, Council should use what means it can, including fines and charges to discourage non-compliance or unsustainable practices.	<p>Council operates within the legislative framework in regard to unlawful activities for which Council is responsible for managing. Council has regulatory compliance authority in relation to companion animals, parking, illegal dumping, pool fences, onsite sewerage management systems, development non-compliance and invasive species. These functions are undertaken by Council Rangers and Environment Health Officers, however the fines issued are set by the NSW Government. However regulation of unsustainable practices is not currently legislated (or defined) by the NSW government. Council will continue to undertake its regulatory compliance duties in accordance with legislation and issue fines upon non-compliance, where appropriate.</p> <p><i>Draft Operational Plan 1.1.2.1; 1.1.2.2; 1.1.2.3 (yet to be adopted)</i></p>	✓
39	Council should use what leverage it has to push for environmentally responsible logging practices and better use of the timber which is harvested within the Eurobodalla. Council should advocate for the minimum tonnage offered in the next Regional Forest Agreement process.	<p>Considerations of forestry practices and regulations are matters for the NSW Government and Council has limited ability to affect change in this area.</p> <p>Council has limited ability to influence the Regional Forest Agreements. The agreements and the process which supports their development is within the NSW Government jurisdiction. Notwithstanding, when the agreements are reviewed Council will look for available opportunities to advocate on behalf of the interests of the broader community.</p> <p><i>Draft Operational Plan 3.2.3.1; 3.2.3.2 (yet to be adopted)</i></p>	✓
40	Council should ensure any funding allocated to flying fox management should be used in accordance with best practice expert advice. Management plans must demonstrate a realistic chance of delivering positive outcomes for both residents and wildlife.	<p>In June 2016 Council received \$2.5 million from the NSW Government to develop and implement the Batemans Bay Flying Fox Management and Dispersal Plan for the Batemans Bay Water Gardens. Both these plans were prepared by independent experts with all dispersal activities approved by both the NSW and Australian Governments.</p> <p>The plans seek to manage the adverse impact of flying foxes on the community in a manner which minimises the potential impact on the Grey Headed Flying Foxes. The management practices adopted have been supported and permissible by both the NSW and Australian Governments.</p> <p><i>Draft Operational Plan 3.2.1.4; 3.2.1.5 (yet to be adopted)</i></p>	✓

41	Council should continue to explore investment in renewable energy generation and waste used as a resource and/or partnering with other innovators, with the intention of stimulating significant new local industry. We encourage Council to continue pursuing state and federal grant funds to achieve this.	<p>Through implementing the Greenhouse Action Plan (GAP) 2012-17 Council has actively investigated renewable energy opportunities. Council has regularly liaised with the NSW Office of Environment and Heritage and Regional Clean Energy Coordinator for new and emerging opportunities. Council has already invested in 630kW of solar power on its own facilities. Council recently received tenders for the construction of methane harvesting and destruction at landfill sites. Subject to the quantity and quality of methane extracted, opportunities for generating electricity from this resource will be investigated.</p> <p>Council will continue to explore opportunities to invest in renewable energy and waste reuse where supported by a business case. Council will also continue to pursue grant opportunities in this area.</p> <p><i>Draft Operational Plan 4.4.1.1; 4.4.2.2 (yet to be adopted)</i></p>	✓
42	Council should continue to save power with passive energy standards and move towards greater renewable energy production to use for its own operations. Council should also explore the possibility of contributing excess energy to the grid, if this would be a cost-effective means of generating revenue.	<p>Through the implementation of the Greenhouse Action Plan 2012-17 (GAP) Council has been very proactive in saving energy and generating renewable energy at its own facilities. Council is saving over \$1 million and 5,100 tonnes of CO<sub>2</sub> per year through energy management and renewable energy initiatives. Council is on track to meet its GAP commitment to reduce emissions by 25% by 2020.</p> <p>Council will continue to utilise passive design and renewable energy to minimise energy costs where supported by a business case. The revised Greenhouse Action Plan will include new initiatives and projects for Council to continue to work towards its targets.</p> <p><i>Draft Operational Plan 4.4.1.1 (yet to be adopted)</i></p>	✓
43	Council should continue to partner with local business chambers to promote the area as a community actively adopting sustainable land use, renewable energy and reclaiming waste as a resource. Other possible partners include the South Coast Health and Sustainability Alliance, Local Land Services, Coast care, other shire Councils leading innovation in waste management and renewable energy generation, farmers and Sustainable Agriculture & Gardening Eurobodalla.	<p>Council has been successful in partnering with the community to promote Eurobodalla as a leader in sustainable practices and will continue to do so. For example, Council will investigate the possibility of banning single use plastic bags throughout Eurobodalla in the 2017-21 Delivery Program.</p> <p><i>Draft Operational Plan 4.2.2.2; 4.3.1.4 (yet to be adopted)</i></p>	✓

44	Where significant community concern is demonstrated, Council should undertake a strong advocacy role in protecting our environment around issues outside of local authority, such as the threat to our waterways posed by mining upstream, potential contamination of land or water by industry in general, the presence of factory fishing trawlers, loss of marine sanctuaries within marine parks or alternative controls for introduced pest species.	<p>Council has shown strong leadership and resolve in its continued advocacy on behalf of our community.</p> <p>Council will continue to take an advocacy role in matters that affect our community and the environment including those issues that sit outside Council's defined role.</p> <p><i>Draft Operational Plan 3.2.2.2 (yet to be adopted)</i></p>	✓
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#### *Detailed response*

***33. We note Council has established the Rural Producers Advisory Committee following the adoption of the Rural Lands Strategy. The addition of a dedicated agriculture officer or function within Council will supercharge this growth area. Council should make a budget allocation for this in order to address specific local issues in addition to any resources provided by other tiers of government in the area. This could be funded initially by a small grant and/or by short-term budget sacrifices from other areas that have long benefited from Council support. Developing local agriculture provides infrastructure and services to other industries such as health, tourism, business development and employment, and should be a new focus of economic development and resilience building for Council.***

Council is committed to working with the local Agriculture Industry to support its growth and development. Council has worked collaboratively with local rural producers for the last four years developing the Rural Lands Strategy. Implementation of the Rural Lands Strategy will help support developing agriculture and links in with tourism, community and economic development.

The Rural Producers Advisory Committee has been established and held their first meeting on 17 February 2017. The Committee consists of a number of local rural producers from across Eurobodalla with extensive experience in agricultural production and the issues faced by local farmers. The role of the Committee is to assist Council implement a range of rural economic development actions outlined in Council's Rural Lands Strategy and to raise other matters of importance to rural producers. Given the actions outlined in the Rural Lands Strategy relate to a wide range of Council functions, staff from various sections of Council, including business development, tourism, community development and strategic planning, will work with the Committee, NSW Agriculture, Local Lands Services and other relevant agencies to deliver a range of actions in a coordinated manner.

Council is of the view that this approach will deliver greater time and resources to supporting growth in the rural economy. This will be strengthened through actions to build the rural economy contained in the Integrated Economic Growth and Development Strategy that is currently under development.

Council will consider employing an agricultural officer should grant funding become available.

**34. Council should support local agriculture that demonstrates sustainable practices. Rates and other charges could be incentive based, so users who manage their land (or water) sustainably receive concessions that recognise the cost savings in services they have provided to the environment and the greater community.**

Local Land Services is the agency with primary responsibility for supporting land owners to sustainably manage their land.

Council currently supports the activities of Sustainable Agriculture and Gardening Eurobodalla (SAGE) which encourage sustainable agricultural activities. Council returns 40% of the fees collected from the SAGE Farmer's Markets to SAGE to be used in grower education programs to increase sustainable food production.

Council also supports Landcare projects by assisting in the delivery of grant funded projects. For example, Council has worked collaboratively on the Deua Rivercare project with Rivercare, National Parks and Private Land Holders. Through the administration of the grants, facilitating contractors and volunteers, great outcomes have been achieved with 80% of the Land Owners actively participating in the project.

Council's invasive weed program supports land owners to manage the spread of noxious weeds and feral animals. This is provided through the weed inspection program and assists land owners to manage their land sustainably.

Council is governed by the *Local Government Act 1993* to levy rates and therefore is unable to provide rate based incentives. However farmland in Eurobodalla is rated differently to residential and business land.

The farmland category of the ordinary rate as specified in Section 515(1) of the *Local Government Act 1993* sets out the prerequisites for land to be categorised as "farmland" and includes:

- a parcel of rateable land
- valued as one assessment
- the dominant use of which is for farming (that is, the business or - industry of grazing, animal feedlots, dairying, pig-farming, poultry farming, viticulture, orcharding, beekeeping, horticulture, vegetable growing, the growing of crops of any kind, forestry, or aquaculture within the meaning of the *Fisheries Management Act 1994*, or any combination of those businesses or industries) which:
  - has a significant and substantial commercial purpose or character; and
  - is engaged in for the purpose of profit on a continuous or repetitive basis (whether or not a profit is actually made). However, land is not to be categorised as farmland if it is "rural residential land": section 515(2).

Council will continue to support community organisations and groups such as SAGE and Landcare and collaborate with the Local Lands Services to encourage sustainability practices. Due to the legislative framework, Council is unable to provide rate incentives however Council's ongoing invasive weed program will help land owners continue to manage their land sustainably.

Refer also to No. 1, 47
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**35. Council should continue and further develop its collaboration with Aboriginal people and use of traditional landcare techniques (for example possible reduction of bush fire risk without excessive land clearing).**

Council actively participates and collaborates with the Aboriginal people to understand and use traditional landcare techniques to manage land.

Council engages various Local Aboriginal Land Council Environmental Rangers and work crews to undertake paid bush regeneration works for some Invasive Species, Landcare or Natural Resource Management projects.

An example of where Council has applied traditional Indigenous knowledge to implement land management practices in the annual fire management on three Themeda Grassland on Seacliffs and Coastal Headland Endangered Ecological Communities in Dalmeny and Kianga. This traditional land management practice is endorsed by the Koori community and is vital in the long-term protection and conservation of these grass headlands. This project has won awards and has generated significant interest from land managers interested in adapting and learning from our experience.

Further projects where Council has worked with and collaborated with the Aboriginal community include the Barlings Beach Aboriginal conservation area and Bengello Creek.

Council will continue to collaborate with the Aboriginal community and implement traditional landcare techniques where appropriate for long term protection and conservation of our environment.

**36. Council should prioritise support for eco-tourism enterprises. Eurobodalla Tourism could introduce an environmental/sustainability rating or accreditation system on their website. Services and advice could be provided to existing tourism operators to make their businesses more eco-focussed.**

Council's tourism website draws its data and business listings from the Australian Tourism Data Warehouse. How eco-tourism businesses could be identified and promoted with the Australian Tourism Data Warehouse will be investigated.

Council will not introduce an accreditation system as globally recognised ecotourism certification already exists for tourism products. Council will however encourage and support local eco-tourism providers to obtain certification, listing in the programs and awards and promote information and opportunities to businesses through its Tourism Newsletter.

During the development of the Eurobodalla Local Environmental Plan 2012 (LEP), Council identified the need for additional land use definitions relating to rural and environmental tourism opportunities, such as eco-tourist facilities and camping grounds. These land use definitions were not provided for in the NSW Government's Standard Instrument for LEPs. Council advocated strongly on behalf of the Eurobodalla community to see these land uses facilitated, particularly in rural areas. As a result of this advocacy, the NSW Government amended the Standard Instrument to include these definitions, so now all councils in NSW can make these uses permissible in various zones. With appropriate planning in place Council is now in a position to actively support the development of eco-tourism opportunities.

Refer also to No. 24, 58
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***37. We support the consistent application of the LEP and other environmental strategies and plans such that green belts and riparian zones are protected. We encourage Council to resist pressure to compromise on environmental constraints placed on development approvals.***

The assessment of development applications is core Council business. Council assesses development applications as per the requirements of the *Environmental Planning and Assessment Act 1979* and other related legislation and policies, within the context of our Local Environmental Plan.

Council considers all issues and environmental constraints on merit in accordance with statutory and policy requirements.

Council will continue to assess development applications in line with legislation and endorses development control plans, planning codes and policies.

***38. Within legislative constraints, Council should use what means it can, including fines and charges to discourage non-compliance or unsustainable practices.***

Council operates within the legislative framework in regard to unlawful activities for which Council is responsible for managing. Council has regulatory compliance authority in relation to companion animals, parking, illegal dumping, pool fences, onsite sewerage management systems, development non-compliance and invasive species. However regulation of unsustainable practices is not currently legislated (or defined). These functions are undertaken by Council Rangers and Environment Health Officers however the fines issued are set by the NSW Government.

Council has a compliance policy which guides Council's activities in a manner that displays fairness, consistency and equity.

Council also undertakes education programs to increase understanding and subsequent change in behaviour particularly in regard to sustainability practices. This includes incentives where possible for compliance. For example Council's Onsite Sewerage Management System compliance program rewards responsible performers by reducing the frequency of inspections.

Council will continue to undertake its regulatory compliance duties in accordance with legislation and issue fines upon non-compliance, where appropriate.

***39. Council should use what leverage it has to push for environmentally responsible logging practices and better use of the timber which is harvested within the Eurobodalla. Council should advocate for the minimum tonnage offered in the next Regional Forest Agreement process.***

Considerations of forestry practices and regulations are matters for the NSW Government and Council has limited ability to affect change in this area.

Council does advocate for the community and activities that impact on the environment in the Eurobodalla and surrounds. This does include advocating on matters that are not the jurisdiction of Council where Council deems it necessary or beneficial to do so.

Council is able to undertake advocacy for implementing best practices and reporting of any potential breaches of and review of Forestry Agreements and at the times of offences.

Council is not the regulatory authority for this matter and as such has no jurisdiction over the activities. The Forestry Corporation of NSW has guidelines and restrictions under which they operate legislated by the NSW Government, which enables logging with environmental constraints and considerations.

Council has limited ability to influence the Regional Forest Agreements. The agreements and the process which supports their development is within the NSW Government jurisdiction. Notwithstanding, when the agreements are reviewed Council will look for available opportunities to advocate on behalf of the interests of the broader community.

***40. Council should ensure any funding allocated to flying fox management should be used in accordance with best practice expert advice. Management plans must demonstrate a realistic chance of delivering positive outcomes for both residents and wildlife.***

In June 2016 Council received \$2.5 million from the NSW Government to develop and implement the Batemans Bay Flying Fox Management and Dispersal Plan for the Batemans Bay Water Gardens. Both these plans were prepared by independent experts with all dispersal activities approved by both the NSW and Australian Governments.

A broader Eurobodalla Flying Fox Management Plan is to be developed to assist with longer term management of flying foxes. An independent consultant specialising in this field will be engaged to develop the plan.

The plans seek to manage the adverse impact of flying foxes on the community in a manner which minimises the potential impact on the Grey Headed Flying Foxes. The management practices adopted have been supported and permissible by both the NSW and Australian Governments.

***41. Council should continue to explore investment in renewable energy generation and waste used as a resource and/or partnering with other innovators, with the intention of stimulating significant new local industry. We encourage Council to continue pursuing state and federal grant funds to achieve this.***

Through implementing the Greenhouse Action Plan (GAP) 2012-17 Council has actively investigated renewable energy opportunities. Council has regularly liaised with the NSW Office of Environment and Heritage and Regional Clean Energy Coordinator for new and emerging opportunities. Council has already invested in 630kW of solar power on its own facilities.

Council recently received tenders for the construction of methane harvesting and destruction at landfill sites. Subject to the quantity and quality of methane extracted, opportunities for generating electricity from this resource will be investigated.

Council is committed to ongoing work in this area and the revised GAP will explore this further and identify potential opportunities for Council.

Council has received a number of grants, in excess of \$400,000 and small scale technology certificate rebates valued at \$480,000. This has assisted with the implementation of renewable energy projects.

Council will continue to explore opportunities to invest in renewable energy and waste reuse where supported by a business case. Council will also continue to pursue grant opportunities in this area.

**42. Council should continue to save power with passive energy standards and move towards greater renewable energy production to use for its own operations. Council should also explore the possibility of contributing excess energy to the grid, if this would be a cost effective means of generating revenue.**

Through the implementation of the Greenhouse Action Plan 2012-17 (GAP) Council has been very proactive in saving energy and generating renewable energy at its own facilities. Council is saving over \$1 million and 5,100 tonnes of CO2 per year through energy management and renewable energy initiatives. Council is on track to meet its GAP commitment to reduce emissions by 25% by 2020.

Council has spent \$1.48 million on solar power through the installation of about 630kW at 25 facilities. This has resulted in approximately \$170,000 savings per year, based on current energy prices. In 2016-17 \$177,000 is allocated to install an additional 102kW on Council facilities such as the treatment works, administration buildings, depots and Narooma Pool.

Council also has an Energy Performance Contract well underway and has identified additional energy saving measures at Council's 23 largest sites. A biogas generator at the Surf Beach sewage treatment plant will be investigated as part of this Energy Performance Contract works. This will use waste sewage as a resource for generating heat and electricity. Other measures will be implemented in 2017.

Council has just recently began implementing new energy efficient LED street lights to save the community more than \$150,000 a year in reduced energy and maintenance costs.

Excess energy from Council's solar power systems is currently exported to the grid and paid the current export rate (from 3.5-6c/kWh) by our energy retailers.

A revised GAP is being developed and will consider if Council should adopt a higher internal renewable energy target for its own operations.

Council will continue to utilise passive design and renewable energy to minimise energy costs where supported by a business case. The revised Greenhouse Action Plan will include new initiatives and projects for Council to continue to work towards its targets.

Refer also to No. 5, 47, 52
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**43. Council should continue to partner with local business chambers to promote the area as a community actively adopting sustainable land use, renewable energy and reclaiming waste as a resource. Other possible partners include the South Coast Health and Sustainability Alliance, Local Land Services, Coast care, other shire councils leading innovation in waste management and renewable energy generation, farmers and Sustainable Agriculture and Gardening Eurobodalla.**

Council has been successful in partnering with the community to promote Eurobodalla as a leader in sustainable practices.

In 2016 Council was awarded two awards at the Keep NSW Beautiful Blue Star Awards. Council's community building project received a highly commended in the Sustainable Systems category. This project saw the upgrade of 58 community buildings to make them run more efficiently by retrofitting energy efficient lighting, draught stoppers, low flow tap aerators and insulating hot water pipes and valves. A community engagement campaign run concurrently with the upgrades helped people save energy around their homes. As a result of the project, Council is now saving 7,359,000 litres of water, 474,000 KWh of electricity, and 4,553 litres of bottled gas per year. This equates to over \$159,000 per year in running costs and 553 tonnes of CO<sub>2</sub>.

The second award was for the Narooma environmental works and Council won the overall Coastal Sustainability Award category. These projects involved partnerships between the Marine Park Authority, Nature Coast Marine Group, surf club, Landcare, schools, Rural Fire Service, and community volunteers. Campaigns included fishing tackle recovery bins, Take 3 for the Sea signage, waste education, water conservation and litter reduction, and What's under the Wharf stormwater impacts, while on-ground works included dune and wetlands works, erosion control, headland grasses regeneration and invasive species control.

Council recently supported the South Coast Health and Sustainability Alliance (SHASA) with a grant funded feasibility study into new finance models for solar power projects. Council will continue to liaise with community groups and businesses on renewable energy projects and support projects where possible.

Council also partners with Sustainable Agriculture and Gardening Eurobodalla (SAGE) their weekly Farmer's Markets to enhance sustainable land use.

Council participates in South East Resource Recovery Group, a regional group of Councils working together on programs funded or supported by the Environmental Protection Authority.

Council also frequently liaises with other councils on sustainable innovations and renewable energy.

Council will continue to partner with the community to promote Eurobodalla as a leader in sustainable practices. For example, Council will investigate the possibility of banning single use plastic bags throughout Eurobodalla in the 2017-21 Delivery Program.

Refer also to No. 47
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***44. Where significant community concern is demonstrated, Council should undertake a strong advocacy role in protecting our environment around issues outside of local authority, such as the threat to our waterways posed by mining upstream, potential contamination of land or water by industry in general, the presence of factory fishing trawlers, loss of marine sanctuaries within marine parks or alternative controls for introduced pest species.***

Council has shown strong leadership and resolve in its continued advocacy on behalf of our community.

To achieve outcomes we have actively worked with the NSW and Australian Governments and neighbouring councils, and been involved in a variety of committees and campaigns. Councillors have represented Council at conferences and raised, considered and discussed the way forward on pressing community issues. We have made numerous submissions and collaborated with external bodies to ensure our community's unique interests are well represented.

Examples of Council's recent advocacy activities that has addressed key issues that affect our community and or environment but is outside of Council's area of responsibility include:

- Commercial fishing impacts on Coila Lake
- The Geelong Star Super Trawler
- Development of a Southern NSW Marine Gateway
- Dargues Reef Gold Mine.

Council will continue to take an advocacy role in matters that affect our community and the environment including those issues that are outside Council's defined areas of responsibility.

## Long Term Vision and Innovation

### Overview

Council's long term Vision is set out in its suite of Integrated Planning and Reporting documents. The Vision is developed with the community, creating the Community Strategic Plan, which sets out the community's long term aspirations, ideas, values and directions. The Delivery Program and Operational Plan provide a practical, measurable response to the community's vision, outlining the advocacy, services, program and capital works Council will undertake to meet the needs of the community and progress the long term strategic goals.

Within this framework Council must remain fit for the future in terms of financial management, infrastructure and service delivery. This requires innovation and efficiency at every level of the organisation. Council has achieved significant success in relation to organisational sustainability, best practice, accreditation, performance rebates and award winning programs and projects.

The Citizens' Jury made nine recommendations in relation to long term vision and innovation. The jury's thinking shows alignment with Council's current service delivery in this area with eight of these planned to continue or commence in the draft Delivery Program 2017-21 and Operational Plan 2017-18. Operational Plan actions have been included, where applicable. However, these plans are yet to be adopted by Council and are subject to change. Recommendation 47 refers to regulations in terms of sustainability, which is set by the NSW Government via BASIX and the Building Code of Australia.

Summary responses to the individual recommendations are provided in the table below and more comprehensive detail for each is provided following the table.

### Summary response

No.	Recommendation	Response	
45	When reviewing their Community Strategic Plan Council should research and incorporate industry best practice.	Incorporating a review of best practice is a standard component in the development of plans, programs and strategies within Council. Council incorporated best practice reviews as part of the CSP development and will do in future years. <i>Draft Operational Plan 9.1.1.1 (yet to be adopted)</i>	✓
46	Council should continue researching ways to become more sustainable and environmentally self-sufficient.	Council has a strong focus on organisation sustainability, which is delivered through the Greenhouse Action Plan (GAP). The GAP sets out Council's approach to minimise greenhouse gas emissions from Council's operations. The GAP is currently under review and will include new projects and methods to increase Council's sustainability. Council will continue to keep up to date with emerging sustainability opportunities and technologies through participating in professional networks, subscriptions, regional committees and attending conferences and events. <i>Draft Operational Plan 4.4.1.1 (yet to be adopted)</i>	✓

47	Council should provide incentives to increase the self-sustainability of buildings and houses i.e. passive energy ratings.	Council does not set the building regulations in terms of sustainability. The NSW Government sets building sustainability requirements via the BASIX and the Building Code of Australia which aim to make buildings more energy and water efficient. Council has a role to ensure these standards are implemented in the development assessment and building certification process. Council will continue to assess compliance of new development against the BASIX and as well as promote rebates and incentives offered by NSW and Australian Governments to the community.	✗
48	Council should adopt new strategies that have been proven successful such as are outlined in the ACELG document on Innovation.	Council recognises the importance of innovation and the work of ACELG. This resource is utilised, in terms of new ideas and examples of best practice, as well as for staff training and professional development. Council also uses local government networks and industry seminars to source ideas, innovative practice, funding and resource options. <i>Draft Operational Plan 9.3.1.1; 9.3.1.4 (yet to be adopted)</i>	✓
49	Council to have an innovation week or expo, for example engage with the community for innovative ideas, talk to schools and students about what they see as innovation or have an innovation competition within high schools.	To celebrate Local Government week this year (31 July – 6 August 2017) Council will undertake the following activities: <ul style="list-style-type: none"> <li>• Introduce a ‘think tank’ where residents will be invited to participate.</li> <li>• Have a Councillor meet and greet for community members.</li> <li>• Conduct a Councillors and Youth Committee forum.</li> <li>• Invite local primary schools to tour Council Chambers and experience ‘Councillor duties’.</li> </ul> <i>Draft Operational Plan 1.4.1.2; 9.3.1.2 (yet to be adopted)</i>	✓
50	Council to should create a “think tank” for innovative ideas drawn from local residents, e.g. retired researchers, academics, business people etc.		✓
51	Council should continue partnering with local business and non-profits/community organisations to undertake research projects that explore alternative energy, enhanced telecommunications services and eco-tourism.	Council regularly partners with local businesses and community organisations in exploration and research projects in the community’s interest. Council will continue to liaise with community groups and businesses on renewable energy projects and support projects where possible. Council will continue to advocate for enhanced telecommunications and work with local business to enrich our eco-tourism offerings. <i>Draft Operational Plan 9.1.3.3 (yet to be adopted)</i>	✓

52	Council should investigate revenue opportunities through use of waste facilities to generate income and or energy source, e.g. incorporating methane collection; recycling of plastics into viable resource.	Council seeks additional revenue opportunities to offset costs for the ratepayer. Council will continue to seek additional revenue opportunities through Waste facilities to reduce the cost of the service to the community.	✓
		<i>Draft Operational Plan 4.2.2.1; 4.2.2.4 (yet to be adopted)</i>	
53	Council should consider training for staff to develop innovative thinking skills which may encourage smarter work operations.	Council encourages innovation across all its service delivery and the success of this is evidence by the awards Council staff win, listed under Q48. Council provides many training opportunities for staff that further develop capabilities and attributes required for innovative thinking.	✓
		<i>Draft Operational Plan 9.3.2.3 (yet to be adopted)</i>	
54	Council should seek to access the knowledge and skills held within the local community to implement innovative approaches to local challenges.	Council will continue to provide opportunity for the community to participate and provide input into projects and proposals through various mediums. Innovation will remain a key focus for Council's future community engagement activities.	✓
		<i>Draft Operational Plan 1.4.1.2; 9.3.1.2 (yet to be adopted)</i>	

#### *Detail response*

#### **45. When reviewing their Community Strategic Plan Council should research and incorporate industry best practice.**

The NSW Government Integrated Planning and Reporting Manual lists Council's Community Strategic Plan as an example of best practice.

Incorporating a review of best practice is a standard component in the development of plans, programs and strategies within Council.

In the development of the revised Community Strategic Plan (CSP) a review of other council's existing CSPs was undertaken in relation to community engagement, indicator frameworks, structure and content.

Council incorporated best practice reviews as part of the CSP development and will do in future years.

#### **46. Council should continue researching ways to become more sustainable and environmentally self-sufficient.**

Council has a strong focus on organisation sustainability, which is delivered through the Greenhouse Action Plan (GAP). The GAP sets out Council's approach to minimise greenhouse gas emissions from Council's operations.

Council is on track to meet its commitment to reduce emissions by 25% by 2020. Some initiatives that have assisted with this result include:

- Installing solar power panels at 25 Council facilities
- Replacing street lighting with LEDs
- Installing energy saving lights in Council buildings
- Implementing the Energy Performance Contract at larger Council facilities.

The methane gas extraction project at Council's waste facilities will assist in achieving the 2020 target.

The GAP is currently under review and will include new projects and methods to increase Council's sustainability. Council will continue to keep up to date with emerging sustainability opportunities and technologies through participating in professional networks, subscriptions, regional committees and attending conferences and events.

Refer also to No. 5, 34, 37, 41, 42, 43

***47. Council should provide incentives to increase the self-sustainability of buildings and houses, ie, passive energy ratings.***

Council does not set the building regulations in terms of sustainability. The NSW Government sets building sustainability requirements via the BASIX and the Building Code of Australia which aim to make buildings more energy and water efficient. Council has a role to ensure these standards are implemented in the development assessment and building certification process.

Since 2009 Council's Development Control Plans specify that any new urban developments must use energy efficient street lighting that meet Australian Standards. This reduced electricity cost to Council and associated emissions.

Council does actively promote available rebates and incentives offered by NSW and Australian Governments to the local community, such as rebates for solar power, solar hot water systems and energy saving certificates.

Council currently provides incentives to residents in the form of water rebates. These rebates are for the installation of water efficient appliances including washing machines, dual-flush toilets and shower heads. All Council's water customers are reminded of the available rebates three times a year with their water accounts.

Council is also a member of the South East Resource Recovery Regional Organisation of Councils (SERRROC). This group develops and implements regional solutions to resource recovery including regional education initiatives. Partnering with Clean Energy for Eternity, the Southern Rivers Catchment Management Authority and the NSW Government Environment, Climate Change and Water this group established the 'Sustaining Our Towns' project. The Sustaining Our Towns project was developed to help reduce the ecological footprints of individuals, homes, businesses and local communities in thirteen Council areas across South Eastern NSW. An outcome of this collaboration is the Home Comforts guide. This publication provides guidance on sustainable building principles for our local climate. Council has a link to this guide on the Council's website.

Council will continue to assess compliance of new development against the BASIX and as well as promote rebates and incentives offered by NSW and Australian Governments to the community.

**48. Council should adopt new strategies that have been proven successful such as are outlined in the ACELG document on Innovation.**

Council recognises the importance of innovation and the work of the Australian Centre for Excellence in Local Government (ACELG), including the document on Innovation. ACELG is utilised, in terms of new ideas, resources and examples of best practice, as well as for staff training and professional development via the University of Technology (Sydney). Council also uses local government networks and industry seminars to source ideas, innovative practice, funding and resource options.

In terms of innovation Council has been recognised over the years on numerous occasions for excellence in innovation in Local Government. Some examples of this include:

- Strategic management of assets. For example the review of water pumping regimes to reduce power costs, clustering of assets in recreation, strategic sewer relining to reduce ground water infiltration and the development of the short and long lived asset principles which now are being adopted by other councils.
- Leading changes in local government asset management and accounting practices working with the Office of Local Government and other agencies
- Leading NSW provision of our 'Infrastructure – Driving the NSW Economy'
- Recent win in NSW Institute of Public Works Engineering Australasia Awards for Innovation in Water Supply and Wastewater for Kiangra Sewage Treatment Works, and highly commended for Work Place Health and Safety for the Water and Sewer vehicles.
- Shared win (highly commended) by Eurobodalla with Yass Valley Shire Council and seven others in the Local Government Excellence in Road Safety for the Country Road Safety road safety education program.

Council has a strong record of innovation. These achievements have been recognised by 22 awards throughout the period from NSW and Australian government and national and international bodies over the past four years.

**Local Government NSW Excellence in Environment Awards**

- Climate Change Action Award, Eurobodalla Greenhouse Action Plan (2012-13)
- Weed Management Award, Boneseed containment and elimination program (2013-14)
- Natural Environment Policies and Decision Making Award, Broulee Biodiversity Certification project (2014-15)
- Climate Change Action Award, Council's Sea Level Rise Planning and Policy Response
- Framework developed with Shoalhaven City Council as a regional climate change response (2014-15)
- Highly commended in Natural Environment Protection and Enhancement: On Ground Works Award, Themeda Grass Headland project (2014-15)
- Natural Environment protection and Enhancement award for the Deua River restoration project (2014-15)
- Local Sustainability Award, for practices and promotion of sustainability within Council and the community (2015-16).

**NSW Coastal Management Awards**

- Highly Commended in the Local Government Category, Broulee Biodiversity Certification Project (2014-15)
- Highly Commended in the Local Government Category, South Coast Regional Sea Level Rise Planning and Policy Response Framework (2014-15)
- Planning and Management Award, Reconciliation in the Grasslands project (2015-16).

#### **Keep NSW Beautiful Blue Star environmental sustainability awards**

- Highly commended in Environmental Education, Marine Debris Working Group (2014-15)
- Litter reduction category, Marine environment protection program (2015-16)
- Cultural Heritage category, Wallaga Lake Caring for the Ancestors project (2015-16)
- Highly commended: sustainable systems category, Community building sustainability project (2015-16)
- Overall Coastal Sustainability Award, for Council and Community environmental Programs in Narooma area (2015-16).

#### **National Trust Heritage Awards**

- Highly commended Research and Investigation, Tracing Events of the Dhurga Speaking people, Aboriginal Totems across Eurobodalla Shire, Invisible Places – Historic Aboriginal Reserves in the Eurobodalla Shire and Wallaga Lake Aboriginal Cemetery projects (2012-13).

#### **Asia Pacific Tourism Awards**

- Gold Award in South Coast Regional Tourism Organisation's 'Unspoilt South Coast NSW' marketing campaign (2015-16).

#### **NSW Tourism awards**

- Gold Award, South Coast Regional Tourism Organisation's 'Unspoilt South Coast NSW' marketing campaign (2015-16).

#### **Australasian Reporting Awards**

- Silver Award for 2011–12 Annual Report (2012).

#### **Statewide Mutual Risk Management Conference**

- Commendation Award for beach signage program (2012-13).

#### **Planet Footprint**

- Gold Standard Council Award for Council's organisational energy management (2012-13 and 2013-14).

#### **NSW Road Congress**

- Eurobodalla Shire Council recognised for the quality and standard of our contract work on Kings Highway by NSW Roads and Maritime Services at the NSW Road Congress at NSW Parliament (2015-16).

***49. Council to have an innovation week or expo, for example engage with the community for innovative ideas, talk to schools and students about what they see as innovation or have an innovation competition within high schools.***

***50. Council to should create a "think tank" for innovative ideas drawn from local residents, eg, retired researchers, academics, business people etc.***

To celebrate Local Government week this year (31 July – 6 August 2017) Council will undertake the following activities:

- Introduce a 'think tank' where residents will be invited to participate.
- Have a Councillor meet and greet for community members.
- Conduct a Councillors and Youth Committee forum.
- Invite local primary schools to tour Council Chambers and experience 'Councillor duties'.

Council recognises that community input is important in order for proposals and projects to genuinely respond to local needs and succeed and therefore regularly invites feedback from community members on draft plans, policies and strategies that are yet to be adopted by Council.

The Community Engagement Framework Planning Tool prompts staff to consider utilising a roundtable approach, expert advice, citizens' panels, and Council's Advisory Committees to be involved and collaborate with Council.

Community members with specific expertise can contribute innovative ideas through nominating to be on one of Council's committees.

Active committees include:

- Audit, Risk and Improvement Committee
- Disability Inclusion Advisory Committee
- Aboriginal Advisory Committee
- Eurobodalla Coast and Environmental Management Advisory Committee
- Eurobodalla Heritage Advisory Committee
- Public Art Advisory Committee
- Business Advisory Committee
- Tourism Advisory Committee
- Quarry Park Steering Committee
- Regional Equine Centre Sunset Advisory Committee
- Rural Producers Forum
- Corrigans Beach Reserve Accessible Playground Sunset Advisory Committee
- Batemans Bay Streetscape Sunset Advisory Committee
- Pathways Strategy Sunset Advisory Committee
- Eurobodalla Youth Committee.

Council has previously collaborated with the University of Sydney on the RARE (Remote and Rural Enterprise) Project. RARE is a community-engaged learning program, connecting postgraduate and undergraduate students at the University of Sydney with remote and rural enterprises in Australia to collaboratively complete action-research projects.

In 2016, Council has also initiated the establishment of Eurodigital, a networking cluster for the IT industry in Eurobodalla. There are currently 40 practitioners involved in the cluster. The cluster hosted the first hackathon with Batemans Bay High School.

Council will continue to provide opportunity for the community to participate and provide input into projects and proposals through various mediums. Innovation will remain a key focus for Council's future community engagement activities.

Refer also to No. 18
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**51. Council should continue partnering with local business and non-profits/community organisations to undertake research projects that explore alternative energy, enhanced telecommunications services and eco-tourism.**

Council regularly partners with local businesses and community organisations in exploration and research projects in the community's interest.

As a recent example of working with a community organisation to explore alternative energy sources, Council supported the South Coast Health and Sustainability Alliance (SHASA) with a grant funded feasibility study into new finance models for solar power projects.

Council advocates for improved telecommunications for our Shire. Council's advocacy efforts have resulted in securing four new mobile phone towers for Bodalla, Nelligen, Central Tilba and along the King's Highway.

Council will continue to liaise with community groups and businesses on renewable energy projects and support projects where possible. Council will continue to advocate for enhanced telecommunications and work with local business to enrich our eco-tourism offerings.

Also refer to No. 3, 5, 24, 36, 41, 42, 43, 47, 60

**52. Council should investigate revenue opportunities through use of waste facilities to generate income and or energy source, e.g. incorporating methane collection; recycling of plastics into viable resource.**

Council seeks additional revenue opportunities to offset costs for the ratepayer.

The Moruya Materials Recycling Facility (MRF) processes all domestic recycling, that is the 240 litre yellow lid bin. The glass is processed on site and reused locally on Council works. Other products including plastic are transported by the contractor to major centres for recycling.

Council was part of a successful aggregated bid for the Emissions Reduction Fund to reduce methane emissions at Surf Beach and Brou Landfills. The Emissions Reduction Fund will only support reporting and operational costs. When operational, further information about the volumes and consistency of landfill gas will be available. This information will be part of the assessment to determine further generation and reuse potential, e.g. power generation and latent heat use.

Council has been working to take up recycling opportunities as they arise, e.g. e-waste, polystyrene. E-waste is received at the three waste management facilities free of charge to the community. E-waste is then collected from Brou and Moruya waste management facilities at no cost under the National TV and Computer Recycling Scheme. Polystyrene can be taken to all three waste management facilities free of charge to the community. It is transported from Brou and Moruya to Surf Beach for processing and then to Sydney for sale and ultimately recycling into other products, e.g. picture frames. Recycling this material, saves landfill space and the value, after costs, at the current per tonne rate equates to approximately \$100,000 per annum.

Council will continue to seek additional revenue opportunities through Waste facilities to reduce the cost of the service to the community.

Refer also to No. 41, 42, 43, 69, 72

**53. Council should consider training for staff to develop innovative thinking skills which may encourage smarter work operations.**

Council provides many training opportunities for staff. Current learning and development opportunities provide support and further develop many capabilities and attributes required for innovative thinking.

Capabilities and attributes identified as necessary for innovation include:

- collaboration, teamwork, mentoring and dealing with ambiguity
- building networks and knowledge sharing
- questioning, problem solving, critical thinking and thinking outside the square
- listening and communication
- thinking across disciplines, lateral thinking, making connections and improvising
- leadership (at all levels), confidence/resilience and willingness to take risks
- deep technical knowledge
- a global mindset.

As an organisation Council actively encourages and enables employees to contribute their innovative ideas in the interests of improving work practices and services to the community. This is recognised through its Unearthing Leaders, Innovations Forum and Munch and Learn programs.

Council's ongoing commitment to staff development encourages innovative ideas. The opportunities provided to staff further encourages them to seek smarter work processes.

Refer also to No. 48, 69

**54. Council should seek to access the knowledge and skills held within the local community to implement innovative approaches to local challenges.**

The Community Engagement Framework Planning Tool prompts staff to consider utilising a roundtable approach, expert advice, citizens' panels, and Council's Advisory Committees to be involved and collaborate with Council.

To celebrate Local Government week this year (31 July – 6 August 2017) Council will undertake the following activities:

- Introduce a 'think tank' where residents will be invited to participate
- Have a Councillor meet and greet for community members
- Conduct a Councillors and Youth Committee forum
- Invite local primary schools to tour Council Chambers and experience 'Councillor duties'.

Council will continue to provide opportunity for the community to participate and provide input into projects and proposals through various mediums. Innovation will remain a key focus for Council's future community engagement activities.

Refer also to No. 48, 49, 50

## Advocacy and Facilitation

### Overview

Advocating for Eurobodalla is a key role of Council, in relation to the local, regional, state and national issues that affect our community. This includes advocating for improved legislative outcomes, planning to meet needs, such as education and health, and planning for improved infrastructure, transport routes and telecommunications.

Council may take a lead role, such as advocating for more funding for local roads. In some instances, Council takes a supporting or facilitation role, such as the role played in the creation and expansion of the University of Wollongong campus in Batemans Bay.

Council currently advocates for the community on a range of issues by seeking funding and other support from the NSW and Australian governments, and considering other matters that might impact or interest the community.

Council works with the community in advocating for improved infrastructure to support increased economic activity and provide associated employment benefits. This includes advocating for both upgrades to NSW Government owned infrastructure as well as for government funding toward infrastructure under Council's control.

To assist with this advocacy, Council has developed an advocacy publication titled *Infrastructure - Driving the NSW Economy*. This publication which is available on Council's website, is used regularly when advocating to members of Parliament and Government agencies.

The Citizens' Jury made seven recommendations in relation to advocacy and facilitation. The jury's thinking shows alignment with Council's current service delivery in this area with all of these planned to continue or commence in the draft Delivery Program 2017-21 and Operational Plan 2017-18. Operational Plan actions have been included, where applicable. However, these plans are yet to be adopted by Council and are subject to change.

Summary responses to the individual recommendations are provided in the table below and more comprehensive detail for each is provided following the table.

### Summary response

No.	Recommendation	Response	
55	Council to link with existing systems to identify grants applicable to local residents, community groups, businesses etc. and communicate this on website or directly to individuals, community groups and local businesses.	Council regularly provides details of available grant opportunities through its distribution networks particularly in the area of arts, recreation and sporting, pathways, business, tourism, development and heritage. Council will provide a link to the Our Community site, which provides detailed information on available grants, on our website and distribute this information through our regular networks to ensure broader awareness of grant opportunities within our community.	✓
		<i>Draft Operational Plan 9.1.2.2 (yet to be adopted)</i>	

56	Council should continue to support community organisations to make applications to secure grants.	<p>Council has a strong history of working with community organisations and groups to secure grant funding for projects and infrastructure. Council provides support and assistance to these groups with grant applications in the form of notifying of grant availability, writing the submission, administering the grant funds, financial management and on ground activities. Council will continue this into the future.</p> <p><i>Draft Operational Plan 9.1.2.2 (yet to be adopted)</i></p>	✓
57	Council should increase their advocacy for Eurobodalla as a venue for activities like conferences and conventions (knowledge industry/business).	<p>Council is working with the private sector to develop a cooperative approach to attract conferences and conventions. Council will continue to work in partnership to encourage the hosting of events and conferences in Eurobodalla as well as actively seeking to host Local Government related conventions as opportunities arise.</p> <p><i>Draft Operational Plan 5.3.1.3 (yet to be adopted)</i></p>	✓
58	Council should identify new markets for local industries including tourism to supplement existing markets.	<p>Council's tourism service will aim to increase overnight visitation and visitor expenditure to Eurobodalla by building awareness and supporting product development in new markets including international tourism, inclusive tourism, and food tourism.</p> <p><i>Draft Operational Plan 5.3.1.5 (yet to be adopted)</i></p>	✓
59	Council should more closely work with the local community to generate and demonstrate support for the issues on which they are advocating.	<p>Council will continue to work in partnership with Councillors, Committees, Community groups and associations, Chambers of Commerce and the broader community to ensure community views are heard and incorporated into our proactive advocacy program.</p> <p><i>Draft Operational Plan 5.2.1.2; 8.2.1.1; 8.2.2.1; (yet to be adopted)</i></p>	✓
60	Council should further explore partnering opportunities with Local MPs, neighbouring councils, ALGA, local business (including non-profits), local industry bodies, community organisations working to rebuild industry and local economy. For example Sustainable Agriculture & Gardening Eurobodalla.	<p>Council works with key partners and stakeholders in advocating for improved infrastructure and projects to support increased economic activity and provide associated employment benefits. Council has achieved a number of successes on behalf of the community through its advocacy and partnership work and will continue these efforts into the future with the assistance of the Integrated Economic Growth and Development strategy and the Infrastructure Driving the NSW Economy advocacy tool.</p> <p><i>Draft Operational Plan 5.1.1.6 (yet to be adopted)</i></p>	✓

61	Council should take a greater role in marketing the currently available public transport services.	The primary responsibility for public transport rests with the NSW Government. In recognition of the need for a range of transport options in our community Council coordinates a Community Transport service and publishes information about this and available public transport options on its tourism website and at visitor information centres.	✓
		<i>Draft Operational Plan 8.1.2.4 (yet to be adopted)</i>	

#### *Detailed response*

**55. Council to link with existing systems to identify grants applicable to local residents, community groups, businesses etc. and communicate this on website or directly to individuals, community groups and local businesses.**

Council regularly provides details of available grant opportunities through distribution networks particularly in the area of arts, recreation and sporting, pathways, business development and heritage. These opportunities may require Council and the applicant, be it Chambers of Commerce or community associations and groups, to work in partnership to prepare and submit the application and if successful implement the project. Some grants are not available to Council however the information is still widely distributed through these networks to ensure community awareness of opportunities.

Council itself provides a number of grant programs to the community including: Healthy communities, Senior's week, Heritage and NAIDOC week grant programs. Information about each of these grant programs, including application details, timeframes and eligibility criteria is distributed through specific networks as well as through Council's normal communication channels such as the website, Facebook and local media.

A primary source of information in relation to building strong communities, applying for funding and running community associations and groups is the Our Community website, [www.ourcommunity.com.au](http://www.ourcommunity.com.au). The site provides advice, training, connections and easy to use tech tools for community groups and associations. It also provides detailed information on available funding. Council will provide a link to the Our Community site on the Council website and distribute this information through regular networks to ensure broader awareness of grant opportunities within our community.

Refer also to No. 56, 59

**56. Council should continue to support community organisations to make applications to secure grants.**

Council has a strong history of working with community organisations and groups to secure grant funding for projects and infrastructure. Council provides support and assistance to these groups with grant applications in the form of notifying of grant availability, providing letters of support, writing the submission, administering the grant funds, financial management and on ground activities.

Recent successful grant applications in partnership with community organisations and groups include:

Partner	Event/Project	Funding Source	Amount
Batemans Bay Chamber of Commerce	Batemans Bay Paddle Challenge	Incubator Grant	\$20,000
Narooma Chamber of Commerce	Oyster Festival	Regional Flagship Funding	Triennial Funding \$30,000
River of Art Committee	Eurobodalla River of Art	Regional Flagship Funding	Triennial Funding \$30,000
Aboriginal Community	Aunty Jeans Elders Mini Olympics for	Transport NSW	\$3,000
Landcare	Natural Resource Management	Local Lands Service and NSW Officer of Environment	\$593,000
Bay Push	Corrigan's Beach Playground.	NSW Government's Community Building Partnership	\$400,000
Long Beach Community Association	Works on Cullendulla Drive	RMS	\$326,000
Narooma Tennis Club	New lights	Building community partnerships	\$20,000
Batemans Bay Basketball Club	New back boards	Building community partnerships	\$12,000
Moruya RSL	Asbestos removal	Australian War Memorial Fund	\$50,000

Council will continue to actively seek opportunities to partner with community to deliver agreed outcomes and projects, taking account of community need and the whole of life costs of owning and operating infrastructure.

Refer also to No. 55, 59

***57. Council should increase their advocacy for Eurobodalla as a venue for activities like conferences and conventions (knowledge industry/business).***

The attraction and hosting of conferences, conventions and events has been identified as a key economic growth and development action by Council, however there are limited accommodation options available to meet the needs of large conferences.

In recent years Council has successfully worked in partnership with local businesses to bring a number of conferences to Eurobodalla. The most recent of these were the 2016 Toastmasters International District 70 Conference held in Batemans Bay and the Datsun Sports Roadster 29th annual national meeting throughout the Shire.

To support further growth in this area Council is proactively working with the private sector to develop a cooperative approach to attract these type of events.

Actions planned to be undertaken by Council in this area include:

- Publishing a business facilities database on Council's website to publicise available venues
- Developing a plan to identify technology, infrastructure and facility development required to support the hosting of these types of events
- Developing a plan for a co-operative approach with the private sector to attract conferences and conventions to Eurobodalla including roles of Council and the private sector, objectives, resources required, how to encourage return visitation, shared research and possible funding arrangements.

In addition to working with private businesses, Council itself has successfully held a number of National and State conferences as follows.

Conference	Year	Attendance
NSW Youth Conference	2015	200
Floodplain Conference	2012	282
Coastal Conference	2010	280

Council will continue to work in partnership to encourage the hosting of events and conferences in Eurobodalla as well as actively seeking to host Local Government related conventions as opportunities arise.

Refer also to No. 58

***58. Council should identify new markets for local industries including tourism to supplement existing markets.***

In tourism, Eurobodalla has the opportunity to build on its nature based attractions to showcase the many holiday experiences available to visitors around the nature theme.

Council's tourism service will aim to increase overnight visitation and visitor expenditure to Eurobodalla by building awareness and supporting product development in new markets including international tourism, inclusive tourism, and food tourism.

Council is proactive in market development for existing industries and businesses which is identified as a key action in the Business Development Strategic Plan.

A key opportunity and focus for Eurobodalla and Council is the recent opening up of Canberra Airport to international flights. Council is working in partnership to explore and take advantage of the new tourism and export opportunities this presents.

Council has worked closely with Canberra Airport and the Canberra Region Joint Organisation to undertake freight studies so that future freight services can be tailored to meet local needs. This has involved liaising with current and future exporting companies within Eurobodalla regarding transport and storage needs. Capacity building for new and existing exporting businesses is ongoing with a series of Understanding Asia workshops successfully run last October.

For tourism, growing international visitation makes good sense for Eurobodalla. It is a high yield market that travels at different holiday times to our domestic markets, and often outside our peak seasons.

The commencement of international routes to Singapore and New Zealand at Canberra Airport in September 2016 is a 'game-changer' for Eurobodalla, positioning Batemans Bay less than 2 hours from an international airport. Qatar Airlines are bringing flights to Canberra in late 2017 opening even more routes.

Council recently represented local businesses on a trade development mission to Singapore and Malaysia, where 10 'Internationally Ready' businesses were promoted to over 60 travel businesses, media and other stakeholders. Council commenced the Destination Eurobodalla International Ready Program involving up to 20 operators to increase the quantity and quality of product and experiences that deal directly with Inbound Tour Operators and Wholesale Travel Agents.

In 2017, Council will continue to seek out opportunities to promote Eurobodalla to international visitor markets including a New Zealand travel agents famil (familiarisation) group travelling up the Coast and a Wellington travel trade self-famils opportunity for Eurobodalla between March and May 2017.

Additional projects and activities recently undertaken by Council to assist in market development for existing business and industry include:

- Audits and training to assist businesses to service the growing disability sector. 14 businesses have been audited and over 40 attended specific accessibility training
- Successfully assisted a local food business to obtain grant funding for new equipment to expand production into new markets
- Promotion of Eurobodalla's brand champions at four showcase events in collaboration with Canberra Region Joint Organisation of Councils
- Successfully assisted a local farmers' market to obtain grant funding to grow opportunities for online sales.

In line with key strategic plans Council will continue to support growth and development of our business community by assisting with identification of and expansion into new markets.

Refer also to No. 1, 24
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***59. Council should more closely work with the local community to generate and demonstrate support for the issues on which they are advocating.***

It is Council's role to act in the best interests of the broader community in its decision making, operations and advocacy. Over the years Council has shown strong leadership and resolve in its continued advocacy on behalf of our community.

To achieve outcomes we have actively worked with the NSW and Australian Governments and neighbouring councils, and been involved in a variety of committees and campaigns. Council meets regularly with our local members of Parliament to discuss key infrastructure projects, services and community concerns. We have made numerous submissions and collaborated with external bodies to ensure our community's unique interests are well represented.

We use many different methods to identify issues affecting our local community and the community's preferred direction on these prior to advocating for outcomes.

- Council staff meet regularly with the Chambers of Commerce, business groups, residents groups and community associations to discuss priority areas, forthcoming projects and infrastructure works.
- Community engagement activities such as street meetings, forums and workshops. Council's recently adopted Community Engagement Framework will support an enhanced focus on ensuring community views are represented in Council advocacy and decision making.
- Councillors, staff and community members take part in a range of committees to share ideas and get feedback to inform Council decisions including Advisory, Steering and sunset committees. These committees are appointed by Council from representatives of the community and other stakeholders or agencies with relevant expertise, to provide advice to Council on a range of issues. Sunset or Steering Committees are advisory committees, which are established for a limited term for a specific purpose or to undertake a specific project. Active committees include:
  - Audit Committee
  - Disability Inclusion Advisory Committee
  - Aboriginal Advisory Committee
  - Eurobodalla Coast and Environmental Management Advisory Committee
  - Eurobodalla Heritage Advisory Committee
  - Public Art Advisory Committee
  - Business Advisory Committee
  - Tourism Advisory Committee
  - Quarry Park Steering Committee
  - Regional Equine Centre Sunset Advisory Committee
  - Rural Producers Forum
  - Corrigan Beach Reserve Accessible Playground Sunset Advisory Committee
  - Batemans Bay Streetscape Sunset Advisory Committee
  - Pathways Strategy Sunset Advisory Committee.
- Councillors and/or staff are members of external committees which are facilitated outside of Council's control. These committees provide opportunity for planning, discussion and issue resolution with key stakeholders in specific areas and include:
  - Community Safety Precinct Committee
  - Eurobodalla Bushfire Management Committee
  - Eurobodalla Local Traffic Committee
  - Floodplain Management Association of NSW
  - South East Arts (SEA)
  - South East Australian Transport Strategy Inc (SEATS)
  - South East Regional Academy of Sport
  - South Coast Regional Tourism Organisation
  - Canberra Region Joint Organisation (CBJO)
  - South Coast Regional Tourism Organisation
  - Southern Tablelands and South Coast Regional Noxious Plants Committee
  - Batemans Marine Park Advisory Committee (Ministerial appointment)
  - Gulaga National Park Board of Management (Ministerial appointment)

- Regional Development Australia, Far South Coast (Ministerial appointment)
  - Local Government NSW (Elected at LGNSW Conference).
- Advocacy for infrastructure projects is guided by Council's Infrastructure Driving the NSW Economy document which is prepared and updated in collaboration with Councillors. Input from Councillors on behalf of the community ensures the direction for advocacy over the term is in line with broader community need.
  - When advocating on behalf of the community for outcomes, issues or funding Council staff liaise closely with Councillors in their appointed role as representatives of the broader community to ensure the direction is supported.
  - Council is a member of the following peak industry bodies and Councillors and staff attend meetings and conferences to raise, consider and discuss the way forward on pressing community issues:
    - Australian Local Government Association
    - Local Government NSW, Australian Coastal Councils Association
    - Country Mayors Association
    - Australian Local Government Women's Association
    - NSW Roads and Transport Directorate
    - Institute of Public Works Engineers.
  - Council has Memorandums of Understanding with organisations such as Bega Valley Shire Council, Yumaro and the Eurobodalla Koori Employment Network to formalise existing partnerships and identify opportunities for joint initiatives, innovation and cooperation in service delivery and community outcomes.

Recent examples of working in partnership with community groups to advocate for their defined specific needs include the following.

Council has partnered with the Bay Push to develop and implement a master plan for an all-inclusive playground at Corrigan's Beach Reserve. The partnership has been successful in achieving significant grant funding to implement the project. The most recent achievement being a further \$100,000 under the NSW Government's Community Building Partnership program.

In relation to road safety and improvements to our transport network Council often partners with community associations to achieve improved outcomes. In partnership with the Long Beach Community Association we have advocated to NSW Government, Roads and Maritime Services to achieve improved road safety through the construction of the left turn treatment off the Princes Highway into Cullendulla Drive. Similar results have been achieved working with the South Durras Community Association to achieve funding for the left turn treatment off the Princes Highway into Durras Drive. Funding has been approved and works have commenced by the Roads and Maritime Services.

Council will continue to work in partnership with Councillors, Committees, Community groups and associations, Chambers of Commerce and the broader community to ensure community views are heard and incorporated into our proactive advocacy program.

Refer also to No. 2, 10, 11, 13, 16, 26, 50, 55, 56, 58, 66
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**60. Council should further explore partnering opportunities with Local MPs, neighbouring councils, ALGA, local business (including non-profits), local industry bodies, community organisations working to rebuild industry and local economy. For example Sustainable Agriculture & Gardening Eurobodalla.**

Council works with key partners and stakeholders to advocate for improved infrastructure and projects which support economic activity and employment. This includes advocating for upgrades to NSW Government owned infrastructure as well as for government funding toward infrastructure under Council's management.

Council's advocacy and partnership work aims to address key issues and seek funding for economic development projects such as:

- Improved mobile phone coverage
- National Broadband Network to ensure an appropriate level of communication is provided to local residents and business operators to maximise opportunities
- Decentralisation of NSW Government services and agencies to support regional development and investment and take advantage of opportunities
- Planning reforms with submissions to the NSW Government on proposed reforms on matters such as Biodiversity, Planning for Bushfire Protection, Exempt and Complying Development and Caravan Park legislation
- Targeted service delivery improvements to address identified demographic need
- Educational opportunities including the support of improved tertiary opportunities and advocating for the future of TAFE in our community
- Exploring the economic development and employment opportunities from international flights at Canberra Airport
- Improved transport links into and out of Eurobodalla to support freight and visitor access
- Southern NSW Marine Gateway prospectus
- Regional Equine Centre business plan.

To assist with this advocacy, Council has developed an advocacy publication titled *Infrastructure - Driving the NSW Economy*. This publication is regularly referred to when advocating to members of Parliament and Government agencies. For examples of successful advocacy refer to Q10.

Council also has Memorandums of Understanding with organisations such as Bega Valley Shire Council and the Eurobodalla Koori Employment Network to formalise existing partnerships and identify opportunities for joint initiatives, innovation and cooperation in service delivery and community outcomes.

Council also works in partnership with community members through its advisory and project committees which are made up of representatives of the community and other stakeholders or agencies with relevant expertise, to provide advice to Council on a range of issues.

Council has achieved a number of successes on behalf of the community through its advocacy and partnership work and will continue these efforts into the future. The recent development of the draft Integrated Economic Growth and Development Strategy which will be finalised in 2017-18 will also assist in guiding advocacy, funding, projects and partnerships to support business and industry revitalisation and growth.

Refer also to No. 2, 10, 16, 26, 34, 43, 51, 66
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**61. Council should takes a greater role in the marketing the currently available public transport services.**

The primary responsibility for providing, expanding, regulating and promoting public transport rests with the NSW Government and private transport providers.

Council's role in public transport provision is limited to that of providing supporting infrastructure such as bus stops, shelters and terminals. Council has been very active in this area securing a grant from the Country Passenger Transport Infrastructure Scheme for approximately \$200,000 to upgrade 51 of our bus stops and shelters to accessibility standards.

In recognition of the need for a range of transport options in our community, Council also coordinates a Community Transport Service which is provided by volunteers and supported by Community Transport staff. The services provide high quality door-to-door transport for eligible people and their carers for regular shopping runs, medical appointments and social activities.

Council currently promotes information about its community transport services and available public transport options on its tourism website and at its visitor information centres where bus tickets can be purchased.

Refer also to No. 32
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## Pathways

### Overview

Delivering an effective pathways network is a priority for Council. The current pathway network includes 39.3km of shared path, and 66.9km of footpath. The total Gross Replacement Cost of these existing pathways is \$30.2m. Despite this, Council has many existing urban areas that do not have a formal network of pathways. This represents a gap in our infrastructure and Council receives numerous requests to provide more pathways.

The development of the pathways network is guided by the Pathways Strategy which has identified over \$11.5m of new pathways to be constructed. The Strategy uses a point score system to prioritise works.

Council allocates an annual budget of \$350,000 to construct high priority pathways projects identified in the Strategy and this annual funding includes an increased allocation funded by the special rate variation.

Council proactively seeks opportunities to leverage the pathways budget by applying for grant funding and working in partnership with community, landowners and developers. These efforts result in a significant additional pathways being added to our network each year.

The Citizens' Jury made four recommendations in relation to pathways. The jury's thinking shows alignment with Council's current service delivery in this area with all of these planned to continue or commence in the draft Delivery Program 2017-21 and Operational Plan 2017-18. Operational Plan actions have been included, where applicable. However, these plans are yet to be adopted by Council and are subject to change.

Summary responses to the individual recommendations are provided in the table below and more comprehensive detail for each is provided following the table.

### Summary response

No.	Recommendation	Response	
62	Council should prioritise an increased allocation of funding to more quickly implement the new Pathways Strategy when finalised. If Council determines it is unable to fully fund this Strategy, Council should consider alternative methods of funding.	Implementing the Pathways Strategy remains a priority for Council. Council will continue its current activities including leveraging budgeted funds, seeking additional grant funding and integrating works to achieve the best outcomes for the community. <i>Draft Operational Plan 7.2.1.1 (yet to be adopted)</i>	✓
63	Council should not only fund pathways that are links between shops and schools but also fund pathways that connect around the coastline to attract and improve the tourist experience.	The Pathways Strategy uses a point score system to prioritise works. One of the considerations in the system is tourism and economic outcomes. <i>Draft Operational Plan 7.2.1.1; 7.2.1.2 (yet to be adopted)</i>	✓
64	Council should pursue opportunities in partnering with the individual communities, and how they can partner in fundraising and building and planning the paths, e.g. Dalmeny Deviates.	Community groups have contributed significantly to the pathway network through fundraising, support for grant applications and undertaking physical works. Council greatly appreciates this significant contribution by the community and will continue to actively work with community to expand the pathway network. <i>Draft Operational Plan 7.2.1.2 (yet to be adopted)</i>	✓

65	Council should seek funding a variety of sources from State and Federal Government and other partners e.g. institutions, residents, business, Department of Health, universities, philanthropists.	Council has an excellent success rate in seeking funding from a wide range of sources to leverage Council and community contributions to develop the pathway network. This will continue into the future. <i>Draft Operational Plan 7.2.1.2 (yet to be adopted)</i>	✓
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#### *Detailed response*

**62. Council should prioritise an increased allocation of funding to more quickly implement the new Pathways Strategy when finalised. If Council determines it is unable to fully fund this Strategy, Council should consider alternative methods of funding.**

The Pathways Strategy, which was developed to provide strategic direction to the provision and upgrade of the pathways network, identifies over \$11.5m of pathways works to be undertaken.

Each year Council budgets a base amount of \$350,000 to develop and expand the pathway network. This includes an amount of \$50,000 per annum funded by the recent rate variation. This is exclusive of community and landowner contributions, or grants and each year

Budgeted funds are used to leverage additional funding to accelerate construction of pathways by working closely with community groups, pursuing grant funding, allocating developer contributions as they accumulate, and by implementing Council's policy requiring contributions from landowners benefitting from pathways in medium or higher density areas. Council has been highly successful in leveraging additional funding over the last ten years. For example, in 2016-17 Council was able to allocate \$484,500 for the construction of pathways as a result of our success.

Council has already applied to the NSW Government's 2017-18 Active Transport Program for grants toward the following shared pathways:

- Sunshine Bay Road – Public School to Edwards Road - \$70,000
- Beach Road Surf Beach – Shops to George Bass Drive - \$220,000
- George Bass Drive Malua Bay – The Ridge Road to Link Road - \$150,000
- Bergalia Street Moruya – Princes Highway to Haslingden Street - \$231,000
- McMillan Road Narooma – Riverside Drive - \$140,000.

These projects total over 2,500 metres of pathway. If successful, they will contribute \$811,000 to the pathways budget.

The integration of pathway works within the works program also assists to reduce the overall cost of provision. For example, in the construction of the shared pathway connection at Moruya airport, materials from other programmed road works were recycled to provide the new shared pathway. Similar actions have been taken in the past to provide materials for earthworks, and/or to incorporate the pathway into the works when doing road works such as Bluewater Drive, Narooma.

For new subdivisions, modern urban design standards require the developer to provide appropriate infrastructure inclusive of footpaths and shared pathways at the developers' cost. For new medium and high density residential development, commercial and light industrial development, the developer is required to provide the appropriate pathway along the frontage of the development at their cost, and where a nexus exists, a connection to the existing pathway development. This ensures the responsibility for the provision of the public infrastructure is met by the developer and not transferred to ratepayers and assists in expanding the pathway network.

Council has commenced advocacy to the local Federal Member for the re-introduction of an Australian Government funded pathways program, to supplement the NSW Government's Active Transport Program and provide further opportunity for Council to seek additional funding.

This comprehensive existing approach is allowing the pathway program to be accelerated well beyond the funding allocated by Council each year.

The accelerated development of the Pathway network remains a priority for Council. Given any additional annual allocation of budgeted funding is likely to put Council in a position where matching grant funding would not be available, Council will continue its current activities including leveraging budgeted funds, seeking additional grant funding and integrating works to achieve the best outcomes for the community.

***63. Council should not only fund pathways that are links between shops and schools but also fund pathways that connect around the coastline to attract and improve the tourist experience.***

The Pathways Strategy, which guides the prioritisation and development of the pathway network, aims to deliver routes using both existing and new paths that link people to the main attractors of the region or other significant destinations. This includes tourism destinations and experiences as well as shops, schools and commercial centres.

Pathways often serve more than one purpose, connecting villages to town centres, schools and other facilities, as well as taking advantage of our natural assets. Examples of this include:

- South Durras shared pathway
- Surfside to Batemans Bay shared pathway
- Batemans Bay to Batehaven shared pathway
- Malua Bay shared pathway
- Broulee shared pathway
- Broulee to North Head off-road shared pathway
- Moruya River foreshore shared pathway
- South Head shared pathway
- Tuross Head foreshore shared pathway
- Dalmeny-Kianga-North Narooma shared pathway
- Narooma foreshore and beach access pathways.

The Pathway Strategy incorporates proposals such as enhancing the connections to beaches (e.g. South Durras, Surfside), to lakes (e.g. South Durras, Tuross Head), to headland viewing areas (e.g. Observation Point, Batehaven) and foreshores (e.g. Wagonga Lake, Narooma). These proposed pathways will service both local residents and Eurobodalla's visitors.

In addition to constructing new pathways Council also promotes the pathways. Council worked with local cycling groups to develop 13 marked cycling routes traversing 410 km and developed a tourism cycleway brochure and web information which are promoted through the tourism website and visitor information centres.

Council also works with National Parks and Wildlife Service who are responsible for extensive areas of the coastline in Eurobodalla, to advocate for coastal walks and cycling through National Parks and to make key connections from these paths to Council infrastructure.

Council will continue this focused pathway prioritisation and development which considers social, economic and environmental benefits and takes advantage of funding opportunities to accelerate the pathways program.

***64. Council should pursue opportunities in partnering with the individual communities, and how they can partner in fundraising and building and planning the paths, eg, Dalmeny Deviates.***

Community groups have contributed significantly to our pathway network past through fundraising efforts, support for grant applications and undertaking physical works with partnering models adapted to suit each community's resources. Examples include:

- Dalmeny, Kianga, North Narooma shared pathway
- Tuross Head shared pathway and viewing platforms
- South Head village shared pathway
- Broulee village shared pathways
- Moruya Airport to North Head camping ground shared pathway
- South Durras shared pathways.

Over 16 kilometres of shared pathways have been constructed in direct partnership with community groups.

Council's role has typically been to:

- Assess proposals against Pathway Strategy priorities
- Assist in securing funding and integrate projects into Council's other works
- Undertake survey, investigation, design, review of environmental factors and other approvals and broader community engagement
- Deliver traffic management, earthworks, drainage and other high risk activities
- Oversight and support volunteer work teams, and/or undertake pathway construction.

Council makes community groups aware of this option, particularly where the pathway they seek is of a lower priority. If a community group is prepared to contribute to a pathway, it is considered when setting priorities. For example, Council recently allocated funding for the Broulee to North Head off-road shared pathway following a \$25,000 contribution being made by the Broulee Mossy Point Community Association.

Council appreciates this significant contribution by our community and will continue to actively work with community to expand the pathway network where projects are in keeping with the Pathways Strategy.

**65. Council should seek funding a variety of sources from State and Federal Government and other partners e.g. institutions, residents, business, Department of Health, universities, and philanthropists.**

Council has been successful in seeking funding to leverage Council and community contributions to develop the pathway network.

While Council's contribution over the past three years has been \$950,000, Council has constructed more than 10km of pathways at a total cost of \$2.6 million. This demonstrates Council's success at sourcing external funding streams or pathways.

Council will continue these efforts to actively seek external funding to assist in the development of the pathway network.

## Roads, Rates and Rubbish

### Overview

Council advocates extensively for improvements to local roads, the Princes Highway and Kings Highway. Our advocacy focuses on more funding for road construction, maintenance and renewal, as well as strategic development of our transport infrastructure, including B-Double access.

Council provides best practice waste services, including the provision of waste facilities, recycling and waste minimisation initiatives and an efficient domestic collection service. Opportunities to use new technologies to reduce or reuse waste, and reduce the amount going to landfill, are proactively explored, to reduce costs to the community and environmental impacts.

The Citizens' Jury made 13 recommendations in relation to roads, rates and rubbish. The jury's thinking shows alignment with Council's current service delivery in this area with 11 of these and planned to continue or commence in the draft Delivery Program 2017-21 and Operational Plan 2017-18. Operational Plan actions have been included, where applicable. However, these plans are yet to be adopted by Council and are subject to change. Recommendations 74 and 75 relate to greenwaste. Council is unable to achieve these outcomes as the contract was reviewed in 2012 and will operate until 2022.

Summary responses to the individual recommendations are provided in the table below and more comprehensive detail for each is provided following the table.

### Summary response

No.	Recommendation	Response	
66	Council should invest more time lobbying State and Federal Government to meet the Council's and public's idea of how roads should be maintained and replaced.	Council acts in the best interests of the broader community in its decision making, operations and advocacy. Council has shown strong leadership and resolve in its continued advocacy on behalf of our community and will continue to advocate to other levels of government and work with community, business and other stakeholders to enhance outcomes for our community. <i>Draft Operational Plan 7.1.1.1; 7.1.1.2 (yet to be adopted)</i>	✓
67	Council should lobby the State and Federal Governments to improve the access in and out of the Shire. It is socially and economically vital to have safe access in and out of the Eurobodalla Shire.	Council recognises the economic and social benefits of improved access to Eurobodalla and has an active advocacy program aimed at improving access and safety of the Kings and Princes Highways which will continue. <i>Draft Operational Plan 7.1.1.1; 7.1.1.2; 7.4.2.1 (yet to be adopted)</i>	✓
68	Council should continue to lobbying State and Federal Governments for grants.	Council maintains a strong advocacy to both the NSW and Australian Governments to ensure current funding programs are maintained and works with peak bodies to see this funding increased to enhance outcomes for our community. <i>Draft Operational Plan 9.1.3.2 (yet to be adopted)</i>	✓

69	Council should more effectively plan to make road construction a single undertaking to provide significant efficiency savings. Footpaths, gutters, and roads should be rolled out in unison as a single project. Council should also incorporate water sensitive urban design.	Council delivers an extensive annual capital and renewal works program, integrating works across projects to ensure the best outcomes. Council will continue to undertake integrated works and water sensitive urban design to maximise workforce outputs and program outcomes.	✓
		<i>Draft Operational Plan 7.1.2.1; 7.1.2.2 (yet to be adopted)</i>	
70	Council should look into new innovative road surfacing methods.	Council researches new technologies for road surfacing through industry forums and strategic partnerships.	✓
		<i>Draft Operational Plan 7.1.2.1 (yet to be adopted)</i>	
71	Council should utilise local or community involvement before planning changes.	Council currently undertakes extensive community engagement and follows legislative requirements in relation to projects, plans and policies to ensure community involvement.	✓
		<i>Draft Operational Plan 8.2.1.2 (yet to be adopted)</i>	
72	Council should continue to improve and expand environmental enhancements to waste management services and facilities and use innovative technologies.	Council actively investigates opportunities to use new technologies that can provide a cost effective alternative for the community. Council will continue to seek opportunities to enhance current waste management services using innovative technologies.	✓
		<i>Draft Operational Plan 4.2.2.1; 4.2.2.2 (yet to be adopted)</i>	
73	Council should maintain and improve rubbish and recycling including reclamation from hard rubbish as they are a necessary service to support the community. Council should continue researching other councils' approaches to roads and waste management.	Council provides waste management services and delivers an integrated local transport network. As part of service delivery Council explores best practice approaches and looks at innovative ways to improve or increase service delivery outcomes. Council will continue to deliver these services and actively keep abreast of best practice approaches to ensure the best outcomes for our community.	✓
		<i>Draft Operational Plan 4.2.1.1; 4.2.2.1; 4.2.3.2 (yet to be adopted)</i>	
74	Council should investigate additional means of collecting residential large green waste that does not fit in existing bins.	Council has recently reviewed its green waste collection service resulting in the provision of a larger garden organics bin. This contract is now in place until 2022 at which time it will be reviewed. This timeframe is outside the draft 2017-21 Delivery Program.	✗

75	Council should develop a policy that provides temporary fee respite for residents after storms so that residential green waste will be taken to the tip and not illegally dumped.	Council currently receives a large volume of green waste at its waste facilities. This waste is mulched onsite and used on Council projects or offered for sale to the community. More recently Council has been offering the mulch free of charge as space for storage and disposal at landfill sites is limited. Council recommends that residents hold the material and utilise the annual hard waste collection or the regular fortnightly collection overtime to manage the excess amount generated by a storm event, if at all possible. An alternate option would be to utilise a commercial service provider to mulch on the kerb.	✗
76	Council should investigate opportunities to share resources (e.g. plant equipment) with other nearby/adjacent councils if it provide cost or efficiency advantages.	Council has a strong relationship with surrounding councils particularly Bega Valley Shire Council and this has recently been formalised through a Memorandum of Understanding which helps to identify opportunities for joint initiatives, innovation and cooperation in service delivery and community outcomes. Council will continue to look for opportunities to share resources into the future and make the most of its strategic partnerships. <i>Draft Operational Plan 9.1.3.3 (yet to be adopted)</i>	✓
77	Council should investigate opportunities to improve and expand the Recycling Shop through partnering with local organisations such as the Mens' Shed and others; through operating along more commercial lines; and through expansion of items reclaimed.	Council operates its Buy Back Shops with the aim of reducing waste to landfill. Council will continue to investigate opportunities and partnerships to improve and expand its Buy Back Shops. <i>Draft Operational Plan 4.2.2.2; 4.2.2.3 (yet to be adopted)</i>	✓
78	Council should continue the upgrading of existing bus terminals to ensure they are identifiable, accessible and safe.	The primary responsibility for providing, expanding, regulating and promoting public transport rests with the NSW Government. Council will continue to seek funding for the bus facilities program as well as providing recurrent funding for the maintenance and renewal of existing bus facilities. <i>Draft Operational Plan 7.1.1.1; 7.1.2.1 (yet to be adopted)</i>	✓

#### *Detailed response*

#### **66. Council should invest more time lobbying State and Federal Government to meet the Council's and public's idea of how roads should be maintained and replaced.**

It is Council's role to act in the best interests of the broader community in its decision making, operations and advocacy. Over the years Council has shown strong leadership and resolve in its continued advocacy on behalf of our community.

Council has worked the NSW and Australian Governments and neighbouring councils, and been involved in a variety of committees and campaigns. Council meets regularly with our local members of Parliament to discuss key infrastructure projects, services and community concerns. We have made numerous submissions and collaborated with external bodies to ensure our community's unique interests are well represented.

Advocacy for infrastructure projects is guided by Council's Infrastructure Driving the NSW Economy document which is prepared and updated in collaboration with Councillors. Input from Councillors on behalf of the community ensures the direction for advocacy over the term is in line with broader community need.

To assist with roads and transport advocacy, Council is a member of the following peak organisations:

- **Local Government NSW (LGNSW):** the peak political body for NSW Councils. LGNSW advocates directly to Government and through the NSW Roads and Transport Directorate.
- **NSW Roads and Transport Directorate (NSW RTD):** Councillor Lindsay Brown is the Vice President of LGNSW and is represented on the Executive Management Committee of the NSW RTD. Council's Director Infrastructure Services is the current IPWEA NSW President (a volunteer role) and is also represented on the Executive Management Committee. The NSW RTD hosts the NSW Roads Congress at NSW Parliament in June each year. The Director of Infrastructure Services delivered lead presentations to both the 2015 and 2016 NSW Roads Congresses.
- **Australian Local Government Association (ALGA):** the peak political body for councils across Australia. ALGA advocates directly via Coalition of Australian Governments (COAG) and hosts the annual National Roads Congress (NRC). Outcomes from the NSW Roads Congress are taken to the NRC.
- **South East Australian Transport Strategy Inc (SEATS):** a peak body representing councils and industry on transport related matters. SEATS covers the south-eastern area of NSW from Wollongong to the border and the south-eastern area of Victoria and addresses many issues including regional transport planning and cross border issues. Councillor Anthony Mayne and the Director Infrastructure Services represent Council on this peak body.
- **Canberra Regional Organisation of Councils (CBRJO):** the regional organisation for the south eastern area of NSW and Canberra. The Mayor and General Manager are represented on this CBRJO with Executive Leadership Team members and relevant staff participating on specific working groups such as the Infrastructure Working Group.
- **Institute of Public Works Engineering Australasia - NSW Division (IPWEA):** a peak professional engineering body with the mission 'to enhance the quality of life of NSW Communities through excellence in public works and services'. The Director Infrastructure Services is the current President of IPWEA NSW and an Australasian Board member, both of which are volunteer roles. IPWEA NSW is involved both in direct advocacy on broader infrastructure funding and management as well as building capacity and diversity within the Local Government public works sector.

IPWEA NSW have worked closely with the Office of Local Government to develop the latest update including guidelines on infrastructure planning and reporting on infrastructure. This was published by the Office of Local Government who partnered with IPWEA NSW to deliver training to 372 Engineers and Accountants across both city and regional NSW.

- **Kings Highway Road Safety Alliance (technical review group):** The Director Infrastructure Services represented Council on this technical working group to review and recommend works to be delivered under the NSW Government's Road Safety package for the Kings Highway. Council delivered works for the NSW Roads and Maritime Services under contract.
- **South Batemans Bay Link Road Alliance (technical review team):** Council is currently working with the NSW Roads and Maritime Services (RMS) on the delivery of the South Batemans Bay Link Road. Council will deliver the Link Road construction with the \$10m in funding available from the NSW Government. The RMS have accepted responsibility for the design and funding of works on the Princes Highway to address road safety and provide for a new intersection on the Princes Highway.

Through this advocacy work, Council currently receives ongoing funding to assist in the maintenance, renewal and construction of local and regional road infrastructure including roads, bridges, pathways and bus facilities. This includes the Australian Government's Federal Assistance Grants Scheme – Roads Component (\$1.53m per annum) and Roads to Recovery Program (\$0.74m per annum), and the NSW Government's Regional Road Block Grant (\$0.85m per annum).

Council also receives project specific funding for construction of roads, bridges and pathways under range of Australian and NSW Government funding programs. These programs vary from time to time and Council is active in pursuing grants to support maintenance and development of the transport network.

Council will maintain a strong advocacy to both the NSW and Australian Governments to ensure current funding programs are maintained and work with peak bodies to see this funding increased. Council therefore continues to actively advocate to other levels of government and work with community, business and other stakeholders to enhance outcomes for our community.

Refer also to No. 10, 59, 60
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***67. Council should lobby the State and Federal Governments to improve the access in and out of the Shire. It is socially and economically vital to have safe access in and out of the Eurobodalla Shire.***

Council recognises the economic and social benefits of improved access for Eurobodalla and has an advocacy program aimed at improving access and safety of the Kings and Princes Highways. Details of Council's advocacy program, strategic partnerships and achievements are outlined in Q10.

One of the key partnerships for Council in this area is with the Kings Highway Road Safety Alliance. This technical working group reviews and recommends works to be delivered under the NSW Government's Road Safety package for the Kings Highway. Council delivers works for the NSW Roads and Maritime Services on the Kings Highway under contract.

The outcomes delivered from this working group have included:

- Eastbound overtaking lane – east of Shoalhaven River (Palerang Shire Council)
- Realignment and widening – Larbert Road (west of Braidwood) (Palerang Shire Council)
- Misty Mountain widening (completed by Council)
- East Nelligen realignment and widening (completed by Council except for final surfacing)
- River Road realignment, widening and provision of overtaking lanes (under construction by Queanbeyan Palerang Shire Council)
- Mass action treatments including road resurfacing, tree works, guardrail, minor widening and signage improvements (completed by Council)
- Stabilisation works on the Clyde Mountain (completed by the RMS under a specialist contract)
- Agreement (under separate funding) to replace the Nelligen Bridge over the Clyde River with a structure capable of carrying higher mass limit vehicles (this project is in the planning phase now)
- Further submissions to the RMS to extend funding for progressive planning and construction of improvements on the Kings Highway. Community and business support is needed to enhance the advocacy outcomes.

Council also works closely with the NSW Roads and Maritime Services on traffic management and road safety programs during peak periods. The RMS now has traffic managers stationed in our area during these peak periods to manage safety at traffic queues, respond promptly and remove broken down vehicles or vehicles in an accident. The RMS also adjust some traffic lights in the peak periods to give greater priority to the highway to mitigate queuing and congestion. On the Kings Highway, Council may also be called upon by the RMS to assist including after hours under their direction and at their cost. Council's Road Safety Officer works with the NSW Police, RMS and adjoining councils on road safety education programs such as the Kings Highway Road Safety Alliance.

The current works being undertaken by the NSW Government on the Kings and Princes Highways are designed to mitigate traffic queuing and improve road safety outcomes. Those planned for the future such as the new bridge at Batemans Bay will assist reduce congestion, particularly at these peak times.

Further to this, the Minister for Roads, Maritime and Freight visited Batemans Bay on Monday 31 October 2016 at the request of local member and Minister for Transport and Infrastructure to discuss the proposed new Batemans Bay Bridge. Both Ministers committed to the provision of a new bridge across the Clyde River with planning work now underway. The NSW Roads and Maritime Services (RMS) is now preparing options for the new bridge with a view to engaging with the community toward the end of 2017.

Transport projects along road corridors such as the Kings Highway and Princes Highway are funded by NSW and Australian Government grants, as an outcome of successful advocacy undertaken by Council.

Highlight examples of successful advocacy work which have improved accessibility and safety accessing the Eurobodalla include:

- Allocation of \$25m in NSW Government funding for road safety improvements on the Kings Highway
- Allocation of major NSW Government funding to upgrade the Princes Highway
- \$10m in NSW Government funding for the South Batemans Bay Link Road (currently under construction by Council).
- Council has also provided a submission to the draft RMS Princes Highway Corridor Strategy, requesting further improvements to safety and amenity for drivers along this route.

Council will continue to advocate to the NSW and Australian Governments to progress transport infrastructure developments which enhance access and safety in the Eurobodalla for transport companies, visitors and residents.

**68. Council should continue to lobbying State and Federal Governments for grants.**

Council is committed to pursuing grant funding on behalf of the community.

Advocacy and grant funding applications for infrastructure projects is guided by Council's *Infrastructure - Driving the NSW Economy* publication which is prepared and updated in collaboration with Councillors at the commencement of council term. Input from Councillors on behalf of the community ensures the direction for advocacy over the term is in line with broader community need.

The table below shows the total amount of grants and contributions Council has been able to secure each year for the past four years. It also highlights Council's increasing success in this area:

	2012-13	2013-14	2014-15	2015-16
Grants and contributions	\$20.7 million	\$21.2 million	\$23.8 million	\$34.9 million

Council's regular communication with NSW and Australian Government ensures that we are both aware of, and under consideration for funding opportunities as and when they occur.

Council will maintain a strong advocacy to both the NSW and Australian Governments to ensure current funding programs are maintained and work with peak bodies to see this funding increased to enhance outcomes for our community.

Refer also to No. 10, 26, 64, 66

**69. Council should more effectively plan to make road construction a single undertaking to provide significant efficiency savings. Footpaths, gutters, and roads should be rolled out in unison as a single project. Council should also incorporate water sensitive urban design.**

Each year Council delivers an extensive capital and renewal works program. Construction works are integrated with pathway works where the pathways are identified in strategies and programs. Examples of this include the recent reconstruction of the Old Highway and Orient Street south in Batemans Bay where the pathways were provided in conjunction with the road construction project to improve connectivity to the Batemans Bay CBD.

Council integrates other service work when undertaking major construction works. For instance, when undertaking urban road reconstruction works, water, stormwater and sewer services are often renewed, repaired or upgraded as part of the works.

As an example, the water mains were renewed in association with road works at Shell Street, Tuross Head; Hanging Rock Place, Batemans Bay; and Old Highway, Narooma. Recent works at Centenary Drive Narooma also included a new power-line, two sewer rising mains and new stormwater lines.

Additionally, the integration of projects extends beyond the individual project, often involving integration across work types and sometimes financial years. There are many examples where this has occurred, for example:

- Recycled materials from various works including Roads and Maritime Services projects, to facilitate construction of Riverside Park, Moruya. This project also included integration of road, car parking, stormwater, boat ramp, recycled water, water and pathway programs, including integration of external funding sources such as grants
- Recycled materials from Narooma streetscape being re-used to facilitate access road improvements at Narooma north (Bar Beach access road) and widening of shoulders on Potato Point Road
- Recycled materials from road and other works to facilitate construction of the car park and widening of the oval at Bodalla
- Use of recycled gravel from three road projects to construct the Moruya airport to North Head camping ground shared pathway
- Re-use of recycled materials from road works to widen the shoulders on part of Broulee Road
- Re-use of mulch and tree stumps off road construction projects to assist with restoration, river protection and landscaping works.

This integration of works will continue into the future. For example, suitable sites have already been identified for suitable quality recycled materials to contribute to outcomes such as improved road safety, future shoulder widening for cyclist on identified roads such as George Bass Drive and rebuilding of car parks for example Batemans Bay Library car park.

Water sensitive urban design (WSUD) is incorporated where practicable in the following ways:

- Undertaking erosion and sediment control measures during construction. For example urban streets are now turfed instead of topsoiling and seeding to reduce the risk of soil loss
- Inclusion of appropriate WSUD measures within the street where practicable. For example the Hanging Rock Place design incorporates WSUD features
- Provision of suitable end of pipe treatment solutions as funding permits
- Community education programs
- Inclusion of WSUD within development sites.

The integration of works and implementation of WSUD is in line with best practice and occurs across all Council operations on a day to day basis. Council has recently start undertaking communications and media activities to highlight these positive approaches to the broader community. For example on the Kings Highway East Nelligen project.

**70. Council should look into new innovative road surfacing methods.**

Council is proactive in researching new technologies and solutions for road surfacing through industry forums such as the NSW Roads and Transport Directorate, Civenex, Institute of Public Works Engineering Australasia (IPWEA) NSW, Australian Road Research Board (ARRB), Austroads and other industry forums.

Council membership and representation on a range of industry groups and panels as outlined in Q66 allows regular contact with industry experts in this field and assists in ongoing investigation.

As an example, Council has developed its own specific gravel re-sheeting specification for use in Eurobodalla. This is based on research by ARRB and modified to the Eurobodalla context given available materials and local suppliers. This material has been used for approximately ten years and significantly improved the performance of unsealed roads, allowing a more equitable frequency of maintenance grading across the 420km unsealed road network. Roads grading frequency was moved from three times a year to twice a year on some roads, allowing roads previously graded every two years to be graded once a year, without any increase in the maintenance budget and a more efficient delivery model via improved scheduling.

Council also uses a range of products on sealed roads including different classes of bitumen, use of rubber, different grades of asphalt, and use of high friction road surfacing treatments when appropriate. Each is determined on a case by case basis to suit the road traffic, road environment including alignment and speed, previous treatments and road pavement characteristics.

The pursuit of new technologies will continue, particularly where they might lead to a long life on low traffic volumes roads.

**71. Council should utilise local or community involvement before planning changes.**

Council currently undertakes extensive engagement with the community and follows legislative requirements about engagement in relation to projects, plans and policies through the development and implementation of engagement plans and activities.

Opportunities to be involved and provide feedback on Council's projects, plans and policies are promoted through Council's communication channels and networks.

To achieve the aims of the recently adopted Community Engagement Framework, Council will implement actions to increase community engagement through building awareness, trust and engagement with Council's communication channels.

Refer also to No. 4, 11, 49, 50, 59, 73
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**72. Council should continue to improve and expand environmental enhancements to waste management services and facilities and use innovative technologies.**

Council actively investigates opportunities to utilise new technologies when they are identified as providing a cost effective alternative for the community.

Recent highlights in enhancements to waste service delivery include:

- Council was part of a successful aggregated bid for the Emissions Reduction Fund to reduce methane emissions at Surf Beach Landfill. When operational, further information about the volumes and consistency of landfill gas will be available. This information will be part of the assessment to determine further generation and reuse potential e.g. power generation and latent heat use.
- Council has been working to take up recycling opportunities as they arise e.g. e-waste, polystyrene. E-waste is received at the three waste management facilities free of charge to the community. E-waste is then collected from Brou and Moruya waste management facilities at no cost under the National TV and Computer Recycling Scheme. E-waste collected from Surf Beach is processed at a cost, Council pays for transport plus \$100.00 a tonne for processing. Polystyrene can be taken to all three waste management facilities free of charge to the community. It is transported from Brou and Moruya to Surf Beach for processing and then to Sydney for sale and ultimately recycling into other products e.g. picture frames. Recycling this material, saves landfill space and the value, after costs, at the current per tonne rate equates to approximately \$100,000 per annum.
- Council is currently constructing the Environment Protection Authority (EPA) funded Community Recycling Facility. This facility will allow Council to accept things like paint and gas bottles which were previously excluded by the EPA licences for the sites. There was only a once a year opportunity through the Household Chemical Clean out.
- Council has issued over 800 individual compost bins to residents and provides regular compost workshops for the community. Council is now offering an online training tool and discounted equipment (compost bin, worm farm (plus worms!) or bokashi bin) through Compost Revolution which will allow residents that are time poor and cannot attend a workshop get the opportunity to be trained and can get compost equipment for their home.
- Expanding the home composting workshops and offering an alternative solution for units and small households, Council is also partnering with Eurobodalla Adult Education to hold free worm farming workshops in October and February, as part of this program workshop participants will be eligible to pick up a free worm farm for their household. These programs are partly funded by Environmental Trust as part of the NSW EPA's Waste Less, Recycle More initiative, funded from the waste levy. Eurobodalla is a non levy paying Council.

Council will continue to seek opportunities to enhance current waste management services using innovative technologies.

Refer also to No. 43, 52
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***73. Council should maintain and improve rubbish and recycling including reclamation from hard rubbish as they are a necessary service to support the community. Council should continue researching other councils' approaches to roads and waste management.***

Council provides waste management services and delivers an integrated local transport network. As part of service delivery Council explores best practice approaches and looks at innovative ways to improve or increase service delivery outcomes.

Council's annual hard waste collection separates the collection streams to assist in recovery of items.

During the 2015-16 collection 366.39 tonnes of metal was recycled, this equated to 42.3% of the total collection. During the hard waste collection many items are removed from the kerb prior to pick up and the remaining material collected is generally waste.

Council currently recycles materials that are generated as part of road maintenance and construction. These include the reuse of gravel that is removed from the pavements of roads that are rehabilitated. An example of this the Windsock Cycle path project where material removed during the reconstruction of a road pavement was used to construct a new cycle path linking the existing cycle path from Broulee to the camping ground at the Airport. Concrete that is removed as part of road works is stockpiled, crushed and reused in conjunction with new projects as appropriate. Recycled Glass sand has been successfully trialled in the construction of Stormwater assets as a pipe bedding material. The reuse of road pavements and concrete represents a net saving to council as the cost of disposing in landfill is typically greater than the associate costs of re-using the material.

Council participates in the South East Resource Recovery Group funded by the Environment Protection Authority. The grant funds provide a co-ordinator assisting member Councils in delivering waste programs through shared knowledge and grant funding e.g. Annual Household Chemical Clean Out.

Council continues to be involved in industry forums and peak professional bodies such as IPWEA NSW, the NSW Roads and Transport Directorate and SEATS as well as regional groups, allowing regular discussion and research on the approach of other Councils.

Council will continue to deliver waste and transport services to the community and actively keep abreast of best practice approaches to ensure the best outcomes for our community in these service delivery areas.

***74. Council should investigate additional means of collecting residential large green waste that does not fit in existing bins.***

The green waste component of Council's kerbside collection service was reviewed in 2012, resulting in a larger 240 litre green lid bin being introduced for fortnightly collection of garden organics. This contract is now in place until 2022 at which time it will be reviewed. This timeframe is outside the draft 2017-21 Delivery Program. Commercial providers can be utilised to assist in disposing of green waste year round.

***75. Council should develop a policy that provides temporary fee respite for residents after storms so that residential green waste will be taken to the tip and not illegally dumped.***

Council currently receives a large amount of green waste at its waste facilities. In 2015-16 4,902 tonnes of green waste was collected through the kerbside collection with a total of 8,802 tonnes being received at Council waste facilities. This waste is mulched onsite and used on Council projects or offered for sale back to the community. More recently Council has been offering the mulch free of charge as space for storage and disposal at landfill sites is limited.

Council does not have a formal policy in place to exempt tipping fees for green waste following storm events. However, under existing legislation, in the event of a declared disaster there may be opportunity for Council to request exemption and assistance from the Environmental Protection Authority to received and process the material at alternate sites. Council investigates this on a case by case basis and implements where necessary.

Council recommends that residents hold the material and utilise the annual hard waste collection or the regular fortnightly collection overtime to manage the excess amount generated by a storm event, if at all possible. An alternate option is to utilise a commercial service provider to mulch on the kerb.

***76. Council should investigate opportunities to share resources (eg, plant equipment) with other nearby/adjacent councils if it provide cost or efficiency advantages.***

A comprehensive review of Council's Fleet, including plant and equipment, will be undertaken in 2017-18. This will include all options to maximise benefit and minimise financial costs.

***77. Council should investigate opportunities to improve and expand the Recycling Shop through partnering with local organisations such as the Mens' Shed and others; through operating along more commercial lines; and through expansion of items reclaimed.***

Council Buy Back Shops are operated with the primary aim of reducing waste to landfill. Council actively seeks opportunities to maximise the potential of the Buy Back Shops to further contribute to this aim.

The introduction of the community drop off section to keep vehicles away from the tipping area has assisted with the recovery of items from that waste stream for reuse. Many items in the Buy Back Shops are sold for low prices to ensure the reduction of waste to landfill. Other more valuable items are priced accordingly. Council is currently further reviewing the layout and presentation of the Buy Back Shop at Surf Beach with the intention of providing an improved customer experience and more clearly display available items.

Additional efforts undertaken to ensure best use of materials at the Buy Back Shop include providing free access to materials for Mens' Sheds, Narooma District Woodcrafters, Batemans Bay Historical Society and other community groups and the conduct of the Revive Art Prize and workshops.

Council will continue to investigate opportunities and partnerships to improve and expand its Buy Back Shops with the primary aim of reducing waste to landfill.

***78. Council should continue the upgrading of existing bus terminals to ensure they are identifiable, accessible and safe.***

The primary responsibility for providing, expanding, regulating and promoting public transport rests with the NSW Government and private transport providers.

Council's role in public transport provision is limited to that of providing supporting infrastructure such as bus stops, shelters and terminals. Council has been very active in this area securing a grant from Country Passenger Transport Infrastructure Scheme for approximately \$200,000 to upgrade 51 of our bus stops and shelters to accessibility standards.

Council is on track to be 100% accessibility compliant by the NSW Governments target deadline of 2022 with 90% of facilities planned to be fully compliant by the end of 2016-17.

As part of Council's ongoing maintenance and renewal program all bus stops and terminals are inspected, upgraded, renewed and replaced on an ongoing basis to ensure safety, accessibility and ease of identification.

Council will continue to seek funding for the bus facilities program as well as providing recurrent funding for the maintenance and renewal of existing bus facilities.

## Arts Development

### Overview

Council has a strong focus on supporting and developing the creative arts sector. This is achieved through building and maintaining strategic partnerships and collaborating to actively pursue and leverage funding opportunities. Recent achievements of these collaborations has resulted in ongoing delivery of core creative arts programs; an expanded range of arts initiatives that respond to community and creative arts sector opportunities; successful communications across a range of channels in relation to arts, programs and events; and excellent attendance at arts programs and events.

It is Council's intention to build on this strong foundation and have commenced the development of the Creative Arts Strategic Plan which highlights Council's pursuit of exciting new creative arts infrastructure opportunities. This includes the Moruya Arts Facility which is the result of successful grant applications and the Batemans Bay Mackay Park Precinct project.

The Citizens' Jury made eight recommendations in relation to arts development. The jury's thinking shows alignment with Council's current service delivery in this area with six of these planned to continue or commence in the draft Delivery Program 2017-21 and Operational Plan 2017-18. Operational Plan actions have been included, where applicable. However, these plans are yet to be adopted by Council and are subject to change. The remaining two recommendations provide opportunity for Council to look at library service delivery models and improving communications both of which are planned to be included in the draft Delivery Program 2017-21.

Summary responses to the individual recommendations are provided in the table below and more comprehensive detail for each is provided following the table.

### Summary response

No.	Recommendation	Response	
79	Council should maintain the current arts services and spaces it provides and investigate opportunities to expand such as: jam sessions and "muso nights", outdoor performance spaces.	Each year Council delivers its planned core creative arts programs while maintaining a level of flexibility to respond to new and emerging initiatives that presents opportunities to expand or enhance the program based on funding availability.	✓
		<i>Draft Operational Plan 2.1.1.1 (yet to be adopted)</i>	
80	Council should improve communication about arts programs and exhibitions such as featured artists at libraries and information sessions.	Council's current arts communication program is wide and varied. It has resulted in excellent attendance and in many cases sold out events. Council will continue to promote arts programs and exhibitions through both its corporate and tourism communication channels including websites, digital and print newsletters, social media, and brochures.	✓
		<i>Draft Operational Plan 2.1.1.2; 8.1.2.4 (yet to be adopted)</i>	

81	Council should investigate the ways in which it can work with authorities, local businesses and the community to ensure the vitality of the live performance industry can be restored. This should include ensuring its own regulations do not unduly impact on local artists and businesses with a view to ensuring that the closure of venues is minimised.	Primarily regulatory issues in relation to this matter are investigated by other authorities and not local government. Council is proactive in seeking and supporting music events at Council facilities and in the community to assist in helping the live music industry grow and to create a vibrant community.	✓
		<i>Draft Operational Plan 2.1.1.1; 2.1.1.2; 9.1.3.1 (yet to be adopted)</i>	
82	Council should review the potential of its current facilities for use by the arts with a view to making them more accessible and useable. This could include working with local schools to offer spaces for students to perform and display, or potentially using school halls as community arts spaces.	In 2010 Council undertook a comprehensive arts and cultural infrastructure situational analysis. This analysis provided a number of recommendations to improve and upgrade Council's facilities to better support the creative arts sector. These recommendations have been progressively addressed to improve accessibility, availability and marketing of Council's facilities. Council also works in partnership with schools and local creative arts providers to ensure the most appropriate venues are used, Council or otherwise.	✓
		<i>Draft Operational Plan 2.1.1.1; 2.1.2.2 (yet to be adopted)</i>	
83	Council should ensure that the potential for a performing arts base is considered in the redevelopment of the Mackay Park precinct.	Community engagement results have indicated an Arts and Cultural facility as one of the potential development outcomes for the precinct. Further development of this project is ongoing.	✓
		<i>Draft Operational Plan 2.1.2.1; 2.1.2.2; 5.1.3.1; 5.1.3.2 (yet to be adopted)</i>	
84	Council should investigate the development of a mobile library service in partnership with/funded by local business.	The investigation of the viability of a mobile, pop-up or home library service is included in the 2017-21 Delivery Program.	✓
		<i>Draft Operational Plan 2.2.2.5 (yet to be adopted)</i>	
85	Council should be encouraged to more closely engage with arts groups and explore potential for further engagement with regional and national arts, for example a Riverside Arts Pavilion.	The focus of Council's creative arts service is to collaborate with community and local business to cultivate, promote and present a vibrant assortment of opportunities for the community to engage in and experience the Arts. This includes engagement with regional and National arts and the development of key infrastructure.	✓
		<i>Draft Operational Plan 2.1.1.1; 3.2.1.2 (yet to be adopted)</i>	
86	Council should continue to apply for funding from state and federal governments, as well as funding from other sources to supplement existing and developing arts programs.	Council's creative arts service has an excellent rate of seeking external funds to leverage Council and community contributions to support and develop the creative arts sector. This is critically to ongoing service delivery and will continue into the future.	✓
		<i>Draft Operational Plan 2.1.1.2; 9.1.3.2 (yet to be adopted)</i>	

### *Detailed response*

**79. Council should maintain the current arts services and spaces it provides and investigate opportunities to expand such as: jam sessions and “muso nights”, outdoor performance spaces.**

Each year Council delivers its planned core creative arts programs while maintaining a level of flexibility to respond to new and emerging initiatives that presents opportunities to expand or enhance the program based on funding availability.

Council’s core creative arts program includes:

- Basil Sellers Art Prize
- ReVive Art Prize
- Over 30 Exhibitions and floor talks annually in the Library
- Over 20 workshops annually
- The Mayor’s Writing Competition.

Council’s new initiatives over the last 12 months included:

- Little Sellers Art Prize
- Performance in the Library
- Imaginative
- Shakespeare in the Gardens
- Talking Art
- Literary Salons
- Art 2 0
- Art of the Library
- Faces of Eurobodalla.

Council also considers expanded music opportunities in developing and enhancing the creative arts program.

**80. Council should improve communication about arts programs and exhibitions such as featured artists at libraries and information sessions.**

To ensure creative sector and broader community awareness of programs and events Council coordinates a weekly arts newsletter. This newsletter contains information on both Council and community creative art’s initiatives and is sent to local arts bodies and groups who further disseminate it throughout the community.

Council will continue to promote arts programs and exhibitions through both its corporate and tourism communication channels including websites, digital and print newsletters, social media, and brochures.

Council’s creative arts events are advertised in print through the Library Link booklet and Living in Eurobodalla publications and also digitally through Council’s What’s On e-newsletter, website and Facebook page. A formal Council media release is also issued for all Council creative arts events which are often picked up by local radio and print media.

Refer also to No. 12
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**81. Council should investigate the ways in which it can work with authorities, local businesses and the community to ensure the vitality of the live performance industry can be restored. This should include ensuring its own regulations do not unduly impact on local artists and businesses with a view to ensuring that the closure of venues is minimised.**

Primarily regulatory issues in relation to this matter are investigated by other authorities and not local government.

Council's Local Environmental Plan (LEP) prescribes a number of zones such as Residential, Business and Industrial and the types of land uses that are permitted or prohibited in each of those zones. For example, a licensed premises would not normally be permitted in a residential zone but would be permitted in a Business zone.

Assessment of these types of land uses is then looked at a site specific level with the lodgement of a development application for a particular use on a specified site. The assessment looks at the zone, the type of development proposed, proposed hours of operation, character of the neighbourhood and any likely impacts such as noise from late night trading. If approved the development consent would impose conditions such as trading hours.

In most cases when there is a noise complaint identified the NSW Police and the Office of Liquor, Gaming and Racing are the enforcement authorities. Council could utilise the *NSW Environmental Planning and Assessment Act 1979* where a condition of consent is breached (i.e. trading hours) or the *NSW Protection of the Environment Operations Act* where there is a noise nuisance identified.

For example, a hotel in Moruya town centre may not have any conditions of consent imposed on it with regard to trading hours, however a subsequent liquor licence may have imposed a restriction of midnight. Any trading after midnight is not a breach of the development consent, and therefore Council has no power to intervene but would be a matter that the NSW Police and the NSW Office of Liquor, Gaming and Racing would deal with.

Council is proactive in seeking and supporting music events at Council facilities and in the community to assist in helping the live music industry grow and to create a vibrant community.

Council runs regular music sessions and workshops in the Libraries, supplying venue, staff and refreshments to musicians and opportunities for music sales. Council also offers support to local music groups and musicians.

Council actively seeks and supports music events which are run on Council controlled land such as the Red Hot Summer Tour, Granite Town and various youth music events.

**82. Council should review the potential of its current facilities for use by the arts with a view to making them more accessible and useable. This could include working with local schools to offer spaces for students to perform and display, or potentially using school halls as community arts spaces.**

In 2010 Council undertook a comprehensive arts and cultural infrastructure situational analysis. This analysis provided a number of recommendations to improve and upgrade Council's facilities to better support the creative arts sector. Council has addressed a number of recommendations including the upgrade of Durras and Bodalla halls, hanging systems, air conditioning, lighting and accessible toilets. An audit has also been completed across halls and facilities to develop a renewal program to improve amenity across all halls and facilities.

Council also works in partnership with schools and local creative arts providers to ensure the most appropriate venues are used, Council or otherwise. Example of this include exhibition of student's artworks at the Visitor Information Centres, theatre and movies held at the Eurobodalla Regional Botanic Gardens, hire of Council facilities for performances and collaboration with South East Arts and local schools to use the Moruya Showground Pavilion for the Earth and Water Works program. Most community halls throughout our Shire play host to a range of artistic pursuits such as dancing, workshops, performances and exhibits that are run by the community.

Other community venues used by the creative arts sector include St Bernard's school hall, Malua Bay Surf Club and the Narooma Leisure Centre, Moruya Mechanic Institute, RSL Hall, St Mary's Performing Arts Centre and Narooma Kinema complex.

***83. Council should ensure that the potential for a performing arts base is considered in the redevelopment of the Mackay Park precinct.***

Community engagement results have indicated an Arts and Cultural facility as one of the potential development outcomes for the precinct. Further development of this project is ongoing.

***84. Council should investigate the development of a mobile library service in partnership with/funded by local business.***

Council will undertake an investigation of the viability of a mobile, pop-up or home library service in the Eurobodalla and has been included in the draft Delivery Program 2017-21 and Operational Plan 2017-18.

***85. Council should be encouraged to more closely engage with arts groups and explore potential for further engagement with regional and national arts, for example a Riverside Arts Pavilion.***

The focus of Council's creative arts service is to collaborate with community and local business to cultivate, promote and present a vibrant assortment of opportunities for the community to engage in and experience the Arts. Council currently partners with many arts groups in the Library to present programs to showcase their work including:

- Eurobodalla Live Music
- Batemans Bay, Moruya and Narooma Historical Societies
- Montague Arts and Craft Society
- Eurobodalla Writers
- River of Art
- Eurobodalla Fibre Textile Artist Group
- Batemans Bay Writer's Festival
- Batemans Bay Fringe Festival.

Regular contributors to the weekly arts newsletter include:

- Creative Arts Batemans Bay
- Batemans Bay Writers Festival
- Batemans Bay Fringe Festival
- Batemans Bay Pastel Society
- Art Central
- Eurobodalla Fibre Textile Artist Group
- Eurobodalla Writers

- Eurobodalla Photographic Society
- Artisans Nest
- Montague Arts and Craft Society
- River of Art
- Granite Town.

Council works to develop relationships with regional and national arts organisations. A key example of this is the current development of a Memorandum of Understanding with South East Arts that is specifically tailored to Eurobodalla's needs. Other strategic partners include:

- Philanthropist and Patron of the Arts Basil Sellers
- The National Gallery of Australia
- The National Museum of Australia
- The Canberra Museum and Gallery
- The Drill Hall Gallery ANU
- Essential Theatre Company.

Engagement with these regional and national arts partners assists in the development of key creative arts infrastructure. A recent example of this is the planning for and development of the Moruya Arts Facility. This facility will include a state of the art exhibition space that can accommodate national and regional touring shows.

The possibility of a pavilion which could provide a venue for arts activities will be explored during the review of the Riverside Park Plan of Management.

***86. Council should continue to apply for funding from state and federal governments, as well as funding from other sources to supplement existing and developing arts programs.***

Council has been successful in seeking external funds to leverage Council and community contributions to support and develop the creative arts sector. For example sponsorship from the Canberra Region Joint Organisation assists with the ReVive Art Prize and a donation from Philanthropist Basil Sellers to fund the regional Basil Sellers Art Prize. Destination NSW have provided grant support for the River of Art. This funding is critical to ongoing service delivery and will continue in to the future.