



Annual Report  
2022-23

## Acknowledgment of Country

Eurobodalla Shire Council recognises Aboriginal people as the original inhabitants and custodians of all land and water in the Eurobodalla and respects their enduring cultural and spiritual connection to it. Eurobodalla Shire Council acknowledges the Traditional Owners of the land in which we live. Council pays respect to Elders past, present and future.

## Access to information

The best way to find out information about Council is to read the meeting agenda papers, read the Living in Eurobodalla residents' newsletter, follow us on Facebook or Instagram, subscribe to Council News enewsletter, visit the website, drop into a library in Narooma, Moruya or Batemans Bay, attend a Councillor Catch Up, or visit the Customer Service Centre in Moruya.

## How to contact us

<b>In person</b>	Customer Service Centre Corner Vulcan and Campbell Streets, Moruya Monday to Friday, 8.30am to 4.30pm
<b>Phone</b>	02 4474 1000 For after-hours emergencies call 1800 755 760
<b>Mail</b>	PO Box 99, Moruya NSW 2537
<b>Email</b>	<a href="mailto:council@esc.nsw.gov.au">council@esc.nsw.gov.au</a>
<b>Web</b>	<a href="http://www.esc.nsw.gov.au">www.esc.nsw.gov.au</a>
<b>Councillors</b>	See contact details on our website

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Financial Statements for year ended 30 June 2023 are appendix 1 to this report.





# About this report

This is Eurobodalla Shire Council's annual report for the financial year to 30 June 2023. It is an important informing tool for our many stakeholders, including residents and ratepayers, community groups, businesses, our local members of parliament, other government agencies and non-government organisations.

This report provides the reader with insight into Council's efforts and achievements, governance and structures, and presents financial and operational performance information for the year.

It is prepared in accordance with the *Local Government Act 1993*, Local Government (General) Regulation 2021, the Office of Local Government's Integrated Planning and Reporting Guidelines and other legislation.

This year's activities were guided by the Community Strategic Plan (Our Eurobodalla 2042) and Council's Delivery Program 2022-26.

This report is divided into seven sections:

- 1. Welcome
- 2. Our Eurobodalla
- 3. Our performance summary
- 4. Our governance
- 5. Our organisation
- 6. Detailed performance report
- 7. Local Government requirements
- Financial statements for year ended 30 June 2023 are appendix 1 to this report

## Acknowledgements

Eurobodalla Shire Council would like to acknowledge all staff and photographers who have contributed to the completion of the 2022-23 Annual Report.

Figures quoted in this report may be subject to minor rounding.

If you would like to provide feedback or obtain a printed copy of this report, please contact Council.





# 1. Welcome



## Mayor's message

I am proud to present Eurobodalla Shire Council's 2022-23 Annual Report. A showcase of our achievements, it also signals the start of a new way of working for our staff and councillors.

In November 2022 we welcomed a new General Manager. Warwick immediately ordered a financial health check of the organisation and shortly after we gathered as a group of councillors and senior staff to focus our attention on the financial realities we're facing.

Our agreement and commitment was to focus on living within our means, finalising the unprecedented capital program that resulted from the 2019-20 bushfires and floods, and being smarter about the grants we chase.

The scale of the work plans outlined in these pages is not achievable for a medium-size Council like ours. The intention now is to do less but do it better. A Finance Strategy with clear actions is in development to guide us on a path to financial sustainability, and we will continue to be honest with the community about the challenges we're facing and what we're doing to address them.

One of many highlights for me this year was the increased opportunity for Councillors to meet with residents, both informally and formally. Where we can, we want to fix the things residents are asking us to fix. Opportunities like our Councillors Catchups where we see and hear about issues firsthand are incredibly valuable and help us stay in touch with the community we serve.

Where we can, we want to fix the things residents are asking us to fix. Opportunities like our Councillors Catchups where we see and hear about issues firsthand are incredibly valuable and help us stay in touch with the community we serve.

We continue to address longer term challenges – things like planning for our ageing population, supporting young people to remain in the shire, and opportunities to improve housing supply and diversity and therefore affordability.

We know from our community surveys that residents most value the shire's natural environment, so striking a balance between the growth we need and the environment we love remains a constant in our planning and decision making.

I encourage you to read on and explore the 2022-23 achievements of our staff and councillors.

**Mathew Hatcher**

Eurobodalla Mayor





## GM message

This is my first Annual Report as Eurobodalla Council's General Manager. It makes for impressive reading and represents a strong record of infrastructure and service delivery for the community.

This year saw the introduction of Council's first rapid response team – two staff and a truck! – who can be deployed during busy times to do what needs to be done, from picking up rubbish to cleaning toilets. Residents praised this approach and following a trial over Easter, the team is now a permanent fixture.

We opened a magnificent new lookout at Observation Point, designed and built by our skilled staff and already being enjoyed by the community. Equally popular was the installation of beach accessibility mats at eight of our patrolled beaches. Both these projects were funded by government grants. Work continues on mountain bike trails at Mogo and the Coastal Headland Walking Trail at Batehaven, again grant funded with the aim of growing our visitor economy.

The establishment of a Climate Advisory Committee this year sees experts from within our community looking at the actions of our climate strategy to support its implementation.

The Bay Pavilions celebrated one year of operations. An independent review is helping us plan to reduce running costs of the multi award-winning facility.

NSW Government cost shifting continues to hurt our budgets. This year the Emergency Services Levy cost Eurobodalla ratepayers \$1.5M. A broken rating system that caps the rates we can collect continues to hinder local councils - 17 applied for a special rate variation this year. Significant reform is needed and we are lending our voice to the advocacy underway.

The establishment of a Climate Advisory Committee this year sees experts from within our community looking at the actions of our climate strategy to support its implementation. Council's other advisory committees also provide a valuable sounding board for staff and councillors on a range of issues, from coastal management to disability action to Indigenous issues.

While this annual report is an excellent showcase

of achievements, it also represents a Council living beyond its means with an unachievable works program. Your councillors and senior staff are working hard to address this. Next year's work program will be more realistic, with actions from our Finance Strategy guiding us back to a financially sustainable future. Community briefings in May to explain these financial realities were well attended and residents asked insightful questions and appreciated the honesty. These financial briefings will continue.

Next year's work program will be more realistic, with actions from our Finance Strategy guiding us back to a financially sustainable future.

A staff survey conducted in December revealed that many of our people are burnt out after years of disaster recovery work on top of their usual workloads. Our new 'do less do it better' approach will help with this, but Eurobodalla Council is a big ship to turn, and it will take time for staff to see and feel these changes. Despite huge workloads and staff shortages, we have achieved a great deal this year and I congratulate our staff on their admirable commitment to the community they serve.

I have enjoyed meeting and getting involved with residents and community groups since starting this role. Together we have been able to resolve some challenges, finding common ground and mutual trust and respect. I mean to continue this way. By working cooperatively and with goodwill we can make this beautiful place we call home even better.

**Warwick Winn**  
General Manager



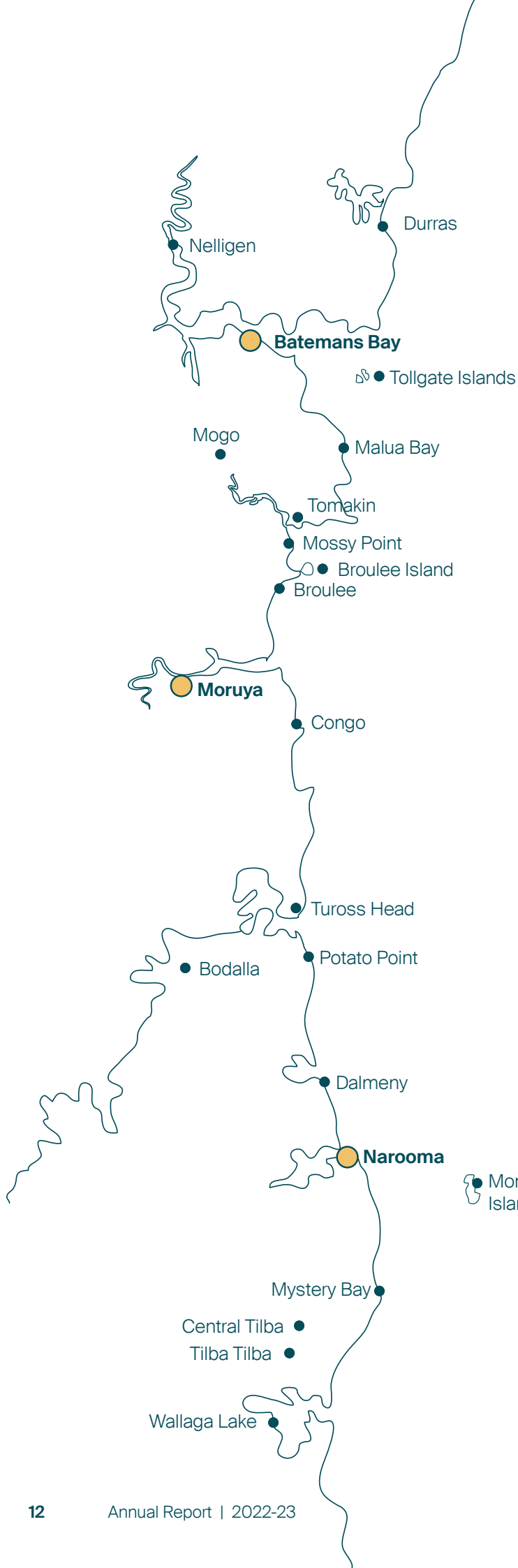
## 2. Our Eurobodalla

Located close to Canberra and Sydney, Eurobodalla offers an attractive alternative to city living with three main towns – Batemans Bay, Moruya and Narooma – and coastal and rural villages spread along the shire's 143 kilometre coastline and hinterland.

...coastal and rural villages spread along the shire's 143 kilometre coastline and hinterland.







Located close to Canberra and Sydney, Eurobodalla offers an attractive alternative to city living.

# Who are we

The following snapshot is comprised from the most recent data available from Council's Community Profile tool, Profile.id.

## 985 SIEFA index

Socio-Economic Indexes for Areas (SEIFA) is a score that ranks areas in Australia according to relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.



If the Eurobodalla Shire consisted of 100 people there would be:



**6**  
Aboriginal and  
Torres Strait Islanders



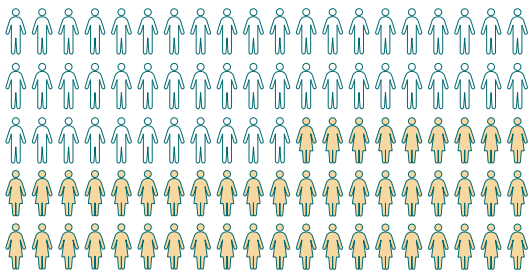
**8**  
needing assistance  
with core activities



**4**  
speaking languages  
other than English at  
home



**14**  
born overseas



**51** female

**49** male

**19** 0-19 years  
**39** 20-59 years  
**42** 60+ years



**12**  
who worked  
at home



**21**  
renting



**17**  
undertaking  
voluntary work



**31**  
with a household  
income less than  
\$800 per week



**41,433**  
population 2023



**47,407**  
forecast 2036  
population



**54**  
median age



**\$1.86B**  
gross regional  
product



**3,197**  
local businesses



**\$1,167**  
median weekly  
household income

## Top industries of employment

**1**

Health care and  
social assistance

**2**

Construction

**3**

Retail trade

**4**

Accommodation  
and food services

**5**

Public administration  
and safety

# Eurobodalla - yesterday, today and tomorrow

## Yesterday

People of the Yuin Nation are the first people of our region. The dhurga-speaking Aboriginal groups have lived across Eurobodalla for thousands of years and maintain their strong connection with its land and water.

Declared Moruya Shire in 1906, E M Mort was elected as the first shire president. In 1954, Eurobodalla Shire was formed but it wasn't until 2008 that the shire chose its first popularly elected mayor, Fergus Thomson OAM.

## Today

The current mayor is Mathew Hatcher, elected in 2021. The community is vibrant, with strong coastal and rural heritage. The economy is diverse and built around its main industries of health, construction, retail and tourism. The current population is 41,433. Located close to Canberra and Sydney, Eurobodalla offers an attractive alternative to city living with three main towns – Batemans Bay, Moruya and Narooma – and coastal and rural villages spread along the shire's 143 kilometre coastline and hinterland. With 83 beaches, 20 lakes and four major river systems, 10 national parks and 15 state forests, Eurobodalla is a nature wonderland.

More than three quarters of the shire is open space, bushland and forest primarily managed by National Parks and Wildlife Services and Forestry Corporation. Recent investment in infrastructure by local, state and federal governments has resulted in the completion of major projects including the Batemans Bay and Nelligen bridge replacements, the new Bay Pavilions Arts and Aquatic Centre and the redevelopment of the Batemans Bay TAFE campus.

More than three quarters of the shire is open space, bushland and forest primarily managed by National Parks and Wildlife Services and Forestry Corporation.

## Tomorrow

Our Community Strategic Plan (Our Eurobodalla 2042) was endorsed by Council in April 2022. The whole of community plan represents an inspiring roadmap for Eurobodalla to 2042 that captures a clear vision and compelling goals for residents, businesses, community organisations, and many partners and collaborators. Now in its fourth iteration, the plan was updated following community consultation activities in 2021 and informed by state and regional plans.

### Our 2042 Vision

From our beaches to our bushlands, rivers and mountains...

Our Eurobodalla is a place of inclusive communities embracing sustainable lifestyles. Our future balances our natural assets and thriving economy. Our community is resilient and collaborative, and this underpins all that we do.

### Our goals for future Eurobodalla

1. Our sustainable shire celebrates our natural environment and outdoor lifestyles
2. Our community that welcomes, celebrates, and supports everyone
3. Our region of vibrant places and spaces
4. Our connected community through reliable and safe infrastructure
5. Our engaged community with progressive leadership

Each goal identifies strategies to achieve them and recognises that collaboration from many stakeholders is needed to become the future Eurobodalla we aspire to, including the community, Council, industry and NSW and Australian Governments.

Led by the Mayor Mathew Hatcher, the Council developed their Delivery Program 2022-26 in response to the Community Strategic Plan. It identifies activities to guide their term and work towards the community's goals. Each year, Council develops an Operational Plan, our annual to-do list, which we aim to deliver over the year.



## Challenges moving forward

Eurobodalla's population is expected to grow more than 14% during the next 13 years, to 47,407 by 2036. This population growth will bring with it expected economic growth, but also a greater demand on resources and services.

All household types are expected to grow and managing this growth will present a challenge. When residents were recently asked 'what is the most important issue facing the community now' the most pressing single issue is the cost and availability of housing. This growth and the demand for housing needs to be balanced with what residents consistently tell us they value most about Eurobodalla – the natural environment, the cleanliness of our area and the good lifestyle and peacefulness the region offers.

Many councils across NSW are struggling financially, with 17 applying for a special rate variation in 2023. Eurobodalla Council did not apply for a special variation this year but, like many councils across the state we are forecasting a serious, ongoing operating deficit in our general fund. This fund delivers the majority of Council's services to the community, apart from water, sewer and waste.

Council's general fund is currently spending more on day-to-day operations than the revenue it collects. Recent research told us our community hold little appetite for less investment in current service levels and infrastructure offerings. We are advocating for a better model of funding for local government, and developing a future finance strategy that will identify efficiencies and dynamic ways to continue the delivery of services into the future.

Maintaining assets and infrastructure continues to be a challenge for local government. At the end of this year our infrastructure backlog ratio was 8%, which is outside the Office of Local Government's target of less than 2%. The ratio indicates the amount required to spend on assets to bring them to a satisfactory condition. To reduce this, future planning and Council's works program will need to focus on renewing and maintaining assets rather than adding new infrastructure.

Council's future advocacy for infrastructure investment from the NSW and Australian Governments will focus on grants that will help maintain or renew existing assets.

During the year Council experienced a 10% increase in staff turnover, a trend consistent with the broader labour market. With the rise of remote work opportunities and increased competition in the labour market, additional methods to attract and retain the right staff will be needed.



## What brings you here?

The Franklins are newcomers to the Eurobodalla who have taken on one of Moruya's most historically significant, landmark buildings.

Canberra couple Suellen and Michael Franklin moved to Moruya for its community-feel and a dream of running a bed and breakfast - they loved the idea as a retirement plan.

In 2020, they purchased the heritage Post and Telegraph building. The Franklins reside downstairs and offer three rooms upstairs for adult guests. They fell in love with the building's charm and set themselves a one-year plan to test the waters. If they didn't enjoy being business owners, they'd turn it into a lovely home. "Turns out we absolutely love it," Michael said.

Living in a building that's 136 years old has its leaks and creaks. Suellen and Michael knew it would take some effort, so they created a five-year business plan and got stuck into renovations. A new roof and paint got them started, then came a new kitchen, refurbished hardwood floors, fresh curtains, carpets and interior decoration that pays special attention to local art and heritage.

"It's lovely to see how important the building is to locals. People walking past have stopped in to tell us their childhood stories from when it was a post office," Suellen said.

They hope the building stays well after their time.





### 3. Our performance summary

The section includes a summary of our efforts to deliver the workplan, a summary of our financial performance, Council's achievements and awards, and it highlights ways we have celebrated our community this year.

A detailed report on progress against all 265 Operational Plan 2022-23 actions can be found in part 6 Detailed Performance Report section of this report, and full financial results can be found in Appendix 1 Financial Statements for the year ending 30 June 2023.

#### Operational Plan 2022-23

Guided by the vision, five goals, and 18 strategies of the Community Strategic Plan (Our Eurobodalla 2042) Council identified 65 activities to deliver during their term, establishing their Delivery Program for 2022-26.

The Operational Plan 2022-23 breaks down these activities into 265 actions that Council aimed to deliver over the year – creating our work plan for the 2022-23 year.

For the year:

- 90% actions completed or on track
- 10% actions off track or withdrawn





# Community Strategic Plan Goal 1

## Our sustainable shire celebrates our natural environment and outdoor lifestyles

Strategies to achieve this goal:

- 1.1 Move together for a sustainable future
- 1.2 Value, protect, and enhance our natural environment
- 1.3 Respond to our changing climate and natural hazards
- 1.4 Work together in the management and use of our valuable resources

There are 12 Delivery Program 2022-26 activities that work towards this goal.

In 2022-23, our Operational Plan contained 53 actions to work towards the Delivery Program 2022-26 activities and Community Strategic Plan (Our Eurobodalla 2042) strategies and goals.

At year end, their status was:

- ✓ 3 Completed
- ↑ 43 On track
- ✗ 5 Off track
- ▢ 2 Withdrawn

### 2022-23 efforts include:

- The Climate Change Advisory Committee was formed to provide advice to Council and the community about how to effectively deliver the actions set out in the Climate Action Plan. The Committee also identifies and advises on emerging climate issues and opportunities.
- The Electric Vehicle Charging Infrastructure Strategy was adopted at the May Council meeting.
- Clean Up Australia Day almost doubled the amount of rubbish collected compared to the prior year's event.
- Technology initiatives continued to be implemented to enhance performance and sustainability including smart sensors for wastebins, flood level sensors, guardrail impact sensors and a virtual fence trial.
- Our kerbside collection for household waste moved to a new contractor during the year with little to no disruption.
- A review of the Flying Fox Management Plan was completed and endorsed by Council in February.
- Council continued its participation in the NSW Government's Beachwatch program, monitoring water quality at 11 popular shire beaches, including continuing to monitor water quality issues identified at Surf Beach through the program.

- A youth Landcare committee - Intrepid Landcare - was supported this year.
- The Eurobodalla Open Coast Coastal Management Program was completed, certified by NSW Government and gazetted in March.
- Funding was successfully obtained to manage and plan for flood risk in Batemans Bay and Moruya.
- The Integrated Water Cycle Management Strategy was reviewed, and a draft endorsed in June by Council for public exhibition.
- Construction of the Southern Water Supply Storage progressed this year. Vegetation clearing and the coffer dam construction was completed, while work on the access road, inlet pipeline, outlet tower, outlet pipeline and dam foundation excavation was substantially completed.

### Where we got off track:

- Renewable energy consumption for the year was 58% (target 80%+) due to facilities coming online that were outside the current power purchase agreement.
- The Biodiversity Strategy preliminary draft has been prepared but will be finalised and ready for public exhibition early 2024.
- Development of an electric vehicle strategy for Council fleet, and Narooma Flood Risk Management Plan were delayed, and the estuary monitoring program needed to be reduced due to resourcing constraints.
- The Tomago Spit Management Plan and the Tuross Coila Estuary Coastal Management Plan were withdrawn from the workplan to focus on delivery of existing coastal management plans.

## Sustainability, by the numbers

- 1,340 participants in education programs
- 58% Council's energy supplies via renewable energy
- Approximately 46,000 bins serviced weekly in the kerbside collection
- 179 illegal dumping incidents
- 30% of construction of the Southern Water Supply Storage/Dam completed
- 96% compliance rate for onsite sewerage management systems
- 28 Landcare groups supported
- 266 water rebates issued
- 568km sewer mains maintained
- 920km water mains maintained
- 21,844 water customers
- 21,373 reticulated sewer customers



### Expertise on tap

We are thrilled to welcome fifteen pretty amazing community representatives to our Climate Change Advisory Committee.

We'll be relying on their expertise to identify practical and achievable projects and opportunities that emerge from Eurobodalla's Climate Action Plan 2022-32.

And expertise they have. Resumé highlights include climate change specialist with World Bank, CSIRO chief researcher, former business director of The Climate Institute, a Nature Conservation Council board member, multiple former advisors to government on climate policy, engineers, public health experts, Landcarers and Coastwatchers.

Find a handy summary of our targets and the Climate Action Plan's 58 identified actions on our website. Focus areas are energy, transport, built environment, waste, water, biodiversity, agriculture, regional economy, natural hazards, and Council responsiveness.

### New Dam to shore up water supply

Construction of the shire's second water storage, Eurobodalla Dam is located west of Bodalla and beside the Tuross River. The off-stream dam will hold 3,120 megalitres and shore up our future water supply.

Deep Creek Dam north of Mogo has served our community well since it was built in 1983. Holding 4,900 megalitres, the old girl will go strong for decades yet. But we wanted to drought-proof and future-proof our water supply, so we've been planning a second water storage since 2016. Environmental outcomes have been a focus of the project. The construction zone required some clearing, but most of the timber was harvested by Forestry NSW. Large rootballs and leftover stumps were taken upstream to restore eroded riverbanks, while small trees, groundcovers and tree stumps were left intact to help site stability

Nesting boxes were installed, and an ecologist supervised removal of hollow bearing trees to minimise harm to native animals. Construction is scheduled to finish in 2024. A new pump station will start pumping water from the river to fill the dam, but only in times of high flows. We won't harvest water when river flows are low, ensuring farmers along the river have prolonged access to fresh water and meeting our obligations under NSW Government water sharing agreements.

# Community Strategic Plan Goal 2

## Our community that welcomes, celebrates, and supports everyone

Strategies to achieve this goal:

- 2.1 Acknowledge our beginnings, embrace our diversity
- 2.2 Encourage community spirit and enable healthy lifestyles
- 2.3 Provide rich learning opportunities and experiences
- 2.4 Foster a safe community

There are 17 Delivery Program 2022-26 activities that work towards this goal.

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In 2022-23, our Operational Plan contained 77 actions to work towards the Delivery Program 2022-26 activities and Community Strategic Plan Our Eurobodalla 2042 strategies and goals.

At year end, their status was:

- ✓ 6 Completed
- ↑ 64 On track
- ✗ 5 Off track
- ▢ 2 Withdrawn

### 2022-23 efforts include:

- The Aboriginal Advisory Committee supported development of a community report and checklist to assist Council and the community to implement effective project stakeholder engagement with the Aboriginal and Torres Strait Islander community.
- Council was a partner organisation in the development of the first Mogo Big Day Out family fun event held during NAIDOC Week, with an estimated 1,000 attendees.
- Our support services for seniors and their carers continued, and in February the service passed a quality audit, assessed against the Aged Care Quality Standard.
- Council's Youth Employment Training scheme was revitalised, now offering youth the opportunity to apply for a two-year traineeship. Roles will now rotate across different functions, with trainees gaining both a higher qualification and more insight into working at Council.
- 42 events that connect community and respond to wellbeing needs were promoted this year, including free entry for youth and families to Eurobodalla Agricultural Show, an All-Abilities Festival and three farming network events.

- A full review of all 67 Council owned and operated public amenities occurred, and a Public Toilet Strategy created for future improvements.
- A rapid response team was created after bins overflowed and public toilets remained locked in some areas of the shire during the summer holidays.
- The Bay Pavilions completed its first year of operations, with more than 279,000 visits to the facility. A financial performance review was completed for the facility, and appropriate actions will be developed from this to be implemented in future years.
- Moruya and Narooma pools management transitioned to new contract providers.
- The Eurobodalla Libraries mobile app was launched, simplifying communication between the libraries and members. A sensory hour was also introduced, providing quiet times each month for those in our community who need it.
- The Family Day Care service ran a recruitment drive this year, resulting in three new educators applying to provide the service.
- Council's lifeguard contract continued to provide additional lifeguard services across seven popular shire beaches. The lifeguard service also supported the implementation of beach access mobility mats, providing access for people with disability and low mobility at our patrolled beaches.
- After three years supporting the community, the Eurobodalla Bushfire Recovery Support Service closed at the end of January. At its peak, more than 800 households utilised this service. The few remaining clients were transitioned to other local services.



### Where we got off track:

- Following COVID-19, and due to significant staff shortages, Council placed NDIS recreation group services on hold. Instead, recreational and community activities were offered via clients one-on-one support services.
- Resourcing constraints delayed the preparation of an action plan to increase use for community halls, expansion works at Narooma cemetery and development of a hierarchy of standards for parks. This work is expected to be addressed in 2023-24.
- Works at Bill Smyth Oval were delayed while an Aboriginal Heritage Impact Permit is obtained.

## Inclusive, by the numbers

- 4 Aboriginal Advisory Committee meetings
- 73% Council staff undertook cultural awareness training
- 42 heritage advice sessions conducted
- 131 seniors supported
- 5 citizenship ceremonies held, welcoming 59 new citizens
- 400+ attendees at Youth Week events
- 82 licences achieved via the Y drive youth driver program
- 120 NDIS participants supported
- 11,040 bookings at Council recreational and community facilities
- 102 burials and inurnments
- 326,715 swimming pool visits
- 268,708 library borrowings and visitors
- 5,026 library members and 10 monthly newsletters sent
- 162 Family Day care attendees
- 6 road safety programs delivered



## Mobility mat moves Myril

Myril Bunt is a life member of Moruya Surf Club, so it was extra special to see beach improvements at a location close to her heart.

Generations of the Bunt family have been involved in the surf club, but the beach holds particular significance after the family scattered the ashes of Myril's late son Roger there in 2005.

Last year on December 19, the mobility mat was being rolled out. That same day, as she does every year, Myril came down with one of her daughters to wish Roger a happy birthday and lay flowers in his memory.

Aged 92, Myril is now too unsteady on her feet to cross soft sand. She would sit in the carpark and watch while her daughter placed flowers at the water's edge.

Looking from the car window at a bright blue mat and the council crew installing it, Myril had to see for herself what was going on. She was thrilled when they encouraged her to be the first person to use the mat.

For the first time in many years, Myril was able to walk down to the water and place the flowers for Roger herself.

Myril's is one of many stories we've been told by lovely community members excited to get themselves or their loved ones near the ocean again, thanks to the mobility mats.

With the support of the shire's four local surf clubs, the mats stay on beaches until the end of April and will be rolled out again for many summers to come.

# Community Strategic Plan Goal 3

## Our region of vibrant places and spaces

Strategies to achieve this goal:

- 3.1 Balance development between the needs of people, place and productivity
- 3.2 Support diversified industry and thriving businesses
- 3.3 Embrace and value our creative arts
- 3.4 Celebrate our unique region through inclusive places and spaces

There are 15 Delivery Program 2022-26 activities that work towards this goal.

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In 2022-23, our Operational Plan contained 60 actions to work towards the Delivery Program 2022-26 activities and Community Strategic Plan Our Eurobodalla 2042 strategies and goals.

At year end, their status was:

- ✓ 4 Completed
- ↑ 49 On track
- ✗ 4 Off track
- ▢ 3 Withdrawn

### 2022-23 efforts include:

- The Batemans Bay Living Place Masterplan project progressed during the year, establishing a comprehensive project plan, timelines, and engagement planning.
- Significant advocacy for housing supply, diversity and affordability was undertaken by the Mayor and Council during the year. Efforts included media appearances to raise awareness, feedback on state plans, working with agencies to provide supports and prepare for additional social housing and advocacy for temporary accommodation needed for regional developments.
- Work also started to develop a housing strategy for the shire. During the year census data about population and housing supply was analysed and stakeholders were surveyed.
- We continued to work with local business chambers to support business growth and diversity, and investment for our shire. Numerous workshops, network events and meetings were hosted or attended by Council, supporting agencies and businesses this year.
- The review of the Eurobodalla Destination Action Plan commenced and two rounds of industry engagement occurred. A first draft of the revised plan was circulated to industry stakeholders for their feedback.

- Work crew with eight machines commenced construction of the Mogo mountain bike trails.
- The Observation Point viewing platform was opened to public.
- Most approvals for the Coastal Headlands Walking Trail are now in place. Car parking works at Illabunda Drive was completed, along with construction of various steps and furniture along the trail.
- The Basil Sellers Art Prize became a national prize for the first time this year. 28 finalists from around Australia were showcased, including works from five Eurobodalla artists.
- Batemans Bay waterfront activation efforts saw the site utilised for fortnightly markets and a music festival.
- The Moruya Showground Management Committee signed off on designs for upgrades to the showground bar and canteen.
- Town signage continued to be rolled out, with signs installed at Durras, Dalmeny, Kianga, Nelligen and Tuross.
- The Botanic Garden introduced evening wildlife tours, a new range of discovery walks for children, a book fair and sculpture walk, along with a forest festival in April.

The Observation Point  
viewing platform was  
opened to public this year.

### Where we got off track:

- The turnaround time for development assessment processing increased this year, in part due to lack of staff resources but also due to complexity and delays using the mandatory NSW Planning Portal. Effort to build awareness and capacity about sustainable design for developers, homeowners and builders was instead put to processing development applications.
- Delivery of the grant funded Shellfish Hatchery near Moruya Airport was delayed due to availability of sub-contractors and the operator. Additional resources will be allocated towards managing this project in 2023-24.
- Resourcing constraints impacted progress on developing plans of management for Crown Reserves and the planned tourism product audit was unable to occur.
- Funding applications for investigating Murra Mia Walkway widening and designing a waterfront square were unsuccessful.

### Thriving, by the numbers

- 780 development assessments determined
- 26 construction certificates issues
- 205 businesses assisted
- 327 Job Shop clients
- 4,065 jobs and training opportunities provided at the Job Shop
- 58 event applications processed
- 58 art exhibitions and activities
- 249 applications for the Basil Sellers Art Prize
- 5 town signs installed
- 83,011 visitors at Eurobodalla Regional Botanic Garden

## Solving the housing crisis

Eurobodalla Mayor Mathew Hatcher wants better solutions to our local housing crisis. Last year, the Mayor had Council staff contact non-resident property owners, asking them to consider putting their properties into the rental market.

More than 150 homeowners got in touch – and more than 50 could help straight away. While housing availability is not usually thought of as a council concern, the crisis is so dire, all levels of government will need to come together to find and deliver solutions.

The housing crisis has been highlighted at a Moruya Campground, where up to 50 homeless people are living. While Council extended the NSW Government mandated maximum stay-time of 50 days to allow longer stays and installed hot showers over winter, it's a primitive campground not suitable as a permanent residence.

The Mayor has continued to press this matter with the Premier and Council is preparing a local housing strategy to help ease housing pressure.

## Observation Point

Observation Point is living up to its name. The popular lookout at Batehaven is sporting a new two-level viewing deck designed and built by our clever teams.

With room for up to 100 guests and those spectacular views, we're expecting bookings for special occasions to run hot. The lookout is fully accessible with ramps and seating, easy parking, plenty of shade and spots to enjoy the surrounds from smaller viewing areas. Native plants were identified and reinstated with help from Batemans Bay Local Aboriginal Land Council and Eco Crews, with Yuin country artists painting a section of pathway, along with information signage telling the story of the area's cultural history, plants and animals.

Observation Point is the northern gateway to the 14.5km Coastal Headlands Walking Trail, linking headlands and beaches between Batehaven and McKenzies Beach via existing natural bush tracks that locals have enjoyed for years. The trail will remain as natural as possible and is set to open mid-2024. The trail will also showcase cultural heritage and local stories with interpretative art, graphics, sculpture, furniture and signs along the walk.

# Community Strategic Plan Goal 4

## Our connected community through reliable and safe infrastructure networks


Strategies to achieve this goal:

- 4.1 Provide integrated and active transport networks to enable a connected and accessible Eurobodalla
- 4.2 Strengthen linkages through air, road, and marine transport options
- 4.3 -Enhance connectivity through improved telecommunications and power supply

There are 10 Delivery Program 2022-26 activities that work towards this goal.

In 2022-23, our Operational Plan contained 30 actions to work towards the Delivery Program 2022-26 activities and Community Strategic Plan Our Eurobodalla 2042 strategies and goals.

At year end, their status was:

 25 On track

 5 Off track

### 2022-23 efforts include:

- The Eurobodalla Transport Working Group was re-established as a collaboration between Council and Transport for NSW.
- A draft Transport Network Plan for the south of Eurobodalla was prepared.
- Council's Community Transport service continued for senior and disadvantaged members of the community, with the number of trips slowly returning to levels experienced prior to COVID-19.
- Council participated in regular meetings and workshops to progress the Moruya bypass project, advocating for integration with the new regional hospital and the regional emergency services precinct plans.
- Major stormwater works completed include culvert replacements at Araluen Road and Punkalla Tilba Road.
- Council submitted grant applications to support the replacement of the main taxiway at Moruya Airport.
- Council partnered with the Durras Community Association to advocate for improved power resilience, resulting in the Australian Government committing \$243,000 in funding for the power line into South Durras to be upgraded to resilient poles. These works will proceed late 2023.

### Where we got off track:

- Significant rain events and declared natural disasters continued to have an impact on the road network. This, paired with resourcing challenges, delayed progress on the planned maintenance and capital programs. Efforts went towards carrying out urgent repairs and prioritising some grant funded works.
- The review of the Pathways Strategy was delayed as staff were diverted to respond to natural disasters.
- The Airport Master Plan review was delayed while awaiting staff recruitment.

## Resilient, by the numbers

- 10 Local Traffic Committee meetings held
- 8,913 Community Transport trips
- 9,596 Community Transport volunteer hours
- 627km of sealed roads maintained
- 394km unsealed roads maintained
- 201km stormwater maintained
- 148km pathways maintained
- 147 Council carparks maintained
- 7,132 landings at Moruya Airport
- 22,119 passengers through Moruya Airport





## Eyes on assets by e-bike

Our asset inspectors are on a roll...cutting by half the time it takes to inspect 140 kilometres of the shire's pathways.

Alyshia is one of two Council asset inspectors and was first to test out the new e-bike this year. It now takes three weeks instead of eight to inspect our shared pathways and footpaths.

Alyshia loves working outdoors and said pathway and causeway inspections were her favourite. "I love that my role takes me to so many locations within the shire. One day I could start the day inspecting causeways at Belowra and finish along the Wagonga Inlet." Asset inspectors make sure all our roads and infrastructure are up to scratch and safe. They head out to inspect assets according to Council's inspection calendar.

When Alyshia first started in the role four years ago, she was blown away by the number of assets owned and managed by Council. There are 627 kilometres of sealed roads and 394 kilometres of unsealed roads to inspect as well as less obvious things like 27 tide flaps and 8,588 stormwater pits, as well as 149 carparks and 66 bus shelters.

Off the calendar, it's things like trees blocking roads and other incident responses where inspectors kick into action to organise the right work crew to get the job done.

## Pothole patrol

If there is one upside to the recent run of dry weather it is that Council has had the opportunity to double down on efforts to repair our roads after several years of heavy rain.

In late 2022, the NSW government awarded councils priority funding under the Fixing Local Roads and Regional and Local Roads Repair Programs to address significant damage after several wet weather events that impacted the state's road network.

This year our tally included the repair of 3,778 potholes and 8,352 square meters of heavy patching; a total of \$1.2 million in grant funding invested in repairing Eurobodalla's roads.

A further \$1.18 million dollars in grant funding is expected to be spent delivering priority works by the end of February 2024. The extra money has given Council the financial ability to address community concerns more quickly.

# Community Strategic Plan Goal 5

## Our engaged community with progressive leadership

Strategies to achieve this goal:

- 5.1 Acknowledge our shared responsibility through an informed community
- 5.2 Proactive, responsive and strategic leadership
- 5.3 Work together to achieve our collective vision

**There are 11 Delivery Program 2022-26 activities that work towards this goal.**

---

In 2022-23, our Operational Plan contained 45 actions to work towards the Delivery Program 2022-26 activities and Community Strategic Plan Our Eurobodalla 2042 strategies and goals.

At year end, their status was:

- ✓ 2 Completed
- ↑ 42 On track
- ✗ 1 Off track

### 2022-23 efforts include:

- Council recruited General Manager Warwick Winn, who commenced 7 November.
- An independent high level financial health check was carried out in December, providing more than 10 recommendations to improve Council's financial sustainability. Briefings were held to explain the findings to Councillors, council staff and the community. A future finance strategy is being prepared in response to the findings.
- Website updates were reviewed and approved daily and web editors were provided with ongoing training and guidance to continually improve the availability of 24/7 online resources.
- LinkedIn was added to Council's social media offerings during the year.
- Living in Eurobodalla, our quarterly print newsletter for residents gained a new look and was expanded from four pages to eight.
- Our monthly online newsletter, Council News, continued to exceed industry standards for open rates, with 65% compared to the average 19% for government electronic newsletters.
- The Community Engagement Strategy was revised, exhibited and adopted.

- More than \$175,000 was provided to community members and organisations through our Community Grants Program. These included Mayoral grants to support outstanding shire residents and teams to represent our area at regional, state, national and international events, to support community organisations via rates subsidies and waste disposal support, safety and emergency service providers, schools, youth events, NAIDOC Week celebrations and healthy community's programs.
- Council's policies were reviewed and uploaded to our website.
- An expression of interest process was run for the potential sale and development of the former Batemans Bay Bowling Club site. Final proposals are being prepared for consideration by Council.
- An all-staff survey was conducted to help identify what's going well, where we can improve as an organisation, to help recalibrate work priorities, and to understand what staff want and need.

### Where we got off track:

- The replacement program for Council's fleet vehicles experienced delays due to market forces.

## Collaborate, by the numbers

- 3,314 subscribers to Council News
- Over 22,000 social media followers to Council accounts
- Over 1 million visitors to Council websites
- 263,733 documents registered to Council's records systems.
- 17 GIPA applications determined
- 18 Council meetings
- 4 Audit, Risk and Improvement Committee meetings
- 3 Canberra Region Joint Organisation meetings attended
- 143 leases and licences managed
- 186 successful recruitment activities
- 21 workers lost time injury incidents

## Money matters: budget squeeze for financial ease

In November, as one of his first measures as Council's new general manager, Warwick Winn ordered a financial health check of the organisation. The results were sobering: large projected deficits and a capital program too large to manage.

It's no secret that councils across the state are facing financial difficulties. This year, 17 have applied for a special rate variation for the coming years. Here in Eurobodalla, we are looking at actions now that will help avoid a special rate variation in the future.

An obvious measure is to ensure we live within our means. With \$1.96 billion in assets, 600 plus employees and an annual turnover of \$156 million, the financial health check confirmed we are a medium sized regional council trying to do the work of a large one.

Our work programs must be reprioritised. While next year's work is largely locked in, we need to see where we can reduce our capital works program in the future. We need to let our staff catch up with the work already on the books after years of disaster recovery work.

Grant funding is also under review. Most often, grants assist in building new projects but do nothing to pay for the cost of operation, maintenance, and depreciation. We will refocus our grant applications toward funding that supports Council's core work

and those projects the community wants; we can no longer afford to stretch Council resources so thinly across all these 'nice-to-haves'.

Finally, we must continue to advocate for the reform of how rates are set by the NSW Government. Last year the Consumer Price Index – the average increase in price for goods and services – was 6.1 per cent.

Yet despite clear knowledge of these escalating costs, the Independent Pricing and Regulatory Tribunal set Eurobodalla's maximum rate increase at 1.7 per cent. It's a broken system needing reform and Eurobodalla has joined with councils across the state to vigorously lobby for change.

### What is a special rate variation?

A special rate variation is a one-off rate hike on property owners, over and above the usual allowed rate.

In the 2023-24 financial year the maximum rate increase offered to NSW councils will run between 3.7% and 6.8% - the exact value depending on its population. Special rate variations allow councils to set their rates higher.

Examples of recent special rate variation applications in our region include Bega Valley with 48.3% over two years, Snowy Monaro with 53% in one year, and Queanbeyan Palerang with 64.3% over three years.

Back in 2015 Eurobodalla also imposed a special rate variation, which was an increase of 6.5% for three years.



## Financial snapshot

The following information is an explanation of Council's financial results for the year. Its aim is to be easily understood by readers in our community. A full copy of Council's audited Financial Statements for the year ending 30 June 2023 are available as Appendix 1 to this report.



We managed  
**\$1.96B**

infrastructure,  
property and  
plant and  
equipment



We raised  
**\$71.78M**

rates and annual  
charges



We invested  
**\$97.55M**

in new and  
renewed assets



We received  
**\$100.32M**

grants and  
contributions

Council is responsible  
for managing finances  
for our community  
and is committed  
to continuous  
improvement...



We spent  
**\$31.18M**

on maintenance  
of infrastructure  
assets

### How we performed

Council is responsible for managing finances for our community and is committed to continuous improvement and responsible financial management.

During the 2023 financial year, Council managed an operating income of \$156M collected from rates, fees and charges, operating grants and contributions and investments. \$154M was spent on service delivery and maintenance of assets, resulting in a net operating surplus of \$2.6M. Council also received \$68M in capital revenue.

Council functions are separated into three different funds, General, Water and Sewer. Each of these funds is operated and managed separately and have different considerations but are connected.

- **Water Fund and Sewer Funds:** Income and expenditure related to the supply of water and sewerage services.
- **General Fund:** All other services.

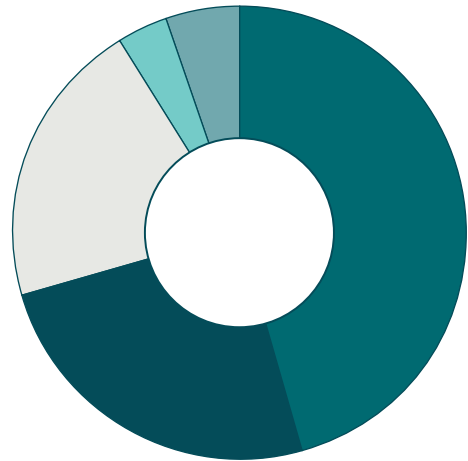
The following information presents a summary of financial results for 2022-23 by Fund.

#### Income Statement by fund (\$'000)

	General	Water	Sewer	Consolidated
Total income operating and capital	148,687	46,771	29,124	<b>224,582</b>
Total operating expenses	112,734	17,776	23,591	<b>154,101</b>
Net result	35,953	28,995	5,533	<b>70,481</b>
<b>Net operating result excluding capital income. Surplus/(Deficit)</b>	<b>(1,980)</b>	<b>3,691</b>	<b>917</b>	<b>2,628</b>

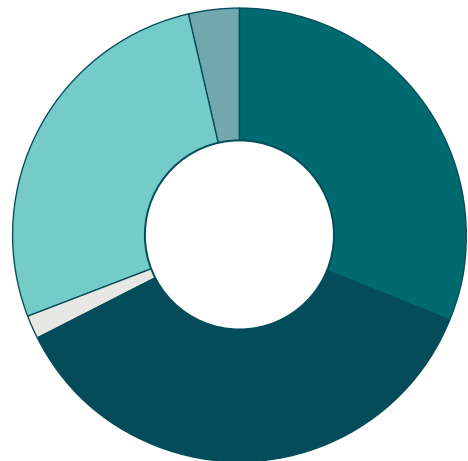
### 2022-23 Operating Income \$156m

- Rates and annual charges **46%**
- User charges and fees **25%**
- Operating grants **21%**
- Interest and investment revenue **3%**
- Other revenues **5%**



### 2022-23 Operating Expenditure \$154m\*

- Employee benefits and on-costs **31%**
- Materials and services **36%**
- Borrowing costs **2%**
- Depreciation, amortisation and impairment of non-financial assets **27%**
- Net losses from the disposal of assets **4%**



\*Council's Income and Expenditure by Council's Service is available in Note B1-1 Functions or activities in Council's Financial Statements.

### Financial Ratios

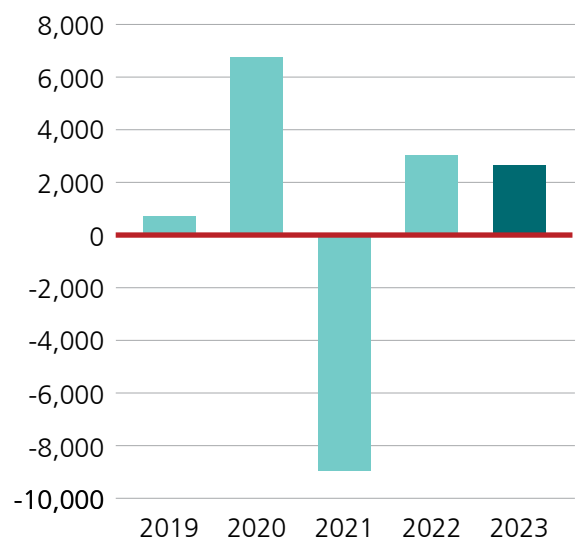
Financial ratios are a tool that assist in understanding some aspects of Council's financial performance. There are seven ratios that are calculated each year.

#### Operating Result before Capital (\$'000)

Achieved the benchmark 

Council's operating result continues to remain just above a break-even position. Council's ability to keep costs below revenue will continue to be a challenge in the future

- **Benchmark 0**
- 2019 711
- 2020 6,755
- 2021 -8,939
- 2022 3,093
- 2023 2,628

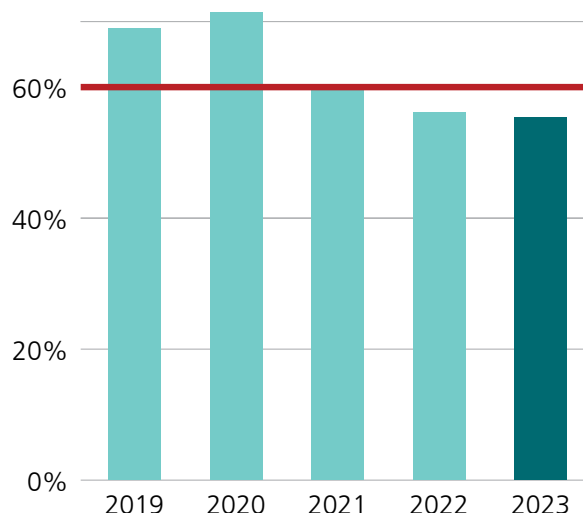


## Own Source Operating Revenue Ratio

Below the benchmark 

This ratio measures how reliant Council is on grant or outside funding. The gradual drop in this ratio presents a challenge for Council in terms of its ability to respond to shocks and unknown events.

- Benchmark 60%
- 2019 68.91%
- 2020 71.39%
- 2021 59.52%
- 2022 56.14%
- 2023 55.33%

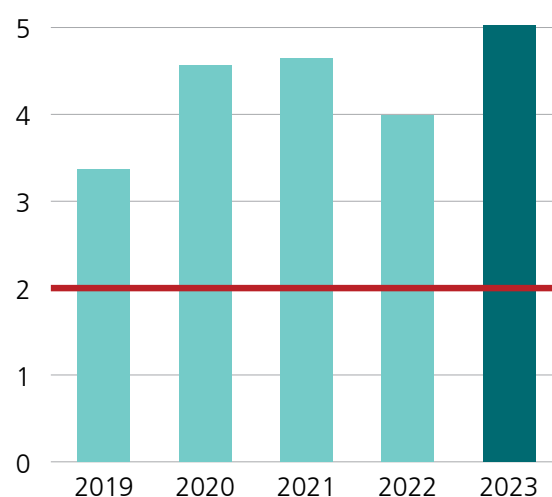


## Debt Service Cover Ratio

Achieved the benchmark 

This ratio measures the availability of cash to pay for loans, including interest, principle and lease repayments. Council has continued to remain above the benchmark.

- Benchmark 2x
- 2019 3.37x
- 2020 4.57x
- 2021 4.64x
- 2022 3.99x
- 2023 5.03x

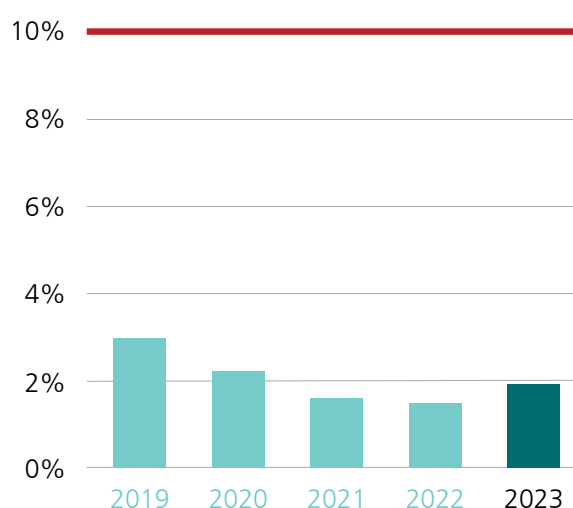


## Rates and Charges Outstanding

Achieved well within the benchmark 

This ratio shows the percentage of rates and annual charges outstanding over total rates and annual charges charged. Council's high standard of debt recovery and collection policy has seen this ratio continue to improve and remain well below the benchmark of 10%.

- Benchmark 10%
- 2019 2.96%
- 2020 2.23%
- 2021 1.60%
- 2022 1.49%
- 2023 1.92%



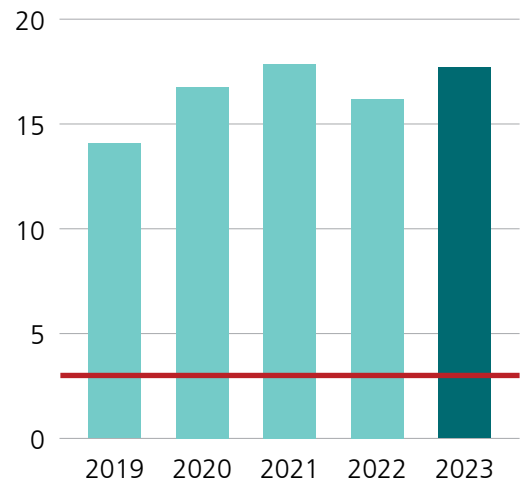


### Cash Expense Cover Ratio

Achieved well above the benchmark 

This ratio measures in months how long Council could continue paying for its immediate expenses without the need for additional cash. Council has achieved well above the benchmark by using a good mix of low risk medium return investments.

- Benchmark >3 months
- 2019 14.07 months
- 2020 16.78 months
- 2021 17.85 months
- 2022 16.18 months
- 2023 17.69 months

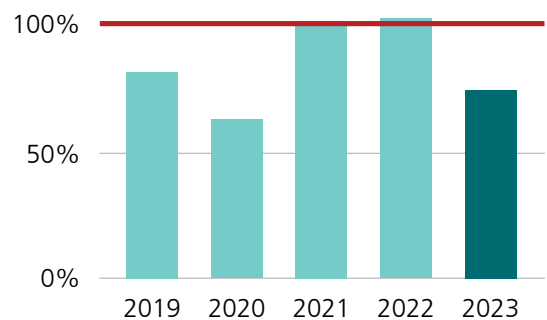


### Infrastructure Renewal Ratio

Below the benchmark 

This ratio measures whether the renewal of public assets is keeping up with the rate of depreciation (or depletion). Council will need to invest in the renewal of existing assets in the future (rather than new assets) to see an improvement in this ratio.

- Benchmark 100%
- 2019 82.62%
- 2020 63.06%
- 2021 100.67%
- 2022 102.42%
- 2023 74.14%

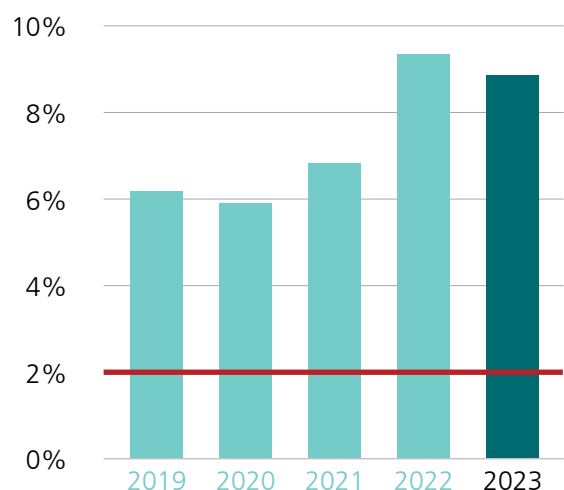


### Infrastructure Backlog Ratio

Outside the benchmark 

Infrastructure backlog is the amount required to be spent on public assets to bring them to a satisfactory condition. As costs increase over time the cost to bring assets to satisfactory will also grow. Council will need to prioritise reducing this backlog to ensure the community can benefit from the services these assets provide.

- Benchmark 2%
- 2019 6.16%
- 2020 5.87%
- 2021 6.81%
- 2022 9.32%
- 2023 8.84%



## 2022-23 Capital Works

This year, Council spent \$98M on capital projects, including:



**\$3.7M**

Community buildings and facilities



**\$6.1M**

Parks, sport and recreational facilities



**\$1.3M**

Footpaths and cycleways



**\$4.8M**

Plant and equipment

This year, Council spent \$98M on capital projects...



**\$5.7M**

Bridges



**\$45.5M**

Water



**\$17.3M**

Roads



**\$13M**

Sewer

## Challenges

While Council has again this year reported a consolidated operating surplus, the general fund has reported an operating deficit of \$1.9m.

In late 2022, a financial health check was undertaken by the incoming General Manager. The health check showed that Council was planning for large future operating deficits in the general fund, increasing levels of debt and a work program which stretched resources.

## Looking ahead

During the 2023 financial year Council undertook several actions to address these findings in the health check including:

- A strategic workshop to brief Councillors on the current financial situation

- A briefing to the Audit Risk and Improvement Committee
- A review of the 2023 capital works program
- Formation of a Finance and Corporate Services Directorate
- Ceased borrowings for plant and fleet replacement plan items.

Council is currently developing a future finance strategy aimed at achieving financial resilience, prudent asset management and accountability for decision making. Our path to financial sustainability also needs to manage our community's expectations. A key action in the finance strategy will be a budget reset to be undertaken by every division of Council in late 2023. The budget reset will be combined with a more detailed service review to be conducted in 2024.





## Achievements and awards

### Council awards

Throughout the year Council's assets, people and works were recognised for extraordinary achievements, these included:



Bay Pavilions continued to be recognised, with builders ADCO awarded the 2022 Master Builders Associations of NSW award for excellence in construction for the project. It was also named best regional project at the Australian Institute of Project Management NSW awards, and Editors Choice at the 2022 Sustainability Awards for building design.



Rob Burke, asset engineer and local emergency management officer, was named Public Works Leader of the Year at the Institute of Public Works Engineering Australia NSW Awards for Engineering Excellence. Rob was recognised due to his outstanding commitment to our community during challenging times, particularly for his efforts in response to the 2019-20 Black Summer bushfires. His mentoring efforts and commitment to growing the next generation, exceptional leadership skills and strong engineering knowledge and expertise also contributed to his award.



Our multi-award, multi-trade, go to guy Kiel Rosevear continued to be rewarded for his dedication to the vehicle and metal trades, taking out the 2022 Illawarra & South East NSW Region apprentice of the year, as well as 2022 ACT Regional Building and Construction Industry Training Council Outstanding Diesel Mechanic Apprentice.

James Biglia was awarded NSW TAFE Stage 3 Apprentice of the Year for 2022. Having had to navigate most of his studies online during COVID-19, James' commitment and attitude caught the eye of TAFE judges, who said his interest in the trade was an example to many others in the class. James is now employed as a Fitter Machinist in Council's Moruya workshop.



Big city Councils normally take out the top titles at the Local Government NSW awards, so we were very proud to be awarded the Excellence in Environment Award – Behaviour Change in Waste this year for our 'We Care' project. We Care Eurobodalla sees Council work with local business to help them make the change to environmentally sustainable products and packaging.



Council's 2021-22 Annual Report was awarded a bronze award at the Australasian Reporting Award (ARA), which recognises organisations that aim to communicate more effectively and those that achieve excellence in reporting.



## Celebrating our community

Council celebrated the achievements of community members and local organisations who are dedicated to helping make Eurobodalla a great place to live.



### Citizenship ceremonies

Council hosted five Citizenship Ceremonies to welcome 59 new citizens to Eurobodalla from all over the world this year. Citizens were welcomed from 18 different countries of nationality, including: Britain, Czechoslovakia, Ireland, Malaysia, Nepal, New Zealand, Nigeria, Norway, Philippines, Russian Federation, Scotland, Spain, Sweden, Thailand, United Kingdom, United States of America, Vietnam and Republic of Yemon.

Under the Citizenship Act 2007, Council assists the Australian Government by hosting citizenship ceremonies for conferees in Eurobodalla.



### Fergus Thomson OAM Heritage Award

The Fergus Thomson OAM Heritage Award recognises projects contributing to the community's appreciation and awareness of the Eurobodalla's heritage. The annual award, established in 2020, honours the former shire Mayor, the late Fergus Thomson OAM, who had a strong commitment to the preservation of the cultural heritage of the region.

For 2022, Gary Traynor was honoured with the award. Gary has played an active role drawing attention to Moruya's role in World War II. He established the Moruya Remembers Committee, the annual bunker tours, promotes restoration of the bunkers, maintains a Facebook page When War Came to Moruya, and volunteers in other ways. He has made a significant contribution to an important aspect of Moruya's heritage.



### Little Sellers Art Prize

The Little Sellers Art Prize is an annual competition for aspiring local artists in school years 1 to 12. Established in 2016, the Little Sellers Art Prize provides an authentic exhibition experience for Eurobodalla's emerging artists. This year's theme was 'Drink the Wild Air' and participants were encouraged to interpret the theme in a way that was meaningful to them. In 2023 we had 456 entrants to the competition.

The Little Sellers Scholarship Program was created in 2022 as part of the Little Sellers Art Prize to assist Eurobodalla visual art students in year 11 or 12 to further their studies and support a career path in the arts. The recipient received \$2,000 toward the cost of professional development and education in visual arts from art collector, patron of the arts and philanthropist Mr. Basil Sellers AM. This year's art prize winner was Arsh Khan and Alexis Hunter took home the scholarship.



### Mayor's writing competition

The Mayor's Writing Competition was initiated by former Mayor, the late Fergus Thomson OAM, to encourage and celebrate the literary talents of Eurobodalla children and young adults.

Over the years, the competition has received over 2,650 entries, which is a testament to the creativity and passion of Eurobodalla's youth.

The 2022 entries consisted of short stories, poems and essays, by young authors between the ages of five and 18. Winners, runner ups and encouragement award winners received a professionally bound anthology that includes their own story and illustrations.

The Syd Hayes Award winner for 2022 was Bella Morris.



### Environment Calendar

Celebrating its 25th year, the 2023 calendar features 14 student artworks under the theme 'Threatened Species Survival'.

Each year all Eurobodalla primary schools create artwork for the calendar under a different theme and shortlisted entries from each school are featured on the following year's calendar. This year we had our first winner who's parent had also had their artwork featured as a school student.



### Youth battle of the bands

Currents Battle of the Bands Competition, held in April each year, is a live music competition for young people living in Eurobodalla.

The event is a legacy of more than a decade borne out of the youth committee, where local bands, DJs and solo artists perform and compete as part of youth week events. In 2023, local band Fooze were the battle winners, who took out first place ahead of Strawberry Chords and Golden.







## 4. Our governance

This section outlines how Council is governed and advised, who our Councillors are, the major decisions made and how the community collaborated with Council during the year.



## Our Council

The nine elected Councillors, including the popularly elected Mayor, represent the interests of residents and ratepayers. The role of a Councillor is defined in s232 of the *Local Government Act 1993*.

Councillors provide community leadership and guidance, channel communication between the community and Council, and consider the issues facing Eurobodalla. This means balancing the needs of the community and the needs of individuals, considering the long and short-term implications of decisions and ensuring that ratepayers' money is allocated in the most effective way.

While individual Councillors may consult with their constituents and advocate on their behalf, it is only as a collective that they can make decisions affecting Eurobodalla. A decision of Council which requires a majority vote at a council meeting, is known as a resolution.

Local Government Elections were held on 4 December 2021 and the Council elected will serve to September 2024, a shortened term due to COVID-19 delaying the 2020 elections.

Our elected Councillors are:

- Councillor Mathew Hatcher (Mayor)
- Councillor Alison Worthington (Deputy Mayor)
- Councillor Tanya Dannock
- Councillor Peter Diskon
- Councillor David Grace
- Councillor Tubby Harrison
- Councillor Anthony Mayne
- Councillor Rob Pollock OAM
- Councillor Amber Schutz

Councillors provide community leadership and guidance, channel communication between the community and Council, and consider the issues facing Eurobodalla.





**Councillor Mathew Hatcher  
(Mayor)**

0482 662 708  
Mayor@esc.nsw.gov.au  
Council terms: 2021-2024



**Councillor Alison Worthington  
(Deputy Mayor)**

0482 846 641  
Clralison.worthington@esc.nsw.gov.au  
Council terms: 2021-2024



**Councillor Tanya Dannock**

0482 720 103  
Clrtanya.dannock@esc.nsw.gov.au  
Council terms: 2021-2024



**Councillor Peter Diskon**

0482 709 886  
Clrpeter.diskon@esc.nsw.gov.au  
Council terms: 2021-2024



**Councillor David Grace**

0482 788 865  
Clrdavid.grace@esc.nsw.gov.au  
Council terms: 2021-2024



**Councillor Tubby Harrison**

0482 607 256  
Clrtubby.harrison@esc.nsw.gov.au  
Council terms: 2021-2024



**Councillor Anthony Mayne**

0482 788 865  
Clranthony.mayne@esc.nsw.gov.au  
Council terms: 2016-2021, 2021-2024



**Councillor Rob Pollock OAM**

0482 707 080  
Clrrob.pollock@esc.nsw.gov.au  
Council terms: Councillor Pollock was first elected to Council in 1987, and has continued to be elected every term to the current term 2021-24



**Councillor Amber Schutz**

0482 783 020  
Clramber.schutz@esc.nsw.gov.au  
Council terms: 2021-2024



## Councillor allowances and expenses

### Allowances

The NSW Local Government Remuneration Tribunal is responsible for categorising councils and determining allowances to be paid to councillors and mayors in each category. There is normally a rise in the recommended allowance each year. Eurobodalla's Mayor received \$67,140 for the year and the Councillors received \$21,100 each.

### Expenses

In addition to the annual allowance, Council also covers some of the expenses incurred by Councillors in the performance of their official duties. These expenses include the provision of iPads and mobile telephones, travel and accommodation, catering and other items and activities directly related to Council business. The adopted policy for the payment of mayoral and councillor allowances and expenses can be found on Council's website.

### Mayoral and Councillor allowances and expenses for 2022-23

Councillor	Allowance (\$)	Professional Development (\$)	Conference/ Seminar (\$)	Phone/ Internet (\$)	Other (incl travel \$)	Total (\$)
Clr Tanya Dannock	21,100	-	-	289	846	22,235
Clr Peter Diskon	21,100	-	-	289	846	22,235
Clr David Grace	21,100	1,754	1,187	289	846	25,176
Clr Tubby Harrison	21,100	833	-	289	846	23,068
Clr Mathew Hatcher	67,140	9,213	7,351	289	5,641	89,634
Clr Anthony Mayne	21,100	120	814	289	1,359	23,681
Clr Rob Pollock	21,100	-	-	289	2,479	23,868
Clr Amber Schutz	21,100	9,666	4,840	387	846	36,840
Clr Alison Worthington	21,100	991	3,231	495	1,665	27,481
<b>Total</b>	<b>235,941</b>	<b>22,575</b>	<b>17,423</b>	<b>2,906</b>	<b>15,373</b>	<b>294,218</b>

## Council meetings

### Decision making

Our formal decision-making processes are conducted through Council meetings. Council meetings provide an opportunity to address issues and consider community feedback.

All Council meetings are carried out in accordance with Council's Code of Meeting Practice. Council's meeting schedule, agendas and minutes are available on our website.

The General Manager has statutory and operational delegations and is responsible for the day-to-day management of the organisation.

#### Councillor Meeting Attendance 2022-23

- **Clr Hatcher:** 18 meetings attended
- **Clr Dannock:** 14 meetings attended, 4 apologies
- **Clr Diskon:** 16 meetings attended, 2 apologies
- **Clr Grace:** 13 meetings attended, 5 apologies
- **Clr Harrison:** 18 meetings attended
- **Clr Mayne:** 18 meetings attended
- **Clr Schutz:** 18 meetings attended
- **Clr Pollock OAM:** 16 meetings attended, 2 apologies
- **Clr Worthington:** 16 meetings attended, 2 apologies

### Community involvement

Meetings are open to the public, and community members are actively encouraged to attend. Community members can address Councillors during Public Forum or Public Access. Public Forum provides an opportunity for community members to talk on agenda items. Public Access sessions provide an opportunity for community members to address Council on issues that are not listed on an upcoming agenda. Speaker presentations provided and Council's responses appear on Council's website.

During 2022 – 23:

- 16 community members addressed Council during 10 Public Access sessions, and
- 64 community members spoke in 13 Public Forum sessions on agenda items.

Participation in Council meetings, Public Forum and Public Access is promoted through Council's platforms and local media. Agenda highlights are posted to social media, followed by a Mayor's wrap after each meeting.

### Live streaming of Council meetings

Council also provides live streaming of Council meetings via our website. Each live streaming is tested the day before, and the morning of to make sure the technology is working on the day. As well as a minute secretary taking minutes of the meeting, there is also an administration officer and IT support officer observing the meeting. They are available during the live streaming to ensure it streams uninterrupted.

#### Live and archived views of Council meetings during 2022-23

Month	Live views	Archived views	Total views
July 2022	54	85	139
August 2022	72	56	128
September 2022	164	185	349
October 2022	111	210	321
November 2022	183	179	362
December 2022	69	72	141
January 2023	N/A	34	34
February 2023	103	111	214
March 2023	231	203	434
April 2023	161	241	402
May 2023	144	135	279
June 2023	95	97	192
<b>Total</b>	<b>1,387</b>	<b>1,608</b>	<b>2,995</b>

## Councillor professional development

Councillors are required “to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor” (*Local Government Act 1993*)

During the year:

- Clr Harrison and Clr Grace completed the Australian Institute of Company Directors course in August.
- Clr Worthington attended a Finance for Councillors course in January
- Clr Hatcher and Clr Shutz signed up for the Australian Institute of Company Directors course, and will complete this in the upcoming year.
- Disability awareness training was provided to Councillors in April.

### Council briefings and bulletins

In the alternate weeks to Council meetings, Councillors attend briefing sessions with the General Manager and Executive Leadership Team. These briefings are an opportunity for Councillors to receive further information to assist them in performing their role and achieving the best outcomes for the community. 20 Councillor Briefings were held during the year.

Councillors also receive a weekly bulletin that highlights operational issues addressed by staff, links to the Office of Local Government circulars, Planning and Infrastructure circulars, and updates from the Canberra Region Joint Organisation. 52 bulletins were issued during the year.

Councillors receive all media releases and newsletters distributed by Council staff.

In March, all nine Councillors participated in a strategic workshop that included sessions on local government finance, integrated planning and reporting, and community engagement.

## Speaking on behalf of our community

Council continued to show strong leadership and resolve in its continued advocacy on behalf of the community. Actively working with the NSW and Australian governments, neighbouring councils and by participating in a variety of committees and campaigns to improve community life. Councillors have represented Council at conferences and have raised, considered and discussed ways forward on pressing community issues. Solid relationships with local members of parliament and their staff ensure

our community's unique interests are well represented and advocated for. Councillors were involved in significant community issues during the year, including:

- Coastal Management Program
- Climate Action Plan
- Code of Meeting Practice Review
- Congo Road
- Moruya Rodeo
- Bay Pavilions review
- Voice to Parliament

Advocacy letters from Council:

- Ceasing native forest logging
- Safety and accessibility upgrades - Mogo Primary School
- Auditor General Rural Firefighting Equipment
- Planning portal and planning reforms
- Homelessness in Eurobodalla Shire Council campgrounds
- Eurobodalla Regional Collocated Emergency Services Precinct
- Regional Drought Resilience Planning Program
- Damaging increase in Emergency Services Levy costs
- Zombie developments
- Surf Beach Emergency Services Precinct

Council made submissions regarding:

- Severe weather impacts on roads
- Natural disaster funding position
- IPART ratepeg submission
- Regional rural and remote road network
- Emergency Services Levy
- Treatment of Rural Fire Service Equipment
- To legislate 24/7 cat containment can be enforced by local government
- To end native forest logging in state forest and transition the native hardwood sector of FCNSW to 100% sustainable plantations

Councillors attended a range of conferences throughout the year:

- National Local Government Women's Conference – Clr Schutz, Clr Worthington and Clr Dannock (July 2022)
- 2022 Local Government Annual Conference – Clr Hatcher and Clr Schultz
- 2022 National Local Roads Conference – Clr Hatcher
- NSW Local Government Women's Conference - Clr Worthington
- National Local Government Women's Conference – Clr Schultz (May 2023)

## Committees of Council

Utilising committees is one way Council engages local residents in its operations and decision making. There are different types of committees including advisory, external and management as outlined below.

Council's Advisory Committees provide advice to Council on a range of issues and offer a valuable opportunity for information exchange with our community. Each committee has at least one Councillor representative and a range of other community representatives.

Council had seven active Advisory Committees during the year:

### Aboriginal Advisory Committee

The Committee promotes the importance of Aboriginal culture within Eurobodalla. It advises and makes recommendations to Council on matters that are of importance to the local Aboriginal community.

**Representative:** Clr Worthington, Clr Grace

### Audit, Risk and Improvement Committee

The Committee plays an essential role in the governance framework by providing Council with independent assurance and assistance on risk management, control, governance and external accountability responsibilities

**Representative:** Clr Grace, Clr Harrison

### Disability Inclusion Advisory Committee

The Committee supports the delivery of Council's Disability Inclusion Action Plan and helps Council review and identify disability access and equity issues.

**Representative:** Clr Grace, Clr Worthington

### Coastal and Environmental Management Advisory Committee

The Committee provides feedback to Council about coastal and flood management and includes representatives from community groups, government agencies and the local scientific community.

**Representative:** Clr Worthington, Clr Schutz

### Heritage Advisory Committee

The Committee advises Council staff, the Heritage Advisor and the Council on matters relating to the ongoing implementation of the Heritage Strategy.

**Representative:** Clr Schutz

### Public Art Advisory Committee

The Committee provides expert cultural and artistic advice and guidance to Council and staff on planning public art and related matters.

**Representative:** Clr Grace, Clr Schutz

### Climate Change Advisory Committee

This committee provides advice to Council and the community about how to effectively deliver the actions set out in the Climate Action Plan. The Committee also identifies and advises on emerging climate issues and opportunities.

**Representative:** Clr Grace, Clr Worthington

From time-to-time Council will establish sunset committees which are similar to advisory committees but are formed for a defined period of time to address a specific issue. During 2022-23 Council had no sunset committees in operation.

Councillors may also attend a range of committees external to Council to share ideas, provide feedback and inform Council decisions:

- Councillor Schutz is a delegate of the Eurobodalla Local Traffic Committee, Eurobodalla Bushfire Management Committee, Floodplain Management Association of NSW, Batemans Marine Park Advisory Committee (Ministerial appointment) and Joint Regional Planning Panel
- Councillor Worthington is a member of Batemans Marine Park Advisory Committee (Ministerial appointment)
- Councillor Mayne is a delegate on the South East Australian Transport Strategy Inc (SEATS) and Gulaga Board of Management (Ministerial appointment)
- Councillor Grace is a delegate on the South East Arts Committee.

Management committees have authority delegated by Council to undertake the day-to-day management of the relevant facilities and services.

**Council's Advisory Committees provide advice to Council on a range of issues...**



## Audit, Risk and Improvement Committee

Excellence in governance relies on continuous and comprehensive accountability.

*The Local Government Act 1993* and the *Local Government (General) Regulations 2021* require NSW councils to have an audit, risk, and improvement committee (ARIC). Since 2008, the ARIC has played a pivotal role in the governance framework, providing Council with independent assurance and assistance on risk management, control, governance and external accountability responsibilities.

The ARIC achieves its independence by having a majority of members external to Council and its operations. This year the committee comprised three independent members and two Councillors, being:

- Independent Member and Chair - Kim Gillis
- Independent Member – David Anderson
- Independent Member – Grant Doran
- Councillor Tubby Harrison
- Councillor David Grace

The objectives of the committee are to:

- Provide independent assurance and assistance to Council on risk management, control, governance and external accountability responsibilities.
- Provide information to the Council for the purpose of improving the performance of its functions.
- Keep these aspects of operations under review:
  - Compliance
  - Risk management
  - Fraud control
  - Financial management
  - Governance
  - Implementation of the strategic plan, delivery program and strategies
  - Service reviews
  - Collection of performance measurement data by the Council
  - Any other matters prescribed by the regulations.

During 2022-23 the committee met on four occasions, attended a workshop, and considered a range of issues, including:

### Audit

- Internal Audit Program – the committee attended a workshop to establish a new internal audit program following the completion of the prior program and contractor. Progress of internal audit programs were provided at meetings thereafter.
- Audit of Financial Statements for year ended 30 June 2022.
- Consideration of the Audit Engagement Plan for year ended 30 June 2023.
- Review of investment activity.
- Quarterly Budget Reviews provided.

### Risk

- Updated guidelines for risk management and internal audit provided to committee, noting they come into effect 1 July 2024.
- An overview of Council's insurance coverage was provided.
- Financial health check findings presented.
- Bay Pavilions – management updates provided at each meeting to monitor performance and discuss risk management.
- Cyber security update provided including insurance considerations.

### Improvements

- Development of Integrated Planning and Reporting improvements, updates on progress against established plans presented, and considerations and process to establish Operational Plan 2023-24.
- Disaster recovery update provided.
- Consideration of building certification service going forward including industry update and consideration of best service delivery options going forward.
- Submission to IPART for rate pegging methodology.

The committee also established their meeting schedule for the 2023-24 year and considered applications for a replacement member after David Anderson stood down from the committee. The committee thanked Mr Anderson for his time and commitment to the ARIC.



## Collaborative governance

Together, we are neighbours, allies, and advocates for Eurobodalla.

Eurobodalla's Community Strategic Plan (Our Eurobodalla 2042) identifies the importance of building and maintaining an engaged and connected community that works together to achieve common goals, where thoughts and ideas are valued, and community members are empowered with knowledge and have the opportunity to participate.

Community engagement and information exchange is a fundamental part of all Council's planning and delivery of services as well as a way of informing, raising awareness and educating our stakeholders.

In addition to formal committees, reference groups, public access and public forum, Council takes a proactive approach to consulting and engaging with local residents, community groups, service providers, businesses, organisations and other levels of government. These conversations and information exchanges are guided by the principles in our Community Engagement Strategy, which we reviewed this year.

"We want to make sure we're giving the community what they've asked for... that we're listening to them."



## Big strides were taken in our communications and approachability

Led by the Mayor, Councillors and new General Manager, big strides were taken in our communications and approachability this year. Some of the efforts and new initiatives were:

### Councillor Catch Ups

Councillor Catch Ups are an initiative of the new Council with Mayor Hatcher saying "We want to make sure we're giving the community what they've asked for, and that is, that we're listening to them."

Catch Ups were held across Eurobodalla this year – at Bodalla, Nelligen, Tuross Head and Batemans Bay. These catch ups offered residents and stakeholders the opportunity to meet with Councillors in a community setting where they can chat informally, raise issues, provide feedback and ask for information. Councillors plan to continue these Catch Ups sessions monthly for the remainder of their term.

### Congo Road community workshop

Exploring options to restore and secure northern access to Congo via Congo Road north has been, and continues to be, a challenging issue for the community and Council.

Last year, Congo residents put forward suggestions about how to restore access and told councillors that not all options had been explored. In response to the concerns raised, Council asked community members to formally submit their ideas.

In November, Congo residents and people who made submissions were invited to a workshop to explore six identified ways forward for the road. The workshop was hosted by Council and facilitated by an independent specialist and saw community, stakeholders, Councillors and senior Council staff come together to consider possible solutions.

This workshop enabled participants to gather, in good faith, to work on this difficult and divisive issue. All materials and residents feedback from the workshop are available to download from Council's website. Work is continuing to find a way forward.



## Community budget briefings

An independent high level financial health check was commissioned in December which showed there are some significant financial challenges facing Council now and into the future.

There is much work to be done to address these challenges including developing a strategy to ensure we live within our means. The first step in responding to the findings was to ensure the financial position was explained to our stakeholders. Along with briefings to Councillors, the Audit, Risk and Advisory Committee and all council staff, General Manager Warwick Winn and Director of Finance and Corporate Services Stephanie Speedy took to the road. A community briefing was held in each of the shire's three major towns where the financial findings and steps we're taking to address them were presented. Community members were able to ask questions from the floor and helped refine our thinking for the way ahead. A webpage dedicated to our financial forecast and the work to address sustainability has been established to keep the community updated.

## Micromex results

In March, Council commissioned community research by way of a random telephone survey to residents of our shire. The survey gained insights into:

- Verifying what residents value most about Eurobodalla and what are the most important issues facing the community.
- the community's overall level of satisfaction with Council performance and what services are most important to them
- what actions our residents take to address local issues and how confident they are that their say makes an impact
- identifying priority areas and the level of investment for future resource and funding allocation

A summary of the findings is available on Council's website and the insights gained will inform future decisions about service offerings, delivery and reviews.

## Communication by the numbers

**f** 17,786  
Facebook followers  
Posts seen by 36,336 accounts per month (on average)

**ig** 2,666  
Instagram followers

**in** 1,608  
LinkedIn followers  
Introduced this year

**🖱** 1,008,617  
Website traffic

**✉** 3,314  
Council News subscribers

**✉** 160  
Media releases distributed



## Engagement going forward

An online engagement platform was trialled and will become a permanent fixture in Council's engagement methods from next year onwards.

Online engagement tools have the ability to reach a broader audience when compared to traditional engagement activities. They can be available 24 hours a day during engagement phases, offering a convenient platform for those who are unable to physically attend meetings. This, paired with other face to face engagement activities, will strengthen opportunities for stakeholders to have their say and collaborate on future issues.





## 5. Our organisation

### Our structure

The staff of Eurobodalla Shire Council are led by our Executive Leadership Team which is made up of the General Manager and senior staff.

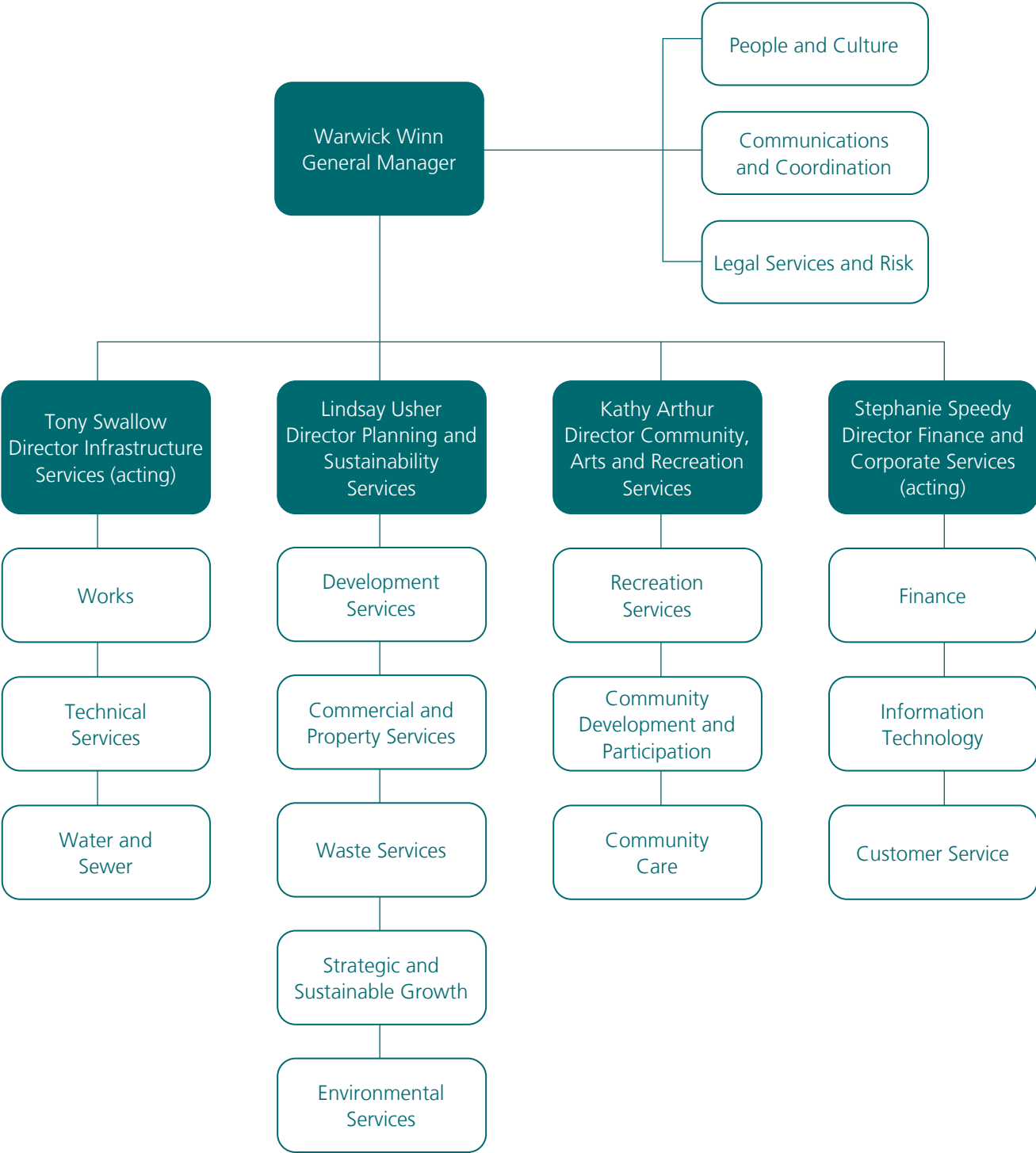
Section 335 of the *Local Government Act 1993* explains the functions of the General Manager. The General Manager has statutory and operational delegations from Council and is responsible for the day-to-day management of the organisation.

Dr Catherine Dale finished her term as General Manager on 30 September 2022 and Kathy Arthur was appointed as acting General Manager for an interim period.

Council recruited and appointed a new General Manager, Warwick Winn, who commenced on 7 November 2022 for a four-year term.



Council's organisation structure, as of 30 June 2023



## Our people

Eurobodalla Council is one of the region's largest employers. We have many skilled and professional people who value Eurobodalla, its future and the delivery of quality services to our community.

The knowledge, skills, innovation and commitment of Council staff continues to be a driving force behind many of our achievements.

### The people we employ have a broad range of industry experience...

Our staff are led by the General Manager and Executive Leadership Team. They are supported by a team of Divisional and Corporate Managers who are responsible for the delivery of a range of services across our community.

The people we employ have a broad range of industry experience delivering services including:

- planning, design, engineering, and asset management
- human resources, taking care of our people and helping everyone to learn and develop in the workplace
- managing our drinking water and taking care of sewerage facilities and networks
- taking care of sporting groups and community facilities, planning, and designing our recreational spaces
- looking after our environment and ensuring sustainable activity
- helping the community build and develop their homes and properties
- providing customer service and access to information for our community
- providing youth and children services, aged and disability support, access to libraries and the arts
- building and maintaining our local roads, footpaths, parks and gardens
- waste management services
- long term planning, financial management.

## Staff numbers

On 30 June 2023 Council employed 493 people in permanent roles and 88 people in temporary roles. Temporary roles are additional to the organisation structure and are used to achieve a short-term outcome such as delivering a grant funded infrastructure project. In addition to special projects these temporary roles include:

- 30 Trainees and Apprentices
- 4 Cadets.

## Staff turnover

Staff turnover for 2022-23 was 16.5% which is an increase of 6.1% from the previous year. This is based on turnover in permanent positions. This aligned to the experience of many organisations due to national skill shortages, reduced housing availability and affordability, increased work from home flexibility and global financial instability. High staff turnover is a challenge Council needs to monitor going forward.

## Staff age

The age spread of our staff is generally consistent with Australia's ageing workforce trend. 54% of Council staff are over the age of 46. This presents challenges in recruiting and retaining younger staff, as increasing numbers of our employees move towards retirement. Council continues to address this issue through initiatives such as traineeship programs, succession planning, flexible working arrangements, family friendly policies, and learning and development programs.

### Competition for skilled and unskilled workers is at an all-time high...

Due to the low national unemployment rates, attraction of skilled workers to the region can be difficult. Competition for skilled and unskilled workers is at an all-time high, due to competitive wages on offer across all industries, flexible work options and the regional housing shortages.



## Staff gender and diversity

Council's gender split for employees is 51% male and 49% female.

Reflecting on the experience in comparable local government entities state-wide our female employees predominantly occupy clerical, administrative and community focused roles while our male employees predominantly occupy the operational roles within Council. As a result of Council's efforts over the past few years the number of female employees in our traditionally male dominated operational workforce has increased.

**Council's gender split for employees is 51% male and 49% female.**

3.4% of Council employees self-identify as Aboriginal or Torres Strait Islander people. Less than 1% of Council staff are of non-English speaking background and less than 1% report as having a disability.

## Equal employment opportunities

Eurobodalla Shire Council is working to develop a diverse and inclusive workplace that values and utilises the contribution of its employees from various backgrounds and experiences, to enhance overall performance, attract and retain talent and provide more effective service delivery.

Council offers opportunities through targeted recruitment of women in operational areas and people with a disability. During 2022-23, Council employed 15 women in operational roles and 2 people with a disability.

## Recruitment

In 2022-23 Council processed 1,462 job applications for 259 recruitments across permanent, part time, temporary and casual roles.

A mix of strategies (advertising both externally and within the organisation, building talent through trainees/apprentice/cadet programs and lateral transfer opportunities) has attracted the right people with the right skills.

## Trainees and Apprentices

During the year, Council is proud to have:

- taken on 20 new trainees and apprentices across business, carpentry, civil construction plant operations, electro-technology electrician, fitter/machining, heavy vehicle mechanics, individual support, parks and gardens, and water industry operations
- provided ongoing training and support to 11 continuing civil construction, civil construction plant operations, electro-technology, and parks and gardens trainees and apprentices
- supported a further 19 in successfully completing their traineeships and apprenticeships.

A number of our trainees and apprentices are achieving, and being recognised, at a high level.

In October, employee Keil Rosevear was named 2022 ACT Regional Building and Construction Industry Training Council Outstanding Diesel Mechanic Apprentice. He completed Cert III Mobile Plant Technology and Cert III Heavy Commercial Vehicle Mechanical Technology apprenticeships in less than half of the time with Canberra Institute of Technology and it was his teachers who nominated him for the award. Kiel also took out the 2022 Illawarra & South East NSW Region Apprentice of the Year.

**Our ongoing investment in trainee, apprentice, and cadet programs...continues to pay dividends.**

Kiel has an ability to learn new skills quickly and utilise them to a very high, competent standard. He also did a great job mentoring and assisting other apprentices in his class. He was appointed as a mechanic in June from a fitter machinist role. Keil's extensive studies and experience at Council now means he knows all the roles carried out by the workshop team.

In April, James Biglia, was awarded NSW TAFE Stage 3 Apprentice of the Year for 2022. Each year TAFE looks at the attitudes, application, and performances of apprentices throughout the three stages and select an apprentice of the year for each stage. James' attitude, dedication and interest in the trade was an example for many others in his class and TAFE believes he is very deserving winner. James completed his Cert III Engineering – Mechanical Trade at the end of 2022 and is now employed as a Fitter Machinist in the Moruya Workshop.

Our ongoing investment in trainee, apprentice, and cadet programs, along with a strong culture of learning and development continues to pay dividends.

### Youth employment

Our business traineeships are offered under the Youth Employment Training Scheme (YETS) and are for young people under 21 years of age.

In 2023, the YETS program was revitalised to create valuable and highly sought-after career opportunities for the shire's youth by providing varied and clear career pathways. From 2023, YETS trainees will:

- complete a 2-year Certificate IV Business traineeship
- rotate through four aligned business areas
- implement group projects in their second year to enable other divisions of the organisation to access their skills and time.

Our four 2023-24 youth trainees have completed the rotation in their first business areas and are developing highly transferrable administration skills and organisational knowledge.

## Women in water

The days of blokes-only work sheds are long gone. Three water and sewer women tell us about what they do.

Heidi said: "On any given day, water and sewer operators might be running a water service line for a new house, fixing a break or leak in a water main, renewing old valves on the water reticulation system, collecting sewer pump station data, clearing a blockage in sewer mains or a choke in sewer pumps, and repairing broken pipes."

This type of work isn't for everyone, and that goes for males too.

Amanda said work can be physical: "If I don't feel confident lifting or doing something, I just ask for help. We all help each other. We also have mechanical aids like hi-ab cranes, which we're trained to use."

Heidi added: "You do have to be fit, and it's a massive advantage to be strong. This type of work isn't for everyone, and that goes for males too. You do have to be fairly tough and definitely confident."

Kayla said some tasks are initially a challenge but eases with experience: "I will always have a crack, and there's always a workmate willing to lend a hand."

When asked what the best part of their job was, they all replied, "working outdoors" and the worst was "the splatters and smells".



## Learning and development

Council provides a Learning and Development program that contributes to corporate objectives by assisting employees to:

- formulate career development plans which reflect the individual's goals and the needs of Council
- achieve personal excellence in work performance in a satisfying, non-discriminatory, safe and healthy work environment, and develop appropriate skills.

Each year we deliver training to meet all relevant legislative requirements of the *NSW Work Health and Safety (WHS) Act 2011*; Australian Standards; NSW WorkCover Codes of Practice; Environmental Protection Authority requirement; requirements of other regulatory bodies; other organisation's best practice procedures as well as our own work procedures.

...learning and development activity is guided by Council's Learning and Development Strategy.

Each year, learning and development activity is guided by Council's Learning and Development Strategy. An annual Learning and Development Plan is developed to identify and prioritise a range of targeted development activities in accordance with this Strategy.

In 2022-23, Council coordinated 563 learning events, providing 2,111 places to staff across the following categories:

- Work, Health, Safety operational training
- organisational programs
- professional development opportunities

Our Councillors participated in the Disability Confidence Training for Senior Leaders training in April. This training was designed to help build upon Council's inclusive culture and grow awareness of the value of inclusive behaviours and attitudes. It was also part of our Disability Inclusion Action Plan.

We also continued to roll out the Equal Employment Opportunity (EEO) e-learning package to all new joiners with 138 staff completing this training over the year.

## Providing a safe workplace

Council has an obligation under legislation to minimise risk to its employees but also recognises that it has a moral duty to provide a safe and healthy workplace. Health programs conducted through 2022-23 include provision of flu shots for employees and immediate family. Council also provides the required vaccinations and health checks including skin checks for 'at risk' workers and maintains an employee assistance program for Council employees.

Whilst these initiatives are in place to assist our employees, we do experience work related injuries from time to time. Over the past year Council saw 32 workers compensation claims lodged. Of these, there were 21 lost time injuries. The balance of claims did not result in lost time and were resolved.

Council conducts regular reviews and audits of its work practices, procedures and provisions to ensure that we have all appropriate measures in place to minimise the risk and incidence of injury to our employees.

## Commitment to continuous improvement

In December, all staff were invited to complete a staff survey. The survey was commissioned by incoming General Manager Warwick Winn to help identify what is going well, where we can improve as an organisation, to help recalibrate work priorities, and to understand what staff want and need. 68% of staff responded. The survey was conducted by an independent provider.

The General Manager's aim is to inform a realistic work program Council can perform with excellence...

The General Manager's aim is to inform a realistic work program Council can perform with excellence and long-term financial sustainability, instead of a medium-sized council struggling to perform the work of a large one.



Results were received and communicated to all staff in early 2023 and identified both areas for improvement and areas of strength. Priorities included:

- Exploring additional flexible work arrangements to support employee wellbeing and engagement.
- Identifying opportunities to promote Council's as an 'employer of choice' - increasing staff retention and the ability to attract new talent.
- Beginning a review of the salary system including role evaluation and equity.
- Engaging with staff through focus groups to work through key issues raised in the survey. This included ideas for progressing staff wellbeing, work health and safety, prevention of bullying and harassment, performance planning and appraisals, flexible work arrangements, leadership and communication.

Between April and June, Directors and Managers arranged planning sessions for their teams. Managers and teams were asked to:

- discuss the themes raised in the survey
- identify four key team priorities or improvement areas
- suggest initiatives that could improve outcomes or solve problems.

Going forward, these priorities, improvement areas and initiatives will be driven by the leadership team across Council to deliver continuous improvement.







## 6. Detailed performance report

### Operational Plan 2022-23

This section provides a detailed performance report on the status of actions and measures committed in our Operational Plan 2022-23. It builds on the summary shown in the Our Performance Summary section of this report.





# Goal 1



Our sustainable shire celebrates our natural environment and outdoor lifestyles

## Community Strategic Plan Strategy

Strategy 1.1 Move together for a sustainable future

### Delivery Program Activity

Activity 1.1.1 Build community awareness of opportunities to live more sustainably

Operational Plan action	Service	Progress for year	Status
1.1.1.1 Partner with community groups to promote sustainable practices	Environmental Planning and Management	<p>Council worked with various community groups including Southcoast Heath and Sustainability Alliance, Narooma Oyster Festival, and other event organisers and groups to promote sustainable practices.</p> <p>Council also worked with the Batemans Bay and Wagonga Aboriginal Land Councils on cultural burning practices and training on council managed lands.</p>	On track 
1.1.1.2 Deliver Council led sustainability and environmental education programs	Environmental Planning and Management	<p>During the year, Council:</p> <ul style="list-style-type: none"><li>• delivered five plant swap events</li><li>• conducted school excursions and workshops on areas including flying fox education, wildlife friendly gardens, gang gang cockatoo conservation, setting up compost bins, dam to tap tours, Tapstar road show, Environmentors, Environment forum and native bee workshops</li><li>• set up Return &amp; Earn bins at Broulee Public School.</li><li>• held six composting and six worm farm workshops</li><li>• collected and processed banned plastic items from over 20 local businesses as part of NSW plastics ban.</li><li>• the Marine Debris Working Group continued to conduct clean ups and removal of marine debris from coastal environments.</li></ul>	On track 





Operational Plan action	Service	Progress for year	Status
1.1.1.3 Advocate to NSW Government for support to assist in addressing barriers to enable further investment in sustainability upgrades for business	Economic Development and Environmental Planning and Management	<p>Council coordinated and promoted a range of government supported initiatives to demonstrate business commitment to sustainable practices, including the 'We Care' and 'Green Caffeine' initiatives to remove single use plastics and reduce landfill.</p> <p>Support has been extended to the South Coast Health and Sustainability Alliance to facilitate the installation of co-funded destination chargers for electric vehicles (EV) on private property.</p> <p>The Electric Vehicle Charging Infrastructure Strategy was adopted at the 23 May 2023 meeting which provides direction in response to government initiatives to promote uptake of destination chargers and management of request for use of council owned or managed land.</p>	<p>On track</p> 
1.1.1.4 Review and engage on Community Garden guidelines and policy	Community Facilities	<p>The revised policy for Public Land Use by Community Organisations was adopted in October 2022. This policy will underlie a future Community Gardens policy. Updates to the Community Gardens guidelines are being considered in alignment with recommendations from the adopted Climate Action Plan.</p>	<p>Completed</p> 

Measure	2022-23
Participation in education programs	1,340 participants



## Delivery Program Activity

Activity 1.1.2 Investigate and encourage renewable energy and technologies for Council and the community

Action	Service	Progress for year	Status
1.1.2.1 Explore emerging technology initiatives that promote sustainable practices and efficiencies such as smart cities solutions and innovative public conveniences	Environmental Planning and Management/ Information Technology/ Technical Services	Council has continued to explore and implement technologies that provide solutions to enhance performance and sustainability. We have continued to expand our smart cities initiatives with a growth in smart sensors for wastebins, flood level sensors, and guardrail impact sensors. Inhouse dashboards have been delivered to key areas to assist in easy collation of information collected from sensors and to allow for better and quicker decision making.	On track 
1.1.2.2 Seek Power Purchase Agreement / renewable energy supply for remaining 20% of Council energy usage	Environmental Planning and Management	Council's renewable energy consumption is currently 58% as facilities have come online that are not under the Power Purchase Agreement. Solar maintenance works are underway and will determine if replacements and upgrades are required.  Review of energy supply and opportunities at key council facilities is ongoing.	Off track 
1.1.2.3 Develop and share community tools and initiatives to assist with informed choices about renewable energy options	Environmental Planning and Management	Council's website has been updated with energy opportunities and information was distributed through media and email lists as available. A grant offer to deliver a Sustainable Choices program has been accepted. Fast electronic vehicle charging sites (Batemans Bay and Narooma) is under negotiation with suppliers.	On track 
1.1.2.4 Develop a Council Electric Vehicle (EV) Strategy	Environmental Planning and Management/ Plant and Fleet	The Council Electric Vehicle Strategy is in the early stages of development. Consultation with internal and external stakeholders continues. It is anticipated a draft will be presented to Council during 2023-24. The project has experienced delays due to resourcing constraints.	Off track 





Action	Service	Progress for year	Status
1.1.2.5 Advocate to NSW and Australian governments for further support of Electric Vehicles	Environmental Planning and Management/ Transport	<p>Council took delivery of its first electric vehicle (EV) in August 2021, a Tesla Model 3 for the Mayor. This will provide valuable data and experience that will inform the advocacy and strategies.</p> <p>At the Council Meeting on 23 May 2023, Council endorsed the draft Electric Vehicle (EV) Charging Infrastructure Strategy.</p> <p>Two EV charging stations are now available at the Bay Pavilions. In addition, Council has been investigating options for charging stations on public lands in the Eurobodalla.</p> <p>The Climate Change Advisory Committee will provide opportunities to advocate for EV.</p> <p>Council is monitoring for opportunities from the NSW and Australian governments for further support of electric vehicles.</p>	<p>On track</p> 





Measure	2022-23
Amount of Council's energy supplies via renewable energy	58%
Number of tools developed	1

### Delivery Program Activity

Activity 1.1.3 Facilitate waste management services guided by the strategy and asset management plan

Action	Service	Progress for year	Status
1.1.3.1 Build, renew, operate and maintain waste landfill sites and transfer stations	Waste Management	<p>Operations at the Surf Beach and Brou Waste Management Facilities and the Moruya Transfer Station are on track with no incidents.</p> <p>The Environment Protection Authority grant funded Bushfire Recovery Landfill Projects at Brou and Surf Beach Waste Management Facilities are being managed by NSW Public Works Advisory (PWA).</p> <p>The projects at Surf Beach are progressing with concept and design services for the new cell enabling works (including the organics expansion area, and masterplan) underway. Biodiversity assessment fieldwork, including flora and fauna surveys, are continuing at Brou Waste Management Facility, and aboriginal cultural heritage assessments have been completed.</p>	<p>On track</p> 

Action	Service	Progress for year	Status
1.1.3.2 Manage kerbside collection and annual hazardous waste collection	Waste Management	Cleanaway Pty Ltd commenced as Council's new waste contractor on 1 October 2022. The transition to the new contract went well with little disruption to the kerbside collection. The collection of waste, recycling and green waste progresses as per contractual arrangements, servicing approximately 46,000 bins each week.	On track 
1.1.3.3 Review and update the Eurobodalla Waste Strategy	Waste Management	Following the adoption of the Eurobodalla Climate Action Plan in July 2022, which includes an action to review the Eurobodalla waste strategy, Council commenced the review. A request for quote has been prepared seeking a suitably qualified consultant to work with Council and key stakeholders to facilitate the preparation of a new Waste and Resource Management Strategy. Council will engage with the Climate Change Advisory committee throughout the review, and it is anticipated a draft strategy will be presented to Council in 2023-24.	On track 
1.1.3.4 Partner in regional collaborations and develop strategic partnerships for sustainable waste practices	Waste Management	Council is a member of the Canberra Region Joint Organisation (CRJO) and attends regular Resource Recovery Working Group meetings and participates in the waste education subgroup. The organisation and member councils collaborate to deliver regional waste education and initiatives. Grant funding secured by the CRJO has delivered numerous waste initiatives in the Eurobodalla, including: <ul style="list-style-type: none"> <li>• FEAST - a free intensive sustainability, food waste, and nutrition education program for schools</li> <li>• the annual household chemical cleanout</li> <li>• promotion of Council's community recycling centres and skills training for staff</li> <li>• provision of Return and Earn bags to community and sporting groups</li> <li>• implementation of the B-Cycle battery stewardship</li> <li>• free membership to the Garage Sale Trail 2023</li> <li>• resources for food and plastic waste community education.</li> </ul>	On track 
1.1.3.5 Coordinate Clean Up Australia day activities	Waste Management	Clean up Australia day was held on 5 March 2023 with 48 community and school sites registered for clean-up with approximately 290 volunteers taking part. About 43 cubic metres of rubbish comprising of an estimated 130 rubbish bags (approx. 13 cubic metres) and 30 cubic metres of bulky items was removed from the local environment, almost double the amount of rubbish collected during last year's event. Commonly encountered rubbish items included coffee cups and recyclable drink containers, and plastic and metal bottle tops. A significant numbers of cigarette butts were collected. Furniture, smaller household items, tyres, and building materials were commonly removed bulky items.	On track 

Action	Service	Progress for year	Status
1.1.3.6 Review waste fees and charges to promote recycling and waste separation	Waste Management	Fees and charges are reviewed annually and are based on full cost recovery and fee structures that encourage recycling and separation of waste to divert waste from landfill.	On track 
1.1.3.7 Investigate and manage illegal dumping incidents	Public and Environmental Health	179 customer service requests received, investigated and reported as part of the Regional Illegal Dumping (RID) Program	On track 
1.1.3.8 Advocate to NSW and Australian governments for the integration of climate change and green house gas issues into regional waste strategies	Waste Management	The NSW Government's Waste and Sustainable Materials Strategy 2041 contains targets and actions aimed at reducing greenhouse gas emissions and moving towards a circular economy. Council worked with the Canberra Regional Joint Organisation (CRJO) through the development of the regional waste strategy, who consulted with the ACT and State Government to include a number of actions that address climate change and greenhouse gas, so that the regional waste strategy aligns with State and Federal policies and priorities. Council will continue to advocate to the government on climate change and greenhouse gas issues as opportunities arise.	On track 
1.1.3.9 Investigate opportunities for further methane capture and flaring at landfills	Waste Management	The NSW Environment Protection Authority's (EPA) Environmental Guidelines for solid waste landfills outline minimum requirements for landfill gas collection, extraction, and treatment. Council is reviewing its landfill operations and discussing future opportunities for expanding its existing landfill gas systems with industry experts. Following consultation with the Clean Energy Regulator, Council extended its existing Surf Beach and Brou landfill gas carbon abatement projects for an additional five years.	On track 

Measure	2022-23
Kerbside collection customer requests attended to within timeframe	100%
Number of illegal dumping incidents	179







## Community Strategic Plan Strategy



### Strategy 1.2 Value, protect, and enhance our natural environment

#### Delivery Program Activity

Activity 1.2.1 Protect and enhance the landscape and biodiversity values of Eurobodalla

Action	Service	Progress for year	Status
1.2.1.1 Finalise and adopt the Biodiversity Strategy	Strategic Planning	<p>The Biodiversity Strategy continued to be prepared. Council hosted a series of drop-in sessions in October 2022 with the community and meetings with stakeholders. The purpose of these drop-in sessions and meetings was to provide an update on the progress of the strategy and an overview of what we heard during the initial consultation phase. Participants provided feedback about what they think are priority actions for the strategy.</p> <p>All feedback received from the community and stakeholders has been considered. A preliminary draft has been prepared. Draft actions have been provided to relevant staff across Council for feedback. The finalisation and adoption of the strategy has been delayed due to resource constraints. The draft strategy will be finalised and ready for public exhibition in early 2024.</p>	Off track 




Action	Service	Progress for year	Status
1.2.1.2 Provide invasive weed management programs	Environmental Planning and Management	<p>Council completed the following weed management programs:</p> <ul style="list-style-type: none"> <li>• Bitou bush control on coastal escarpments between Tomakin and Batemans Bay completed, then a second run targeting hot spots at Sunshine Bay, Denhams Beach, Mossy Point and Broulee occurred</li> <li>• African Love Grass control across all Council roadsides</li> <li>• Lantana control across the southern portion of Council's roadsides</li> <li>• Inspections for Boneseed across Long Beach and Wimbie Beach with spatial data showing marked decrease in density and distribution with the identification and immediate control of a hot spot infestation at Long Beach</li> <li>• Serrated Tussock inspections across Bingie with excellent results in this area from our landholders</li> <li>• Fireweed control underway</li> <li>• Inspection program for Cassia and Arum Lily in South Durras and section 371 weed control programs developed for both species</li> <li>• St John's Wort control across Council roadsides and reserves is complete</li> </ul> <p>There were 2,129 bio security matter (weeds) inspections conducted across all tenure (1,380 on private land), with 99.86% compliance from private property owners.</p>	<p>On track</p> 
1.2.1.3 Provide pest management	Environmental Planning and Management	<p>Rabbit monitoring and control for the north area is complete. Control runs were completed at Nelligen, South Durras, Moruya, Moruya Heads, Broulee, Mossy Point, Malua Bay, Lilli Pilli, Wimbie Beach and Mackay Park. Calicivirus was prevalent throughout summer and resulted in complete control at some locations including Mogo and Surfside. Biological control is demonstrating success.</p>	<p>On track</p> 
1.2.1.4 Collaborate with South East Local Land Services to promote sustainable and biodiverse aware practices	Environmental Planning and Management	<p>Council continued to work on joint Local Land Services (LLS) projects with Coastwatchers and Eco Crew to implement vital corridor re-vegetation works on private properties and participated in landholder biodiversity workshops with LLS and other stakeholders. Planning for new projects with LLS underway and regular meetings held to plan joint restoration projects on the Tuross and Clyde rivers.</p>	<p>On track</p> 






Action	Service	Progress for year	Status
1.2.1.5 Undertake flying fox camp monitoring and deliver community awareness programs	Environmental Planning and Management	Flying-fox monitoring commenced and continued from December 2022 when camps became re-occupied. Flying-fox camps were located at the Water Gardens, Catalina Golf Course, Tuross Heads, Narooma and Moruya. Numbers in the shire peaked at 16,400 in March.  Flying-fox community education continued with adjacent residents, schools, and the general community.	On track 
1.2.1.6 Review the Eurobodalla Flying Fox Management Plan	Environmental Planning and Management	Review of the Flying Fox Management Plan (FFMP) has been completed and endorsed by Council February 2023.	Completed 

Measure	2022-23
Percentage of complying biosecurity inspections	99.86%

## Delivery Program Activity

Activity 1.2.2 Maintain healthy waterways and catchments by finalising and implementing estuary management plans and monitoring impacts

Action	Service	Progress for year	Status
1.2.2.1 Finalise the Wagonga, Mummuga and Moruya Estuary Coastal Management Plans	Strategic Planning	The Moruya, Mummuga, Wagonga Estuarine Coastal Management Program (CMP) is completed. It has been adopted by Council, certified by the NSW Minister for Local Government and Gazetted. Council will now begin the implementation of the CMP.	Completed 
1.2.2.2 Seek grant funding to prepare the Tomago Spit Management Plan	Strategic Planning	Grant funds not secured and insufficient staff resources to undertake project.	Withdrawn 
1.2.2.3 Adopt and certify the Tuross Coila Estuary Coastal Management Plan	Strategic Planning	This Coastal Management Plan (CMP) was semi-completed several years ago but not certified. Given the time elapsed since its preparation this CMP will require significant updating and additional consultation. It would likely best serve as a "basis" for a new CMP as it will require significant reworking to meet the objectives and requirements of the Coastal Management Act and manual. The emphasis is on delivery of existing CMPs which meant resources were not allocated to this project	Withdrawn 




Action	Service	Progress for year	Status
1.2.2.4 Undertake estuary health monitoring	Public and Environmental Health	Estuary monitoring continued across three of the major estuaries in Eurobodalla. The program was reduced due to resourcing, from January to June 2023. Estuary health data is used to prepare report cards for each of the major estuaries which are available on the Council website and require data analysis and updating.	Off track 
1.2.2.5 Seek grant funds and undertake estuary management projects	Public and Environmental Health	A grant funded project to deliver conservation work and education across all major estuaries was completed. Another grant funded project has been extended to February 2024 which will continue delivery of high value estuarine vegetation protection works across Clyde, Tomaga, Moruya, Tuross, Coila and Wagonga estuaries.	On track 
1.2.2.6 Participate in the Beachwatch program	Public and Environmental Health	Continued participation in the NSW Government's Beachwatch program ensures that water quality at 11 popular beaches in Eurobodalla is monitored during the warmer months. Weekly sampling commenced in November and continued through to the end of March with results posted on the Council website each week during this period. An audit was conducted by the Department of Planning and Environment, reporting excellent compliance for Council's testing procedures. Council continued to investigate water quality issues identified at Surf Beach through the program.	On track 
1.2.2.7 Deliver the Onsite Sewage Management System inspection program	Public and Environmental Health	1,663 inspections were carried out with 96% compliance. The review of the Onsite Sewage Management System Code of Practice is underway and to be completed next year.	On track 
1.2.2.8 Undertake water, sewer and waste monitoring	Public and Environmental Health	Monitoring occurred in accordance with NSW Health requirements and environmental protection licences.	On track 

Measure	2022-23
Percentage of complying Onsite Sewerage Management System inspections	96%



## Delivery Program Activity

Activity 1.2.3 Work in partnership to provide natural resource management to develop community awareness of environmental opportunities, issues and impacts

Action	Service	Progress for year	Status
1.2.3.1 Assist Landcare and community groups to deliver environmental projects	Environmental Planning and Management	28 Landcare groups and over 300 members were supported. An extension of grant funded support for Landcare Coordinator enabled more working hours to work with existing network and to support new initiatives such as the youth Landcare group - Intrepid Landcare. Grant funds were also used for materials and to engage Landcare volunteers in training and educational workshops.	On track 
1.2.3.2 Seek grants and support to enhance the natural environment	Environmental Planning and Management	Three new grant applications were submitted and have been successful: Fish Habitat Action program; NSW Environmental Trust Restoration and Rehabilitation program, NSW Government's Stronger Country Communities Fund – round 5.	On track 
1.2.3.3 Monitor, inspect and respond to public and environmental health matters	Public and Environmental Health	Council received 975 customer service requests for public and environmental health related matters such as noise, air, land, water pollution and development compliance.	On track 

Measure	2022-23
Number of volunteer hours in natural resource management	10,000 hours
Number of groups supported	28
Number of public and environmental health matters responded within timeframe	76%

Delivery Program Activity

Activity 1.3.1 Reduce Council's contribution to the effects of man-made climate change through the implementation of the Climate Action Plan

Action	Service	Progress for year	Status
1.3.1.1 Design and implement programs for plantings, and or, artificial shading of strategic urban streetscapes, council carparks and playgrounds	Environmental Planning and Management/ Recreation	Council continues to implement planting and shade improvements. Plantings included Clyde Street West adjacent to the playground, Sunshine Bay Road adjacent to the public school, Batemans Bay Watergardens, and plantings in several areas at Gundry Oval. Gundry Playground also had a shade sail installed.	On track 
1.3.1.2 Advocate to the NSW Government to improve the energy efficiency of social housing	Environmental Planning and Management	Advocacy will be considered during the development of the Local Housing Strategy of which a contractor has been engaged to commence.	On track 
1.3.1.3 Facilitate a Climate Change Advisory Group	Environmental Planning and Management	The Climate Change Advisory Committee was established and met quarterly. Information distributed to, and feedback received from committee members on Electric Vehicle Charging Station Strategy and the Environmental Sustainable Design Code of Practice. Presentations included the draft Integrated Water Cycle Management Strategy.	On track 



## Delivery Program Activity

Activity 1.3.2 Manage coastal hazards by implementing coastal and management studies and projects

Action	Service	Progress for year	Status
1.3.2.1 Finalise and seek certification of the Eurobodalla Coastal Management Plan	Strategic Planning	The Eurobodalla Open Coast Coastal Management Plan (CMP) was completed. The CMP was adopted by Council and certified by the NSW Minister for Local Government and gazetted in March 2023.  As a result of adopting and certifying the CMP, Council acquired financial support through grants to implement major coastal protection works in the Batemans Bay area.	Completed 
1.3.2.2 Manage lake openings	Stormwater	Durras Lake and Colia Lake were both opened in October 2022. Joes Creek was opened in September 2022, March 2023, and April 2023.	On track 

## Delivery Program Activity





Activity 1.3.3 Protect communities through developing and implementing floodplain risk management plans

Action	Service	Progress for year	Status
1.3.3.1 Finalise and adopt the Narooma Flood Risk Management Plan	Strategic Planning	The project is near complete and additional financial resources are not required to finish it. There were insufficient staff resources available to finish the project this year.	Off track 
1.3.3.2 Seek grants and other funding to mitigate flood risk	Strategic Planning	Funding was sought and successfully attained for a grant to manage flood risk in Batemans Bay. The Batemans Bay Urban Creeks Floodplain Risk Management Study and Plan is the next step in the floodplain risk management process under the NSW Government guidelines. Additional funding has been received from the NSW Disaster Risk Reduction Fund and the Australian Government to undertake an updated floodplain risk management study and plan for the township of Moruya. The study will update best available flood information for Moruya, inform future land-use planning and ensure floodplain risk management is integrated into major infrastructure projects in the Moruya area	On track 



Strategy 1.4 Work together in the management and use of our valuable resources

Delivery Program Activity

Activity 1.4.1 Provide safe, reliable and sustainable water and sewer services, guided by the Integrated Water Cycle Management Strategy

Action	Service	Progress for year	Status
1.4.1.1 Build and renew the water supply network	Water Services	<p>Water main renewal works completed include:</p> <ul style="list-style-type: none"> <li>• Illabunda Drive, Malua Bay</li> <li>• Country Club Drive, Malua Bay</li> <li>• Lockersleigh Ave, Batehaven</li> <li>• Warbler Crescent, Narooma</li> <li>• Woodbridge Avenue, Moruya</li> <li>• Noble Parade/Amhurst Street, Dalmeny</li> <li>• Evans Road, Tuross Heads</li> <li>• Nelson Parade, Tuross Heads</li> <li>• Ridge Road Batemans Bay</li> <li>• North Rosedale</li> <li>• Princes Highway, Costin Street to Willcocks Avenue, Narooma</li> <li>• Tomakin Road realignment, Mogo</li> <li>• Davison Street, Narooma</li> <li>• Golf Links Drive, Heradale Parade and Herade Street Batemans Bay</li> <li>• Trafalgar Road, Tuross Heads</li> <li>• Ocean Road, Batehaven</li> <li>• Hawkins Road Tuross Heads</li> <li>• Barbara Crescent, Denhams Beach</li> <li>• Coastal Court, Dalmeny</li> <li>• Baringa Crescent, Lilli Pilli</li> </ul>	<p>On track</p> 
1.4.1.2 Operate and maintain the town water supply system	Water Services	Operational and maintenance activities undertaken per Council's schedule.	<p>On track</p> 
1.4.1.3 Build and renew sewerage network	Sewer Services	<p>Sewer capital works completed include:</p> <ul style="list-style-type: none"> <li>• Caswell Street, Moruya</li> <li>• Bowen Street, Moruya</li> <li>• Lakeview Driver, Narooma</li> <li>• Tomakin Road Mogo</li> <li>• Connells Close, Mossy Point</li> <li>• Craddock Road Tuross Heads</li> <li>• Costin Street Narooma</li> </ul>	<p>On track</p> 
1.4.1.4 Operate and maintain sewerage system	Sewer Services	Operational and maintenance activities undertaken per Council's schedule.	<p>On track</p> 




Action	Service	Progress for year	Status
1.4.1.5 Review the Integrated Water Cycle Management Strategy	Water Services	The Integrated Water Cycle Management Strategy (IWCMS) review was completed and the draft assessed by Department of Planning and Environment, Water during January – April. Council was considered to have effective, evidence-based strategic planning in place under the new regulatory framework. The draft was endorsed for public exhibition by Council on 27 June 2023.	On track 
1.4.1.6 Develop and implement a new integrated water, sewer and stormwater servicing plan for South Batemans Bay CBD	Water Services/ Sewer Services/ Stormwater	Water Supply modelling completed. Sewerage pumping stations augmentation concept design completed, and a detailed survey of South Batemans Bay central business district completed.	On track 

Measure	2022-23
Length of sewer mains maintained	568 km
Number of customers on reticulated sewer	21,373
Number of sewage pump stations and treatment plants maintained	145
Number of sewer spills	15
Number of river offtakes, water treatment plants and pump stations maintained	39
Length of water mains maintained	920 km
Number of water customers	21,844
Water meters replaced	765 meters
Volume of water treated	3,449 ML
Improvement to resilience of the water and sewerage systems	3 permanent generators installed

## Delivery Program Activity





Activity 1.4.2 Increase water security through construction of the Southern Water Supply Storage

Action	Service	Progress for year	Status
1.4.2.1 Commence the construction of the Southern Water Supply Storage/Dam	Water Services	Construction is 30% completed. Vegetation clearing and Coffey Dam construction completed. Access road, inlet pipeline, outlet tower, outlet pipeline and dam foundation excavation was substantially completed.	On track 

Measure	2022-23
Percentage of dam complete	30%

## Delivery Program Activity

Activity 1.4.3 Provide opportunities and incentives to encourage responsible use of resources by the community and at Council

Action	Service	Progress for year	Status
1.4.3.1 Promote and issue rebates and incentives to help conserve water and energy	Water Services	Council continued to offer rebates and incentives to help conserve water and energy at homes and businesses, issuing 210 washing machine rebates and 56 dual flush toilet rebates during the year. There were five water use audits and retrofits at local businesses. During the year, a water data logging program was used, detecting hidden leaks at school and non-residential sites across the Eurobodalla.	On track 
1.4.3.2 Provide treated effluent for reuse in the community	Water Services	Treated effluent was supplied for re-use at Catalina Golf Course, Hanging Rock Sports Fields, Moruya Golf Course, Moruya High School playing field, Moruya Riverside Park, and Tuross Golf Course.	On track 
1.4.3.3 Continue to lower energy usage through solar, lighting upgrades and maintenance works to improve energy efficiency at Council facilities	Environmental Planning and Management	A desktop audit of solar assets was completed and contractor engaged to undertake stage one onsite audits, minor maintenance and provide a proposal for future maintenance requirements.	On track 
1.4.3.4 Continue to improve energy security for key water and wastewater assets	Water Services	Permanent standby generators installed at Batemans Bay, Tuross Head and Bodalla Sewage Treatment Plants.  Permanent Standby generators are to be installed at Tomakin, Moruya and Narooma Sewage Treatment Plants during scheduled augmentations. Permanent standby generators designed for Tuross SPS No.1 and Batemans Bay SPS No.54 are to be installed during sewage pumping station upgrades in 2024.  Permanent standby generators to be installed at the Northern Water Treatment Plant and Deep Creek Dam pumping station and detailed design to be carried out in 2024. Permanent standby generator to be installed at the Southern Water Treatment Plant during construction in 2029-30.	On track 

Measure	2022-23
Number of water rebates issued	266

# Goal 2


Our community that welcomes, celebrates, and supports everyone



## Community Strategic Plan Strategy

Strategy 2.1 Acknowledge our beginnings, embrace our diversity




### Delivery Program Activity

**Activity 2.1.1 Acknowledge and involve the traditional custodians of Eurobodalla and deliver the outcomes of the Aboriginal Action Plan**

Action	Service	Progress for year	Status
2.1.1.1 Coordinate the Aboriginal Advisory Committee and associated projects	Community and Cultural Development	<p>The Aboriginal Advisory Committee met on four occasions. The meetings provide opportunity to acknowledge and involve the Aboriginal community in the delivery of the Aboriginal Action Plan and other council and community development projects.</p> <p>Actions arising from the meetings and associated projects include:</p> <ul style="list-style-type: none"><li>• Participation in and submission to Council's Biodiversity Plan.</li><li>• Engagement in workshops to develop a checklist to guide effective project stakeholder engagement with the Aboriginal and Torres Strait Islander community.</li><li>• Consultation was undertaken with Council teams regarding Batemans Bay Waterfront, Observation Point Viewing Platform, Coastal Headlands Walking Trail, dual naming feedback, Y-Drive car signage and the Malua Bay Beach Reserve Masterplan.</li></ul> <p>Community development activities included repairs to the Bodalla bus shelter and support for the development of a community space and work shed for the Mogo community. Feedback was provided to NSW Health regarding the new regional hospital build and the budget for Aboriginal art projects including design element of spaces, wayfinding signs and language displays. Support was provided to community-based activities such as the cultural burn for the new hospital site and plaque for Sydney Cove shipwreck project, Council Flag Raising</p>	<p>On track</p> 

Action	Service	Progress for year	Status
2.1.1.1 (continued)	Community and Cultural Development	Ceremony, NAIDOC Week cultural activities in community, Cultural activities to celebrate Seniors Week at the Narooma Library, and implementation of the NAIDOC Community Grants program.	On track 
2.1.1.2 Collaborate with Aboriginal Elders, leaders and representatives	Community and Corporate Leadership	<p>Council continues to collaborate with Aboriginal Elders, leaders and representatives through the Aboriginal Advisory Committee and engagement on key projects including Batemans Bay Waterfront and Observation Point Interpretation Plan and a heritage conservation area for the Brierley's Boat Ramp.</p> <p>A project is underway to install an additional flagpole at Council's administration building to permanently display the Torres Strait Islander flag alongside the Aboriginal, Australian and New South Wales flags.</p>	On track 
2.1.1.3 Develop and promote Aboriginal contacts and protocols including welcome or acknowledgement to Country	Community and Cultural Development	The Aboriginal Advisory Committee supported the development of a community report and checklist to aid Council and community to implement effective project stakeholder engagement with the Aboriginal and Torres Strait Islander Community. Work on Council's Aboriginal Protocols and Guidelines document continued with the support of the Aboriginal Advisory Committee, with the adoption of the document in 2023. Work continues to be undertaken to use the document as a framework to develop programs and resources to improve cultural awareness of Council staff. The Dhurga Language Timeline display and supporting brochures were used to acknowledge our beginnings, embrace diversity, and recognise the traditional custodians of Eurobodalla at Council's diversity training workshops and NAIDOC Week celebrations. Local Aboriginal Lands Councils and the Aboriginal Advisory Committee were consulted to help implement appropriate cultural protocols for Welcome and Acknowledgement to Country, supporting significant community events and activities to open with a Welcome to Country and where appropriate a smoking or dance ceremony. Work commenced on the revision of the Dhurga Timeline display and supporting booklet with the guidance of the Aboriginal Advisory Committee.	








Action	Service	Progress for year	Status
2.1.1.4 Provide cultural awareness programs for staff and councillors	Workforce Development	<p>Council completed the 2022 roll-out of Cultural Diversity training for all staff with 324 completing the training across July to September. Overall, 406 staff, or 73%, have completed the training since it commenced.</p> <p>Further workshops for Councillors, new staff, and staff who have not yet been able to participate are planned for the upcoming year.</p>	<p>On track</p> 
2.1.1.5 Celebrate NAIDOC week with events, activities and grant opportunities	Community and Cultural Development	<p>Council was a partner organisation in the development and delivery of the first Mogo Big Day Out Family Fun Day event held during NAIDOC Week. An estimated 1,000 people attended the inclusive, engaging, free cultural celebration of our diverse community. 30 local services attended and were able to engage with and meet community members, sharing and celebrating the NAIDOC message. The event provided an opportunity for people to learn about local Aboriginal and Torres Strait Islander culture with highlights including a traditional opening ceremony with Welcome to Country, flag raising, smoking and traditional dance ceremony. Activities and performances included local Aboriginal artists and groups with access to local support services, shuttle buses, food, music, games, activities, give-aways, rides, and demonstrations.</p> <p>Council's annual NAIDOC Week Flag Raising Ceremony was held in the Council courtyard to an audience of over 80 people. The event included an address from Council and the Aboriginal Advisory Committee, a cultural dance and smoking ceremony performed by Muladha Gamara, and a performance in dhurga language by year five students from Moruya Public School.</p> <p>Council's annual NAIDOC Week Community Grants program funded 10 local organisations to celebrate/acknowledge NAIDOC Week through a range of activities.</p>	<p>Completed</p> 
2.1.1.6 Engage with Aboriginal community in best interpreting Aboriginal cultural heritage in settlements and key destinations	Strategic Planning	<p>Implementation of the Batemans Bay Waterfront and Observation Point Interpretation Plan was completed and the development of an Interpretation Plan for the Coastal Headlands Walking Trail commenced.</p> <p>Work continued in collaborating with NSW State Forests on the development of an interpretation plan for Mogo and Narooma MTB Trails.</p> <p>A planning proposal for a new heritage conservation area for Brierley's Boat Ramp area is underway, which includes interpretative signage.</p>	<p>On track</p> 

Measure	2022-23
Number of meetings of the Aboriginal Advisory Committee	4
All staff and Councillors undertake cultural awareness training	73%
Number of activities and grants fully subscribed	10

## Delivery Program Activity

### Activity 2.1.2 Manage and promote our natural, cultural and historical heritage identity guided by the Heritage Strategy




Action	Service	Progress for year	Status
2.1.2.1 Coordinate the Heritage Advisory Committee and associated projects	Community and Cultural Development	The Heritage Advisory Committee met three times during the year, discussions included: <ul style="list-style-type: none"> <li>Fergus Thomson OAM Heritage Award nominations considered and winner selected</li> <li>provided funds for heritage items</li> <li>recommended amendments to the Heritage Strategy.</li> </ul>	On track 
2.1.2.2 Provide heritage advice	Community and Cultural Development	Advice was provided during the year via direct contact and the heritage advisory service.	On track 
2.1.2.3 Promote the shire's rich heritage through the Fergus Thomson OAM Award	Community and Cultural Development	The Fergus Thomson OAM Heritage Award nominations were open from 5 September until 21 October 2022. Several very commendable nominations were received. Gary Traynor was honoured with the award for his active role drawing attention to Moruya's role in World War II. The shire's heritage was also promoted through tourism and the development of materials for the public, heritage paths and walks, and several museums and site interpretation installations.	On track 
2.1.2.4 Investigate opportunities to celebrate and showcase our Indigenous heritage	Community and Cultural Development	Council is preparing an interpretation plan for the Coastal Headlands Walking Trail with a focus on indigenous heritage through guidance from the indigenous community.  Council continues to work on the development of the Destination Action Plan and targeted workshops took place in February.  Work continued on the early scoping phases of interpretation and signage plans for Mogo Trails and Narooma Trails. The focus of the interpretation plans being to develop a process to work with Aboriginal stakeholders on opportunities to celebrate and showcase indigenous heritage.	On track 




Action	Service	Progress for year	Status
2.1.2.5 Review the Eurobodalla Heritage Strategy	Community and Cultural Development	The strategy review commenced with the newly formed Heritage Advisory Committee.	On track 

Measure	2022-23
Number of meetings of the Heritage Advisory Committee	3
Number of heritage advice sessions	42

## Delivery Program Activity

### Activity 2.1.3 Provide services that meet changing community needs and celebrate our diversity

Action	Service	Progress for year	Status
2.1.3.1 Provide support services for seniors and their carers	Community Care	<p>Council continued to provide services for seniors through Social Support Individual, Social Support Group, Respite Services Community Transport and Home Care Packages Services.</p> <p>The year saw an increase in demand for Home Care Packages.</p> <p>In February Council passed a quality audit, being assessed against the Aged Care Quality Standards.</p>	On track 
2.1.3.2 Facilitate citizenship ceremonies	Community and Corporate Leadership	Council held five citizenship ceremonies this year with 59 new citizens making the pledge.	On track 
2.1.3.3 Provide Families Week activities	Children Services	<p>National Families' Week was celebrated in May. Activities catered to a broad range of interests and family diversity and included:</p> <ul style="list-style-type: none"> <li>• Caring for kids first aid course – delivered by St Johns to 12 families</li> <li>• Bike Day at Captain Oldery Park Broulee with a total of 35 children participating in the day</li> <li>• 'Be Ready: Transition to school' information evenings held at the shire Libraries</li> <li>• A cultural walk along the Bingi walking track with Trish Ellis</li> <li>• Orchestra in the Park delivered in the Eurobodalla Regional Botanic Gardens by Eurobodalla Chamber Orchestra where there were 115 attendees.</li> <li>• Council libraries hosted several activities including board games, treasure hunts, story time and rhyme time, with special craft making.</li> </ul>	On track 

Action	Service	Progress for year	Status
2.1.3.4 Coordinate Youth Week events	Youth Services	<p>Youth Week events were delivered across Eurobodalla to 402 young people, including:</p> <ul style="list-style-type: none"> <li>• Currents battle of the bands event</li> <li>• two movie nights</li> <li>• a trivia night for 18–24-year-olds</li> <li>• cultural workshop.</li> </ul> <p>Council's Youth grants program was fully subscribed which provided funds to eight community programs that engaged, educated, and celebrated young people during Youth Week.</p>	Completed 
2.1.3.5 Deliver Children's Week activities	Children Services	<p>Children's Week was celebrated in October, and Council collaborated with local businesses and community organisations to provide a calendar of activities across the Eurobodalla that included:</p> <ul style="list-style-type: none"> <li>• The Reading Tree at Dalmeny - an outdoor storytime. Attended by 70 children.</li> <li>• 3Bs Playgroups at Moruya Heads, Malua Bay and Wallaga Lake.</li> <li>• a whole of community Fun Day at Eurobodalla Regional Botanic Gardens, with more than 120 children and 50 families.</li> <li>• Search for the Gruffalo – families and early childhood services joined Council in the local park to search for characters from the book, The Gruffalo, hidden around the park. 75 children participated.</li> <li>• Performance of 'The Gruffalo' live on stage at the Bay Pavilions with all 3 sessions selling out. This activity was funded through a Reconnecting NSW Grant.</li> </ul>	Completed 
2.1.3.6 Provide grant opportunities for community groups to celebrate their diversity	Community Care	<p>Provided funding to five high schools to support youth mental health and LGBTQIA+ promotional activities within their school communities.</p> <p>Coordinated Councils Community Grants program including Youth Week grants, Healthy Community and Seniors Week grants to support community led initiatives such as lifesaving training, surf sports and leadership strengths, volunteer training as accredited sport trainers to assess sports injuries and first aid, workshops for skills development, building and strengthening community connections, learning to work as a team as well as building and developing confidence and self-esteem for youth.</p>	Completed 



Measure	2022-23
Number of seniors supported	131
Number of Direct Support Workers	24
Number of direct service hours provided	11,132 hours






Measure	2022-23
Number of senior services volunteer hours provided	2,411 hours
Number of Citizenship ceremonies held	5
Youth week program attendance	402

## Delivery Program Activity

**Activity 2.1.4 Provide services and strengthen opportunities to retain and attract youth, supported by the Youth Action Plan**



Action	Service	Progress for year	Status
2.1.4.1 Coordinate the Youth Committee and associated projects	Youth Services	<p>133 young people attended 10 youth committee meetings this year. A combined Workers with Youth Network Meeting was held, attracting 42 people (15 youth and 27 adults). 33 associated projects reaching 2,300 young people across Eurobodalla were held.</p> <p>A Moruya High School Wellbeing Project was also supported in March and April with seven students supporting Council's youth team to develop a project that addressed anti-social behaviour in the school. The class designed and supported an accessible 'rage room' activity with healthy sensory outputs and inputs. The program was delivered to 300 students on their Wellbeing and Positive Behaviour Support Day.</p> <p>The Youth Committee also worked with Council's youth team to deliver a community Colour Run to raise awareness of domestic violence and supported Youth Week activities.</p>	<p>On track</p> 
2.1.4.2 Manage Youth Cafés and outreach services	Youth Services	<p>During the year, 1,155 young people attended the Narooma Youth Café, and 44 volunteers gave 218 hours of their time. It included preparing 1,099 meals and 120+ activities at the café.</p> <p>Council worked with Save the Children on outreach service delivery at various locations across the shire and have engaged local partners and secured resources to broaden outreach activities.</p>	<p>On track</p> 



Action	Service	Progress for year	Status
2.1.4.3 Provide the Y-Drive project	Youth Services	<p>The Y drive program saw 30 volunteer mentors supporting 132 disadvantaged learners with literacy support to pass the learners test and build the required driving hours to be eligible to undergo their provisional ('P' plate) licence during the year.</p> <p>Participants drove 73,076km and registered 3,918 logbook hours during their 913 driving sessions.</p> <p>The Safer Driver Course was attended by 29 participants. 47 learners passed their provisional licence, and 35 pre-learners obtained their learner licence - a new record for the service. A fifth Y drive vehicle was ordered to keep up with the driving demand.</p>	<p>On track</p> 
2.1.4.4 Provide youth employment opportunities at Council through the apprenticeship and traineeship program	Workforce Development	<p>Council revitalised its Youth Employment Training Scheme during the year. Under the new program, the trainees will complete a 2-year Certificate IV Business traineeship, rotating through four aligned business areas and implement group projects in their 2nd year to enable other parts of the organisation to access their skills and time.</p> <p>Four new trainees commenced under this revised scheme in February and Council also rolled over a 2022 Trainee to a second year to complete a Certificate IV Business Traineeship.</p> <p>Additionally, across 2022-2023, Council has:</p> <ul style="list-style-type: none"> <li>commenced 17 trainees and apprentices across carpentry, civil construction plant operations, individual support, horticulture parks and gardens, water and sewer, electro-technology, mechanic and fitter/machinist teams</li> <li>provided ongoing training and support to 13 continuing civil construction, civil construction plant operations, horticulture parks and gardens, and electro-technology trainees and apprentices</li> <li>supported a further 19 in successfully completing their traineeships/apprenticeships.</li> </ul>	<p>On track</p> 
2.1.4.5 Finalise and adopt the Youth Action Plan	Youth Services	<p>Council's Youth Action Plan 2023 - 2028 was formally adopted by Council this year. The plan consists of 24 actions across three key priorities of Safety, Wellbeing and Opportunity and indicates where Council will deliver, partner, support and promote action in the community for the benefit of our young people.</p>	<p>Completed</p> 

Measure	2022-23
Youth café attendance	1,155
Number of licences achieved via Y drive	82
Number of youth apprenticeships and traineeships offered	5

## Delivery Program Activity

**Activity**      **2.1.5**      **Support people with disability and their carers and implement the Disability Inclusion Action Plan**

Action	Service	Progress for year	Status
2.1.5.1 Coordinate the Disability Inclusion Advisory Committee and associated projects	Community Care	<p>The Committee has met four times during the year, items discussed included:</p> <ul style="list-style-type: none"> <li>• the All-Abilities Expo</li> <li>• fishing platform/viewing area in Batemans Bay</li> <li>• an update on progress for the Eurobodalla Regional Hospital</li> <li>• the Sensory Garden to be built at the Botanic Gardens</li> <li>• the installation of mobility mats at seven patrolled beaches in time for summer holidays</li> <li>• disability access funding</li> <li>• Malua Bay beach reserve upgrade</li> <li>• Moruya Showground canteen renewal.</li> </ul>	<p>On track</p> 
2.1.5.2 Provide support services for National Disability Insurance Scheme participants	Community Care	<p>Council delivered an average of 396 direct support and support coordination services per week to Council's National Disability Insurance Agency Participants. Direct support services were delivered to 56 participants requiring direct support, 54 participants for support coordination, 80 plan managed participants and eight supported independent living participants. Although COVID-19 and staff shortages continued to disrupt the delivery of direct support during 2022, 2023 saw an increase in deliverable direct support hours and the stabilisation of the direct support work force.</p> <p>Council continued to support the community in welcoming, celebrating and supporting diversity and inclusion through the support and actions of the Disability Inclusion Action Plan and representation at community events, forums, and attendance at inter agency network meetings.</p>	<p>On track</p> 

Action	Service	Progress for year	Status
2.1.5.3 Deliver disability awareness training for Council staff and Councillors	Workforce Development	<p>Councillors participated in the Disability Confidence Training for Senior Leaders training in April. The training was designed to help build upon Council's inclusive culture and grow awareness of the value of inclusive behaviours and attitudes.</p> <p>Council continued to roll out the Equal Employment Opportunity (EEO) e-learning package with 140 new and existing staff completing the training this year.</p>	<p>On track</p> 
2.1.5.4 Support people with disability to participate in community arts and recreation programs	Community and Cultural Development	<p>As a result of Covid 19 and significant staff shortages Council placed National Disability Insurance Agency recreation group services on hold for this year.</p> <p>Participants were able to participate in recreational and community activities through the delivery of one-on-one support services and could access community groups and mainstream services.</p>	<p>Off track</p> 


Measure	2022-23
Number of NDIS participants supported	120
Number of direct service hours provided	123 hours /day (on average)
Number of direct support workers	56







## Strategy 2.2 Encourage community spirit and enable healthy lifestyles

## Delivery Program Activity

## Activity 2.2.1 Strengthen community spirit through community development initiatives






Action	Service	Progress for year	Status
2.2.1.1 Provide volunteering opportunities through various programs and promotion of the Eurobodalla Volunteer Guide	Various	<p>Council valued the efforts of its volunteers across several programs during the year:</p> <ul style="list-style-type: none"> <li>The Basil Sellers Exhibition Centre (Bas) had a support network of 40 volunteers who undertook gallery minding and information duties, event and deinstallation support. Each exhibition had a volunteer and staff artist talk as part of permanent programming. Weekly updates ensure all volunteers are up to date with current exhibition, event and safety information.</li> <li>Y drive had 30 mentors support 132 learners to build driving hours and provide literacy support to pass the Learners test. They drove 73,076km and registered 3,918 logbook hours during their 913 driving sessions.</li> <li>The Narooma Youth Café had 44 volunteers gave 218 hours of their time, including preparing 1,099 meals and 120+ activities at the cafe.</li> <li>Social support group enjoyed volunteer talks throughout the year. Guest speakers included NSW Police on aged crime prevention and tips in relation to scams, NSW Fire and Rescue regarding fire safety and Aboriginal elder Patricia Ellis speaking about the history and connection of Aboriginal people to the Eurobodalla.</li> <li>Social support individual had 30 volunteers provide over 100 hours of support each month. Volunteers helped clients with shopping, paying bills, attending appointments and provided a social connection, friendly smiley face and often a coffee/tea partner.</li> <li>Community Transport added to their volunteer base, conducting four inductions and onboarding 7 new volunteers.</li> <li>The Volunteers for Bushfire Recovery program ran to December, funded by COORDINAIRE (Primary Health Network). Over the Program's duration, it recruited and trained 20 volunteers to provide support to bushfire impacted participants, via 798 contact hours and 290 phone calls and text messages in addition to monthly group activities. The COORDINAIRE funding also supported version two of the Eurobodalla Volunteer Guide publication.</li> </ul>	<p>On track</p> 


Action	Service	Progress for year	Status
2.2.1.2 Coordinate the community grants program including Healthy Communities Grants	Community and Cultural Development	43 applications were received from community groups for the Healthy Communities, Seniors Week and Youth Week community grants programs. 39 were deemed eligible for funding and 35 applications were fully or partially funded. Activities supported included art therapy programs for people living with Parkinson's, a regional swimming carnival including purchasing swimming caps for entrants and certificates or medals, covering transport costs for the delivery of food to low income and disadvantaged households, inter-generational performances, woodworking and skills development workshop delivery. Ten applications were received from community for Council's NAIDOC Week grants program and all 10 received partial or full funding.	Completed 
2.2.1.3 Conduct Local Heroes Award	Community and Corporate Leadership	The timing for the Local Heroes Awards has been revised and will be held in October 2023.	Withdrawn 
2.2.1.4 Provide an up-to-date Community Directory	Community and Cultural Development	The Community Directory was updated regularly by user groups and yearly by staff. The directory holds over 650 entries.	On track 
2.2.1.5 Promote and facilitate activities and events that connect community and respond to wellbeing needs	Community and Cultural Development	42 events were promoted through social media, community stakeholder network groups and targeted promotional strategies. Highlights include: <ul style="list-style-type: none"> <li>• funding training for 20 people to become trainers to assist the delivery of the Love Bites - healthy relationships program delivered free to schools</li> <li>• free entry for youth and families at the Eurobodalla Agricultural Show</li> <li>• supporting welfare services with credit vouchers for local laundromats and access to temporary hot water showers for people experiencing homelessness in the shire</li> <li>• the Community Colour Run, raising awareness of domestic violence</li> <li>• updated and re-printed the Eurobodalla Volunteer Guide</li> <li>• seven Eurobodalla Youth Employment Stakeholder meetings (90 youth and community services organisation attendees)</li> <li>• three Farming Networking events</li> <li>• a dinner/dance and a women's forum to strengthen connections in our local farming community</li> <li>• All Abilities Festival.</li> </ul>	On track 

Measure	2022-23
Number of volunteers	234
Grants program promoted and fully allocated	53

## Delivery Program Activity

**Activity 2.2.2 Provide and manage quality community facilities to meet the needs of the current and future communities**

Action	Service	Progress for year	Status
2.2.2.1 Provide, maintain and renew community halls	Community Facilities	<p>13 community halls/centres were provided and maintained (including essential and compliance services) during the year.</p> <p>Capital works were delivered at eight facilities, ranging from full kitchen rebuilds to installation of security systems.</p> <p>An on-call service was provided to assist with a better community experience which was well utilised by the clients.</p>	<p>On track</p> 
2.2.2.2 Prepare an action plan to increase use in community halls	Community Facilities	<p>This action plan will be developed in 2023-24. Despite the delay, many of the priority items that local users identified were actioned during the year or are in the process of being actioned.</p>	<p>Off track</p> 
2.2.2.3 Provide, maintain and renew the network of public toilets	Community Facilities	<p>A review of all 67 Council owned public amenities occurred, and a Public Toilet Strategy drafted and approved during the year. Implementation commenced on the strategy's outcomes, which will continue in future years.</p> <p>The replacement of Malua Bay Amenities was deferred to next year. This upgrade will be part of the master plan developed for Malua Bay.</p> <p>In addition, the Coastal Headland Walking Trail will fund the upgrade of the Mosquito Bay and Lilli Pilli toilets, with these works to occur next year also.</p>	<p>On track</p> 
2.2.2.4 Provide, maintain and upgrade Council cemeteries	Community Facilities	<p>Council maintains 8 operational cemeteries.</p> <p>During the year 76 burials and 26 inurnments were arranged.</p> <p>The expansion of Narooma cemetery did not occur as expected this year due to resourcing constraints.</p>	<p>Off track</p> 
2.2.2.5 Provide a Council facility booking service	Community Facilities	<p>Council introduced an online booking system for regular and seasonal hirers for all of Council's sports fields and venues in October, going live to all users in March.</p> <p>Since going live community members have booked and used Council's venues on 11,040 occasions across the 131 venues.</p>	<p>On track</p> 







Action	Service	Progress for year	Status
2.2.2.6 Manage the Bay Pavilions	Community Facilities	<p>There were 279,085 visitations at the Bay Pavilions this year, memberships reached 1,315 and learn to swim numbers were 18,630.</p> <p>Theatre visits were 14,652 with 73.6% of attendances coming from the local catchment area. The facility also provides 110 part-time and full-time employment opportunities to local residents.</p> <p>The facility is transitioning into the maintenance phase (from the defect liability period post build) and a maintenance person is now employed three days a week. With the implementation of the facilities management system, it is expected that the transition will be seamless.</p> <p>The Yuin Theatre has proven to be an exceptional cultural hub, hosting a diverse range of performances that have captivated audiences both locally and beyond. The meeting rooms have been consistently and efficiently utilised, hosting a wide array of meetings and events for government agencies, community organisations, and business groups.</p> <p>Additionally, our dance studio has become a vibrant hub for the arts, providing a safe and inclusive environment where various dance groups conduct diverse classes. Notably, the studio offers specialised dance classes tailored to older community members and individuals using wheelchairs, embodying our commitment to inclusivity and accessibility in the community's cultural pursuits. Increasing the usage of these spaces and the Yuin Theatre will be a particular focus, going forward.</p> <p>The Clyde Gallery has been fully booked and continues to be booked until mid-2024, showcasing a line up of talented local artists. The exhibition line up is a blend of established artists, who have made significant contributions to the art community, and emerging artists who are eagerly presenting their work for the very first time.</p> <p>Recommendations of the energy audit are being reviewed and an implementation plan will be developed, to realise potential savings.</p> <p>Recommendations from the risk audit are being worked through with a view to prioritise the risks and implement appropriate mitigation measures.</p> <p>A Financial Performance review was completed during the year which will be reviewed, and appropriate actions implemented next year and beyond.</p>	<p>On track</p> 


Measure	2022-23
Number of burials and inurnments	102
Number of bookings for recreation and community facilities	11,040



## Delivery Program Activity

**Activity 2.2.3 Plan for, and deliver safe and accessible recreation opportunities, guided by the Recreation and Open Space Strategy and asset management plan**



Action	Service	Progress for year	Status
2.2.3.1 Provide, maintain and renew recreation facilities	Recreation	During the year Council provided and maintained (including essential and compliance services) 23 sports and recreation facilities. Capital works were undertaken on two of those facilities, in the way of audits and implementation of safety measures. Council also provided an on-call service to assist with better community experience which was well utilised during club sport season.	On track 
2.2.3.2 Implement Bill Smyth Oval Masterplan including second field construction	Recreation	Planning progressed and preliminary design work was undertaken. There are delays due to the requirement for an Aboriginal Heritage Impact Permit. Work is expected to commence in late 2023-24, which is within the period supported by the grant.	Off track 
2.2.3.3 Liaise with local sporting clubs to create strategic plans in developing long-term sustainability in sport	Recreation	Council continued to work with clubs and their associations on building awareness on strategic planning. The Euro 5 Star Incentive program received 5 successful applications this year.	On track 
2.2.3.4 Review fees and charges for use of community and recreation assets to promote sustainable usage	Recreation	The fees and charges for 2023-24 year were reviewed during the year and simplified for our public halls, eliminating confusion and difficulty in interpretation for hirers and staff.  The new fee structure has only two units - hours and days and the fees were adjusted by CPI only. The 20 % discount for Not for Profit and community clubs remain. The 20% discount for regular hire remains but has been reformed to apply to bookings with over 10 incidents per venue - a change from 26 weeks bookings per year over multiple venues.	On track 
2.2.3.5 Seek grants and other funding to sustain and improve recreation facilities and reserves	Recreation	Grants were sought for the Hanging Rock Sporting Complex to further improve the quality of this regional sporting facility.  Funding for skate park and ancillary facilities will be considered for future applications, pending a review of skate park requirements and their current maintenance program.	On track 
2.2.3.6 Develop a hierarchy of inclusive standards for parks	Recreation	Preliminary review of parks has commenced.  A draft hierarchy of inclusive standards is expected in 2023-24. This project has been delayed due to vacancies.	Off track 

Action	Service	Progress for year	Status
2.2.3.7 Manage the contract for Moruya and Narooma aquatic facilities	Recreation	<p>Aligned Leisure is now contracted to manage the Narooma and Moruya Pools and the contract is being proactively managed by Council.</p> <p>These pools, being older, present with some maintenance and operational issues, which are being managed as they arise and community complaints are being investigated and addressed as required.</p> <p>The contracts are being critically reviewed with a view to obtaining a better service and lowering costs into the future.</p> <p>The Narooma Pool had operational maintenance undertaken including upgrades of the air handling and pool heating systems. The pool shell was stripped back and epoxy applied to extend the lifespan for another seven years.</p> <p>Operational maintenance of the Moruya pool was successfully completed. Sailability signed a lease for a portion of the compound to provide a storage space for equipment to provide people with disabilities with a safe sailing opportunity.</p> <p>Council is trialling retaining water in the pool over the winter period as a cost comparison to emptying, cleaning, and refilling the pool.</p>	<p>On track</p> 

Measure	2022-23
Visitation numbers at swimming pools	326,715
Funding secured for recreation infrastructure	\$3,589,063

## Delivery Program Activity

### Activity 2.2.4 Work in partnership to improve local and regional health services


Action	Service	Progress for year	Status
2.2.4.1 Advocate for improved health services	Community and Corporate Leadership	The NSW Government continue to progress the new Eurobodalla Regional Hospital. Council continued to work with the Government on planning and infrastructure requirements.	On track 
2.2.4.2 Work with NSW government to maximise outcomes for the Eurobodalla Regional Hospital	Community and Corporate Leadership	Council continued to advocate to the NSW Government to fund the Eurobodalla Regional Hospital projects.	On track 

## Community Strategic Plan Strategy

### Strategy 2.3 Provide rich learning opportunities and experiences



## Delivery Program Activity

### Activity 2.3.1 Work in partnerships to improve educational opportunities



Action	Service	Progress for year	Status
2.3.1.1 Collaborate with stakeholders to advocate for and address local educational needs	Community and Corporate Leadership	<p>Council continued to collaborate with TAFE NSW and the University of Wollongong to support educational programs and students at the Batemans Bay campus. TAFE NSW's new Connected Learning Centre students are supported by the Batemans Bay Library.</p> <p>Council continued to advocate for reinstatement of early childhood qualifications to be provided face to face at the TAFE Moruya Campus and the University of Wollongong with the University recently providing extra placements for early childhood education undergraduate degrees.</p> <p>Council also worked in partnership with education providers, charities, services and local infrastructure projects to develop focused qualifications and job pathways for local jobseekers to gain skills required for project implementation including the new hospital and the Bay Pavilions.</p>	On track 


## Delivery Program Activity

**Activity**      **2.3.2**      **Provide quality library services, programs and resources, as identified in the Eurobodalla Library Strategic Plan**

Action	Service	Progress for year	Status
2.3.2.1 Provide lending collections, reference, information and online services	Libraries	<p>The Library Service continued to provide a wide range of resources both in physical and digital formats. Over 9,122 new physical items were added to the collection during the year, offering customers access to a total physical collection of over 68,079 items, and 36,283 electronic resources.</p> <p>Digital access to our collections and services continued to increase with customers taking advantage of the free electronic resources offered. There are over 18,698 eBook and 13,581 eAudio titles, and over 400 eMagazine titles available to be accessed. The split of physical and electronic titles is reviewed on an ongoing basis to ensure we are providing the resources our communities want.</p> <p>The libraries continued to play an important role as technology hubs and assist in the creation of a digitally literate society by providing access to free computers and Wi-Fi, technology classes and assistance, and free and equal access to quality digital resources.</p> <p>During the last year:</p> <ul style="list-style-type: none"> <li>• 117,476 people visited our libraries</li> <li>• 151,232 physical items were borrowed</li> <li>• 21,798 eBooks, 29,988 eAudio books and 6,143 eMagazines were downloaded</li> <li>• 1,464 new members joined the library</li> <li>• Staff assisted with 44,153 customer information and technology requests.</li> </ul>	<p>On track</p> 
2.3.2.2 Explore options for creating a home library service	Libraries	<p>Options for a new Home Library Service were investigated and potential operational models were reviewed. Estimates for the program costings have been prepared and documentation, policies and procedures have also been created.</p>	<p>On track</p> 





Action	Service	Progress for year	Status
2.3.2.3 Seek opportunities to increase the use of technology to support organisational efficiencies	Libraries	<p>A Eurobodalla Libraries mobile app was launched in September 2022 and downloads and use of the app steadily increased. The app is designed to simplify communication between the libraries and members and enables members to receive fully personalised library services on their smartphones or tablets. Through the app, users can access their library account and favourites, search the catalogue, receive push notifications from the library, access information about what's on, and book to attend events.</p> <p>Libraries have provided continued education and support for patrons to use the range of self-service kiosks and cashless options for printing and photocopying. New technologies such as the public PC and print management software, and POS (point of sale) software at each library also continued to provide operational efficiencies.</p>	<p>On track</p> 
2.3.2.4 Improve ability to track and manage collection items throughout the library including easier and faster loan and return, stock taking and materials handling	Libraries	<p>Extensive work was undertaken in the library management system to improve the quality of the data held and the management of library stock. New maintenance schedules of monthly, quarterly, and annual tasks were created to facilitate increased data integrity.</p> <p>Tasks completed during this year included:</p> <ul style="list-style-type: none"> <li>• deleting unused authority files</li> <li>• selective indexing</li> <li>• data key checks</li> <li>• member data checks</li> <li>• tidying up member contact details</li> <li>• changing member localities to make it easier for the collection of statistics</li> <li>• removing legacy and out-of-date data.</li> </ul> <p>Extensive work was also undertaken to address legacy issues relating to the tracking of overdue loans and stocktake of missing collection items. This work improved the overall management of the library collection and will assist to make informed decisions about the future of the library collection.</p>	<p>On track</p> 


Action	Service	Progress for year	Status
2.3.2.5 Deliver programs that improve skill in financial and health literacies, living sustainably and general wellbeing	Libraries	<p>The libraries presented 1,101 events and programs with over 7,148 community members participating this year.</p> <p>Program highlights included:</p> <ul style="list-style-type: none"> <li>Financial and Health Literacies: Art as Therapy Workshops; singing workshops; chair yoga; music therapy for adults and children; Services Australia – My Aged Care Information Sessions discussing access to and navigation of Aged Care Services; cyber safety; Service NSW and Centrelink monthly drop-in-information sessions; Tech Savvy Seniors training; NBN monthly IT help sessions</li> <li>Living Sustainably: Mushroom growing workshops; garden walks and plant swaps; bird-friendly gardening; cross-generational craft using sustainable and recyclable materials</li> <li>General Wellbeing: Exhibitions, International Women's Day Author Talk; Preserving Your Photographic Memories using new photo/negative/slide scanners; music evenings; monthly sensory friendly hours at all libraries.</li> </ul>	<p>On track</p> 


Measure	2022-23
Number of library borrowings and visitations	268,708
Number of Library members	5,026
Hours of staff time per week saved on processing and reporting	5.5 hours / week
Member satisfaction	98% rated very good to excellent
Number of programs provided	1,101

## Delivery Program Activity

**Activity**      **2.3.3**      **Develop and provide early education services and programs that promote learning and development**

Action	Service	Progress for year	Status
2.3.3.1 Coordinate the Family Day Care service	Children's Services	<p>The Family Day Care (FDC) service had 12 educators working across the Eurobodalla. A recruitment effort this year has resulted in three new educators applying to start their business. Current FDC educators are working at capacity, Council has 119 children on the wait list. The service supported 117 enrolled families and have EFT (effective full time) places of 55 weekly. There were 162 children enrolled, provided with 106,608 hours of care this year.</p> <p>In May, Family Day Care Week was celebrated with families at Gundary Park, Moruya. Other highlights included hosting University of Canberra occupational therapy students for work placement, attendance and recognition at the Education and Care awards night.</p> <p>The use of Facebook was successful in promoting activities, keeping families up to date with changes to childcare subsidy, and other important information for families on opportunities and changes to the sector.</p>	<p>On track</p> 
2.3.3.2 Provide Out Of School Hours and Vacation care	Children's Services	<p>During the year, the Out of School Hours (OOSH) services provided 9,977 occasions of care and the Vacation Care program had 4,103 occasions of care.</p> <p>There are 342 enrolled children across our three OOSH services supporting 244 working families. Families using the service received government vouchers of \$500 per child to assist with the cost of their childcare, which significantly increased demand whilst valid.</p> <p>Services resumed excursions out in the community and have attended a range of fun and informative activities. Staffing supply and availability was a critical issue with office staff working at services to keep them open on numerous occasions. It has taken the service eight months to engage a permanent educator for Batemans Bay OOSH which was closed for a week due to insufficient staffing levels.</p> <p>The use of Facebook has been successful in promoting our activities, keeping families up to date with important information. A newsletter is circulated every quarter.</p>	<p>On track</p> 

Action	Service	Progress for year	Status
2.3.3.3 Deliver grant funded child and family development programs	Children's Services	<p>Council provided seven 3Bs supported playgroups and two PlayStrong playgroups across eight locations in the shire to support families in their role of their child's first teacher.</p> <p>Playgroups provided 209 sessions to families with a total of 577 participants. Eight special excursions were facilitated including cultural walks for families and a music therapy class for the Wallaga Lake community.</p> <p>Activities this year included:</p> <ul style="list-style-type: none"> <li>• an excursion to the Westpac Rescue Helicopter service, attracting 226 participants</li> <li>• Old MacDonald's farm experience</li> <li>• a day at Mogo Zoo</li> <li>• Children's Week Fun Day</li> <li>• Christmas celebrations</li> <li>• Cheeky Tunes</li> <li>• Be Ready for School sessions.</li> </ul> <p>Council's Embracing Participation program provided seven fortnightly baby/parent groups (75 sessions) to 130 enrolled families. The program worked closely with six families seeking support for their child around learning and development. The service also worked alongside Tresillian, Community Health, EACH, Australian Breastfeeding Association, Campbell Page and other family and children support services to support families access service that support child development and family functioning.</p> <p>Council also facilitated three events across the Eurobodalla to celebrate National Aboriginal and Torres Strait Islander Children's Day with 118 children attending and participated in the NAIDOC Week activities across the Eurobodalla. Services facilitated activities for Families Week and Children's Week as well as Bush Fire Recovery activities such as the Gruffalo and Science shows.</p>	<p>On track</p> 





Action	Service	Progress for year	Status
2.3.3.4 Coordinate and implement the Children's Services Priority Action Plan	Children's Services	<p>The Action Plan has 18 actions of which eight are being addressed or completed.</p> <p>Council established a Google group to enable education and care services across the Eurobodalla to communicate, network, and have a collaborative approach to addressing the Action Plan. Meetings are held quarterly.</p> <p>Council gained funding from the NSW Government to present an Early Education and Care Awards Night for children's services across the Eurobodalla, with 120 attendees from 17 of the 25 education and care services across the Eurobodalla.</p> <p>Organisations collaborated to provide professional development for staff along with providing workshops and presentations for parents on ancillary health and developmental support for children from allied health professionals.</p> <p>Advocacy continued to peak bodies and government for improved pay, access to qualifications and staffing solutions.</p>	<p>On track</p> 

Measure	2022-23
Number of Family Day Care attendees	162
Number of Family Day Care educators	12
Number of Vacation Care attendees	4,103
Number of Out of School attendees	342
Number of Children's Services Priority Action Plan actions delivered	8



## Delivery Program Activity





## Activity 2.4.1 Collaborate with partners to address issues of community safety

Action	Service	Progress for year	Status
2.4.1.1 Coordinate the Police Liaison Committee	Public Order and Safety	<p>The committee met four times during the period. Items discussed include:</p> <ul style="list-style-type: none"> <li>the Rural Learner Driver Report</li> <li>Batemans Bay Industrial area - parking and abandoned/unregistered vehicles</li> <li>Schoolies Week</li> <li>youth anti-social behaviour</li> <li>youth committee</li> <li>North Head and Mystery Bay campgrounds</li> <li>Coffee with a Cop - location for the event.</li> </ul>	<p>On track</p> 
2.4.1.2 Provide road safety programs guided by the Eurobodalla Road Safety Plan	Public Order and Safety	<p>During the year, the following programs were provided:</p> <ul style="list-style-type: none"> <li>A meter matters - cycling education on George Bass Drive</li> <li>Win a Swag - RBT means Plan B alternative to drink driving education</li> <li>Jump on your Bike - returned motorcycle riders and new riders practical skills</li> <li>South Coast Survive the Ride - motorcycle rider education</li> <li>Kings Highway Road Safety Partnership - summer and Easter campaigns</li> <li>Hold my Hand - It's Holiday Time - young pedestrian safety</li> </ul>	<p>On track</p> 
2.4.1.3 Coordinate the management of beach safety through the Lifeguard contract	Public Order and Safety	<p>The contract held by Lifeguard Services Australia was proactively managed throughout the season.</p> <p>The lifeguards also managed the implementation of beach access mobility mats at seven of our patrolled beaches, providing greater access for people with low mobility at our patrolled beaches.</p> <p>Tenders for the provision of lifeguard services for the 2023-24 season are being reviewed.</p>	<p>On track</p> 
2.4.1.4 Facilitate the Local Drug Action Committee	Public Order and Safety	The committee is facilitated by Campbell Page.	<p>Withdrawn</p> 

Measure	2022-23
Number of Police Liaison and Local Drug Action Committee meetings held	4
Number of road safety programs	6

## Delivery Program Activity




### Activity 2.4.2 Deliver legislated health protection and regulatory programs

Action	Service	Progress for year	Status
2.4.2.1 Promote and undertake the food inspection program in accordance with the Food Authority guidelines and Scores on Doors program	Public Order and Safety	Council conducted a total of 284 food premises inspections with 91% receiving a 4-star or 5-star rating.	On track 
2.4.2.2 Undertake commercial public pool water quality inspection program	Public Order and Safety	54 inspections were carried out with 70% compliance at first inspection. 99% compliance was achieved on the second inspection, after education and assistance in pool maintenance was provided.	On track 
2.4.2.3 Undertake liquid trade waste inspections and/or audits	Public Order and Safety	201 inspections were carried out with 86% compliance, and the other 14% to provide advice to recommendations.	On track 
2.4.2.4 Monitor, inspect and respond to issues in relation to public safety	Public Order and Safety	Council received 535 customer service requests for matters relating to public safety such as abandoned vehicles, unsafe parking, and illegal camping.	On track 

Measure	2022-23
Percentage of complying food inspections	91%
Number of commercial public pool inspections	54
Number of liquid trade waste inspections	201

## Delivery Program Activity




**Activity**      **2.4.3**      **Provide companion animal services, guided by the Companion Animal Management Plan 2018**


Action	Service	Progress for year	Status
2.4.3.1 Respond to public safety matters associated with animal control	Public Order and Safety	Council received 1,288 customer service requests for matters relating to animals, such as straying/roaming animals, dog attacks and nuisance barking dogs.	On track 
2.4.3.2 Promote and encourage desexing, microchipping and registration of animals	Public Order and Safety	Council undertakes monthly audits of the NSW Companion Animal Register and sends correspondence to animal owners who are required to lifetime register and/or desex their animals by six months of age.  Community education was provided via media releases and Council website.	On track 
2.4.3.3 Manage animal impounding and rehoming	Public Order and Safety	171 animals were impounded with 74% returned to owners or re homed. The remaining animals were assessed as being unsuitable for re homing including feral cats or dogs assessed with aggressive temperaments or declared as menacing or dangerous dogs.	On track 

Measure	2022-23
Percentage of seized animals reunited with their owner or rehomed	74%



## Delivery Program Activity

### Activity 2.4.4 Work with agencies and emergency services to coordinate emergency management and improved resilience

Action	Service	Progress for year	Status
2.4.4.1 Support emergency services, Government agencies and supporting organisations in planning, preparing, responding, and recovering from natural disasters through the Emergency Management, Rescue and Far South Coast Bushfire Risk Management Committees	Public Order and Safety	<p>During the year, Council:</p> <ul style="list-style-type: none"> <li>chaired three Local Emergency Management Committee meetings</li> <li>attended three Local Rescue Committee meetings</li> <li>attended three Regional Emergency Management Committee meetings</li> <li>attended two Bushfire Risk Management Committee meetings</li> <li>contributed to the update of the Far South Coast Bushfire Risk Management Plan</li> </ul>	On track 
2.4.4.2 Advocate for strategic review of emergency and recovery services including the transfer of the annual cost for the Rural Fire Service, State Emergency Service and NSW Fire and Rescue to the NSW Government	Public Order and Safety	<p>In 2023 the NSW Government informed councils that the emergency services levy would increase for 2023-24 and the subsidy provided in previous years would be discontinued. Local Government NSW (LGNSW) called on the NSW Government to:</p> <ul style="list-style-type: none"> <li>restore the subsidy for 2023-24</li> <li>unshackle this payment from Council's rates</li> <li>develop a fairer, more transparent and financially sustainable method of funding the critically important services that benefit us all.</li> </ul> <p>Council supported this recommendation through a Mayoral Report to 9 May 2023 Ordinary meeting of Council.</p> <p>The 2023 NSW Local Roads Congress Communique also called on the NSW Government to work with LGNSW to negotiate the removal of the levy.</p>	On track 
2.4.4.3 Facilitate the update of the Eurobodalla Local Emergency Management Plan	Public Order and Safety	<p>Due to resourcing issues, the plan was unable to be updated, however the plan is a high-level reference document that remains current. Council's Local Emergency Management Officer participates in local and regional emergency management planning and preparation with NSW Government emergency agencies including Police, RFS, SES, NSW Health. Council's role is to take instruction from these agencies.</p>	On track 


Action	Service	Progress for year	Status
2.4.4.4 Work with the NSW Government to deliver the Eurobodalla Regional Integrated Emergency Services Precinct	Public Order and Safety	<p>Council continued to collaborate with the NSW Government and the emergency services agencies to ensure the delivery of the Eurobodalla Regional Collocated Emergency Services Precinct.</p> <p>The master planning phase of the project is almost complete and was designed to accommodate five agencies on the one site in an integrated way, bringing state of the art emergency facilities to the Eurobodalla region. The precinct has been designed to house the NSW Rural Fire Service (State, regional and local office and station), NSW Fire and Rescue Moruya station and office space, NSW State Emergency Services shed and office space, Forestry Corporation of NSW, Marine Rescue, training facilities, a purpose-built Incident Management Centre and multi-agency Emergency Operations Centre.</p> <p>The site for the precinct has been selected and the land acquisition process is underway.</p> <p>This will vastly improve the planning, preparation, response and recovery from natural disasters and other emergencies with direct flow-on benefits to the social fabric of our community. The site will provide facilities for up to one hundred permanent jobs secured within the Eurobodalla region with significant flow-on economic benefits to the whole region.</p>	<p>On track</p> 






Action	Service	Progress for year	Status
<b>2.4.4.5</b> Pursue increased grant funding and undertake fire mitigation program on Council controlled land	Public Order and Safety	<p>NSW RFS Rural Fire Fighting Fund (RFFF) 2022-23 claim was submitted and approved.</p> <p>All Asset Protection Zones (APZ) sites were completed by 30 May 2023 and total of \$170,284 claimed.</p> <p>Council completed the objectives of the Bush Fire Risk Management Plan and to maintain Asset Protection Zones by undertaking additional fire mitigation vegetation works involving hand clearing and grooming of Council managed lands.</p>	<p>On track</p> 
<b>2.4.4.6</b> Advocate to the NSW and Australian Governments to fund improved resilience of local roads and bridges, evacuation centres, water and sewerage systems, power supply, telecommunications and highways	Public Order and Safety	<p>A Eurobodalla Critical Infrastructure Resilience Plan was formulated and forwarded to members of the NSW Ministry and local members for their information and comment.</p> <p>An Australian Government funding allocation of \$750,000 was provided under the Disaster Ready Fund for Mt Wandera resilience upgrades including power supply, access, and asset protection zone improvements. These funds will enable site occupiers to clear the increased Asset Protection Zone and Essential Energy to provide resilient power poles with works to be undertaken during 2023.</p> <p>The Australian Government also committed \$243,000 under the same fund for a resilient power line upgrade into the village of South Durras with works to be carried out in July 2023.</p> <p>Council will provide permanent onsite generators to Deep Creek water pump station and northern water treatment plant sites with auto-switch over as part of Council's resilience and continuity planning.</p> <p>Negotiations with Essential Energy reached agreement in principle to upgrade the resilience of the power lines to the critical water infrastructure and nearby urban centres of Batehaven, Sunshine Bay, Denhams Beach and Surf Beach.</p>	<p>On track</p> 

## Delivery Program Activity

### Activity 2.4.5 Continue to support Eurobodalla's natural disaster recovery

Action	Service	Progress for year	Status
2.4.5.1 Facilitate the grant-funded recovery service for affected communities	Public Order and Safety	<p>After three years supporting the local community, the Eurobodalla Bushfire Recovery Support Service (BRSS) closed on 31 January 2023. In line with the closing with care strategy, all remaining clients successfully transitioned to relevant agencies to provide ongoing support for residual and/or complex needs.</p> <p>The BRSS was one of seven established in disaster declared regions following the 2019-20 Black Summer bushfires, with joint funding from the Australian and NSW governments. At its peak, over 800 households utilised the service.</p> <p>Case managers delivered early, responsive and individualised recovery services and support. They shared an understanding of the types of support services available, how to access them, skills to navigate and engage in the appropriate recovery services and provided decision making assistance across complex matters such as insurance claims, grant eligibility and applications, development applications and the rebuilding process. Access to psychosocial recovery support was provided through referrals to specialised services such as mental health practitioners, family support services, financial counselling, and community recovery hubs.</p>	On track 

Action	Service	Progress for year	Status
2.4.5.2 Liaise with disaster impacted communities to continue community-led model meetings	Public Order and Safety	<p>Funding for the Community Recovery Officer (CRO) ended in March 2023. The Eurobodalla CRO was one of 22 officers embedded in Councils throughout bushfire-affected local government areas in NSW. The Eurobodalla role was established in July 2020 working alongside local organisations to support the community recovery journey.</p> <p>Local recovery needs were identified and understood with recovery information, events and activities tailored to meet local needs. Community assistance post disaster was brokered through various not-for-profit organisations who delivered much needed help to residents in built environments and secondary clean-ups.</p> <p>Over 80 social community-led recovery events were delivered to over 6,000 residents with highlights including; free community tea and talks, community family fun days, disaster preparedness information sessions and showcases, resilience building and conflict management workshops, healing community music sessions, cooking classes, men's mental health sessions and ongoing men's social support events, support for the Mogo Big Day out in conjunction with NAIDOC week events, supported youth and children's activities, free Saturday entry for all to the 2023 Eurobodalla District Agricultural Show and support to deliver a local NRL pre-season game at Ack Weyman Oval in February 2023.</p> <p>Community-led recovery project Fire to Flourish program led by Monash University will continue their five-year transdisciplinary program aiming to trial and scale a new model of community-led resilience enabling communities to lead their own recovery, co-create foundations for long-term resilience and wellbeing and disrupt cycles of entrenched disadvantage with local community members on the co-design team. The program outcomes will provide opportunities for shared learning, coordinated action and wider policy and system change.</p>	<p>On track</p> 

Action	Service	Progress for year	Status
<b>2.4.5.3</b> Continue to advocate for funding to further improve functionality and accessibility of Council's evacuation centres as designed by the NSW Government	Public Order and Safety	Council continued to advocate and seek additional grant funding for upgrades to the evacuation facilities.	On track 
<b>2.4.5.4</b> Continue to support affected communities with development assessment and heritage support	Development Assessment and Building Certification	<p>Council has received a total of 429 development applications (including modification of existing approvals) lodged for bushfire rebuilds from 1 January 2020 to 30 June 2023.</p> <p>The number of applications that have been determined is 381. The average processing time for these applications is 40.35 days.</p> <p>A final occupation certificate has also been issued for 135 of the 429 development applications approved.</p>	On track 

# Goal 3





## Our region of vibrant places and spaces

### Community Strategic Plan Strategy

Strategy 3.1 Balance development between the needs of people, place and productivity

### Delivery Program Activity





Activity 3.1.1 Review, prepare and deliver planning instruments that support sustainable social, environmental and economic outcomes as guided by our Local Strategic Planning Statements



Action	Service	Progress for year	Status
3.1.1.1 Investigate height controls, housing density and infill potential in town and activity centres (Batemans Bay)	Strategic Planning	Planning for Batemans Bay and changing the height controls were discussed with the state government. A comprehensive project plan, timeline, and engagement plans were prepared. Discussion with key landowners and establishment of a stakeholder reference group commenced.  The next stage is to select consultants to assist with height, urban design and economic strategies.	On track 
3.1.1.2 Advocate for funding and support to prepare the Moruya Town Master Plan	Strategic Planning	Council collaborated with the NSW Government to prepare a Place Strategy that will include Moruya. This work will continue next year.	On track 
3.1.1.3 Finalise and adopt the Developer Contributions Plan	Strategic Planning	The Eurobodalla Local Infrastructure Contributions Plan 2022 and Eurobodalla s7.12 Contributions Plan 2022 was adopted by Council at the Ordinary Meeting on 28 June 2022.	Completed 
3.1.1.4 Conduct ongoing reviews and update planning controls	Strategic Planning	Council received Gateway Determination for a planning proposal to reclassify community land to operational land in December 2022. Public exhibition and a public hearing was undertaken. Council provided feedback to the NSW Government about planning reforms for Agritourism and Employment Zones.  In April, Council received Gateway Determination for a planning proposal to create a new Heritage Conservation Area at Bruce Cameron Drive, North Head. Public exhibition for this commenced 28 June.	On track 



## Delivery Program Activity

### Activity 3.1.2 Provide receptive and responsive development assessment services




Action	Service	Progress for year	Status
3.1.2.1 Assess and determine development applications	Development Assessment and Building Certification	<p>The average processing time for development applications (DAs) and section 4.55 applications (previously section 96) was an average of 61.16 days at 30 June 2023, compared to 57.16 days at 30 June 2022.</p> <p>Council received 759 development applications/modification applications. Down 18% on last year financial year (922) and down 20% on the five-year average (948).</p> <p>The total number of applications determined was 780 applications. This is down 5% on the last financial year (820) and is down 7% on the five-year average (839).</p> <p>Council received 2,075 planning (10.7) certificates, with 76% processed in less than two days; 20% processed in two to four days; and 3% processed in more than four days (note days include weekends).</p> <p>The turnaround time for DA processing has increased due to the complexity and delays experienced with the NSW Planning Portal, together with the lack of staff resources which is being experienced by local governments across NSW.</p>	<p>Off track</p> 
3.1.2.2 Assess and determine construction certificates	Development Assessment and Building Certification	15 construction certificates were received and 26 were determined. Council made the decision to exit the building certification market.	<p>On track</p> 
3.1.2.3 Determine complying development applications	Development Assessment and Building Certification	Council received 11 complying development certificates and determined 12.	<p>On track</p> 
3.1.2.4 Provide certification inspection services	Development Assessment and Building Certification	Council carried out 1,861 building and plumbing inspections including 1,513 plumbing inspections and 348 certification inspections. The majority of these were carried out within 24 hours of the initial request.	<p>On track</p> 

Action	Service	Progress for year	Status
3.1.2.5 Build awareness and capacity about sustainable design among developers, homeowners and builders	Development Assessment and Building Certification	<p>Staff vacancies in the development services area has led to a shortfall of resources, instead they attended to the core duties of processing development applications, inspections, and customer enquiries.</p> <p>Information and updates pertaining to this are often included in Council's biannual Planning and Building newsletter to the development community and are also referenced in Council's yearly Builder's Forum meetings.</p>	<p>Off track</p> 
3.1.2.6 Provide pre-lodgement advice and assistance to applicants	Development Assessment and Building Certification	<p>Council had 60 pre-lodgement requests with (potential) applicants during the year. There were 30,771 email enquiries or requests and 15,447 email responses provided. There were also 15,342 phone calls received from the public concerning development matters over the period.</p>	<p>On track</p> 

Measure	2022-23
Number of construction certificates issued	26
Number of development assessments determined	780
Number of development assessments processed	780
Number of development assessments received	759

## Delivery Program Activity


**Activity**      **3.1.3**      **Work in partnership to encourage and facilitate greater housing diversity and affordability**



Action	Service	Progress for year	Status
3.1.3.1 Advocate to the NSW government on housing supply, diversity and affordability in the region	Strategic Planning	<p>Advocacy continued this year, including:</p> <ul style="list-style-type: none"> <li>The Mayor wrote to the Premier of NSW in relation to the levels of homelessness in the North Head Campground.</li> <li>A draft of the Regional NSW Housing Delivery Plan was provided to Council with an opportunity for feedback.</li> <li>Work occurred with relevant state government housing providers to facilitate development of social housing, including Southern Cross Cousin, South Eastern Aboriginal Regional Management Service (SEARMS), the Land and Housing Corporation, and NSW Health.</li> <li>Advocacy for temporary worker accommodation and essential worker housing as part of the Eurobodalla Regional Hospital Development.</li> </ul>	<p>On track</p> 
3.1.3.2 Develop a housing strategy with a focus on addressing affordability	Strategic Planning	<p>Council commenced work on a housing strategy by undertaking detailed analyses of Eurobodalla's population and housing supply and demand during the year.</p> <p>Stakeholders and community members were invited to complete a survey about local housing issues and opportunities, and Council met with housing providers, developers, and government agency stakeholders.</p>	<p>On track</p> 
3.1.3.3 Monitor the supply of and demand for residential land through the land monitor	Strategic Planning	<p>Analysis of Eurobodalla's land and housing supply and demand was used as supporting evidence in the data analyses as part of drafting a local housing strategy for Eurobodalla.</p>	<p>On track</p> 

## Strategy 3.2 Support diversified industry and thriving businesses




## Delivery Program Activity

**Activity 3.2.1 Collaborate with other service providers for business to invest, diversify and grow guided by the Economic Development Strategy**

Action	Service	Progress for year	Status
3.2.1.1 Facilitate and advocate for assistance and resources to local businesses	Economic Development	<p>Activities during the year included:</p> <ul style="list-style-type: none"> <li>• A workshop with the Industry Capability Network (ICN) to position local businesses for regional procurement opportunities.</li> <li>• A business networking event was co-hosted with the Moruya Chamber of Commerce with funding received from the Small Business Commissioner Office.</li> <li>• A meeting of business support services was hosted by Council.</li> <li>• The University of Wollongong IAccelerate Business Team hosted a session for First Nations business owners as part of the Bushfire Local Economic Recovery funding received for Eurobodalla.</li> <li>• The first cohort of the RISE entrepreneurs program graduated and presented at the Bega Innovation Summit.</li> <li>• Two co-networking events were held for remote workers or lone business operators.</li> <li>• To enable professional networking and as part of Council's ongoing education through informed decisions, Council supported public presentations by id.profile economist and localist marketing specialist to encourage use of the data available through Council.</li> <li>• Online resources were updated quarterly.</li> <li>• Ride Ready Eurobodalla Mountain Biking Industry Development Program initiated with three events.</li> <li>• The digital connectivity roadshow enabled businesses and residents to build digital literacy skills and address connectivity issues with seven events across the shire.</li> <li>• A total of 570 businesses were engaged with and 204 receiving specific information or business concierge services.</li> </ul>	<p>On track</p> 

Action	Service	Progress for year	Status
3.2.1.2 Work in partnership with chambers of commerce and other industry leaders	Economic Development	<p>Council maintained regular communication with each of the Chambers of Commerce distributing content for information or circulation to members. Council partnered with the Moruya Chamber of Commerce to deliver a networking evening following receipt of funding for Small Business Month.</p> <p>The Batemans Bay Chamber of Commerce provided letters of support for Council funding applications for works on the Batemans Bay Waterfront, the Mogo village plan and place activation strategy and masterplan of the oval, and the relocation of Batemans Bay Rotary markets to the waterfront in Clyde Street.</p> <p>All Chambers of Commerce and industry leaders have been engaged in the consultation for the new Tourism Destination Action Plan.</p> <p>Council worked with the Tilba Chamber of Commerce on actions arising from their community plan including dialling on the Bio Sphere nomination project, town signs and the Tilba Tiny Tourism Towns award nomination.</p>	<p>On track</p> 
3.2.1.3 Collaborate with industry groups and bodies to welcome new and emerging industry and promote Eurobodalla as a place to do business	Economic Development	<p>Collaboration and efforts over the year included:</p> <ul style="list-style-type: none"> <li>• Council approached Regional NSW to undertake a workshop in 2023 to consider best practice approach to commercial/ industrial land release and development.</li> <li>• The RISE Business Acceleration Program was delivered by the University of Wollongong for First Nations participants (1 of 2 programs across the state).</li> <li>• AusIndustry and the University of Wollongong meeting with five businesses to discuss Industry 4.0 options for improved productivity and competitiveness.</li> <li>• Ongoing work occurred with telecommunications providers to ensure that businesses in Eurobodalla receive the best possible services and infrastructure gaps are resolved. This has seen upgrades from 4G to 5G in Batemans Bay, Moruya and Narooma.</li> <li>• A test co-networking event was held at communal office spaces in Narooma and Batemans Bay to welcome residents working remotely in the region and ensuring they have the tools to operate effectively. These events uncovered a skilled workforce of IT professionals that had relocated to the region for lifestyle reasons.</li> <li>• The Invest Eurobodalla website was shut down due to coding issues, online traffic directed on the business section on the council website.</li> </ul>	<p>On track</p> 







Action	Service	Progress for year	Status
3.2.1.4 Provide access to training and job opportunities to help people in the Eurobodalla secure employment through the Job Shop project	Economic Development	Council's Employment Projects via the Job Shop, provided free employment and training assistance to local job seekers and employers, resulting in 115 employment outcomes, 90 new clients, 4,008 jobs promoted, 250 job seeker clients assisted, 77 employer clients supported with recruitment, 38 training opportunities promoted and 10 training programs delivered.	On track 
3.2.1.5 Update and deliver the 'Good Access means Good Business' program	Economic Development	Online resources were reviewed and made available to businesses to self-assess accessibility. Ongoing education with business through newsletters and direct contact on the varied definition of disability and the needs of different parts of the community occurred. There was increase of businesses introducing initiatives such as the 'quiet hour' to enable a better shopping experience for those sensitive to external stimulus. The NSW Worksafe rebate was promoted as some accessibility improvements met the criteria. Tourism funding for support of accessibility shared with relevant businesses.	On track 
3.2.1.6 Deliver the Shellfish Hatchery project	Commercial Entities	All grant funds have been received by Council. The project has been beset by delays for a range of reasons, including sub-contractor availability and in part due to the operator being busy on other projects.  Construction has commenced on site with one of three sheds built and the complex slab of shed 2 in place. Complex equipment has also been manufactured. Additional resource will be allocated to manage this project more actively to delivery.	Off track 

Measure	2022-23
Number of businesses assisted	205
Number of resources developed and reviewed	45
Number of Job Shop clients	327
Number of jobs and training opportunities provided	4,056

## Delivery Program Activity

**Activity 3.2.2 Support the local tourism industry to be viable year-round and encourage development of sustainable visitor experiences as guided by the Destination Action Plan, Nature Based Tourism study, Wayfinding and Tourism Signage Strategy and Events Strategy**




Action	Service	Progress for year	Status
3.2.2.1 Provide support, promotion and networking opportunities to local tourism operators	Tourism	<p>Council continued to support local tourism operators through online marketing campaigns, Australian Tourism Data Warehouse listings and ongoing social media.</p> <p>The Eurobodalla Food Trail Campaign is an 'always on' campaign showcasing a cross section of our local food producers, cafés and farm gate operators.</p> <p>Council continued to supply branded brochures to 28 visitor information outlets and an additional 50+ businesses.</p> <p>Industry networking nights were held in September at Narooma and in December at the Eurobodalla Regional Botanic Gardens and Eurobodalla Tourism participated in a regional marketing collaboration with coastal councils on Grand Pacific Drive.</p> <p>The review of the Eurobodalla Destination Action Plan revealed industry concerns with brand, awareness' and evolution and the need for a three-year marketing plan. Work commenced on scoping and selecting expert brand and marketing specialists to support industry in this work.</p> <p>20 workshops were held across the region to ensure industry input into the 2023-28 Eurobodalla Destination Action Plan.</p>	<p>On track</p> 
3.2.2.2 Work with National Parks and Wildlife Service to enhance Montague Island Experience	Tourism	<p>Council and National Parks continue to work together on promotional material to be delivered through social media. The cultural significance of Montague Island has been recognised with dual naming - Montague Island (barunguba)</p>	<p>On track</p> 

Action	Service	Progress for year	Status
3.2.2.3 Review the Eurobodalla Destination Action Plan to align with the directions of the Destination Southern NSW Destination Management Plan and include a product audit to identify land based and marine infrastructure and commercial opportunities	Tourism	<p>Situational analysis was prepared and round one consultation was undertaken in November. It included the inaugural meeting of the Industry Advisory Group, business chambers, general industry workshops, mountain biking interests, hallmark events, councillors, and Aboriginal co-design workshop.</p> <p>At the request of the Batemans Bay Business Chamber further engagement was undertaken with several stakeholder's during December. Draft feedback analysis was prepared, and round two consultation undertaken including a mountain bike specific regional co-design workshop bringing south coast mountain biking networks and State government together. This resulted in a collaboration with Destination Southern NSW and Sapphire Coast Tourism to develop a ride ready program for businesses to support mountain biking tourism in the region.</p> <p>First draft of the revised Eurobodalla Destination Action Plan was circulated to industry stakeholders who were engaged in the workshops held across the shire. Feedback was integrated into the final draft ready for Council consideration.</p>	<p>On track</p> 
3.2.2.4 Develop a plan to consider micro and small-scale infrastructure to assist in the provision of nature-based tourism experiences	Tourism	<p>Micro and small-scale infrastructure upgrades are included in the Observation Point Viewing Platform that was completed in December. Small scale infrastructure is being assessed for the Coastal Headlands Walking Trail - such as picnic facilities, meeting spaces, branded and designed interpretation and directional signage to enhance visitor experience.</p> <p>Work commenced on a process to repair the RingLands Jetty in collaboration with Boats Afloat Inc.</p>	<p>On track</p> 

Measure	2022-23
Tourism sector employment as a percentage of overall employment	8.3%
Value of the visitor economy	\$19,100,000


### Delivery Program Activity




**Activity**      **3.2.3**      **Develop the Mogo Adventure Trail Hub guided by the Nature Based Tourism study**

Action	Service	Progress for year	Status
3.2.3.1 Continue the construction of the Mogo Trails	Tourism	Trail construction commenced and progressed with the permit being issued by Forestry NSW. 20 crew and eight machines were deployed to work on the trail construction during the year.	On track 
3.2.3.2 Develop promotional and marketing materials and signage and interpretation	Tourism	Development of branding and a marketing plan commenced this year. Destination marketing store, Threesides and Swell, were the successful tenderer to develop a Brand Strategy and three-year marketing plan for the Mogo trails.	On track 
3.2.3.3 Design and construct ancillary infrastructure	Tourism	Construction of trails heads planned to align with trail opening.	On track 

### Delivery Program Activity



**Activity**      **3.2.4**      **Develop the Batemans Bay Coastal Headlands Walking Trail and Observation Point guided by the Masterplan**

Action	Service	Progress for year	Status
3.2.4.1 Continue the construction of the Batemans Bay Coastal Headlands Walking Trail and Observation Point	Tourism	<p>The Observation Point Viewing Platform was opened to public in December 2022 and an official opening took place in April 2023. A variation request has been submitted to extend the Coastal Headlands Walking Trail project end date to December 2024.</p> <p>Most approvals are now in place, the Aboriginal heritage impact permit received and some further amendments required.</p> <p>Council is awaiting a Crown Lands Permit for works to commence on approx 15% of the walking trail.</p> <p>Car parking has been completed at Illabunda Drive, along with the construction of various steps, stairs and furniture along the trail.</p> <p>Contracts are in place to deliver the majority of infrastructure, council staff are also involved with some construction activities.</p>	On track 


Action	Service	Progress for year	Status
3.2.4.2 Develop promotional and marketing materials	Tourism	Council supplied branded brochures to 28 visitor information outlets and local businesses. Council published 16 image posts and stories per week across Instagram and Facebook as part of ongoing marketing campaigns and promotion.	On track 
3.2.4.3 Develop and implement thematic interpretation plans	Tourism	Council also produces three video reels per week which are shared through social media.	On track 
3.2.4.4 Design and construct ancillary infrastructure	Tourism	Council has implemented directives of the Batemans Bay and Observation Interpretation Plan at Observation Point, including a yarning circle, an aboriginal mural and the use of dhurga language. Council is developing an Interpretation Plan for the Coastal Headlands Walking Trail.	On track 

### Delivery Program Activity

**Activity 3.2.5 Encourage a variety of quality events to drive economic development as guided by the Events Strategy**

Action	Service	Progress for year	Status
3.2.5.1 Support and provide resources for event organisers to deliver hallmark, destination, sports tourism and community events	Tourism	Council provided support and resources for the delivery of 58 key events during the year. These included hallmark events, Narooma Oyster Festival and River of Art; tourism events such as Crank It Up, the Batemans Bay Triathlon Series and Horizon Apartments Narooma Forest Rally; and community events including the Moruya Mardi Gras and Riverlights, and the Hotondo Broulee Bay to Breakers Ocean Swim.  Other large-scale events supported included the NRL Preseason Raiders v Canterbury match, Sculpture for Clyde, Red Hot Summer Tour and the Batemans Bay Caravan, Camping and Leisure Expo.	On track 
3.2.5.2 Develop new event 'stay and play' experiences and encourage off-peak and shoulder season events	Economic Development	To encourage visitors to stay and experience the shire outside the peak season, Council provided event sponsorship to the Winter Night Market event held at Narooma during July, a new multi-day gravel event 'Clarkes Gambit' in October and Crank it Up, a multi-day event held in November. Council also supported new and existing events bringing visitors to the shire for multiple nights. These included the Sprint Series Adventure Race in March, the 2023 Monaro Knockout Group 16 Tournament, the NSW Primary School Sports Association AFL Championships in May and the Surf Life Saving NSW Inflatable Rescue Boat Racing Series in June.	On track 



Action	Service	Progress for year	Status
3.2.5.3 Facilitate and promote a sustainable events calendar	Tourism	Council continued to facilitate and promote a sustainable events calendar by liaising with event proponents to distribute events across multiple days and weekends. Council created an events calendar to keep track of events, minimise clashes and encourage collaboration between event organisers and businesses. Council also encouraged event proponents to run events in the off-peak season and this is embedded into the event support program for funding.	On track 



Measure	2022-23
Number of event applications processed	58


## Community Strategic Plan Strategy

### Strategy 3.3 Embrace and value our creative arts

#### Delivery Program Activity

##### Activity 3.3.1 Showcase public art, as guided by the Public Art Strategy



Action	Service	Progress for year	Status
3.3.1.1 Coordinate the Public Art Advisory Committee and associated projects	Community and Cultural Development	The Public Art Advisory Committee met seven times this year and provided advice and recommendations surrounding the Maureen Nathan Sculpture commission, the Narooma Legacy Mural project, the Sculpture for Clyde acquisition, the Tuross Development, the Wagonga Inlet Living Shoreline project, the Malua Bay Reserve upgrade, Council's permanent art collection, the Regeneration Road-trip project, the Batemans Bay Waterfront Square project and the development of public art in Moruya. In addition, all Council's acquisition and public art documents were reviewed.	On track 
3.3.1.2 Work with artists to identify and develop guidelines for safe installation, maintenance and management of artworks	Community and Cultural Development	Council worked with public art company Everlon and various artists on safe installation processes and artwork management and maintenance details. All current Council public art works have been catalogued and notated with maintenance and management information and added to the assets register.	On track 



Action	Service	Progress for year	Status
3.3.1.3 Provide advocacy and education in relation to current public art practice	Community and Cultural Development	Advocacy and education was provided in relation to public art across Council services including the Wagonga Inlet Living Shoreline project, the Council façade upgrade, Malua Bay redevelopment, the Regeneration Road-trip project, the Batemans Bay Waterfront Square project and Riverside Park master planning. Advocacy and research for the acquisition of a collection of photographs by renowned Australian photographer Tamara Dean for Council's art collection was completed. Identification of potential sites for future public artworks in Moruya has begun. Research for the management of a valuable art bequest has begun. Presentations to two community groups on Council's arts services, including acquisition and management of public art took place.	On track 

Measure	2022-23
Number of public art advocacy and educational activities undertaken	15

## Delivery Program Activity

**Activity**      **3.3.2**      **Develop and promote creative arts activities and industries, as guided by the Creative Arts Strategy**




Action	Service	Progress for year	Status
3.3.2.1 Provide opportunities for the community to participate in creative arts	Community and Cultural Development	Council provided a range of opportunities for the community to participate in creative arts both as participants and audience members. This included 13 exhibitions, 13 artist talks, 13 in person and digital tours, 22 creative workshops and events and 9 opening events. The Bas welcomed 14,331 visitors this year.	On track 
3.3.2.2 Promote best practice creative arts programs and events	Community and Cultural Development	Council adhered to industry standards for exhibiting and artist employment for creative workshops and artist demonstrations as set out through Australia's peak arts body National Association Visual Arts. Grant funding obtained through Create NSW to improve community accessibility to arts activities is near completion. The Bas strived to present the highest quality programs available and model best practice through relationships with philanthropists Christina Kennedy and Basil Sellers. Collaborations with leading gallery Michael Reid Australia provided opportunity for presenting nationally recognised Australian artists and contemporary arts. Council provided advice to internal and external stakeholders on best practice procedures in acquiring copyright, artwork licenses, artist briefing, public art and intellectual property.	On track 

Action	Service	Progress for year	Status
3.3.2.3 Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	Community and Cultural Development	<p>Council provided opportunities for local artists to exhibit, promote and perform through the Bas annual programming and the Bas About Town stream of activities at the Mechanics Institute. Highlights included:</p> <ul style="list-style-type: none"> <li>the national Basil Sellers Art Prize</li> <li>the Australian premiere of Wonga and the Waratah by local Aboriginal artist Cheryl Davison</li> <li>the Embers Epicorm II exhibition of seven leading Eurobodalla artists</li> <li>the Little Sellers Art Prize.</li> </ul> <p>Eurobodalla libraries exhibited a range of local artists throughout the year and promoted via the Facebook page and library news. Opportunities were also provided for 20 young musicians from local schools to perform through a Reconnecting NSW grant. Promotional support was provided to community groups through the monthly Arts Canvas newsletter. Council also provided venue support to the River of Art Festival to promote local artists.</p>	<p>On track</p> 
3.3.2.4 Seek opportunities to develop and showcase Aboriginal arts and arts practitioners	Community and Cultural Development	<p>Aboriginal arts and arts practitioners were showcased through the ngaranggal djinama exhibition that exhibited many of Australia's top Indigenous artists as well as local Eurobodalla talent. The Wonga and the Waratah exhibition was presented showcasing a local dreamtime story. Local Aboriginal artist Natalie Bateman presented minga bagan - a solo exhibition in the Bas. Council acquired two Aboriginal artworks for the permanent collection this year. Work on an Aboriginal Art Strategy begun.</p>	<p>On track</p> 

Measure	2022-23
Participation rates in creative arts activities	18,990
Number of exhibitions and activities delivered	58

## Delivery Program Activity

### Activity 3.3.3 Exhibit the arts at Council Facilities

Action	Service	Progress for year	Status
3.3.3.1 Implement the Basil Sellers Exhibition Centre arts program	Community and Cultural Development	The Basil Sellers Exhibition Centre scheduled an annual program of 15 exhibitions with associated events and activities, as well as a program of creative workshops and creative long programs. These programs were implemented as per their schedule.	On track 
3.3.3.2 Provide creative arts programs at a range of facilities	Community and Cultural Development	Creative arts programming was provided through the Moruya Library and Arts Centre, the Mechanics Institute and the Bay Pavilions. Marketing support and advice was provided to internal and external stakeholders enabling further creative programming across the shire, including South East Arts, River of Art, South Coast Pastel Society, Eurobodalla Libraries, Youth Services, Children's services and the Eurobodalla Regional Botanic Gardens. Other facilities and services conducted activities such as: <ul style="list-style-type: none"> <li>the Gruffalo theatre show during Children's Week</li> <li>Art on the Path</li> <li>beginner's art workshops for the River of Art</li> <li>kid's claymation workshops</li> <li>kid's theatre workshops</li> <li>an artist exhibition and floor talk by local artist Anna Jarrett</li> <li>a sustainable fashion parade and market</li> <li>creative workshops for International Day for People with a Disability</li> </ul>	On track 
3.3.3.3 Coordinate the Basil Sellers Art Prize	Community and Cultural Development	The Basil Sellers Art prize was presented and all milestones achieved for its first year as a national prize. 28 finalists from around Australia were showcased including five Eurobodalla artists. 2,883 people visited the show during its run and 13 sales and acquisitions achieved. Planning for the art prize in 2024 has begun.	Completed 




Measure	2022-23
Number of applications for the Basil Sellers Art Prize	249
Number of creative arts programs provided	60





## Strategy 3.4 Celebrate our unique region through inclusive places and spaces

### Delivery Program Activity





#### Activity 3.4.1 Plan and deliver functional and inclusive public spaces

Action	Service	Progress for year	Status
3.4.1.1 Work with key stakeholders to develop and implement place activation for towns and villages	Strategic Planning	<p>Work continued on the Batemans Bay Waterfront activation with key stakeholders. Whilst all elements of the category two funding under the streets as shared spaces was unable to be delivered, objectives achieved included:</p> <ul style="list-style-type: none"> <li>removal of barriers such as bollards and unused street furniture to enhance pedestrian and cycle activity</li> <li>solar lighting on parklets to encourage evening/ night-time use</li> <li>increased greening with new lawn, and plantings to make soft barriers</li> </ul> <p>The use of the space has been embraced by new events such as the annual 'Crank It Up' music festival and fortnightly Rotary markets that bring an additional 500-1,000 visitors to the space.</p>	<p>On track</p> 
3.4.1.2 Advocate for funding to review land use plans	Strategic Planning	<p>Council successfully advocated for funding to support the Eurobodalla Housing Strategy. Council was not successful in receiving the funding for the Batemans Bay densification project to review building heights and planning controls to facilitate higher density housing in Batemans Bay. Council will continue to work on this project with current budget and continue to seek support.</p>	<p>On track</p> 
3.4.1.3 Seek support and funding to prepare a Moruya Town Masterplan in conjunction with bypass and regional hospital	Strategic Planning	<p>Council and senior officers from the Department of Planning have begun work on the scope and engagement process and framework for the Batemans Bay Strategic Cluster Place Strategy. The NSW Department of Planning has indicated support to work with Council on a master planning process for Moruya Town Centre as part of the bridge re-alignment and regional hospital investment.</p>	<p>Completed</p> 

Action	Service	Progress for year	Status
3.4.1.4 Work with key stakeholders to develop and implement recreation and open space plans and projects	Recreation	<p>During the year:</p> <ul style="list-style-type: none"> <li>the Moruya Showground Management Committee signed off on the designs for the upgrade to the showground bar and canteen. This project will be delivered in 2023-24</li> <li>interviews were held with Riverside Park key stakeholders as part of the development of its draft Plan of Management</li> <li>the Tilba playground was successfully upgraded</li> <li>close work continued with sporting clubs for sportsground related grant applications and project design features</li> <li>worked with community and contracted lifeguards and identified disability advocacy bodies (including Accessible Beaches Australia) to design and implement improved beach accessibility at seven locations across the shire.</li> </ul>	<p>On track</p> 
3.4.1.5 Develop plans of management for developed and undeveloped Crown Reserves	Property	<p>Locale Consulting has been engaged to prepare the Plan of Management for Riverside Park and Ryans Creek Reserve. Initial internal consultation and interviews with key identified stakeholders was complete. Wider community consultation will take place next year.</p> <p>Due to resourcing restraints, no further progress has been made on the generic plans of management for developed and undeveloped Crown Reserves. This is a priority action for next year.</p>	<p>Off track</p> 






## Delivery Program Activity

### Activity 3.4.2 Implement the Batemans Bay Waterfront Master Plan and Activation Strategy

Action	Service	Progress for year	Status
3.4.2.1 Investigate opportunities to improve open spaces for events	Strategic Planning	Council continued to ensure events spaces on Council land are adequately maintained and prepared for upcoming events. Council continued to develop Plans of Management and obtain development applications for open spaces to assist in event approval efficiencies.	On track 
3.4.2.2 Investigate options and feasibility to widen the Murra Mia Walkway to be a high quality promenade board walk	Strategic Planning	Council was not successful in achieving the funding to support this project, and the work will not be undertaken in the foreseeable future.	Withdrawn 
3.4.2.3 Seek funds to undertake detailed design and construction for Waterfront Square	Strategic Planning	Council was unsuccessful on a grant application for the Regional NSW Business Strategy Fund. Council will need to continue to advocate for funding to be able to deliver the entire project. Projects will be considered based on priorities and funding going forward..	Withdrawn 
3.4.2.4 Support traders to have active shopfronts onto the street	Strategic Planning	Extensive consultation was undertaken with the Batemans Bay Rotary Club regarding the relocation of the Sunday markets (held twice a month) to the waterfront in Clyde Street. All Sunday trading businesses in the area were approached to gain support and drive traffic from the markets to local businesses.  Street activities policy reviewed as stands until the undertaking of a more robust consultation process can occur as the current policy includes mobile food vending that should sit separately.	On track 

## Delivery Program Activity




**Activity 3.4.3 Provide distinctive, innovative and consistent signage and interpretation that promotes our unique features guided by the Wayfinding and Signage Strategy**

Action	Service	Progress for year	Status
3.4.3.1 Review relevant signage policies and practices	Tourism	Council commenced work on the development of a community interpretation and signage policy to consider requests as part of a larger interpretation framework project. Council follow the Tourism Wayfinding and Signage Strategy and the Signage Style Guide for implementation of signage and interpretation projects across the shire.	On track 
3.4.3.2 Install signage at Durras, Dalmeny, Kianga, Nelligen and Tuross Head	Tourism	All signs installed. However, Dalmeny and Nelligen signs to be relocated at later date	Completed 
3.4.3.3 Conduct a tourism product audit to identify key attractions and locations for appropriate tourist signage	Tourism	The audit was unable to be conducted during the year due to lack of resources (staff vacancy).	Withdrawn 
3.4.3.4 Seek funding to continue the implementation of the Wayfinding and Signage Strategy	Strategic Planning	Council continued to implement the \$120,000 from the NSW Government's Stronger Country Communities Fund – Round 5 for phase two of the Eurobodalla Tourism Wayfinding Signage Project.	On track 
3.4.3.5 Continue inclusive place naming and accessible signage for community spaces	Strategic Planning	Interpretation signage that includes dhurga language was installed at Observation Point and Council continued to investigate opportunities to use dhurga language for the Coastal Headland Walking Trail including naming and interpretation.  Council designed and arranged manufacture of the 'Our Friends' information signage at Moruya Bridge, in support of the Moruya Business Chamber. Dhurga language appears in the story.  Council met with the Brierley family to develop interpretation of the Brierley homestead that will be incorporated into upgrades of Brierleys boat ramp and vicinity.	On track 

Measure	2022-23
Number of town signs installed	5

## Delivery Program Activity

### Activity 3.4.4 Provide a Regional Botanic Garden of Excellence

Action	Service	Progress for year	Status
3.4.4.1 Enhance visitor experience via events, education programs and facilities	Commercial Entities	<p>An events committee was developed this year and has been pivotal in the planning and implementation of an increased range of educational and social activities at the Garden.</p> <p>Visitor experience was enhanced by evening wildlife tours, a new range of discovery walks for children, a book fair and sculpture walk and nature-based experiences for adults.</p> <p>A comprehensive calendar of events of 32 new activities was developed by the committee and is set to roll out next year. It includes Moonlight Movies, live music, live performances and school holiday activities.</p> <p>The Year 4 school's educational program was reinstated and planning was completed for the new grant funded Discovery Garden which will include a broad range of sensory activities and experiences. Construction of the Discovery Garden will commence next year and planning has incorporated new facilities for environmental education.</p>	On track 
3.4.4.2 Coordinate the established volunteer network to support the Garden	Commercial Entities	<p>Six volunteer inductions sessions were conducted attracting 24 potential new volunteers.</p> <p>During the year, volunteers worked 14,744 hours which was an increase of 8.5% on the previous year.</p> <p>For the first time, volunteers were presented with long service certificates at a special lunch catered by Garden staff. Volunteers serving 10, 15, 20, 25 and 30 years were recognised establishing a new and important annual event.</p> <p>The Visitor Services Officers provided a training day for its volunteers and guides and coordinated an excursion for volunteers to the National Botanic Garden and Arboretum in Canberra.</p> <p>The newly established Events Committee includes four volunteer roles.</p>	On track 
3.4.4.3 Review the Botanic Garden Strategic Plan	Commercial Entities	The plan was reviewed and a draft five-year plan is being prepared for presentation to Council for adoption next year.	On track 

Measure	2022-23
Visitation numbers at the Eurobodalla Regional Botanic Garden	83,011



# Goal 4


Our connected community through reliable and safe infrastructure networks





## Community Strategic Plan Strategy

Strategy 4.1 Provide integrated and active transport networks to enable a connected and accessible eurobodalla

## Delivery Program Activity

Activity 4.1.1 Plan for an integrated and active local transport network, guided by the NSW Government's Future Transport 2056 Strategy



Action	Service	Progress for year	Status
4.1.1.1 Plan for a safe, efficient and integrated transport network that meets current and future needs	Transport / Strategic Planning	<p>Council's vision is to ensure a safe, accessible, integrated, and resilient transport network that provides for the efficient and effective movement of people and goods, and to activate and support our growing permanent and visitor population and economy.</p> <p>Our existing transport network is managed and underpinned by:</p> <ul style="list-style-type: none"><li>• taking a strategic whole of network and route approach, rather than a project specific approach</li><li>• a well-established road hierarchy directly linked to current and planned growth</li><li>• a strong focus on saving lives and reducing road related trauma through implementation of the Eurobodalla Road Safety Plan 2019-22</li><li>• sound asset and risk management including integration of resilience outcomes</li><li>• strategic integration of multiple projects through advanced route planning and extensive re-use of materials to accelerate delivery of route and network outcomes</li><li>• integration of active transport through implementation of the adopted Eurobodalla Pathways Strategy 2017</li><li>• a strong focus on improving connectivity, walkability and liveability of our towns and villages, particularly within our commercial business districts and where major routes pass through our villages.</li></ul>	<p>On track</p> 

Action	Service	Progress for year	Status
4.1.1.1 (continued)		<p>A Transport Network Plan has been prepared for the northern area of Eurobodalla Shire which focuses on the major growth corridor between Batemans Bay and Moruya plus Cullendulla Drive (servicing Long Beach and Maloneys Beach) and Durras Drive (servicing South Durras) in the north of the Eurobodalla. The Northern Area Transport Network Plan (NATNP) is available on Council's website.</p> <p>Council is continuing the preparation of a Transport Network Plan for the Southern Area of Eurobodalla. A draft plan has been prepared and initial consultation with internal stakeholders has now been completed with the draft plan currently being updated to consider all feedback provided.</p> <p>The Eurobodalla Road Safety Plan 2019-22 is also currently being reviewed and updated to include the latest crash data as well as considering feedback from internal and external stakeholders to ensure it will continue to reduce crash related trauma on our road networks.</p>	
4.1.1.2 Provide traffic management planning	Transport	<p>During the period, Council:</p> <ul style="list-style-type: none"> <li>reviewed five Traffic Management Plans for special events</li> <li>assisted in the ongoing development of NSW Government funded Moruya Bypass</li> </ul>	On track 
4.1.1.3 Coordinate the Local Traffic Committee	Transport	10 Local Traffic Committee meetings were held.	On track 
4.1.1.4 Advocate for improved public transport including compliance with NSW Disability Standards for accessible public transport	Transport	<p>Council worked with Transport for NSW (TfNSW) and Community Transport to re-establish the Eurobodalla Transport Working Group. Initial discussions with TfNSW and Council were undertaken in January 2023.</p> <p>Discussions were undertaken with bus companies on re-establishing the group and Council are working with TfNSW to establish an appropriate lead for this initiative.</p>	On track 
4.1.1.5 Provide community transport services	Community Care	Community Transport provided planned transport to seniors as well as other transport disadvantaged residents. It assisted with local travel as well as long distance to Canberra, Nowra, and Bega. Trip numbers are slowly returning to pre COVID-19 numbers, and demand has increased from Home Care Package providers to assist with transport for their clients.	On track 

Measure	2022-23
Amount of accessible transport related funding received annually	\$1,768,750
Number of Local Traffic Committee meetings	10
Number of Community Transport trips	8,913 trips
Number of Community Transport volunteer hours provided	9,596 hours



## Delivery Program Activity

### Activity 4.1.2 Advocate for improved and resilient transport services and infrastructure

Action	Service	Progress for year	Status
4.1.2.1 Partner with peak bodies to advocate for improved local transport services and infrastructure	Transport	<p>Council continued to advocate for improved funding for local and regional roads.</p> <p>During the year, Council:</p> <ul style="list-style-type: none"> <li>worked with Transport for NSW (TfNSW) and the Department of Health (Infrastructure) on proposed Moruya bypass and integration with new regional hospital and regional emergency services precinct</li> <li>worked with the South East Australian Transport Strategy Inc (SEATS) to advocate on transport priorities for the Eurobodalla, including upgrades to the Princes Highway (highway duplication and bridge upgrades) and improved resilience works</li> <li>attended Institute of Public Works Engineering Australasia (IPWEA) South East Regional Meetings and Forum and the NSW Local Roads Congress.</li> <li>prepared the draft Southern Area Transport Network Plan and circulated to stakeholders for comment.</li> <li>prepared Council's submission on TfNSW's Draft South East and Tablelands Regional Transport Plan.</li> </ul>	<p>On track</p> 
4.1.2.2 Seek grant funding to maintain and improve the local and regional transport network	Transport	<p>Council was awarded \$9,325,803 from the NSW and Australian Governments to support the ongoing maintenance and upgrades of our regional and local transport network.</p> <p>This allows Council to deliver its vision in accordance with our Transport Network, Road Safety and Critical Resilience Infrastructure plans: to ensure a safe, accessible, integrated, and resilient transport network that provides for the efficient and effective movement of people and goods, and to activate and support our growing permanent and visitor population and economy.</p>	<p>On track</p> 

## Delivery Program Activity




**Activity**      **4.1.3**      **Provide safe and reliable local rural and urban roads, guided by the asset management plan**

Action	Service	Progress for year	Status
4.1.3.1 Maintain the local rural and urban road network	Transport	<p>Reseal and asphalt programs for the year were complete.</p> <p>High levels of rainfall over the last 12 months, including declared natural disasters impacted the road network with numerous potholes and pavement failures necessitating urgent repairs. Council is working to progressively address these failures with longer term repairs. The wet weather and challenges with tight labour markets and resourcing has resulted in an increased backlog of defects and planned works. Works to rectify defects will continue.</p>	<p>Off track</p> 
4.1.3.2 Build and renew the local rural and urban road network	Transport	<p>While resourcing constraints and the requirement to complete grant funded works impacted on the ability of Council to complete all planned projects on the local rural and urban road network, the majority of programmed works was completed, including:</p> <ul style="list-style-type: none"> <li>• Araluen Road stabilisation completed and road reopened</li> <li>• Pavement Rehabilitation program largely complete. Planned works for George Bass Drive, Surf Beach delayed.</li> <li>• Urban Roads program complete, but for works at Merinda Street, Malua Bay – delayed.</li> <li>• Tomakin Road Upgrade Stage 2 completed. River Road upgrade in progress. Wagonga Scenic Drive upgrade delayed.</li> <li>• Bridge renewal program completed with six bridges replaced.</li> </ul>	<p>Off track</p> 

Measure	2022-23
Length of sealed road maintained	627km
Length of unsealed road maintained	394km
Number of bridges maintained	114

## Delivery Program Activity





**Activity**      **4.1.4**      **Deliver a functional stormwater network guided by the asset management plan**

Action	Service	Progress for year	Status
4.1.4.1 Build and renew the stormwater network	Stormwater	Major works completed, including: <ul style="list-style-type: none"> <li>Araluen Road culvert replacement</li> <li>Punkalla Tilba Road culvert replacement relining program</li> </ul>	On track 
4.1.4.2 Maintain the stormwater network	Stormwater	Maintenance was carried out in accordance with Council policies, the Code of Practice, and established procedures, prioritising tasks based on urgency and the availability of resources.	On track 
4.1.4.3 Develop a new stormwater servicing plan for South Batemans Bay CBD	Stormwater	Initial detail survey for South Batemans Bay CBD has been completed, including location of underground services.  Detail design and construction works are underway to provide new stormwater lines to service Herarde Street, Heradale Parade and Golf Links Drive as part of the NSW Government Regional Housing Fund \$1.4 million - South Batemans Bay Stormwater Upgrade project.  Further design work is required to deliver a stormwater servicing plan for Orient Street (South), Flora Crescent and other areas within the South Batemans Bay CBD that will be linked with Strategic Planning work for Batemans Bay.	Off track 

Measure	2022-23
Length of stormwater maintained	201km

## Delivery Program Activity

**Activity 4.1.5 Promote active and inclusive transport through the provision and enhancement of the pathway network, as guided by the Pathway Strategy and asset management plan**




Action	Service	Progress for year	Status
4.1.5.1 Maintain the pathway network	Transport	Maintenance was undertaken based on priority and available resources.	On track 
4.1.5.2 Build and renew the pathway network	Transport	<p>Council and grant funded projects completed during the reported period include:</p> <ul style="list-style-type: none"> <li>• Noble Parade, Dalmeny</li> <li>• Melaleuca Crescent, Catalina</li> <li>• Kuppa Avenue, Malua Bay</li> <li>• Church Street, Mogo</li> <li>• Evans Road, Tuross Head</li> <li>• Nelson Parade, Tuross Head</li> <li>• Train Street, Broulee</li> <li>• Costin Street Narooma</li> <li>• Hawkins Street Tuross Head</li> <li>• Corunna and Tilba Street, Narooma</li> <li>• Sylvan Street, Malua Bay</li> <li>• Sunpatch Parade, Tomakin</li> <li>• Bate Street, Tilba</li> <li>• Beach Road, Denhams Beach</li> <li>• Northcove Road, Long Beach</li> <li>• George Bass Drive, Lilli Pilli (in progress)</li> </ul> <p>Edward Road, Batehaven has been delayed by water main replacement program to be completed prior to construction of the footpath.</p>	On track 
4.1.5.3 Leverage existing funding to accelerate expansion of the pathway network	Transport	<p>Council was awarded \$1,768,750 from the NSW Government to support the expansion and integration of the formal footpath and shared pathway network across the Eurobodalla for the betterment of pedestrian and cyclists' community connections.</p> <p>This allows Council to deliver priority pathways as identified in our 2017 Pathway Strategy and supports the Disability Inclusion Action Plan.</p>	On track 
4.1.5.4 Review the Pathways Strategy	Transport	Internal review commenced. Final adoption of an updated strategy deferred due to staff vacancies and available resources being diverted to respond to natural disasters.	Off track 

Measure	2022-23
Length of pathway maintained	148km including shared pathways



## Delivery Program Activity

**Activity**      **4.1.6**      **Provide car parking, guided by the asset management plan**



Action	Service	Progress for year	Status
4.1.6.1 Maintain the car park network	Transport	Inspections completed as per schedule. Maintenance was undertaken on a priority basis.	On track 
4.1.6.2 Build and renew car parks	Transport	Projects for the year included: <ul style="list-style-type: none"><li>• Captain Oldrey carpark asphalt surfacing</li><li>• Bill Smyth carpark asphalt surfacing</li><li>• Hanging Rock carpark extension</li><li>• Observation Point carpark construction.</li></ul>	On track 
4.1.6.3 Explore opportunities to improve accessibility of shire car parks	Transport	Council continued to provide advice to local town groups regarding further development of car parks at beach access in the shire.	On track 

Measure	2022-23
Number of car parks maintained	147

## Strategy 4.2 Strengthen linkages through air, road, and marine transport options




### Delivery Program Activity

#### Activity 4.2.1 Advocate for improved highways and freight access in and out of Eurobodalla

Action	Service	Progress for year	Status
4.2.1.1 Work with key partners to advocate for the progress upgrades of the Princess and Kings Highways	Transport	<p>Council worked directly and through South East Australian Transport Strategy Inc (SEATS) to advocate highway and transport priorities for the Eurobodalla, including highway duplication and bridge upgrades. Three SEATS meetings were attended.</p> <p>Council works with Canberra Joint Regional Organisation of Councils (CRJO) on transport infrastructure package, inclusive of priorities on the Princes Highway and Kings Highway and provided a submission to the Australian Government on the "Australian Government inquiry into the implications of severe weather events on the national regional, rural and remote road network" in February 2023.</p> <p>Council attended the Transport for NSW (TfNSW) Values Management Workshop on the Moruya Bypass on 10 May 2023.</p> <p>Council undertakes the Roads Maintenance Management Contract work on the Kings Highway for TfNSW.</p>	<p>On track</p> 
4.2.1.2 Advocate the NSW Government to optimise outcomes from delivery of key regional transport upgrades such as the Nelligen Bridge and Moruya by-pass	Transport	<p>Council participated in regular meetings and a values management workshop with Transport for NSW (TfNSW) to progress the Moruya Bypass Project, and has advocated to TfNSW, Member for Bega, and previous NSW Government Ministers for retention of the current section of the Princes Highway and Moruya Bridge to avoid the depreciation burden on Council.</p> <p>Council is working with TfNSW on integration of the Moruya bypass with the new Eurobodalla Hospital and Eurobodalla Regional Collocated Emergency Services Precinct in Moruya.</p>	<p>On track</p> 

## Delivery Program Activity




**Activity**      **4.2.2**      **Provide and enhance the Regional Airport, guided by the Airport Master Plan**

Action	Service	Progress for year	Status
4.2.2.1 Operate and maintain the Regional Moruya Airport	Commercial Entities	Rex Airlines implemented an improved flight schedule which increased capacity and reduced fares. For the first time, this meant a Rex plane resided overnight at Moruya, providing greater capacity for the first and last flights of the day, and crew staying overnight in the area providing an additional economic benefit.  Due to operational issues this has now changed back to previous arrangements but the year has delivered record passenger numbers.	On track 
4.2.2.2 Seek funding to support priorities identified in the Airport Master Plan	Commercial Entities	Grant applications have been submitted and secured and one major project, a replacement of the main taxiway for airport tenants, has been completed. A large grant for the next stage of development at the airport has been submitted.	On track 
4.2.2.3 Review the Airport Master Plan	Commercial Entities	Finalisation of the review was delayed pending commencement of new staff. The final draft is now being considered.	Off track 

Measure	2022-23
Number of landings at the airport	7,132
Number of passengers	22,119

## Delivery Program Activity

**Activity**      **4.2.3**      **Work in partnership to develop marine infrastructure, guided by the Marine Asset Management Strategy**

Action	Service	Progress for year	Status
4.2.3.1 Inspect and maintain Council boating and marine infrastructure	Recreation	Regular cleaning of the boat ramps occurred during the year. Maintenance of the shark net at Bar Beach, Narooma was completed. Inspection of Marine assets routinely completed.	On track 
4.2.3.2 Leverage funding to renew and build Council boating and marine infrastructure	Recreation	Council was awarded \$50,000 from the NSW Government for the maintenance of local boat ramp facilities, allowing Council to maintain two regional boat ramp facilities and conduct monthly inspections of marine infrastructure at both locations next year.	On track 
4.2.3.3 Advocate for NSW Government boating and marine infrastructure and ongoing dredging of navigation channels	Recreation	Council maintains its position that the NSW Government should fund dredging works in the Clyde River Batemans Bay and Wagonga Inlet Narooma.	On track 


Measure	2022-23
Number of marine infrastructure maintained	119



## Community Strategic Plan Strategy

### Strategy 4.3 Enhance connectivity through improved telecommunications and power supply

#### Delivery Program Activity

**Activity**      **4.3.1**      **Work with key partners to ensure resilience, consistency, and improvements in our networks**

Action	Service	Progress for year	Status
4.3.1.1 Advocate for improved power supply resilience to Mt Wandera telecommunications site, other critical infrastructure sites and vulnerable communities	Public Order and Safety	<p>This site houses the government radio network (GRN) for all emergency services agencies, ABC and commercial radio, TV, mobile phone infrastructure, Council's telemetry systems for water and sewerage systems, and numerous private purposes.</p> <p>Council has led a steering group of users of this site to develop an upgrade plan to deliver improved resilience for the whole site including:</p> <ul style="list-style-type: none"><li>• Provision of resilient power poles from the open farmland to Mt Wandera</li><li>• Replacement of vulnerable above ground electrical turrets (recently completed by Essential Energy) and pole mounted transformers with more resilient installations</li><li>• Improved power back-up onsite has been funded, and is being implemented (NSW Telco Authority are providing a 5-day back-up system for the GRN and Telstra 2-days for telecommunications)</li><li>• Improved access and turning arrangements</li><li>• Improved Asset Protection Zones</li><li>• Improved resilience of Council's own installation.</li></ul> <p>Council led advocacy work with community associations and business chambers to government in the lead up to the last federal election, resulting in a funding allocation of \$750,000 under the Disaster Ready Fund for Mt Wandera resilience upgrades. This includes power supply, access, and asset protection zone improvements. These funds will allow all remaining resilience and site safety works to proceed to completion next year.</p> <p>Council partnered with the Durras Association to advocate for improved power resilience. This resulted in the Australian Government committing \$243,000 in funding under the Disaster Ready Fund for the power line into South Durras to be upgraded to resilient poles. These works will now proceed in 2023.</p>	On track 

Action	Service	Progress for year	Status
4.3.1.2 Advocate for improved resilience, coverage and speed of telecommunications including fast internet and reduce mobile black spots	Public Order and Safety	<p>Council's advocacy to the Australian Government to further improve the resilience and coverage of telecommunications has resulted in funding commitments under the Disaster Ready Fund to improve coverage along the Princes Highway, particularly between Batemans Bay and Ulladulla, and the villages of Tuross Head and Lilli Pilli.</p> <p>The Australian Government has also committed to funding the deployment of back-up Sky Muster satellite services in the Eurobodalla including the Batemans Bay Community Hub, Moruya SES Unit, Batemans Bay and Moruya RFS Units, and the Mogo RFS Training Centre, under the Strengthening Telecommunications Against Natural Disasters (STAND) program</p>	<p>On track</p> 
4.3.1.3 Seek funding to undertake and prepare a telecommunications strategy to support business resilience, diversity and growth	Economic Development	<p>Discussions undertaken with the University of Wollongong (UoW) to investigate options for in-kind support through student supported activities. Council met with Dr Paul di Pietro, Dean of Knowledge Exchange and Translation.</p> <p>State and federal government representatives were approached regarding funding with no program identified to support the activity. Corporate partners have provided in-kind support with strategy templates developed and offered in-kind mapping services.</p> <p>Digital connectivity roadshow (seven events) undertaken to ascertain business capability and potential issues to be addressed.</p> <p>Options to support the development of the strategy are being considered for 2023-24.</p>	<p>On track</p> 



# Goal 5




## Our engaged community with progressive leadership



### Community Strategic Plan Strategy




Strategy 5.1      Acknowledge our shared responsibility through an informed community

### Delivery Program Activity

Activity      5.1.1      Proactively provide clear, accessible, timely and relevant information to support and inform the community

Action	Service	Progress for year	Status
5.1.1.1 Manage Council's website	Communications	<p>Website content updates were reviewed and approved daily, and web editors provided with ongoing training and guidance to improve the content of the pages they are responsible for. This includes corporate, the Bas, and Regional Botanic Garden sites. An upgrade to our content management system provided access improvements for web editors.</p> <p>A new staff intranet was launched in July, aimed at making resources more easily available, and providing a single source of truth. New single sign-on capability makes intranet access easy and efficient, particularly for staff in field and working from home.</p> <p>The websites have also been prepared for transition to Google Analytics 4, ready for the end of traditional Google analytics from July 2023.</p>	On track 
5.1.1.2 Prepare and distribute media releases	Communications	Media releases were prepared and distributed to local and regional media outlets and to stakeholders like state and federal representatives and local community associations.	On track 
5.1.1.3 Manage media enquiries	Communications	Media queries were received from local, regional and national media outlets, with most responded to within a day. In addition to informal queries, Council responded to 267 formal media queries.	On track 

Action	Service	Progress for year	Status
5.1.1.4 Manage social media channels	Communications	<p>There are four corporate social media accounts: Facebook, Instagram, LinkedIn and YouTube. On average Council posts two to five Facebook posts each week, with ad hoc posting on our other platforms.</p> <p>Facebook remained one of our strongest communications tools with the community, with 17,786 followers. Averaged over the year, each month Council's Facebook posts are seen by 36,336 personal, business and group accounts. Council's corporate Instagram page has 2,666 followers and YouTube account has 166 followers. Instagram reach and engagement increased markedly when we introduced Reels.</p> <p>In the last quarter, LinkedIn was a new focus of Council's corporate social offerings, with 1,608 followers by end of financial year.</p>	<p>On track</p> 
5.1.1.5 Design Council's communications, signage and promotional materials in line with brand and accessibility requirements	Communications	<p>Notable design projects during the year included:</p> <ul style="list-style-type: none"> <li>• Village entry signs for Dalmeny, Kianga, Tuross Head and Nelligen</li> <li>• in collaboration with community groups, interpretive signs for North Broulee dune, Rosedale footbridge, and Russ Martin Park in Moruya.</li> <li>• interpretive signs for Council assets including: Moruya Library and Bas native garden, the Aboriginal Heritage Walk and display gardens at Eurobodalla Regional Botanic Garden, Observation Point lookout,</li> <li>• a styleguide for interpretive signage</li> <li>• signage scope for the coastal headland walking trail</li> <li>• Mayor's Writing Competition anthology and competition certificates</li> <li>• updated signage for waste management facilities and decals for CleanAway trucks</li> <li>• Basil Sellers Art Prize catalogue and collateral</li> <li>• various promotional posters and flyers</li> <li>• wayfinding at the Eurobodalla Regional Botanic Garden</li> </ul> <p>Changes were made to corporate collateral to improve accessibility including larger font sizes, avoiding small body copy and light fonts, adhering to web content accessibility guidelines (WCAG) colour contrast ratios.</p> <p>Work is underway to update the corporate style guide and templates to refresh the brand and incorporate accessibility requirements.</p>	<p>On track</p> 




Action	Service	Progress for year	Status
5.1.1.6 Prepare and publish 'Living in Eurobodalla' newsletter	Communications	<p>The first edition of the year was distributed to households in July. The print newsletter has undergone a significant redesign – with a newsier look and content – and expansion, from four pages to eight pages.</p> <p>There was no second edition quarter of Living In Eurobodalla, with resourcing issues disrupting production. A one-off January 'summer' delivery edition was produced instead, and the newsletter aligned with the seasons rather than calendar quarter to make production easier. Autumn and winter editions were well received.</p>	<p>On track</p> 
5.1.1.7 Manage Council's electronic newsletters	Communications	<p>Council News is the organisation's monthly corporate email newsletter that continues to exceed industry standards, with open rates around 65 percent compared to the average of 19 per cent for government electronic newsletters.</p> <p>Other electronic newsletters are distributed by Council: Arts Information Exchange, Business Update, Library News, Bushfire Recovery, Builders and Developers, the Bas, Children's Services Update, Community Care, Recreation Matters, Tourism News, What's On in Eurobodalla.</p> <p>Bushfire Recovery and Recreation Matters both ended during the year, the former as the Bushfire Recovery Office at Moruya was closed at the end of the project and the latter due to reconsideration of the best use of resources.</p> <p>The Employment Revolution's Job Update began publishing in newsletter format from May 2023 (it is not currently included in the electronic newsletter count due to its different nature and format).</p>	<p>On track</p> 
5.1.1.8 Using Council's platforms, provide information for the community about the role of elected representatives	Communications	<p>Councillor representation was promoted by way of social media posts advertising upcoming Council meetings – including Public Access and Public Forum – with links to the business paper – these are also shared with local media; post-meeting Mayoral video shared on social media highlighting important issues; occasional Mayoral Message that is distributed to media outlets; organisation and promotion of monthly Councillor Catch Up sessions.</p>	<p>On track</p> 

Measure	2022-23
Number of Council News subscribers	3,314
Number of media queries	267
Number of media releases distributed	160

Measure	2022-23
Number of newsletters published	71
Number of social media followers	21,224
Website traffic	1,008,617




## Delivery Program Activity

**Activity 5.1.2 Provide a range of opportunities for the community to be consulted and engaged, guided by the Community Engagement Strategy**

Action	Service	Progress for year	Status
5.1.2.1 Invite community members to participate in decision-making by providing a broad range of engagement opportunities	Communications	The community is made aware of opportunities to engage in decision making by way of communications on social media (particularly Facebook), radio advertising, and through media releases provided to local and regional outlets, as well as posters/flyers and via Council's newsletters. Some projects also engage with community members directly through written or electronic mail, or host community information sessions. An online engagement platform – Granicus – was trialled and will be rolled out in next year. Significant engagements during the year included a community workshop to examine options to reopen a northern road to Congo village, along with three well-attended budget briefing sessions hosted by the General Manager and Finance Director to preview our financial forecast and the draft capital program for future years.	On track 
5.1.2.2 Review the Community Engagement Strategy	Communications	The Community Engagement Strategy was revised, and a draft presented to Council at their 13 September 2022 meeting. The Strategy was publicly exhibited for 28 days (14 September to 4 October 2022) and no submissions were received.  The Strategy was adopted at the 25 October Council meeting.	Completed 
5.1.2.3 Provide opportunities for Councillors to talk to the community at accessible locations throughout Eurobodalla	Communications	Councillor Catch Ups were held on 27 July 2022 in Bodalla, 17 August 2022 in Nelligen, 21 September 2022 in Tuross Head and 10 May 2023 in Batemans Bay.	On track 

## Delivery Program Activity

**Activity**      **5.1.3**      **Provide a welcoming and easy to deal with Council where customers have a positive experience**

Action	Service	Progress for year	Status
5.1.3.1 Provide quality customer assistance in main administration building and depots	Customer Service and Records	Council continues to provide customer assistance to the community in the main administration building and depots. Council's front counter team, processed 8,556 receipts and the Switch received 49,106 phone calls in the year.	On track 
5.1.3.2 Manage public access to Government Information and Privacy (GIPA)	Customer Service and Records	During the reporting period, Council received 21 valid formal access applications made under the GIPA Act and determined 17 formal access applications.	On track 
5.1.3.3 Provide effective records management	Customer Service and Records	Council continues to provide an effective records management system. Council received 5,427 hard copy letters and 37,492 emails to council@esc.nsw.gov.au. 263,733 documents were registered into Council's records management system during the year.	On track 

Measure	2022-23
Percentage of correspondence dealt with within timeframes	85%
Number of GIPA applications determined	17
Number of GIPA applications processed	23
Number of GIPA applications received	21
Percentage of customer service requests resolved within time frames	77%
Percentage of phone enquiries to Council's Switchboard addressed within time frames	94%

## Strategy 5.2 Proactive, responsive and strategic leadership

### Delivery Program Activity

**Activity 5.2.1 Be proactive leaders with a focus on 'community better'**


Action	Service	Progress for year	Status
5.2.1.1 Facilitate and support civic functions	Community and Corporate Leadership	Council held two civic functions during 2023: <ul style="list-style-type: none"> <li>opening of Observation Point, Batehaven</li> <li>unveiling of the Batemans Bay Indoor Aquatic Centre Committee Plaque.</li> </ul>	On track 
5.2.1.2 Administer community grants and donations	Community and Corporate Leadership	Community grant applications received included: <ul style="list-style-type: none"> <li>nine Community Event Grants</li> <li>seven Education and School Grants</li> <li>four Fergus Thomson OAM Heritage Award 2022</li> <li>three Historical Societies Support Grants</li> <li>nine Local Heritage Grants</li> <li>27 Mayoral Grants</li> <li>19 Tourism Events Sponsorship Grants</li> </ul>	On track 
5.2.1.3 Explore opportunities for Councillors to be more accessible to the community	Community and Corporate Leadership	Council has held five Councillor catch ups this year: in Bodalla, Nelligen, Tuross, Batemans Bay and Narooma.	On track 
5.2.1.4 Provide professional development opportunities for Councillors	Community and Corporate Leadership	Media training has been scheduled for August 2023 for all Councillors to attend.	On track 



Measure	2022-23
Total value of community grant distributed	\$175,334
Number of civic functions held	2



## Delivery Program Activity

### Activity 5.2.2 Implement effective governance and long-term planning

Action	Service	Progress for year	Status
5.2.2.1 Assist the Council in meeting its statutory obligations and roles	Community and Corporate Leadership	<p>Dr Catherine Dale finished her term as General Manager 30 September 2022.</p> <p>Council recruited and appointed a new General Manager, Warwick Winn, who commenced on 7 November 2022 for a four-year term.</p> <p>Council has met on 18 occasions including 16 ordinary and two extraordinary meetings.</p> <p>Council adopted a new Code of Meeting Practice at the extraordinary council meeting held on 5 September 2022. Council adopted the revised Code of Meeting Practice on 27 June 2023.</p> <p>Nine Mayoral Reports submitted on:</p> <ul style="list-style-type: none"> <li>• Review of Bay Pavilions operation</li> <li>• Emergency Services Levy</li> <li>• Treatment of Rural Fire Service Equipment</li> <li>• Recognitions of Service</li> <li>• Extraordinary Council Meeting – Appointment of General Manager</li> <li>• Community Engagement Framework and Participation Plan – Amendment</li> <li>• Code of Meeting Practice</li> <li>• Appointment of Interim General Manager</li> <li>• Six Notice of Motions submitted on:</li> <li>• Review of Borrowing Management Policy</li> <li>• Sale of crown road reserve adjacent Lot 6 DP 1171646 Turnbolls Lane Moruya</li> <li>• Responses from Ministers to the Mayor</li> <li>• Eurobodalla Shire Council supports an end to native forest logging in Eurobodalla Shire</li> <li>• Advocacy to NSW Government to legislate that 24/7 cat containment can be enforced by local government</li> <li>• Advocacy to NSW Government to end native forest logging in State forests and transition the native hardwood sector of Forestry Corporation NSW (FCNSW) to 100% sustainable plantations</li> </ul>	<p>On track</p> 

Action	Service	Progress for year	Status
5.2.2.1 (continued)		<p>Two Questions on Notice reports were submitted by Councillors regarding:</p> <ul style="list-style-type: none"> <li>• Rules for Flying Drones</li> <li>• Dalmeny Land Release Area</li> <li>• Two Petitions were submitted to Council:</li> <li>• Petition regarding animal cruelty at rodeos</li> <li>• Petition to defer any re-sealing works to Barkala Street and Coastal Court, Dalmeny</li> </ul> <p>Nine Delegates reports highlighting Councillor's experiences at the conference were presented for the:</p> <ul style="list-style-type: none"> <li>• 2022 NSW Coastal Conference</li> <li>• 2022 NSW Local Roads Congress</li> <li>• 2022 Australian Local Government Women's Association Conference</li> <li>• 2022 National General Assembly</li> <li>• 2022 Local Government NSW (LGNSW) Special Conference</li> <li>• 2022 LGNSW Annual Conference</li> <li>• 2022 LGNSW Destination and Visitor Economy Conference</li> <li>• 2023 Australian Local Government Women's Association Conference</li> </ul> <p>23 Community members registered to speak at public access session and 72 registered to speak at public forum on matters listed on the Council agenda.</p> <p>Minutes were prepared and published online within one week of each meeting.</p>	
5.2.2.2 Review Council policies	Community and Corporate Leadership	Policies have been reviewed and uploaded to Council website.	Completed 
5.2.2.3 Review and prepare Council's plans and reports under the Integrated Planning and Reporting Framework	Community and Corporate Leadership	<p>The draft Delivery Program 2022-26 (DP) and Operational Plan 2023-24 (OP), along with a revised draft Long Term Financial Plan 2023-33 (LTFP) were developed as Council's response to the community's visions and goal as articulated in the Community Strategic Plan. When drafting the plan, Council considered findings from the Financial Health Check and impacts of resourcing challenges experienced through the 2022-23 year. The revised plan reflects these impacts. The draft plans were placed on public exhibition 10 May to 24 May 2023.</p> <p>Community feedback on the exhibited plans was received and incorporated into the final versions and the plans were adopted and endorsed by Council 27 June 2023.</p>	On track 

Measure	2022-23
Number of Council meetings	18
Plans adopted within statutory timeframes	100%

## Delivery Program Activity

### Activity 5.2.3 Advocate and collaborate to advance the region and address local issues



Action	Service	Progress for year	Status
5.2.3.1 Develop and maintain strategic partnerships	Community and Corporate Leadership	<p>Council continued to be members of the Australian Coastal Council's Association, Australian Local Government Women's Association, Country Mayor's Association, South East Arts, South East Transport Strategy and Floodplain Management Association.</p> <p>Councillor Anthony Mayne is a member of the South East Transport Strategy. Councillor Alison Worthington and Councillor Amber Schutz are members of the Batemans Marine Park Advisory Committee and Councillor Amber Schutz is also a member of the Joint Regional Planning Panel.</p> <p>Lindsay Usher is the Canberra Region Joint Organisation representative on the NSW Government Department of Planning and Environment Local Government Stakeholder Panel and Joint Regional Planning Panel.</p>	<p>On track</p> 
5.2.3.2 Actively participate in Canberra Region Joint Organisation	Community and Corporate Leadership	Council is an active member of the Canberra Region Joint Organisation (CRJO) and has attended three Board meetings. The Board meetings focussed on governance processes, advocacy plans and regional priorities.	<p>On track</p> 
5.2.3.3 Actively participate in Local Government NSW and other sector organisations	Community and Corporate Leadership	Council is a member of Local Government NSW (LGNSW). Councillors are registered to attend the 2023 LGNSW Annual conference.	<p>On track</p> 

Measure	2022-23
Number of Canberra Region Joint Organisation meeting attended	3

## Strategy 5.3 Work together to achieve our collective vision

## Delivery Program Activity





**Activity 5.3.1 Provide strong corporate and financial management that is ethical, fair, transparent and accountable**

Action	Service	Progress for year	Status
5.3.1.1 Provide sound and strategic financial management and reporting	Finance	<p>Council lodged the financial statements for the year ended 30 June 2022 with the Office of Local Government on 2 December 2022. Council received an unqualified audit opinion from the NSW Audit Office. Investment Reports and Quarterly Budget review statements were reported in line with legislated timeframes.</p> <p>Council sought and received an independent high level financial health check in December 2022. This health check provided several recommendations including an educative workshop with Councillors and structural changes which have been implemented this year. Council has revised its Long-Term Financial Plan for 2023-24 to a more sustainable path for the future and improved financial performance in the annual Operational Plan for 2023-24. In May 2023 three community workshops were held for residents to gain a better understanding of Council's current financial situation</p>	<p>On track</p> 
5.3.1.2 Collect rates and charges	Finance	<p>Council levied all annual rates and charges in line with the legislated timeframes. Updated land valuations were provided to residents from the NSW Valuer General in May 2023 and general rates were adjusted accordingly. Council continued to maintain a level of outstanding rates and charges well below the Office of Local Government benchmark of 10%.</p>	<p>On track</p> 

Measure	2022-23
Annual Accounts lodged with Office of Local Government by statutory deadline	100%
Quarterly budget review statements presented to Council within statutory timeframes	100%

## Delivery Program Activity





### Activity 5.3.2 Manage land under Council control

Action	Service	Progress for year	Status
5.3.2.1 Undertake strategic management of Council's operational land portfolio	Property	Operational land parcels are reviewed on an ongoing basis to ensure current use is appropriate.  An expression of interest (EOI) process for the former Batemans Bay Bowling Club has been completed and the EOIs being prepared to present to Council. The sale of three land parcels were settled.	On track 
5.3.2.2 Manage leases and licences	Property	Council manages 143 leases and licences, which includes signing up new licences and managing lease queries, renewals and rent reviews for existing ones. Lease income is stable at \$2.5M per year	On track 
5.3.2.3 Manage the operation of Council's campgrounds and Batemans Bay Beach Resort	Property	A new contractor (NRMA) started managing the Batemans Bay Beach Resort, improving customer experience and business levels.  A new contract for Council's campground is in operation. There is a significant issue at North Head Campground of long-term residents who have nowhere else to live. The new contract provides additional resource to manage this which is delivering improved outcomes for the site and residents.	On track 
5.3.2.4 Review the Property Strategy	Property	A draft strategy has been written which will integrate with and be considered further as part of a Finance Strategy.	On track 




Measure	2022-23
Number of leases and licences managed	143
Occupancy rate at Batemans Bay Beach Resort	38%

## Delivery Program Activity

**Activity 5.3.3 Provide effective and professional administration, technical and trade services to support the delivery of services to the community**

Action	Service	Progress for year	Status
5.3.3.1 Provide innovative information technology and geographic information systems services	Information Technology	Council continues to work towards compliance with industry standards in relation to cyber security, resilience, innovation, and ease of use. Many projects were delivered throughout the year, including migration of our enterprise resource planning solution and phone system to cloud services that will provide greater continuity of services during times of disaster and recovery as well as providing a modern workplace that allow the organisation to 'work from anywhere'. These developments are critical in a workplace for attracting and retaining staff in our current times.	On track 
5.3.3.2 Undertake procurement that provides best value to the community	Plant and Fleet	<p>Council continued to maintain existing contracts and panel arrangements and commenced the process of establishing new panels to supply Council for future financial years. Implementing a new Trade Services Panel and advertising new iterations of the Professional Services and Bulk Construction Materials Panels.</p> <p>The support that was provided to all teams and areas ensured that effective procurement practices delivered best value for the community, assisting in the procurement processes for civil infrastructure project, bush land management and to the recreational spaces by approaching the market for beach patrol and lifeguard services.</p> <p>Council has also implemented modern slavery management mechanisms that will assist in achieving compliance when undertaking procurement processes.</p>	On track 
5.3.3.3 Provide risk and insurance services	Risk and Insurance	<p>During the period there were:</p> <ul style="list-style-type: none"> <li>thirteen Motor Vehicle Claims at Fault</li> <li>five Motor Vehicle Claims Wildlife</li> <li>six Motor Vehicle Claims not at Fault</li> <li>two Public Liability Property Damage Claims</li> </ul>	On track 
5.3.3.4 Provide depots and workshops	Works and Operations	Depots and workshops continued to offer support for operational staff and requirements throughout the year.	On track 






Action	Service	Progress for year	Status
5.3.3.5 Manage fleet services	Plant and Fleet	The purchase of Council's fleet for 2023 has been delayed due to market forces, however some lead times are beginning to improve. Council saw positive sale results at public auction which contributes to the progression of the fleet replacement program.	Off track 
5.3.3.6 Provide technical services	Technical Services	Ongoing technical support provided for works program, customer inquiries, development matters and strategic infrastructure planning.	On track 
5.3.3.7 Undertake private works	Works and Operations	Council has undertaken 149 private works this year, including 96 workshop, 37 water and sewer and 16 operational, including hire of streetsweeper and low loader.	On track 



Measure	2022-23
Number of insurance claims processed	26
Value of private works	\$278,604

### Delivery Program Activity

**Activity**      **5.3.4**      **Develop and grow a skilled, motivated and accountable workforce and position Council as an organisation people want to work for**

Action	Service	Progress for year	Status
5.3.4.1 Provide human resource management	Workforce Development	Payroll services, learning and development, human resources including recruitment and managing general award enquiries and queries provided through the year.  A staff survey was undertaken in December 2022 which identified priority action areas.  The performance appraisal process was reviewed for 2023.  Themes and initiatives to drive continuous improvement across Council will be considered in conjunction with budget and financial challenges that have been identified.	On track 




Action	Service	Progress for year	Status
5.3.4.2 Support a culture that provides opportunities and celebrates achievements	Workforce Development	<p>An all-staff survey was conducted by an independent third party, InSync, in December 2022. Results were received and communicated to all staff in March 2023 which identified key priority action areas.</p> <p>The continuous improvement program will be led by the People and Culture team, with the addition of a dedicated staff resource being added in April 2023.</p> <p>Consultation with staff across all areas of Council through team action planning commenced in late April 2023. The rich and honest conversations have provided valuable insight and will assist to inform the organisational change program into 2023-24.</p> <p>Feedback received strongly suggested that the performance appraisal process needed to be reviewed. This has been actioned by providing a more user-friendly version.</p> <p>Focus groups will provide staff an opportunity to further discuss priority survey outcomes and to date 96 nominations have been received from 57 staff across nine topic areas. The initial 'Staff Wellbeing' session was held on 30 June 2023 attended by 9 staff.</p> <p>Primary deliverables into 2023-24 will be the continuation of focus groups, compilation of team and organisational initiatives, identification of innovations and opportunities for improvement, training and education and process and policy reviews.</p>	<p>On track</p> 
5.3.4.3 Champion the safety and wellbeing of staff	Workforce Development	<p>Council have approved the Work Health and Safety and Wellbeing Strategy 2022 to 2027 (Strategy), which contains three deliverables. Deliverable one is to reduce musculoskeletal disorders across Council, deliverable two is to enhance worker wellbeing and deliverable three is to implement a Work Health and Safety Management System aligned to international standards.</p> <p>Council achieved a 2.8% reduction in musculoskeletal disorders across Council; implemented a number of programs to enhance worker wellbeing; and continued to implement and improve Council's Work Health and Safety Management System.</p>	<p>On track</p> 

Action	Service	Progress for year	Status
5.3.4.4 Continue to develop performance and capabilities frameworks	Workforce Development	Council has successfully completed the performance cycle and has encouraged staff to create performance plans to ensure they are supported in performance development. Feedback from staff survey has identified opportunity to enhance performance planning for future years.	On track 
5.3.4.5 Undertake a review of recruitment policy and processes	Workforce Development	Council's recruitment policy is currently being reviewed. Internal processes were updated during the year and recruitment data is being incorporated into internal reporting.	On track 

Measure	2022-23
Number of learning and development opportunities provided	2,111
Number of participants in Health and Wellbeing activities	1,200
Number of successful recruitment activities	186
Number of training opportunities provided	2,111
Number of Work, Health and Safety inspections	39
Staff turnover rate	16%
Workers lost time injury incidents	21

## Delivery Program Activity

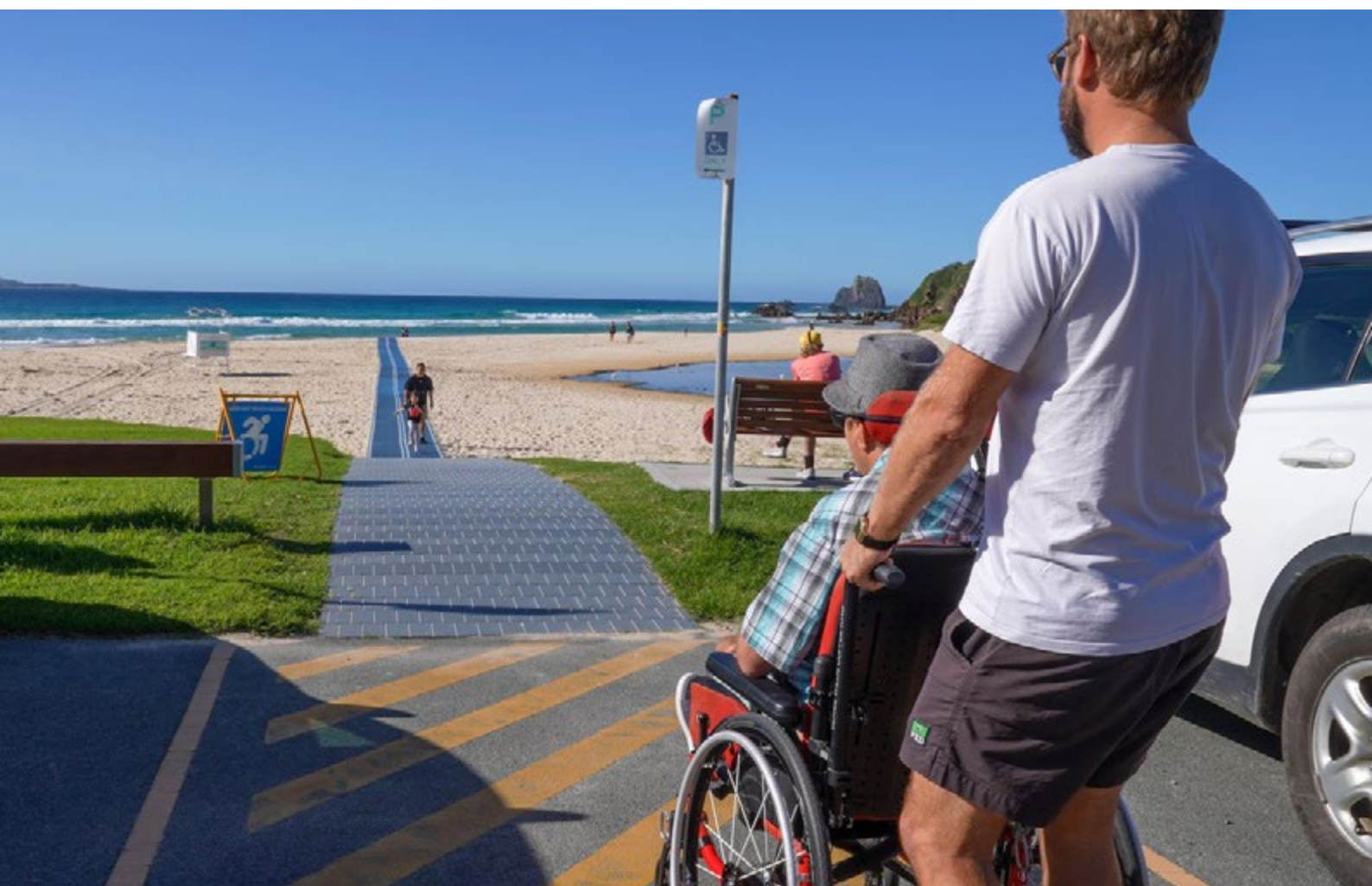
**Activity**      **5.3.5**      **Be an agile organisation that champions continuous improvement and efficiencies**

Action	Service	Progress for year	Status
5.3.5.1 Facilitate the Audit, Risk and Improvement Committee and associated projects	Community and Corporate Leadership	<p>The Audit, Risk and Improvement Committee (ARIC) participated in a workshop on 24 August 2022 with Council's appointed Internal Auditor to establish a new Internal Audit program. The program commenced late 2022.</p> <p>The committee met on 4 occasions during the year, discussing items including:</p> <ul style="list-style-type: none"> <li>• Disaster recovery update</li> <li>• Audit of Financial Statements, investment reports</li> <li>• Rate Peg methodology</li> <li>• Insurance coverage</li> <li>• Bay Pavilions</li> <li>• Financial health check</li> <li>• Cyber security</li> <li>• Internal audit updates</li> <li>• ARIC annual report 2021-22</li> </ul>	<p>On track</p> 
5.3.5.2 Coordinate the internal audit program and the implementation of recommendations	Community and Corporate Leadership	<p>The Audit, Risk and Improvement Committee (ARIC) participated in a workshop on 24 August 2022 with Council's appointed Internal Auditor to establish a new Internal Audit program. The program commenced late 2022.</p>	<p>On track</p> 
5.3.5.3 Develop a service review program to inform Council's future level of service	Community and Corporate Leadership	<p>Council have commenced collating data from recent community consultations activities to inform and develop its Service Review Program. Community research was conducted in April 2023 to identify priority areas and levels of investment for future resource and funding allocation, and to identify the community's overall level of satisfaction with Council performance and what services are most important to them.</p> <p>This research will inform future service reviews.</p>	<p>On track</p> 

Measure	2022-23
Number of Audit, Risk and Improvement Committee meetings	4









## 7. Local Government requirements

This section of the Annual Report gives additional and detailed supporting information as well as addressing statutory requirements.



## Statutory and other information

Council's general reporting requirements are in section 428 of the *Local Government Act 1993* and section 217 of the *Local Government (General) Regulation 2005* (Part 9 Division 7).

## Financial statements

*Local Government Act 1993 s428 (4)(a)*

The Eurobodalla Shire Council audited financial reports for the 2022-23 financial year are Appendix 1 to this report – Financial Statements for year ended 30 June 2023.

The financial statements are comprised of the general purpose financial statements, special purpose financial statements and special schedules.

## Modern slavery

*Local Government Act 1993 s428 (4)(c) and (d)*

*Modern Slavery Act 2018 (NSW) s31*

*The Modern Slavery Act 2018 (NSW)* directs organisations operating within New South Wales to exert due diligence in ensuring that their supply chains are free from various practices and offences that constitute modern slavery. As per the *Modern Slavery Amendment Act 2021*, Council is obligated to ensure that its operations and procurement efforts are not supporting modern slavery and that we are compliant with directives and statements issued by the office of the NSW Anti-Slavery Commissioner.

## Procurement policy

The procurement policies and code of practice used by Council include statements regarding the risks of modern slavery and encourage staff to address and minimise such risks wherever possible.

## Contracting terms and conditions

Council introduced new clauses and requirements in its purchasing and tendering terms and conditions to minimise the risk of contracting with a supplier that utilises slavery to provide its goods or services. These requirements help Council remain compliant with relevant state and federal modern slavery legislation.

## Local Government Procurement

Council frequently uses the state government entity Local Government Procurement (LGP) to assist with the procuring process for various projects, with the knowledge that contracts entered through the LGP are viewed as being 'low risk' for modern slavery. This is because the LGP conducts thorough examinations of potential suppliers during the tendering process to ensure that they are compliant with all appropriate legislation, and to determine which suppliers are aware of and actively working towards meeting current modern slavery standards.

## Risk assessment

Furthermore, Council has introduced a risk assessment and questionnaire system for employees and procurement officers to use in determining and minimising the risk of modern slavery within our supply chains. This system outlines modern slavery in various circumstances and quantifies risk so that employees can decide whether a purchase or contract adheres to the relevant standards regarding modern slavery.

## Supplier questionnaire

Council staff that are purchasing goods or services are also encouraged to survey and investigate companies or purchases that appear as high risk for slavery prior to arranging a transaction through the completion of a specific questionnaire process.

## Anti-Slavery Commissioner

The NSW Anti-Slavery Commissioner has announced their intention to create a Strategic Plan for usage by reporting organisations to appropriately locate and reduce instances of modern slavery. This Strategic Plan has not yet come into effect, but Council intends to monitor the development of the plan and ensure that we update our policies to reflect it as needed through the 2023-2024 financial year and beyond.

## Code of Conduct

*Local Government Act 1993 s440*

Section 440 of the *Local Government Act 1993* requires every Council to adopt a Code of Conduct. Councillors and staff are bound by this Code of Conduct, which sets a high standard for ethical behaviour and decision making. The code defines roles and responsibilities and outlines the steps to be followed when making and investigating allegations of breaches of the code.

During 2022-23 there were four Code of Conduct complaints received. All complaints were referred to an external Conduct Reviewer. Two complaints were decided at the preliminary assessment stage with action required. The other two complaints are being investigated and have not been finalised. Code of Conduct complaints cost Council \$11,092.00 this year.

## Legal proceedings

*Local Government (General) Regulation 2021 cl 217(1) (a3)*

The following summarises the amounts incurred by Council during the year in relation to legal proceedings by or against the Council.

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### Land and Environment Court

Appeal against Council for DA refusal

Status/result: Ongoing

Cost to Council: \$9,944

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### Land and Environment Court

Appeal against Council for DA refusal

Status/result: Appeal upheld - decision in favour of claimant

Cost to Council: \$46,180

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### District Court of New South Wales

Injury claim

Status/result: Decision in favour of Council

Cost to Council: \$78,717

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### Local Court

Claimant alleged stormwater was impacting property

Status/result: Settled by mediation

Cost to Council: \$42,366

## Private works

*Local Government Act 1993 - 67 (3) and Local Government (General) Regulation 2021 cl 217 (1) (a4)*

Council undertook private works in 2022-23 to the value of \$278,604 (2021-22 \$258,143) resulting in a \$38,877 profit (2021-22 \$43,317). The profit margin represents a return of 13.95% (last year 16.78%) compared to the target return of 15%. No subsidies were provided, and all work was intended to be carried out on a full cost recovery basis in accordance with Council's policy. Overhead allocation /activity base costing methodology assumes that an appropriate and reliable share of overheads is approximately 10 -15% of revenue turnover.

## Written off rates

*Local Government (General) Regulation 2021 cl 132*

During 2022-23, the following rates and charges were written off under the *Local Government Act 1993*.

- Mandatory pensioner rate rebate under s575: \$1,805,037
- Postponed rates and interest under s595: \$8,104
- Small interest balances under s607: \$4,770

During 2022-23, the following rates and charges were written off or paid under Council Policy.

- Concealed Leak Concession under Water Usage Charging policy: \$104,295
- Hospital Patient / Dialysis Rebates under Water Usage Charging policy: \$37,713
- Rates donations under the Community Grants policy: \$26,854

## Financial assistance

*Local Government (General) Regulation 2021 cl 217 (1) (a5)*

Council contributes to a wide range of organisations and community groups under Section 356 of the *Local Government Act, 1993*. Grants and donations totalling \$175,334 were made to support community groups, safety organisations, education, cultural events and grant programs during 2022-23.

### Donations (S.356)

Recipients	Amount (\$)
<b>Safety</b>	
Surf life saving clubs	7,446
Voluntary rescue squads	27,200
Other safety donations	10,254
<b>Total safety</b>	<b>44,900</b>
<b>Schools and education</b>	
Schools education grants	2,900
<b>Total schools and education</b>	<b>2,900</b>
<b>Sports and recreation</b>	
Moruya Batemans Bay Pistol Club - rates	642
<b>Total sports and recreation</b>	<b>642</b>
<b>Community and health</b>	
CWA hall - Narooma - rates	2,186
CWA halls - Batemans Bay - rates	3,068
CWA halls - Moruya - rates	1,923
Moruya Historical Society - rates	1,978
Narooma Mens Shed - rates	1,616
Mayoral donations	9,800
Local heritage fund	23,000
Waste disposal - tipping fees/collections - community groups and organisations	42,058
Healthy communities grants	13,013
Other community and health	2,060
<b>Total community and health</b>	<b>100,701</b>
<b>Cultural</b>	
Eurobodalla Arts Council - rates	2,076
Bay Theatre Players - rates	2,065
School of Arts - Narooma - rates	4,678
School of Arts - Central Tilba - rates	2,371
Eurobodalla Access Radio - rates	1,712
Youth events	5,400
Narooma District Woodies - rates (2019-20, 2020-21 and 2021-22)	2,539
NAIDOC Week	5,350
<b>Total cultural</b>	<b>26,191</b>
<b>Grand total</b>	<b>175,334</b>

## Details of external bodies, companies and partnerships

*Local Government (General) Regulation 2021 cl 217 (1) (a6-8)*

### Committees of Council

A range of committees conduct functions on behalf of Council. There are different types of committees including advisory, external and management as listed below. Management committees have authority delegated by Council to undertake the day to day management of the relevant facilities and services.

### Advisory Committees

- Aboriginal Advisory Committee
- Audit, Risk and Improvement Committee
- Disability Inclusion Advisory Committee
- Coastal and Environment Management Advisory Committee
- Heritage Advisory Committee
- Public Art Advisory Committee
- Climate Change Advisory Committee

### External Committees

- Canberra Region Joint Organisation of Councils
- Eurobodalla Bushfire Management Committee
- Eurobodalla Local Traffic Committee
- Floodplain Management Association of NSW
- South East Arts (SEA)
- South East Australian Transport Strategy Inc. (SEATS)

### External Committees – Ministerial Appointments

- Batemans Marine Park Advisory Committee
- Gulaga National Park Board of Management
- Regional Development Australia, Far South Coast

### Management Committees – without Councillor representation

- Broulee Tennis Management Committee
- Kyla Hall Management Committee
- Moruya Showground Management Committee
- Tuross Head Memorial Gardens Management Committee

### Delegation to external bodies

In 2022-23 Council delegated none of its functions to external bodies.

## Interests in companies, partnerships, joint ventures and co operatives

In 2022-23 Council did not hold a controlling interest in any company, joint venture or partnership. A listing of significant agreements, cooperatives and partnerships are as follows:

- Batemans Bay Library and Education Centre
- Narooma Library / Greater Southern Area Health Service.

### Mayoral and Councillor fees

*Local Government (General) Regulation 2021 cl 217 (1) (a1)*

In accordance with the Council Policy for the payment of allowances, reimbursement of expenses and provision of facilities for Councillors and the Mayor, total payments to Councillors in 2022-23 were \$294,218 as itemised on page 42.

A further amount of \$6,263 was paid for catering of meetings, \$2,906 for phone/internet cost associated with the Councillor's room within Council's administration building. The Mayor is provided with a Mayoral Car at a cost of \$19,420, and leaseback contributions are made towards this vehicle.

### Councillor professional development

*Local Government (General) Regulation 2021 cl 186*

During the year:

- Cllr Harrison and Cllr Grace completed the Australian Institute of Company Directors course.
- Disability awareness training was offered.
- 20 Councillor briefings occurred.
- 52 Councillor bulletins were issued.

Additional detail can be found on page 42.

### Overseas visits

*Local Government (General) Regulation 2021 cl 217 (1) (a)*

No overseas visits were undertaken during the year by Councillors or staff.

## Senior staff salaries

*Local Government (General) Regulation 2021 cl 217 (1) (b) and (c)*

During 2022-23, the outgoing General Manager had a annual remuneration package of \$330,000. The incoming General Manager has a annual remuneration package of \$380,000.

Council commenced the year with three senior staff positions. It resolved in February 2023 to establish a fourth. The combined total remuneration package of the four senior staff is \$1,097,174/annum.

## Number of persons performing paid work

*Local Government (General) Regulation 2021 cl 217 (1) (d)*

On 23 November 2022, 653 people performed paid work for Council, including:

- 392 persons employed on a permanent full-time
- 101 persons employed on a permanent part-time
- 52 persons employed under a fixed-term contract
- 4 persons employed as senior staff members
- 102 persons engaged by the Council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person
- 21 persons supplied to the Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee.

## Equal employment opportunities

*Local Government (General) Regulation 2021 cl 217 (1) (a9)*

Eurobodalla Shire Council is working to develop a diverse and inclusive workplace that values and utilises the contribution of its employees from various backgrounds and experiences, to enhance overall performance, attract and retain talent and provide more effective service delivery.

Council offers opportunities through targeted recruitment for women in operational areas and people with a disability. During 2022-23, Council employed 15 women in operational roles and two people with a disability.

## Companion animals

*Local Government (General) Regulation 2021 cl 217(1) (f)*

In 2022-23 Council spent \$212,069 on the management and control of companion animals, excluding administrative support or additional support provided by regulatory officers.

Council retained a commission on the collection of 658 new Companion animal registration fees totalling \$30,952. This is used to partially offset the costs of companion animal management. Animal control officers managed 172 companion animals in Council's pound during 2022-23, including:

- 13 returned to owners prior to impounding
- 36 sold
- 26 released to animal welfare organisations
- 29 surrendered
- 53 returned to owners post impounding
- 43 euthanised.

In addition to 1,288 companion animal control customer service requests, staff also prepare and maintain information to support community education programs to promote and assist the desexing of dogs and cats. Procedures are also in place with animal welfare organisations to promote and provide financial assistance for desexing of animals purchased from Council's pound. Regular press releases and articles are prepared for the local media.

Council is proactive in seeking alternatives to euthanasia for unclaimed animals and the pound has an active and successful rehoming program for surrendered and unclaimed animals.

Rangers have been proactive with media releases focusing on responsible dog control, microchipping and lifetime registration of companion animals. Social media has been utilised to generate public interest in the pound and rehoming.

## Environmental upgrade agreements

*Local Government Act 1993, s54P(1)*

Council has not entered into any environmental upgrade agreements.



## Major contracts

*Local Government (General) Regulation 2005 217 (1) (a2)*

Council seeks tenders for major contracts including major works, projects and supply panels including the supply of materials for construction works such as topsoil, fine sand, coarse sand, road base, road subbase, ready mix concrete and hire of plant. Council selects preferred suppliers from the submitted tenders.

Purchase decisions may vary for works depending upon availability and location. Council undertakes procurement in a variety of ways that promote the principles of value for money, equity, and fair dealing.

This includes:

- purchasing of passenger vehicles under NSW Government Purchasing Arrangements,
- utilising Local Government Procurement pre-existing contracts / panels for plant items and trucks,
- obtaining competitive quotations with the level of competition determined by both Council financial thresholds, administrative cost of procurement and size and suitability of the market, and
- inviting public offers / quotations / tenders where the total value is estimated to encroach or exceed \$150,000.

## Major contracts

Successful tender	Commencement date	Description of goods/services	Estimated contract value (\$) inc. GST
Australian Tourist Park Management Pty Ltd, Trading as NRMA Parks and Resorts	1/7/2022	Management and operation of the Batemans Bay Beach Resort (estimated total revenue)	\$36,000,000
ICS Service Solutions	1/7/2022	Bulk cleaning of council buildings	\$660,510
Reid Family Contracting Trading as Eurocoast Water	1/7/2022	Water tanker support for Council's grading team	\$323,760
Asset Arbor, Asplundh Tree Expert (Australian) Pty Ltd, Eurobodalla Tree Services, Outlook Tree Solutions, Zenith Tree Services and Summit Open Spaces Services	1/7/2022	The provision of tree management services on Council owned and managed land	\$2,000,000 (estimated)
Aligned Leisure Pty Ltd	2/05/2022 (BBRAALC), 1/07/2022 (Shire Pools)	Service management fee for the Batemans Bay Regional Aquatic, Arts and Leisure Centre, Moruya War Memorial Pool and Narooma Swimming Centre	\$929,553
HD Civil Pty Ltd	26/7/2022	Installation of Potato Point ridge	\$213,814
Traymark Industrial Caravans Pty Ltd	26/7/2022	Supply and delivery of six industrial worksite caravans	\$511,658
Technology One Limited	29/7/2022	Conversion from current onsite software to Software as a Service (SaaS)	\$890,913
A & J Power Formwork	9/8/2022	Remove and dispose of damaged concrete causeway, and supply and install new causeway	\$214,546
Primus Security	25/8/2022	Main Council administration building security system upgrade including CCTV	\$167,757
GHD Pty Ltd	28/8/2022	Moruya sewer service design for the new hospital, TAFE and residential subdivisions	\$372,790
Navman Wireless Australia Pty Ltd trading as Teletrac Navman	1/9/2022	Integrated heavy vehicle compliance system including GPS tracking services	\$280,922

Successful tender	Commencement date	Description of goods/services	Estimated contract value (\$) inc. GST
Downer EDI Works Pty Ltd	7/9/2022	Pavement rehabilitation at Church Street Moruya	\$158,500
Leed Engineering and Construction Pty Ltd	16/9/2022	Construction of two concrete water reservoirs and associated ancillary works	\$5,076,082
NSW Public Works Advisory	16/9/2022	Design review, contract administration, site surveillance and technical advice for Nelligen Water Reservoirs	\$255,041
Jennings Earthworks Pty Ltd	16/9/2022	Car park construction and installation of electrical and water services at Observation Point	\$237,364
InQuick Pty Ltd	26/9/2022	Supply of bridge components for Veitch Street Mogo	\$419,936
BCP - Precast Civil Industries Pty Ltd Civil Mart	30/9/2022	Supply of steel reinforced concrete pipes for the future works program	\$192,709
Cleanaway Pty Ltd	1/10/2022	Collection of waste from public litter bins and transport and disposal of waste to nominated waste management facilities	\$4,045,000
Cleanaway Pty Ltd	1/10/2022	Waste collection of garbage, recyclables, organics and hard waste	\$28,050,000
Smithies Excavations and Concreting	20/10/2022	All concrete works at Observations Point	\$273,562
Downer EDI Works Pty Ltd	9/11/2022	Pavement rehabilitation at Ford Street	\$389,879
Downer EDI Works Pty Ltd	18/11/2022	Asphalt works including deep lift patching and some wearing course	\$612,570
HD Civil Pty Ltd	25/11/2022	Installation of Silo Farm bridge	\$2,396,939
Downer EDI Works	29/11/2022	Microsurfacing of Moruya Airport taxiways	\$168,438
Ironbuilt Infrastructure Pty Ltd	15/12/2022	Mechanical and electrical upgrade of Mogo sewage pump station	\$1,220,417
Belgravia Leisure	15/12/2022	Manage and operate Council's campgrounds	Approximately \$116,763 annually, approximately \$700,578 over the six (6) year duration of the contract.
Consulting Earth Sciences (CES) Pty Ltd	20/12/2022	Concept and detailed design documentation of enabling works at Surf Beach	\$762,000
UEA Pty Ltd	21/12/2022	Design, supply and construct replacement water truck main and sewer rising main across the Wagonga Inlet	\$3,227,528
Elster Metering Pty Ltd	22/12/2022	Supply of water meters replacement program	\$171,230
Zoom Video Communications Inc.	23/12/2022	Councils telephone system	\$220,176

Successful tender	Commencement date	Description of goods/services	Estimated contract value (\$) inc. GST
Shell Energy Retail Pty Ltd	1/1/2023	Bay Pavilions energy contract	\$2,100,000
AGRA Resource Management Pty Ltd Trading as Coastal Concrete and Quarry, Boral Resource Management (Country) Pty Ltd, Cadgee Enterprises Pty Ltd Trading as Cadgee Concrete and Holcim Australia Pty Ltd	1/1/2023	Concrete supply panel arrangement	Estimated \$1.6 million
Squiz Australia Pty Limited	11/1/2023	Provision of website CMS, hosting, maintenance, and support	\$243,643
Tuff-As Consulting Pty Ltd trading as TA Project Services	31/1/2023	Bridge project management and contract administration	\$156,607
South Coast Automobiles Pty Ltd	2/2/2023	Supply of commercial utilities for the 2023 calendar year	\$599,654
Canberra Isuzu Pty Ltd	16/2/2023	Supply and delivery of bogie drive tilt tray truck with crane	\$435,894
RD Miller Pty Ltd	27/2/2023	Earthworks and pavement resheeting	\$162,385
Colas Solutions Pty Ltd	16/3/2023	Micro surfacing at various locations in Eurobodalla Shire	\$164,202
Downer EDI Works Pty Ltd	16/3/2023	Supply and lay asphalt at various locations in Eurobodalla Shire	\$870,275
Leed Engineering and Construction Pty Ltd	29/3/2023	Bay ridge water booster pumping station, Nelligen sewage pumping station, truck water mains, sewer rising main, and ancillary items	\$12,097,190
Datacom Systems	1/5/2023	Microsoft licence renewals	\$1,137,609
Smithies Concreting and Excavations	11/5/2023	Concrete footpath construction at Hawkins Road Tuross Heads and Evan Road Tuross Heads	\$249,056
Ledonne Constructions Pty Ltd	12/5/2023	Construction of a pressure sewerage system in the Akolele Village	\$2,225,085
NSW Public Works Advisory	29/5/2023	Design review, contract administration, site surveillance and provide technical advise for the Nelligen pumping stations and transfer mains	\$566,699
Jennings Civil Group	12/6/2023	Road construction works on River Road	\$260,025
CRS Creative Recreation Solutions Pty Ltd	22/6/2023	Manufacture and install playground equipment, including landscaping at the Malua Bay reserve	\$680,933
Jennings Civil Group	26/6/2023	Road construction on Araluen Road, Merricumbene	\$152,224

## Capital Works

Office of Local Government's Capital Expenditure guidelines

**Original Budget:** \$96.5 million

**Actual Expenditure:** \$97.5 million

Council's adopted capital program for 2022-23 was \$96.5 million. This included confirmed external funding (capital grants and contributions) of \$39.6 million as at 30 June 2023. As per previous years additional grants were received during the year which resulted in a change to the adopted capital program. The total capital grants and contributions received was \$41.8 million.

The total capital expenditure was \$1.05 million higher than budgeted due to revised timing of major projects coastal headland, Mogo Trails, waste cell works, Bay and Nelligen STP, Southern storage Dam and transport infrastructure works. Our capital budget can be spent on renewing assets or building additional infrastructure.

### Capital Expenditure

Service	Original Budget (\$,000)	Actual (\$,000)	Variance (\$,000)
Business development	-	334	334
Children's services	-	9	9
Commercial entities	952	1,795	843
Community and cultural development	9	156	148
Community facilities	646	331	(315)
Environmental management	-	89	89
Fleet and plant	5,134	4,503	(631)
Information technology	327	300	(27)
Libraries	182	199	17
Property	-	212	212
Public order and safety	-	757	757
Recreation	2,312	1,490	(822)
Stormwater	483	894	411
Tourism	9,459	3,577	(5,882)
Transport	13,151	23,406	10,255
Waste management	9,687	764	(8,923)
Works and operations	50	251	201
Sewer services	23,720	12,895	(10,825)
Water Services	30,390	45,522	15,132
Workforce Development	-	58	58
Technical Services	-	9	9
<b>Total</b>	<b>96,500</b>	<b>97,550</b>	<b>1,050</b>

Note: Numbers in brackets represent an actual expenditure less than the original budget. The total capital works excludes the value of non-cash assets contributed by developers.

## Capital expenditure by type

Type of expenditure	2021-22 (\$'000)	2021-22 (%)	2022-23 (\$'000)	2022-23 (%)
Renewal of assets	34,601	39%	32,153	33%
New assets	54,621	61%	65,397	67%
<b>Total</b>	<b>89,222</b>		<b>97,550</b>	

## Stormwater Levy

*Local Government (General) Regulation 2005 - 217 (1) (e)*

Funds brought forward from 2021-22:	\$454,510
2022-23 Stormwater charge funds:	\$492,114
Council funds contributed:	\$1,106,921
Total expenditure (details below):	(\$1,423,158)
<b>Closing balance:</b>	<b>\$630,387</b>

(Amounts do not include depreciation or internal corporate overheads)

During 2022-23 the stormwater management service charge raised approximately \$0.49 million from residential and business properties not including vacant land or land owned by the Crown or land held under lease for private purposes under the *Housing Act 2001* or the *Aboriginal Housing Act 1998*. The funds raised are separately accounted for and are used to assist to provide stormwater management services across the Eurobodalla.

## Stormwater expenditure

Expenditure	Capital (\$)*	Operational (\$)*
South Batemans Bay Stormwater Upgrade	429,487	-
Drainage Renewals - Shirewide	265,657	-
Local Urban Roads Reconstruction Program	167,645	-
Stormwater Renewal - The Anchorage South Head	96,282	-
Illabunda Drive - Drainage Construction	53,765	-
Drainage Construction - Mackay Park Batemans Bay	47,869	-
Drainage - GPT Maintenance	-	134,630
Deep Creek Dam - Drainage Works	-	113,539
Stormwater/Drainage management	-	51,321
Urban Water Quality	-	62,962
<b>Total expenditure</b>	<b>1,060,706</b>	<b>362,452</b>

## Environment Levy

In 1996–97, Council introduced an Environment Levy to provide funds to assist with the reservation and protection of the environment including estuary management, weeds and pest control, environmental monitoring and research, erosion works and environmental compliance, and placed raised funds in an Environment Fund. These activities are supported by grants and volunteer activities. Projects delivered are detailed below.

As with General rates, the Environment Levy is based on a combination of a base amount for all properties with the remainder calculated on a rate in the dollar based on land value assigned by the Valuer-General. The Environment Levy is applied to all rating categories.

### Environment income

Income	Original budget (\$)	Actual (\$)
Rates	1,088,323	1,085,027
Other Revenue	9,937	4,194
Grants and Contributions - operating	549,184	1,260,217
<b>Total Income</b>	<b>1,647,443</b>	<b>2,349,438</b>
Employees	643,895	640,153
Depreciation	303	813
Other	823,942	1,067,737
<b>Total Expenditure</b>	<b>1,468,140</b>	<b>1,708,702</b>
<b>Net Operating Result - profit/(loss)</b>	<b>179,303</b>	<b>640,736</b>

### Detailed environment expenditure

Project	Amount (\$)
<b>Coastal and Estuary Management</b>	
Eurobodalla Estuaries	395,696
<b>Subtotal</b>	<b>395,696</b>
<b>Environmental Protection Projects</b>	
Asset Protection	34,996
Dune Protection	37,677
Environment Protection Program	84,430
Flying Fox Program	88,655
Weed Control	47,800
<b>Subtotal</b>	<b>293,558</b>
<b>Invasive Species</b>	
Other	37,283
Widespread Weeds	130,929
Manage New Incursions	163,861
<b>Subtotal</b>	<b>332,074</b>

Project	Amount (\$)
<b>Landcare Projects</b>	
Landcare Program	194,272
<b>Subtotal</b>	<b>194,272</b>
<b>Sustainability Projects</b>	
Environmental Education	10,185
Sustainability Education	3,150
<b>Subtotal</b>	<b>13,335</b>
<b>Other Projects, Overheads and Depreciation</b>	
Environmental Program Management	253,359
Depreciation and Overheads	226,409
<b>Total</b>	<b>1,708,702</b>



### Special Rate – Community and Transport Infrastructure

In 2015-16 the Community and Transport Infrastructure rate variation was approved to increase general income over a three-year period with the increase remaining permanently in the rate base.

In 2022-23, the Community and Transport Infrastructure program raised an additional \$3.3 million of capital, renewal and maintenance works for our community. The program delivered upgrades to sporting facilities, community halls, playgrounds, parks, roads, and bridges and pathways and is detailed on the following page.

#### Community and transport infrastructure program\*

2022-23	Application (\$'000)	Actual (\$'000)
Income from rate variation	3,248	3,325
<b>Total income</b>	<b>3,248</b>	<b>3,325</b>
Increased operating expenditure	844	742
Capital expenditure	1,413	1,145
Other uses*	991	282
<b>Total expenditure</b>	<b>3,248</b>	<b>2,170</b>

\*Other uses of the income from rate variation includes repayment of loan principal amounts, loan proceeds, Financial Assistance Grants and transfers to and from the rate reserve.

Delivery of this program has helped our community work towards social, environmental, economic and governance outcomes necessary to achieve our vision to be friendly, responsible, thriving and proud including:

- supporting economic growth and productivity enabling our community to lead a more active and healthy life through provision of supporting infrastructure
- providing for increased tourism outcomes through improved, upgraded and new infrastructure
- assisting in funding infrastructure renewal and maintenance works contributing to ongoing financial sustainability
- increased public safety and accessibility through upgrades to playgrounds, viewing platforms and toilets and improved network management
- providing for intergenerational equity by spreading the costs of infrastructure over a number of years and through prudent use of loan funding
- proactively addressing the infrastructure funding gap and high-risk backlog issues.

## Community and transport infrastructure program

Description	Actual Expenditure 2022-23 (\$)	Actual SRV Funding 2022-23 (\$)
Facilities management	108,491	108,491
Sporting amenities - minor renewal activities	3,958	128
Captain Oldrey Reserve amenities upgrades	30,515	1,005
Tennis access upgrade	21,634	3,368
<b>Total facilities management</b>	<b>164,598</b>	<b>112,992</b>
<b>Transport</b>		
Gravel Resheet - Runnyford Road	53,949	4,834
Gravel Resheet - Araluen Road, Merricumbene	92,623	8,299
Gravel Resheet - Cadgee Mountain Road	79,164	7,093
Araluen Road - resheeting	532,358	10,589
Araluen Road - extend seal	515,571	16,577
Wagonga Scenic Drive - resheet	7,172	643
Maulbrooks Road - gravel resheet	34,926	3,129
Belowra Road - gravel resheet	126,140	11,302
Waincourt Road - gravel resheet	86,655	7,764
Hawdons Road - gravel resheet	55,027	4,930
Donovans Creek Road - gravel resheet	92,355	7,168
Goldfields Drive - gravel resheet	57,638	5,164
Phyllis Price Drive - gravel resheet	46,034	4,125
Onslow Close - gravel resheet	23,086	1,792
Percy Davis Drive - gravel resheet	35,531	3,184
Punkalla Tilba Road - gravel resheet	32,190	2,884
Sunnyside Road - gravel resheet	57,427	3,136
Bengello Beach Road - gravel resheet	9,639	864
Old Nelligen Road - gravel resheet	112,243	3,367
River Road (drainage) - gravel resheet	162,200	5,643
Reseal - local urban sealed	969,998	192,366
Reseal - local urban sealed	638,479	126,621
Reseal - car parks	19,916	3,950
Asphalt Renewal - car parks	226,058	44,831
Asphalt Renewal - local urban road	606,097	120,199
Old Bolaro Road - culvert	49,944	4,475
Shared Path Melaleuca Crescent - Stage 2	14,148	1,709
Beach Road Denhams Beach - pathway	63,327	1,526
Northcove Road Long Beach - pathway	256,006	14,259
Noble Parade Dalmeny - pathway	90,602	12,260

Description	Actual Expenditure 2022-23 (\$)	Actual SRV Funding 2022-23 (\$)
Evans Road Tuross Head - pathway	18,940	2,409
Sunpatch Parade Tomakin - pathway	233,244	12,666
Sylvan Street pathway	67,761	1,965
Costin Street Narooma - footpath	22,471	3,184
<b>Total transport</b>	<b>5,488,918</b>	<b>654,907</b>
<b>Recreation</b>		
Burri Point, Guerrilla Bay	1,220	-
Observation Point, Batehaven viewing platform	862,472	28,809
Parks Facilities Renewals - seats/tables	133,983	58,469
Playground renewals	33,926	15,314
Malua Bay Beach Reserve	209,253	8,014
Tilba Playground upgrade	78,357	17,238
Cricket Infrastructure Renewals Grant	927	115
<b>Total recreation</b>	<b>1,320,138</b>	<b>127,960</b>
<b>Public conveniences</b>		
Drainage Renewals - Shirewide	269,377	228,506
Stormwater CCTV	600	509
Stormwater Renewal - The Anchorage South Head	96,282	20,444
<b>Total public conveniences</b>	<b>366,259</b>	<b>249,459</b>
<b>Total program</b>	<b>7,339,913</b>	<b>1,145,318</b>

## Reporting requirements under other Acts

### Public access to information

*Government Information (Public Access) Act 2009 s125(1)*

*Government Information (Public Access) Regulation 2018, cl 8, schedule 2*

Responding to requests made under the *Government Information (Public Access) Act 2009 (GIPA Act)*, is an essential component of transparent and accountable governance. Under the GIPA Act, we encourage the proactive public release of government information. The public have an enforceable right to access government information by way of open access information, informal release, and formal access applications. We encourage and assist the public to utilise the open access and informal release pathways wherever possible. Formal access applications are only required when access to information is not available via the open access or informal release pathways. Access to information is only restricted when there is an overriding public interest consideration against disclosure, as clearly defined within the GIPA Act. Council must decide valid formal access applications made under GIPA Act within the decision period of 20 working days from receipt, except where an extension of time is provided by the GIPA Act.

During 2022-23 Council received a total of 2 invalid and 21 valid formal access applications under the GIPA Act, with 14 determined within the required statutory decision period. 4 formal access applications were withdrawn, with information released informally to the applicant instead.

### Public interest disclosure activity

*Public Interest Disclosures Act 1994, s 31*

*Public Interest Regulation 2011, cl 4*

Under section 31 of the *Public Interest Disclosures Act 1994* and cl 4 of the *Public Interest Disclosures Regulation 2011*, Council is required to provide information on interest disclosure activity.

During the reporting period Council received zero public interest disclosure complaints.

Council's Public Interest Disclosure Internal Reporting Policy is being reviewed and updated in line with the revised *Public Interest Disclosure Act 2022*.

### Planning agreements

*Environmental Planning and Assessment Act 1979, s7.5(5)*

Council currently has one Voluntary Planning Agreement (VPA). The VPA is a Deed of Agreement between Council and the landowner of Eurobodalla Quarry that requires the payment of a levy for road maintenance on Nerrigundah Mountain Road and Eurobodalla Road.

Further information on the VPA can be found on Council's website.

## Development Contributions

*Environmental Planning and Assessment Regulation 2021 cl 218A (1), (2), (a), (b), (c), (d), (e), (f), (g), (3)(a), (b)*

Council used development contributions for the following functions during the year:

### Contributions utilised

Project	Council service	Amount (\$) expended	% of project costs funded by contributions	Amount (\$) expended that have been borrowed	Project completed
<b>S7.11</b>					
Administration	Development Assessment and Building Certification	1,250	100%	279,405	No
Roads	Transport	184,162	5%	-	No
Waste disposal	Waste management	228,317	40%	78,128	No
<b>Total S7.11</b>		<b>413,729</b>			
<b>S7.12</b>					
Southern Water Storage Facility	Water services	1,250,000	2%	-	No
<b>Total S7.12</b>		<b>1,250,000</b>			
<b>S64</b>					
No funds utilised in 2022-23					
<b>Total S7.12</b>		<b>1,250,000</b>			

Council received the following amounts under our development contributions plan during the year:

### Contributions received

Plan	Amount (\$)
S7.11	1,680,709
S7.12	305,070
S64	4,366,297
<b>Total</b>	<b>6,352,076</b>

## Swimming Pool Inspections

*Swimming Pools Act 1992 (SP Act), s 22F(2)*

*Swimming Pools Regulation 2018 (SP Reg) cl 23*

During 2022-23, inspections of private swimming pools included:

- 118 inspections
- 74 compliance certificates issued for
  - 67 properties with one but not more than two dwellings
  - 1 property with multi-dwellings
  - 6 properties with tourist and accommodation.

## Compliance with the *NSW Carers (Recognition) Act*

*Carers Recognition Act 2010, S8 (2)*

### Educational Strategies

Council will undertake actions to increase awareness of the *NSW Carers (Recognition) Act 2010* in the next year to ensure that its obligations are met.

### Consultation and liaison with carers

Council provides a wide range of services for people with a disability, people who are ageing, and their carers. In delivering those services Council:

- Ensures home visits are done when carers are available
- Provides carers with respite to attend events/info sessions
- Provides client handbooks
- Regularly renews care plans as directed by the client
- Meets with families/care recipients and carers to develop a work/care plan that includes goals and aspirations that will help sustain the carer in their caring role
- Attaches the 'Charter of Rights and Responsibilities for Community Care' to client handbooks.

### Staff who are carers

The policies and codes of practice that guide the way that Council staff work, have been developed to optimise flexibility of working hours while ensuring services to the community are of appropriate timeliness and quality.

Council has a formal Flexible Work Agreement ratified by relevant unions, which allows greater flexibility in terms of starting and finishing times as well as allowing for the accrual of credits due to extra hours worked above standard hours. Staff, including those with carer responsibilities, can then access these credits throughout the year further enhancing flexibility.

## Bushfire Risk Management

*Rural Fires Act 1997 - Division 2 Section 74*

### Managing Bushfire Risk

Council is represented on the Far South Coast Bushfire Management Committee (previously the Eurobodalla BFMC). This committee comprises the major land managers and emergency response agencies across the Eurobodalla and Bega and includes representation from the Indigenous community. This Committee prepares and implements a Bushfire Risk Management Plan (BFRMP) for the two LGA areas.

The 2019 Eurobodalla Bushfire Risk Management Plan was reviewed and adopted by the Eurobodalla Bushfire Risk Management Committee in Spring 2019 and formally adopted by the State bushfire coordinating committee in 2020. The Plan identifies and assesses bushfire risk within the Eurobodalla LGA and sets out priorities to address the risk and agencies that are responsible for implementing the Plan. Annual bushfire risk management programs are developed by the responsible land managers and now coordinated through the Far South Coast Bushfire Management Committee.

### Implementation of the Bushfire Risk Management Plan

For land under Council control and care, Council uses methods such as mechanical hand work, slashing, trittering and selective tree management to maintain Asset Protection Zones (APZ) and hazard reduction burning to manage bushfire fuel loads in Strategic Fire Advantage Zones (SFAZ) and Land Management Zones (LMZ). Hazard reduction works using the method of low-intensity burning is undertaken by The Rural Fire Service on behalf of Council.

### Activity Report 2022-23

Activities undertaken on land under care and control of Council in accordance with the Bush Fire Risk Management Plan Management Zones and Treatments Register are reported below. During 2022-23, Council treated 245 hazard reduction sites in accordance with BFRMP to monitor and maintain the Asset Protection Zone (APZ) including:

- 95ha asset protection zone slashing
- 16.5ha asset protection zone hand clearing
- 2.1ha asset protection zone grooming
- 2.9ha fire mitigation burns.



One hazard reduction activity totalling 2.9ha were also undertaken using prescribed burning in accordance with the BFRMP to monitor and maintain Strategic Fire Advantage Zones (SFAZ) under Council's care. Hazard reduction burning activities are undertaken by the NSW Rural Fire Service on behalf of Council.

### Avoiding the risk

Bushfire protection measures are contained in the NSW Rural Fire Service publication "Planning for Bushfire Protection 2019".

Planning for bushfire protection is categorised into several parts to reflect different types of development. Development that is subdivision or a special fire protection purpose (aged care, childcare centres, tourist accommodation) is required to obtain approval not just from Council but from the NSW Rural Fire Service. These types of development are reviewed to ensure that there is sufficient separation from the threat, construction standards are adequate and that there are adequate evacuation measures.

Infill development such as new houses or extensions to existing houses is assessed by Council but is also required to provide a bushfire hazard response. This type of development is assessed on the basis of an adequate asset protection zone (APZ) and construction standards.

All development proposed in a bushfire prone area must comply with the Planning for Bushfire Protection guidelines. Where an alternate solution is proposed, the application must be referred to the NSW Rural Fire Service. Assessment of bushfire risk is in accord with the *Rural Fires Act 1997* and the *Environmental Planning and Assessment Act 1979*.

### Disability Inclusion Action Plan

*Disability Inclusion Act 2014, s 13 (1)*

The Disability Inclusion Action Plan (DIAP) 2022 was developed in partnership with the Eurobodalla community, with engagement occurring in the period July 2021 to June 2022. During this time, Council involved people with disability, carers and key advocates, such as the Disability Inclusion Advisory Committee, in extensive consultation, collaboration and review processes. Engagement activities were primarily conducted online due to the prevalence of COVID19 and the NSW Health restrictions in place.

In line with the *Disability Inclusion Act 2014 (NSW)* and relevant guidelines, Council will continue to annually monitor and report progress in delivering 22 new actions across the four key outcome areas over the next four years. The key outcome areas are:

1. Attitudes and behaviours
2. Liveable community
3. Employment
4. Systems and processes

The Disability Inclusion Action Plan (DIAP) cumulatively builds on the achievements of previous plans in Eurobodalla that span 20 years. Through these plans, Eurobodalla Council has delivered a policy platform that responds to the legislative requirements and the needs and aspirations of the Eurobodalla community.

By implementing these plans, Council has met the requirements of Division 3, Section 12 of the *Disability Inclusion Act 2014 (NSW)* by delivering more accessible buildings, amenities, and access routes, increasing disability awareness and information sharing and by engendering greater participation by people with disability through the Disability Inclusion Advisory Committee, various sunset committees and via activities and programs.

The DIAP 2022 is incorporated into the Integrated Planning and Reporting Framework, with all activities to be recorded quarterly and reported annually.

### Achievements by outcome area for 2022-23

#### 1. Attitudes and behaviours outcome area

- 1.1 Council has joined the Australian Network on Disability.
- 1.2 Councillors participated in the Disability Confidence Training for Senior Leaders on 18 April 2023. The training was designed to help build upon Council's inclusive culture and grow awareness of the value of inclusive behaviours and attitudes.

General dementia training for staff is to be actioned.

- 1.3 An update of the 'Good Access means Good Business' program has commenced, with a presentation to local Chambers of Commerce seeking additional information as part of the consultation process. Local Business Awards have not been held in 2022, so there was no opportunity to award good access practices in Business awards. This will be revisited.

- 1.4 A very successful All Abilities Expo was held in November 2022 and was one of the first projects that the new DIAC could participate in and support. Committee members provided practical advice to the organisers. The expo was a collaboration with local disability service providers. As part of the process a participant of that service, living with disability, assisted in the organising, thereby providing a tangible professional/vocational opportunity.

Council successfully secured grant funding and partnered with local lifeguards and lobby group Accessible Beaches Australia, to roll out, manage and promote beach mobility matting at seven beaches.

Council partnered with the Tuross Head Progress Association to install beach matting at Tuross Head beach and improve the accessibility of the carpark, with the Association purchasing a new beach wheelchair and shed to store the equipment, with the aim of achieving seamless access to the beach.

- 1.5 Council enhanced its website and information on accessibility, including additional pages promoting new facilities and services, an easy read version of the Disability inclusion Action Plan and improved access at playgrounds, beaches and other recreational facilities.
- 1.6 Council engages with the community on an ongoing basis to monitor participation levels, access and barriers to access. Different methods of consultation are used, including online and in person. In addition, Council has actively linked other levels of government to the DIAC and local community on issues of access this year. For example, representatives from Health NSW attend the DIAC on a quarterly basis, providing regular updates and seeking DIAC member input in the design, layout and accessibility of the new hospital facility as the project unfolds. In addition, corporate documents are being produced in Easy Read formats, after advice from a person with disability.
- 1.7 Two all abilities events conducted. In quarter two an Expo was held in Narooma, enabling a range of providers to promote their services. In quarter three an All Abilities Dinner Dance was held. Service providers supported the event and promoted the activities and services they provide across the shire.

Council promotes disability awareness and inclusion to a range of community, business and recreational groups via regular newsletters and Council web pages, dedicated to providing

information and links relevant to access and disability.

Council is using owned and earned platforms to share stories and images of community members with disability, as part of Council strategic documents, as well as promotions, events, programs and activities.

## 2 Liveable community outcome area

- 2.1 Beach access improvements have been completed, with substantially improved access provided at 7 of Council's patrolled beaches, commencing during the 2022-23 summer. This project included new hard surface lead-in paths at Surf Beach, Malua Bay, South Broulee Beach and Narooma Surf Beach. On sand mobility mats have been provided at 7 of our 8 patrolled beaches, with a positive community reception in relation to the initiative. Access into the water itself is limited by environmental conditions (e.g. tide height) and human resources available to add or remove additional lengths of matting. (i.e. lifeguards).

Support for rolling out/bringing in the new mats has been written into the new lifeguard contract, to commence during the 2023/24 summer.

Council's Traffic Committee has approved the addition of disability parking at key beach locations, which commenced in February 2023, and further grants are being sought for additional accessibility and inclusion measures.

Council's Recreation Services team engaged 'LEEF' to undertake an independent assessment of our beach wheelchairs, located at Malua Bay, Moruya South Head and Narooma beaches. As part of this assessment, maintenance to the chairs was undertaken and the Narooma chair recommended for replacement. This will be included in forward budgets.

Marine infrastructure planning has commenced, with accessibility and inclusion a critical component. The aim is to ensure public amenities and accessible marine facilities are available in each of the three main towns as a first step, with further improvements to be considered as part of comprehensive marine infrastructure planning.

- 2.2 Council's Recreation and Open Space Strategy classifies parks as regional, district and local. These classifications relate to aspects such as size, location and use. Inclusive standards run parallel to park classifications, with larger parks hosting more inclusive features, as outlined in the NSW Everyone Can Play guidelines.

All Council community facilities are required to meet obligations under the *Disability*

*Discrimination Act 1992 (DDA)*. Older facilities (e.g. public toilets) are being brought into alignment upon upgrade/renewal. During 2022-23 upgrades have included Observation Point viewing platform and pathways, Surf Beach toilets and the Bay Pavilions (inclusive swimming pools, theatre and community meeting rooms).

The Toilet Strategy 2023-28, finalised in 2022-23 includes actions to increase the provision of accessible toilets, gender neutral toilets and amenities to support inclusion and safety. It also includes actions to support access to/from facilities, including accessible car spaces, pathways and appropriate lighting and fixtures.

Council has reinstated the Eurobodalla Transport Group with Council/Transport for NSW and transport providers. A key reference for planning and discussion is disability standards for public transport and improving provision in our Shire.

Council's Property team has installed an additional fully accessible cabin at Council's campground/resorts during 2022-23 to meet increased demand from visitors. Further funding for accessible cabins and amenities at this venue will be pursued.

Council's Facilities Management team have undertaken a review and inspection of Council's 36 community buildings this financial year to ensure compliance with current legislation and Australian Standard 1428 – Design for access and mobility. Several upgrade works have been prioritised and scheduled, with improved access achieved at those sites.

- 2.3 The Library Service has commenced a review of its activities, services, systems and processes in relation to access compliance. The full plan developed from this review is set to be completed by July 2023.

The Library Service instituted sensory friendly programs, including well publicised quiet hours at each location. Participants have indicated verbally a high level of satisfaction with the programs and quiet hour service. A more formal customer satisfaction survey will be conducted in 2023.

- 2.4 No formal submissions in relation to access issues were undertaken during the year. However, significant advocacy in relation to the new regional hospital in Moruya has been occurred, resulting in a range of practical improvements to the flow and layout of the facility. In addition, several grants have been submitted to the state and federal governments in relation to projects that include accessibility considerations, including Everyone Can Play grants for playgrounds.

- 2.5 Comprehensive community/customer surveys have been undertaken, including satisfaction with the pathway and cycleway network. 75% of respondents were somewhat to very satisfied with the level of service provided. This will be further addressed in the review of the Pathways Strategy, set to be reviewed.

The Toilet Strategy includes an action in relation to accessibility to/from public amenities. While 80% of our public toilet network includes accessible facilities, accessible parking, lighting and pathways to the facility are not comprehensive. This will be addressed via specific actions in the strategy going forward.

During the year Council upgraded the pathways on Riverside Drive, Narooma. This project highlights the benefits of access and inclusion improvements. Correspondence was received from a community member, thanking Council for improving accessibility at this location and describing the difference the new pathway has made.

- 2.6 High level of satisfaction regarding anticipated number of attendees at events, with all targets achieved or surpassed. Positive feedback was received from participants, staff and parents/carers and presenters. A 4.71 rating out of 5 from participants who attended the All Abilities Festival, in terms of how much they enjoyed the event and would participate in a similar event in the future. A 4.77 rating out of 5 for feeling safe and accepted while at the event.

Programs supporting improved access and inclusion and awareness, run in 2022-23 include:

- Regional Youth Holiday Program – Winter
- Regional Youth Holiday Program – Spring
- ClubGRANTS homelessness service capacity building
- Regional NSW Youth Mental Health Awareness Month
- Reconnecting Regional NSW
- St Vincent de Paul Society
- Eurobodalla Youth Employment Project (2.0)
- Regional Industry Education Partnerships school student vocational training program
- National Careers Institute Grant
- Department of Communities and Justice (DCJ) Youth Week Program

- 2.7 There are currently 5 patients (One Haemodialysis, four Peritoneal) identified and supported in the Eurobodalla shire.
- 2.8 General assistance provided via DA Help Desk in relation to responsibilities for compliance with Premises Standards and the BCA. However, no specific communications programs have been undertaken during the period.

### 3 Employment outcome area

- 3.1 Council has experienced an unprecedented high level of job vacancies and recruitment to positions during 2022-23. As a result, a review of the recruitment policy and procedures will be completed in 2023-24.
- 3.2 The development of an Affirmative Measures Recruitment Strategy to increase the number of people with disability employed by Council will be addressed in 2023-24.
- 3.3 The action to seek partners to deliver professional development opportunities for people with disability is on hold.

### 4 Systems and processes outcome area

- 4.1 Council facilitates a Disability Inclusion Advisory Committee (DIAC), in line with the legislation. Advertising for community committee members occurred after the local government election. Once established the committee meets a minimum of 4 times per year.

During the year DIAC members toured the new Bay Pavilions (arts and aquatic) to view the access and inclusion features, including a Changing Places Toilet, ramps into all pools, a warm water therapy pool and accessible theatre and meeting rooms.

The committee has also reviewed and provided advice on a range of projects, including the beach matting project, Malua Bay foreshore redevelopment, marine infrastructure at various sites, the All Abilities events, new facilities at the Eurobodalla Botanic Gardens and the new regional hospital.

- 4.2 Council continued to provide high level National Disability Insurance Scheme (NDIS) services to people with a disability, including those living in Council run supported accommodation and those living in the community. Council's Involve Eurobodalla disability service underwent a mid-term accreditation process by independent auditors HDAA in October 2022. Whilst 6 minor non-conformities were identified, these items were rectified. The overall service was found to comply with the NDIS Quality and Safety Standards.

There are currently 98 NDIS participants being supported by Council. Participant retention will be monitored and reported at the end of the annual reporting cycle.

During the year contact was made with Local Government NSW Senior Policy Officer, Ageing and Disability for advice on other Council's providing similar services, in an effort to improve our service processes and outcomes.

- 4.3 As an Australian government organisation, Council should comply with AA level Web Content Accessibility Guidelines (WCAG) standards. Websites and digital newsletters have been set up to meet these disability requirements. Accessibility tools, guides and accessible corporate templates are available on the Intranet for staff use, ensuring an organisation-wide focus and compliance in relation to digital content.

In the first two quarters of 2022-23 the corporate and interpretive signage style guides were updated to include AA level WCAG standards and work is underway to update templates to the same level.

Livestreaming of Council meetings has been re-instated, allowing anyone to watch the Council meeting from their computer or device, either live or via recording.

- 4.4 Council produced an Easy English version of the Disability Inclusion Access Plan and the Climate Action Plan during 2022-23.





# Glossary

## A

<b>APZ</b>	Asset Protection Zone
<b>ARSC</b>	Australasian Road Safety Conference
<b>ATSI</b>	Aboriginal and Torres Strait Island

## B

<b>BAS</b>	Basil Sellers Exhibition Centre
<b>BFMC</b>	Bushfire Management Committee
<b>BFRMP</b>	Bushfire Risk Management Plan

## C

<b>CASA</b>	Civil Aviation Safety Authority
<b>CEMAC</b>	Coastal Management Advisory Committee
<b>CIP</b>	Continuous Improvement Project
<b>CMA</b>	Country Mayors Association
<b>CMP</b>	Coastal Management Plan
<b>COAG</b>	Council of Australian Governments
<b>COPW</b>	Condition of Public Works Report
<b>CRJO</b>	Canberra Regional Joint Organisation
<b>CSR</b>	Customer Service Request

## D

<b>DA</b>	Development Application
<b>DCP</b>	Development Control Plan
<b>DEEWR</b>	Department of Employment, Education and Workplace Relations
<b>DoHA</b>	Department of Health and Ageing
<b>DoPI</b>	Department of Planning and infrastructure

## E

<b>ECM</b>	Enterprise Content Management
<b>EEO</b>	Equal Employment Opportunity
<b>EMP</b>	Estuary Management Plan
<b>EMPLAN</b>	Local Emergency Management Plan
<b>EOC</b>	Emergency Operation Centre
<b>EOI</b>	Expressions of Interest
<b>EPandA Act</b>	<i>Environment Planning and Assessment Act</i>
<b>ESC</b>	Eurobodalla Shire Council

## F

<b>FaHCSIA</b>	Department of Families, Housing, Community Services and Indigenous Affairs
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## G

<b>GIPA</b>	<i>Government Information (Public Access) Act 2009</i>
<b>GIS</b>	Geographic Information System
<b>GSAHS</b>	Greater Southern Area Health Service
<b>GST</b>	Goods and Services Tax

## H

<b>HIA</b>	Housing Industry Association
<b>IPWEA</b>	Institute Public Works Engineers Australia

## I

<b>IT</b>	Information technology
<b>IWCMS</b>	Integrated Water Cycle Management Strategy (or Plan)

## L

<b>LEP</b>	Local Environmental Plan
<b>LGA</b>	Local Government Authority
<b>LGMA</b>	Local Government Managers Australia



## M

<b>MIAMP</b>	Marine Infrastructure Asset Management Plan
<b>MIDO</b>	Marine Infrastructure Delivery Office
<b>MIP</b>	Marine Infrastructure Plan
<b>ML</b>	Mega litres
<b>MLALC</b>	Merrimans Local Aboriginal Land Council
<b>MWH</b>	Megawatt hours

## N

<b>NAIDOC</b>	National Aborigines and Islanders Day Observance Committee
<b>NDIS</b>	National Disability Insurance Scheme
<b>NPWS</b>	National Parks and Wildlife Service
<b>NRM</b>	Natural Resource Management

## O

<b>OHS</b>	Occupational Health and Safety
<b>OLG</b>	Office of Local Government
<b>OOSH</b>	Out of School Hours
<b>OSSM</b>	On Site Sewage Management System

## P

<b>POEO</b>	<i>Protection of the Environment Operations Act</i>
<b>PCYC</b>	Police and Citizens Youth Club

## R

<b>REF</b>	Review of Environmental Factors
<b>RFS</b>	Rural Fire Service
<b>RFT</b>	Recreation Fishing Trust
<b>RLF</b>	Regional Leaders Forum
<b>RMS</b>	Roads and Maritime Service
<b>ROSS</b>	Recreation and Open Space Strategy

## S

<b>S64</b>	S64 Contributions Plan
<b>S94</b>	S94 Contributions Plan
<b>S94A</b>	S94A Contributions Plan Levy Plan
<b>SCG</b>	Southern Councils Group
<b>SEATS</b>	South East Australia Transport Strategy (Inc)
<b>SEPP</b>	State Environmental Planning Policy
<b>SFAZ</b>	Strategic Fire Advantage Zones

## V

<b>VPA</b>	Voluntary Planning Agreement
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## W

<b>WWYN</b>	Workers with Youth Network
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