

End of Term Report

2012 - 2016

The End of Term Report was tabled to Council on 9 August 2016. The financial information included was based upon unaudited results and included budgeted results referenced to the March 2016 quarterly review. The End of Term Report has now been updated to include the final audited result for the year ended 30 June 2016.

The forecast budget and actual result in the End of Term Report has been updated to show the operating result before capital grants and contributions as this is the key indicator of council's continuing performance. This key measure is the focus of the Fit for the Future "Operating Performance Ratio" for council's general fund and will be the focus for the consolidated entity going forward. The figures for grants has been revised to include all operating and capital grants and contributions to show a consolidated figure for external funding sources.

In line with the NSW Government’s Integrated Planning and Reporting Framework, all NSW Councils are required to develop short, medium and long term plans in partnership with the community. Progress against these plans is monitored, measured and reported on at frequencies appropriate to the corresponding plan, as outlined in the table below.

Plan	Purpose	Report
Community Strategic Plan (CSP)	10+ year plan that outlines our community vision and sets goals for Council and the community to work towards.	End of Term report
Delivery Program (DP)	4 year plan that outlines what Council will do to implement the CSP during their term of office.	Annual report
Operational Plan (OP)	1 year service delivery plan and budget to implement the DP.	Progress reports

The End of Term report is made by the outgoing Council and outlines progress made during their term in achieving the social, environmental and civic leadership objectives and strategies, as adopted in the *Community Strategic Plan – One Community*.

The End of Term Report is an important resource that allows Council and the community to reflect on past achievements. It will also assist our new Council to work with the community in the review of *the Community Strategic Plan – One Community* and the development of the supporting Delivery Program and Operational plan.

Progress is measured over the four year Council term 2012-16. In this case, in accordance with legislation, the reporting period involves the final year of the 2012-16 Delivery Program and the first three years of the 2013-17 Delivery Program.

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A message from the General Manager

We are pleased to present on the progress of our outgoing Council in this End of Term Report. Our Mayor, Lindsay Brown, together with our Councillors Danielle Brice, Gabrielle Harding, Liz Innes, Milton Leslight, Neil Burnside, Peter Schwarz and Rob Pollock have served our community for the past four years. The late Fergus Thomson also served as a Councillor this term until his passing in July 2015.

This report outlines progress on objectives, advocacy outcomes and awards for the full term of office across all areas of Council operations.

Council has managed community funds responsibly and sustainably throughout the term. In 2015 Eurobodalla was assessed as being fit to govern as a stand-alone council under the NSW Government's Fit for the Future program, with performance measured against indicators relating to financial sustainability, infrastructure and service management, and efficiency.

Council has spent a combined total of over \$121.6 million on new and renewed capital works for our community.

Council has also actively sourced grants and contributions to fund service delivery and infrastructure in our community, with over \$100.6 million in grant funding awarded.

It is important to note that implementation of the community vision, as outlined in the *Community Strategic Plan – One Community*, is not Council's responsibility alone. Important progress has also been supported by other levels of government, our community leaders and organisations over the past four years. Council will continue to work with all stakeholders to seize opportunities to further enhance services and community infrastructure.

We thank the community for providing input into the many strategies, plans and issues coming before Council. This has helped inform and shape Council decision making on behalf of the whole community. We thank our staff who work for, and live in our community, and the wonderful volunteers who have contributed over 250,000 hours to help make our community a better place.

We look forward to working with our new Council to build on this strong foundation, continue to improve customer service and program delivery, and further advance towards our shared community vision.

Dr Catherine Dale
General Manager

PERFORMANCE AT A GLANCE

The following table shows key financial indicators at a high level for each year of the term as well as Council's progress in delivering each year's adopted Operational Plan which contributes to delivering on the community vision.

	2012-13	2013-14	2014-15	2015-16
Forecast budget	\$7.2 million deficit	\$3.8 million deficit	\$2.7 million deficit	\$1.5 million surplus
Actual result	\$4.4 million deficit	\$2.9 million deficit	\$1.6 million surplus	\$9.7 million surplus
Grants and contributions	\$20.7 million	\$21.2 million	\$23.8 million	\$34.9 million
Capital program complete	\$26.6 million	\$27.1 million	\$26.6 million	\$41.3 million
Operational Plan actions complete	95% complete or substantially complete	78% complete or substantially complete	87% complete or substantially complete	95% complete or substantially complete
Total Awards	5	2	7	8
Total donations to community	\$150,316	\$163,922	\$195,185	\$200,934

It is important to note that performance against the Operational Plan does not include the significant amount of additional projects and programs that Council undertakes each year which are not originally budgeted or planned for.

ACHIEVEMENTS

Council has made significant progress in implementing the community vision in the past four years. Full details of these achievements are outlined in this report which is structured by the four Community Strategic Plan focus areas - Liveable, Sustainable, Productive and Collaborative. Broadly these achievements include:

Liveable

- Increased healthy lifestyle opportunities with programs and infrastructure
- Revised targeted care service delivery models
- Ongoing advocacy for improved local health services
- Enhanced service delivery in response to key demographic indicators
- Increased services, advocacy and education programs for community safety
- Celebration of heritage and culture, and development of community infrastructure.

Sustainable

- Collaborative strategic direction defined for key rural resource lands
- Advocacy and planning to address key environmental changes and impacts
- Award winning environmental management projects and programs
- Efficiency gains and cost savings as a result of Greenhouse Action Plan implementation
- Enhanced strategic direction for water and sewer businesses
- Focus on increase in recycling programs to decrease waste to landfill.

Productive

- Increased targeted infrastructure renewal and provision
- Advocacy for key economic growth infrastructure
- Ongoing training, support and advocacy on behalf of our business community
- An award winning destination marketing campaign
- Delivery of employment building initiatives
- Collaboration with education providers to increase local opportunities.

Collaborative

- Increased focus on communication tools and methods
- Improved engagement opportunities
- Support for community groups, organisations and volunteers
- Built and strengthened key partnerships
- Collaborative development of key planning, service delivery and infrastructure strategies
- Proven ongoing financial and organisational sustainability.

ADVOCACY

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

Council's advocacy has aimed to address key issues and seek funding for projects such as:

Local Government Reform including the development of a new Local Government Act, and Revitalising Local Government; infrastructure reporting guidelines for NSW Councils working in partnership with NSW Office of Local Government, specifically assisting the writing of Update 24 (2016) on asset management, provision of capacity building training for Engineers and Accountants across NSW (372 trained), promotion of diversity in Engineering and Public Works and advocacy for partnerships with the NSW Government to build improved asset management systems, reporting and capacity within NSW Councils.

Improved mobile phone coverage resulting in commitments to address mobile black spots in Central Tilba, Nelligen, Clyde mountain and Bodalla.

Decentralisation of NSW Government services and agencies to support regional development and investment and take advantage of opportunities.

Flying foxes \$2.5 million secured from NSW Government to fund camp management.

Targeted service delivery improvements to address identified demographic need, resulting in additional funding for early childhood programs, case management and disability services.

Educational opportunities including the support of improved tertiary opportunities and advocating for the future of TAFE in our community.

Planning for bushfire protection, Fire mitigation and Emergency management.

Funding for NSW Libraries to increase infrastructure funding, resulting in \$255,000 in Library Development funding for Moruya and Narooma libraries.

Financial Assistance Grants.

Commercial fishing impacts on Coila Lake.

National Broadband Network to ensure an appropriate level of communication is provided to local residents and business operators to maximise opportunities.

Planning reforms with submissions to the NSW Government on proposed reforms on matters such as Biodiversity, Planning for Bushfire Protection, Exempt and Complying Development and Caravan Park legislation.

Infrastructure advocacy has been driven by the *Eurobodalla: Infrastructure Driving the NSW Economy* document which was developed by Council during the term and has included key infrastructure projects such as:

Moruya Airport \$2.5 million grant funding secured from the Australian Government, as well as detailed planning and further funding applications for multiple stage development of the masterplan submitted to the NSW Government.

Kings Highway Road Safety Alliance has achieved major upgrades at East Nelligen, Misty Mountain, Shoalhaven River, Larbert Road Braidwood, River Road to Northangera Creek and stabilisation on the Clyde Mountain.

Princes Highway upgrades within Eurobodalla to Durras Drive and Cullendulla Drive intersections, grant funding secured for roundabout at intersection of Bluewater Drive and McMillan Road and grant funding secured for pedestrian refuges at Narooma and Bodalla.

Batemans Bay Link Road \$10 million secured from the NSW Government. South Batemans Bay Link Road Alliance created with NSW Roads and Maritime Service accepting responsibility for the Princes Highway and Link Road intersection.

Major road upgrades \$9 million federal election commitment for upgrades to provide the roundabout at Hanging Rock, Beach Road, upgrade Beach Road from Orient Street to Mackay Park and a new intersection at George Bass Drive and Tomakin Road over three years.

South East Australian Transport Strategy Inc (SEATS) regional priorities established inclusive of key projects on the Kings and Princes Highways and South Batemans Bay Link Road, with substantial upgrades under construction from Wollongong to Batemans Bay.

Moruya Arts Facility \$500,000 secured from Regional Development Australia and a \$200,000 Library Development grant.

Regional Boating facilities in significant grant funding committed for facilities and to undertake dredging of Batemans Bay bar.

Southern NSW Marine Gateway prospectus developed to seek funding for feasibility study.

Improved transport and freight links to regional and local road intersections.

Regional Equine centre robust business plan submitted to the NSW Government for consideration and potential funding.

Advocacy through NSW Roads and Transport Directorate presentation to NSW Roads Congress at NSW Parliament and advocacy on behalf of NSW Councils with Local Government NSW. NSW Roads and Transport Directorate Executive Management Committee including preparing bi-annual roads and bridges reports (to provide aggregated business cases for advocacy for improved funding such as increased Federal Assistance Grants, Roads to Recovery, programs for freight efficiency and bridge upgrades), advice to NSW Government on the roads maintenance contracts for Councils working on State Highways (eg, Kings Highway) and Timber Bridge Working Party, including development of a new modular bridge system.

AWARDS

These achievements have been recognised by 22 awards throughout the period from NSW and Australian government and national and international bodies.

Local Government NSW Excellence in Environment Awards

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

NSW Coastal Management Awards

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

Keep NSW Beautiful Blue Star environmental sustainability awards

- Highly commended in Environmental Education, Marine Debris Working Group (2014-15)
- Litter reduction category, Marine environment protection program (2015-16)
- Cultural Heritage category, Wallaga Lake Caring for the Ancestors project (2015-16)

- Highly commended: sustainable systems category, Community building sustainability project (2015-16)
- Overall Coastal Sustainability Award, for Council and Community environmental programs in Narooma area (2015-16).

National Trust Heritage Awards

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

Asia Pacific Tourism Awards

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

NSW Tourism awards

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

Australasian Reporting Awards

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

Statewide Mutual Risk Management Conference

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

Planet Footprint

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

NSW Road Congress

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

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A liveable community has pride of place, ease of access, community harmony, a mobile and healthy population that participates in community life, a feeling of safety and security, a strong vibrant cultural base and places to relax, study and play.

The objectives and strategies from the Community Strategic Plan – One Community are:

WHERE DO WE WANT TO BE IN 20 YEARS TIME?

OBJECTIVE 1: WE ARE HEALTHY AND ACTIVE

We have access to a diverse range of high quality health care services and are supported in living a healthy and active life by the opportunity to participate in recreation activities.

How will we get there?

- 1.1 Improve local access to health services**
- 1.2 Encourage and enable healthy lifestyle choices**
- 1.3 Provide the right places, spaces and activities.**

WHERE DO WE WANT TO BE IN 20 YEARS TIME?

OBJECTIVE 2: OUR COMMUNITY IS A GREAT PLACE TO LIVE

Our community is strong, safe and connected with equal access to the services and facilities that ensure a great quality of life for all ages.

How will we get there?

- 2.1 Enable accessible and affordable lifestyle options**
- 2.2 A shared responsibility for community safety**
- 2.3 Celebrate our creativity and cultural expression.**

Liveable communities snapshot

Our community's progress in achieving the objectives of a liveable community are measured in areas of **health, safety, active living** and **creativity and culture**.

- 95% of residents rate their quality of life as excellent, very good or good and 83% of residents indicated that their personal health was excellent to good.
- 91% of residents strongly agree or agree they feel safe in their neighbourhood during the day.
- 95% of Eurobodalla residents take part in some type of recreational activity and 70% are satisfied with the activities currently available.
- 62% of residents either strongly agree or agree that people coming to live here from other countries enrich Eurobodalla's cultural life.

Achievements of our current Council and organisation during the 2012-16 term of office that contributed to achieving liveable community objectives and strategies include:

- **Increased healthy lifestyle opportunities with programs and infrastructure**

The Live Life program was a 2 year, \$700,000 grant funded project. 150 programs and activities on offer aimed at increasing physical activity levels. There were 1,100 registered members and 300 unregistered participants. 48 volunteers and 178 community agencies, health providers and groups were involved in delivering the program. Activities were affordable, socially inclusive across all geographic areas of Eurobodalla and transport assistance was available to participants. 45% of participants were 60+ years of age, 9.7% were Aboriginal or Torres Strait Islander and 8.5% had a disability. 4,200 hits to the website, with effects still continuing in the community via a regular Live Life newsletter being circulated and additional programs such as the Euro Enduro – Healthy Towns Challenge.

- **Revised targeted care service delivery models**

Council aims to deliver programs that support our community at all stages of life. In response to major reforms in the aged, community care and disability services sector Council reviewed its Community Care business model. The Voice, Choice and Control Festival of Ideas was held to inform the community on the National Disability Insurance Scheme and to explore how the Eurobodalla could create a social and business community that encourages, welcomes and values the participation of people with disability. The event was over 2 days, had 170 participants and involved 15 businesses. Council's Community Care team successfully registered as a provider under the National Disability Insurance Scheme and will continue to provide services such as respite, community transport and peer support to older people, people with a disability and their carers. During the term Council also reviewed children and youth services business models and implemented new fee structures, debt recovery systems, marketing plans and staffing structures.

- **Ongoing advocacy for improved local health services**

Council was involved in ongoing advocacy to improve local primary and clinical health services. Strong lobbying and substantial community driven fund raising for provision of significant upgrades and expansion of health facilities at Moruya hospital proved successful with the funding and construction of a new oncology unit. Council supported interagency meetings for community services and disability service providers, made submissions to reviews of Health transport and Regional Health planning, as well as presenting to a Senate enquiry into Health services conducted in 2014.

- **Enhanced service delivery in response to key demographic indicators**

Improving services to meet the needs of members of our community with a disability has been a focus for Council this term. In collaboration with the Disability Advisory Committee Council conducted the first ever Good Access means Good Business awards in December 2013. This event aimed at raising public awareness and advocating for the benefits of an inclusive community. The Guy Street Villas were constructed and began providing 24 hour assistance to 5 people living with a complex disability in 2015-16. We have signed a Memorandum of Understanding with Yumaro, Disability Trust and Life without Barriers to provide disability support and increased therapy services for children with a disability. We have also provided a targeted renewal program to address accessibility needs in key community infrastructure, such as public toilets, across Eurobodalla. Council implemented an Australian Government funded supported playgroup program, with mobile playgroups set up across this shire to support and improve school readiness.

- **Increased services, advocacy and education programs for community safety**

Council has hosted a fully grant funded Road Safety Officer position this term. The Officer developed and implemented the Road Safety Plan, and coordinated and sought funding for events such as bike week, Pedestrian safety workshops, Night bus Narooma, Older Driver workshops, Learner driver workshops, motorcycle riders training and the Child care seat free safety checking program.

Eurobodalla Shire Council is also a member of the Kings Highway Road Safety Partnership with Australian Capital Territory (ACT) Policing, NSW Police, Shoalhaven City Council, Palerang Shire Council, Queanbeyan City Council, the NRMA-ACT Road Safety Trust and NSW Roads and Maritime Services. The partnership aims to increase safety on one of the key routes into and out of the Eurobodalla and has been nominated for the 2016 Institute of Public Works Engineering Australasia (IPWEA) NSW Excellence Awards.

- **Celebration of heritage and culture, and development of community infrastructure**

Preserving and celebrating Eurobodalla's rich cultural heritage has been on the agenda for Council this term. Our ongoing provision of annual NAIDOC week grants and events was strengthened with the signing of a Memorandum of Understanding (MOU) with one of our key partners, the Eurobodalla Koori Employees Network (EKEN). The MOU cements our positive working relationship and partnerships to run NAIDOC week activities into the future.

Council supported the community driven Back to Country event at Tilba as well as collaborated with Elders, Local Aboriginal Land Councils and Indigenous community members to develop the Tracing Events of the Dhurga Speaking people, Aboriginal Totems across Eurobodalla Shire, Invisible Places – Historic Aboriginal Reserves in the Eurobodalla Shire, and Wallaga Lake Aboriginal Cemetery projects, which were highly commended at the National Trust Heritage Awards.

Additional service delivery outputs during the 2012-16 term of office that contribute to achieving liveable community objectives, strategies and measures include:

HEALTH

- Respite hours: 3,200+ each year
- Community transport trips: 20,000+ trips, 1,200 passengers and 378,000km each year
- Aboriginal transport project: 400+ trips each year
- Stopped sale of sugar sweetened carbonated drinks at Council functions and facilities
- Community kitchen program: 127 participants.

SAFETY

- Promoted responsible animal ownership
- Award winning upgrades to beach safety signage
- Reduced amount of staff work related injury claims and lost time injury hours
- Kings Highway Road Safety Partnership
- Road safety plan reviewed and adopted
- 400+ food safety inspections each year with compliance over 90%
- 1200+ On-site Sewerage Management System (OSMS) inspections each year with compliance over 90%
- Annual estuary and beach monitoring with consistent very good to good results
- 300+ inspections of swimming pool fences each year.

ACTIVE LIVING

- Towards a Healthier Eurobodalla Plan developed in partnership
- Healthy Communities Group re-established
- Sports Forum re-established
- Euro Enduro healthy towns challenge: 380 participants
- Monthly Recreation Matters newsletter distributed to 172 subscribers
- Hanging Rock masterplan developed
- Surf Beach landscape masterplan developed
- Broulee Beaches landscape masterplans developed
- Healthy Communities grants provided to 80+ community groups
- 6,500+ attendees at capacity building and community and recreation events
- Community activities trailer refurbished
- 100,000+ visits to Council pools each year
- Draft Eurobodalla Pathways Strategy 2016 developed.

CREATIVITY AND CULTURE

- Supported community events and festivals
- Event assistance program established
- Conducted NAIDOC week activities and grants each year
- Library visits: 150,000+ each year
- Library loans: 200,000+ each year
- 95% of library users satisfaction is very high to high
- 4 award winning Aboriginal Heritage projects
- 80 new heritage items listed in Local Environmental Plan
- Citizenship ceremonies conducted
- SPUR program - Springboard Promote Unveil Reveal established
- Revive workshops and art prize: 446 attendees
- Dr Mackay Community centre refurbished
- Moruya Arts Facility grant funding received
- Narooma Library: New library systems and shelving, internal refurbishment and painting
- Eurobodalla Regional Botanic gardens, Mud brick cubby development involved: 1,500 mud bricks, 250 school students, 20 community volunteers, 8 local business partners, 5 preschools, 2 disability services.

PROGRAMS AND SERVICES

- Family day care increase in educators, 38,446 occasions of care to 120 families each year
- Out of school care, 55,086 occasions of care to 215 families each year
- Established the annual Good Access means Good Business Awards
- Groovin the Shire annual event
- SK8 and scooter events held each year
- 70+ youth, children and family events and activities each year with 3,500+ attendees
- Implemented National Quality Framework for Education and Care Services and exceeded the required standards
- Supported annual Seniors Week and International Day of Disability events.

INFRASTRUCTURE

Total community spaces capital works program for the term valued at over \$16.14 million. Key projects include:

Parks

- Nelligen: foreshore reserve upgrade
- Korner's Park, Batemans Bay: upgrade
- Corrigans Beach reserve, Batehaven: inclusive playground design and picnic facilities
- Lilli Pilli Beach swings
- New playgrounds:
 - Nelligen foreshore
 - Captain Oldrey Park Broulee
 - Dalmeny foreshore reserve
 - Apex Park Narooma
 - Rotary Park Narooma
- New viewing platforms:
 - Heath Street, Broulee
 - One Tree Point, Tuross Head
 - Nelson Parade, Tuross Head
- Quarry Park, Moruya: landscape plan prepared and stage 1 of upgrade complete
- Riverside Park, Moruya: underground irrigation and refurbishment
- Potato Point foreshore and Yabbara Beach, Dalmeny: new beach access stairs
- NATA oval, Narooma: fencing and power upgrades
- Riverside Drive, Quota Park foreshore, Narooma: skate park extension and foreshore protection works
- Outdoor exercise stations grant funded in Narooma, Moruya and Batemans Bay.

Sporting complexes

- Surfside sporting complex: irrigation bore upgrade
- Mackay Park, Batemans Bay: amenities, lighting and car park upgrade and field refurbishment
- Hanging Rock, Batemans Bay: field refurbishments, radio control car track improvements, upgraded storage facilities, skate park extension, basketball stadium refurbishment, new mural, improved recycled water supply.
- BMX track, Batemans Bay: upgrade and toilet refurbishment.
- Captain Oldrey Park, Broulee: field refurbishment, irrigation bore, amenities and netball courts upgrade
- Moruya racecourse: pavilion upgrade and new machinery shed
- Moruya showground: power upgrade and new rodeo yards
- Ack Weyman Oval, Moruya: field refurbishment and new amenities
- Moruya basketball stadium: interior refurbishment
- Gundry Oval, Moruya: field refurbishment, lighting upgrades, underground irrigation, amenities upgrade and new public toilets
- Kyla Oval, Tuross Head: new netball and basketball courts and cricket nets, toilets and storage upgrade
- Bodalla Oval: field expansion and car park

- Dalmeny Oval: field expansion, drainage, irrigation and amenities upgrade
- Narooma sports and leisure centre: interior upgrade and new roof
- Bill Smyth oval: irrigation bore upgrade and fencing
- Tennis court upgrades at various sites including lighting, resurfacing and fencing
- Swimming pool complex upgrades at all three pools.

Marine facilities

- Durras Lake: boat ramp design
- Old Punt Road boat ramp, Batemans Bay: ramp replacement, rock wall protection and car park
- Murra Murra Mia jetty, Batemans Bay: structural refurbishment
- Hanging Rock regional boat ramp, Batemans Bay: new pontoon and refurbishment of existing
- Tomakin boat ramp: new ramp and car park
- Moruya town ramp: ramp replacement and new pontoon
- Tuross Lake ramp: maintenance dredging
- Apex Park, Narooma: ramp replacement, new pontoon and picnic facilities
- The Loop ramp, Narooma: ramp replacement
- Fish cleaning tables at various sites
- Fishing platforms: grant funding secured for Moruya town and South Durras.

Public halls

- Improvements at:
 - Durras hall
 - Batemans Bay community centre
 - Malua Bay community centre
 - Tomakin hall
 - Dr Mackay Centre, Moruya
 - Moruya RSL hall
 - Mechanics institute, Moruya
 - Kyla hall, Tuross Head
 - Bodalla hall, and
 - Dalmeny hall.

Public toilets

- Refurbishment at:
 - Nelligen
 - Mogo
 - Durras and
 - Coronation Drive, Broulee.
- Community murals at:
 - Durras Beach
 - South Durras
 - Tomakin Beach, and
 - Coronation Drive, Broulee.
- Sandy Place, Long Beach new toilet

- Toilets replaced with accessible facilities at:
 - Quarry Park, Moruya
 - Canty Street car park
 - Narooma, and
 - Nangudga beach, Narooma.

Street scaping

- Narooma streetscaping project and roundabout.

Pathways

- 6,900m of shared pathways and boardwalks constructed including the final stage of Dalmeny-Kianga-Narooma shared pathway
- 5,670m of footpaths constructed.
- New pathway linkages constructed at:
 - Nelligen
 - South Durras
 - Batemans Bay
 - Batehaven
 - Malua Bay
 - Tomakin
 - Mossy Point
 - Broulee
 - Moruya
 - Tuross Head
 - Bodalla
 - Central Tilba
 - Dalmeny
 - Kianga, and
 - Narooma.



A sustainable community is characterised by our appreciation of natural surroundings and biodiversity. This is supported by responsible planning and management practices and the lifestyle actions we agree to, to reduce our impact on the natural environment and to conserve valuable resources.

The objectives and strategies from the Community Strategic Plan – One Community are:

WHERE DO WE WANT TO BE IN 20 YEARS TIME?

OBJECTIVE 3: OUR COMMUNITY AND ENVIRONMENT ARE IN HARMONY

How will we get there?

- 3.1 Encourage respectful planning, balanced growth and good design.**
- 3.2 Respond to our changing environment.**
- 3.3 Value, protect and enhance our natural environment.**

WHERE DO WE WANT TO BE IN 20 YEARS TIME?

OBJECTIVE 4: WE USE AND MANAGE OUR RESOURCES WISELY

How will we get there?

- 4.1 Develop a clean energy future.**
- 4.2 Use our water wisely.**
- 4.3 Reduce, reuse and recover waste.**
- 4.4 Identify and make best use of our resource land.**

Sustainable communities snapshot

Our community's progress in achieving the objectives of a sustainable community are measured in areas of ***growth and development, natural environment, waste, water, native vegetation cover*** and ***environmental change***.

- 85% of residents either agree or strongly agree that maintaining and protecting the natural environment in Eurobodalla is important
- 81% of residents often or always take active steps to reduce energy consumption, while 60% of residents always or often take active steps to reduce fuel consumption and vehicle pollution
- 77% of residents always or often decide for environmental reasons to re-use something instead of throwing it away
- 80% of residents have made an active effort for environmental reasons to reduce water consumption
- 75% of residents are concerned about the environment. Top four concerns include climate change, environmental sustainability, littering and deforestation.

Achievements of our current Council and organisation during the 2012-16 term of office that contribute to achieving sustainable community objectives and strategies include:

- **Collaborative strategic direction defined for key rural resource lands**

The Rural Lands Strategy has been completed and adopted by Council. This important strategy sets a clear vision and policy framework for the future of our rural areas. Council has commenced the planning proposal process to implement the recommendations of the Rural Lands Strategy relating to the Eurobodalla Local Environmental Plan 2012. Council has also resolved to establish a Rural Producers Advisory Committee to guide Council in implementing the recommendations of the Rural Lands Strategy relating to the growth, promotion and support of agriculture and rural tourism in Eurobodalla. Expressions of Interest have been called for community members to be on this Committee. Council also supported SAGE with grant applications and other funding.

Council hosted a Securing Our Food Future Forum, run by Northern Rivers Regional Development Australia. The forum explored improving food education, addressing barriers to agriculture, increasing resource sharing and skills, and recognising the economic benefits of agriculture. The forum was a great success and we saw a range of flow on events and programs, including the *involve, revolve, evolve* social enterprise, the community kitchen and the harvest garden. These programs have been excellent examples of collaboration across Council and the community.

- **Advocacy and planning to address key environmental changes and impacts**

A partnership project with Shoalhaven City Council delivered a regional policy and planning framework for meeting the challenges of adapting to sea level rise. This project was initiated when the NSW Government withdrew policy guidelines and advice on sea level rise for the purpose of strategic planning. The framework provides both councils with detailed local projections for sea level rise over a range of planning periods and climate change scenarios. The final South Coast Regional Sea Level Rise Policy and Planning Framework was adopted in 2014 and now fills the policy gap left by the NSW Government to serve as the primary reference for sea level rise planning in both council areas. As a consequence, the Dalmeny, Kianga and Wagonga Inlet Flood Studies; Tomakin, Broulee, Mossy Point and Mogo Flood Studies; Tomaga River Coastal Zone Management Plan and the Wharf Road Coastal Zone Management Plan have been guided by the report.

The regional sea level rise policy and planning framework was prepared in response to the NSW Coastal Planning reforms which commenced in 2010. These reforms have delivered the most significant changes to coastal management since the Coastal Protection Act was adopted in 1979. Council has taken an active role in contributing to the reforms through written submissions, participation in select working groups and attending wider consultation forums with local government.

The major coastal project currently underway is the Eurobodalla Coastal Management Program. This program will be prepared in accordance with the most recent aspects of the NSW Coastal Reforms which includes the new Coastal Management Manual, Coastal Management Act 2016 and Coastal Management State Environmental Protection Policy.

A Biodiversity Certification Strategy was completed for the Broulee and Moruya Airport areas. This allows for streamlining of the approval process as biodiversity issues are considered at a landscape level rather than for each individual development application, providing greater certainty for developers and better outcomes for the local environment. Following adoption of the Strategy by Council, a Biocertification Agreement and Order was conferred by the Minister for Environment in September 2014.

- **Award winning environmental management projects and programs**

Council has been extremely successful, receiving a range of environment awards (as detailed on the Awards page). The Community Building Sustainability project improved the water and energy efficiency of over 50 community buildings. Our commitment to the environment remained strong during the period. Another major project was the Deua River restoration project which engaged over 80% of landholders along over 40km of the Deua River. Support to 24 active Landcare groups, with over 300 volunteers, continued through ongoing collaboration with the Local Lands Services. Good news was also received from the new Estuary Health Cards which monitor biodiversity and water quality in our estuaries, showing positive results for our area. This means that the Eurobodalla coast has some of the best waterways and beaches to visit in New South Wales.

- **Efficiency gains and cost savings as a result of Greenhouse Action Plan implementation**

Implementation of Council's Greenhouse Action Plan won an award in the Climate Change Action category of the Local Government and Shires Association Environment Excellence (LGSA) Awards. The LGSA identified Council as having demonstrated a practical approach to addressing climate change mitigation resulting in emission reductions and financial savings through a number of resource efficiency and renewable energy projects.

Council is saving over one million dollars on energy costs annually on our fleet, water, sewer, lighting and building costs. We've achieved this by installing more than 630kW of solar power at 26 Council facilities and retrofitting 58 of our buildings with energy efficient lighting, low flow aerator taps and other energy saving devices. Total emissions on our buildings, pools, landfill, vehicles and plant are down 9.1 per cent, or 4,600 tonnes of CO2 per year, which is like taking over 1,000 cars off the road. Solar installations at our water treatment plants and pump stations and energy management led to our electricity costs being lower than in 2006-07. This is despite electricity prices increasing dramatically and two new water treatment plants becoming operational.

- **Enhanced strategic direction for water and sewer businesses**

A new integrated water cycle management strategy (IWCMS) was prepared for Eurobodalla. The IWCMS outlined the work needed over the next 30 years to support economic growth and ensure the wellbeing of our community and protection of the environment. The IWCMS is a significant body of work underpinned by research and investigations of existing water supply and sewerage systems (including detailed modelling), consideration of legislative frameworks and new water sharing plans for our water sources, modelling of climate changes impacts and assessment of current and proposed development.

The IWCMS also included consideration of servicing villages currently without water and sewerage services and a new southern water supply dam off the Tuross River. This assessment included looking at the critical importance of funding support from the NSW and Australian Governments to ensure a stable pricing path for Eurobodalla residents.

- **Focus on increase in recycling programs to decrease waste to landfill**

Council has increased focus on recycling programs and projects over the term in an effort to reduce waste to landfill and maximise the life of our landfill sites. Recycled glass of approximately 2,000 tonnes per annum is now processed into a glass sand product which is able to be re-used in other Council projects. Council undertook the Environmentors Program for schools: 43 days of education delivered over 11 schools. We facilitated 37 home composting workshops: with 750 residents participating. Council distributed 23,000 Waste and Recycling Guides annually. We increased the size of our green bins and in the first year saw 49% more greenwaste collected. This additional waste was processed at waste management facilities and was made available to the community free of charge as a mulch product. Our hazardous waste collection has averaged 20 tonne each year which shows that the community now recognises the need to dispose of these materials safely. There has been a 1 % increase in recycling over the term. The life of the landfills was reduced by major developments, eg, the upgrade of the Moruya Hospital and the Batemans Bay University of Wollongong, which delivered quantities of material unsuitable for reuse to the sites. The introduction of free recycling of polystyrene resulted in a decrease of waste to landfill, eg, a saving in landfill space equivalent to 3,800 cubic metres during the council term.

Additional service delivery outputs during the 2012-16 term of office that contribute to achieving sustainable community objectives, strategies and measures include:

GROWTH AND DEVELOPMENT

- Rural Lands Strategy completed and adopted
- Employment Lands Strategy completed and adopted
- 16 meetings of the Heritage Advisory Committee
- Heritage Advisory Service on 5+ projects, with 25+ referrals each year
- Heritage Strategy 2014-17 complete and adopted.

NATURAL ENVIRONMENT

- Seed Bank Project. \$370,000 grant funded at Regional Botanic Gardens
- 40 natural resource management projects
- \$3.5+m in grant funding for landcare and natural resource management projects
- Conducted water monitoring in estuaries and beaches.

WASTE

- Total waste capital works program for the term was \$3.61 million
- Waste education events
- Annual clean up Australia day coordination
- Garage Sale Trail day Coordination
- 90,000 tonnes of waste to landfill
- 76,000 tonnes of recycled material
- Annual Household chemical cleanout 88 tonnes
- Bin Trim recycling program. Grant funded 334 businesses registered
- Collaborated to develop and review the Regional Waste Strategy
- OSMS Code of Practice review.

NATIVE VEGETATION COVER

- 1000+ noxious weed inspections each year with over 95% compliance
- Environmental management works carried out on over 1,800 ha of Council managed bushland reserves.

ENVIRONMENTAL CHANGE

- Dalmeny/Kianga Flood Risk Management Study and the Wagonga Flood Risk Management Study completed and adopted
- Over 4,600 tonnes of CO₂ saved each year
- Over 5,500m of new stormwater pipe laid
- Over 310 new stormwater inlet pit and headwall structures built
- Grant funding of over \$800,000 for 8 sustainability projects
- Community Buildings Sustainability project: 50 community buildings, Ack Weyman Energy Challenge.

WATER

- NSW Best Practice Management of Water Supply and Sewerage Guidelines met for water supply each year
- New Integrated Water Cycle Management Strategy incorporating the strategic business plan completed and exhibited to the community
- 8,289 (42%) water meters replaced
- Over 21,500m of water main replaced
- Over 560 water main valves replaced
- Reservoirs upgraded to meet current workplace health and safety standards for access
- New Southern Dam. Site selected and design contract let
- Total water capital works program for the term was \$10.46 million
- Northern Water Treatment Plant solar farm project, 595kW of solar panels
- Tap Water Please campaign, 2,000 reusable BPA-free drink bottles distributed
- Water rebates program for water efficient washing machines, dual flush toilets and rainwater tanks. 250+ rebates each year
- Free showerhead exchange program 140+ rebates
- School water audit kits used by 500+ students
- Water efficiency education conducted at 15 schools and 20 pre-schools.

SEWER

- NSW Best Practice Management of Water Supply and Sewerage Guidelines met for sewerage systems each year
- New Integrated Water Cycle Management Strategy incorporating the strategic business plan completed and exhibited to the community
- Total sewer capital works program for the term was \$22.58 million
- Batemans Bay sewage treatment plant upgraded
- Rosedale-Guerilla Bay sewerage scheme underway with grant funding secured from NSW Government
- Rosedale Regional Sewage Pump Station completed
- Tomakin Sewage Treatment Plant upgraded
- Bodalla sewerage scheme. Land acquisition, access road constructed, design complete grant funding secured
- Kiangra sewerage treatment plant upgrades
- 25,568m of sewer pipe relined
- 16 sewage pump stations upgraded and provided with increased storage capacity and environmental protection including sites at:
 - Cedar Parade, Maloneys Beach
 - Maloneys Drive, Maloneys Beach
 - Sandy Place, Long Beach
 - Bay Road, Long Beach
 - Karoola Avenue, Surfside
 - Wharf Road, Surfside
 - Pacific Street/Bavarde Avenue, Batemans Bay
 - Corrigans Beach reserve, Batehaven
 - Beach Road, Sunshine Bay
 - Highview Avenue, Surf Beach
 - Rosedale regional sewage pump station
 - Connells Close, Mossy Point
 - Martin Grove, Broulee (by developer)
 - Gillan Grove, Broulee (by developer)
 - River Street, Moruya
 - The Achorage, Moruya Heads.



A productive community provides people with positive choices for investment, employment and study. An innovative, diverse and resilient economy requires collaboration between local people and other levels of Government to ensure that funding for infrastructure and economic development exists to support market strength and diversity

The objectives and strategies from the Community Strategic Plan – One Community are:

WHERE DO WE WANT TO BE IN 20 YEARS TIME?

OBJECTIVE 5: WE HELP OUR LOCAL ECONOMY GROW

Our business and industry sector is smart, innovative and resilient and is supported and prepared for future growth and challenges.

How will we get there?

- 5.1 Plan for and develop the right assets and infrastructure.
- 5.2 Support the growth of our business community.
- 5.3 Promote our community as the place to visit, live, work and invest.

WHERE DO WE WANT TO BE IN 20 YEARS TIME?

OBJECTIVE 6: WE ARE SKILLED AND HAVE ACCESS TO EMPLOYMENT OPPORTUNITIES

Our lives are enriched through access to quality education which enables the development of a skilled workforce and the uptake of local job opportunities.

How will we get there?

- 6.1 Increase the range of opportunities to work locally.
- 6.2 Build on our quality education and training opportunities.

Productive communities snapshot

Our community's progress in achieving the objectives of a productive community are measured in areas of **assets and infrastructure, growth and promotion** and **employment and education**.

- 75% of residents are always connected, or connected every day to the internet
- 64% of residents strongly agree or agree they have access to good education opportunities
- 79% of residents are almost always to often satisfied with their work/life balance.

Achievements of our current Council and organisation during the 2012-16 term of office that contribute to achieving productive community objectives and strategies include:

- **Increased targeted infrastructure renewal and provision**

Together with our community we have considered appropriate ways to address infrastructure needs for our community going forward and successfully applied for a special rate variation to fund a program of community and transport infrastructure projects valued at \$26.7 million. This community and transport infrastructure program will assist in addressing both the renewal and new infrastructure needs of our current and future communities.

- **Advocacy for key economic growth infrastructure**

Eurobodalla: Infrastructure Driving the NSW Economy document was developed as an advocacy tool for Council during the term. It outlines key infrastructure projects such as the Moruya airport, improved transport and freight links, particularly the Kings and Princes Highways, and Batemans Bay Link Road, the Southern NSW Marine Gateway and Quarry Park.

Council achieved a number of successes from its advocacy program including a total amount of over \$100 million in grants to fund service delivery and infrastructure. The Moruya Airport Masterplan was prepared and progressed with \$2.5 million grant funding secured from the Australian Government.

- **Ongoing training, support and advocacy on behalf of business and community**

Council has been making it clear that Eurobodalla is 'Open for Business' during the term. As well as providing ongoing support and resources for local businesses, we have coordinated 20+ training and capacity building events each year with over 450 businesses in attendance. Council regularly attended Chambers of Commerce meetings and supported several businesses with growth strategies and development applications throughout the term.

Council signed a small business friendly charter and the Local Environmental Plan 2012 was amended to reduce red tape for business. The amendments were all about opening up additional business opportunities and establishing Eurobodalla as a local government area that is open for business.

- **Award winning destination marketing campaign**

Council collaborated with Destination NSW and South Coast Regional Tourism to develop the Unspoilt South Coast tourism campaign.

Launched in 2013, the multi-award winning campaign has delivered over 1.39 million leads to south coast businesses. In preparation for the start of direct flights from Canberra Airport to Singapore and New Zealand in September 2016, Eurobodalla has campaigned in overseas markets both individually and in partnership with Bega Valley, Snowy and Canberra tourism services.

The tourism website eurobodalla.com.au was re-launched in July 2015, moving away from sales conversion to a new focus as a lead-generation site for local businesses that better meets the needs of the tourism consumer. The Eurobodalla Tourism Advisory Committee was formed in 2014 after a call for expressions of interest from individuals with tourism-related experience. The committee of 12, plus Council staff, met quarterly to help implement Eurobodalla's Destination Management Plan. Council's marketing activities have contributed to growth in Eurobodalla's visitor economy from \$315 million in 2012 to \$405 million in 2015.

- **Delivery of employment building initiatives**

Council has participated in the annual careers market and Jobs Drive. The Channel E Youth Social Networking project participants achieved Certificate II in Small Business Management. Council has also partnered with South Coast Workplace learning in mentoring programs such as Girls in Trade, Tradeswomen's Guild and Youth frontiers providing employment building initiatives for youth.

All of Council's water and sewer staff were involved in a nationally accredited certificate III training program in partnership with TAFE NSW, the first of its kind, which enabled these employees to be fully trained and qualified. Council works staff were involved in certificate III and IV training which enabled these employees to be fully trained and qualified. These programs were leveraged through IPWEA NSW to provide similar programs to 25 other councils across NSW.

- **Collaboration with education providers to increase local opportunities**

Council has worked towards increasing school retention rates and improving pathways to employment through the Partners in Industry Education (PIE) program. Council has partnered with TAFE and local high schools to facilitate traineeships, apprenticeships, work experience placements and school based traineeships during the term. The number of traineeships on offer increased from 18 to 26, with a total of 80 placements being provided during the term. This positive growth is in line with our plan to encourage as many opportunities as possible for younger residents to join Council. Council made a submission to the Senate Select Committee enquiry into School Funding Investment.

Additional service delivery outputs during the 2012-16 term of office that contribute to achieving productive community objectives and strategies include:

TOURISM

- Eurobodalla Regional Botanic Gardens strategic plan completed and adopted
- Visitor Information Centres service reviewed
- Eurobodalla Regional Botanic Gardens 30,000+ visitors, volunteer hours 17,000+ each year.

GROWTH AND PROMOTION

- Development applications processed increased from 568 to 800+. Determination time has decreased from 30 days to 23 days
- 3,000+ building inspections each year
- 100+ building certificates each year
- 200+ construction certificates each year
- Commenced swimming pool barrier inspection program
- Batemans Bay Parking Strategy developed and adopted
- Launched e-planning initiative with the ‘Enquirer’ and ‘DA Tracker’ modules
- Establishment of the new Mogo Business Chamber
- Support for the establishment and content of 20 episodes of River Cottage Australia to showcase the region.

EMPLOYMENT AND EDUCATION

- Roll out of Renew Eurobodalla project
- 20+ workshops per year to increase local business skills
- Establishment of TAFE training course for event organisers
- 4 *Good Access means Good Business* workshops supported by free business audits to enhance the accessibility of local businesses
- Formation of Eurodigital network to facilitate knowledge sharing with local IT industry.

ASSETS AND INFRASTRUCTURE

- Council's total capital works program for the 2012-16 term was \$121.6 million.

Transport

- Total Transport capital program for the term was \$48.84 million.

Local roads

- 1,400,000+ square metres of sealed roads resealed
- 4.5km+ of urban road reconstructed
- 2,200+ kilometres of maintenance grading
- 500,000+ square metres of unsealed road pavement gravel resheeted
- 5.8km+ of unsealed road reconstructed.

Regional roads

- Beach Road and Hanging Rock regional sporting complex roundabout
- Beach Road, Batemans Bay pavement strengthening
- North Head Drive, North Moruya realignment and widening.

Car parks

- Additional parking spaces provided at:
 - Wharf Street, Nelligen foreshore
 - Old Punt Road, Batemans Bay foreshore
 - Camp Street, Batemans Bay
 - Mackay Park, Batemans Bay
 - Orient Street south, Batemans Bay
 - Sunpatch Parade/Ainslie Parade, Tomakin
 - Beach Street, Mossy Point
 - Moruya airport
 - Quarry Park, Moruya
 - Shore Street, Moruya
 - Bodalla oval, Princes Highway, Bodalla
 - Canty Street, Narooma
 - Bodalla oval, Princes Highway Bodalla.

Town signs

- Town entry signs installed for Batemans Bay, Moruya and Narooma working with the Chambers of Commerce and Tourism.

Bus shelters

- 90% of bus shelters and stops brought up to disability standards
- 13 new bus shelters constructed.

Bridges

- Candlagan bridge, Broulee: replacement concrete bridge
- New concrete bridges or major box culverts replacing timber bridges at:
 - Wamban bridge Wamban Road, Moruya west
 - Merricumbene bridge Araluen Road, Moruya west

- Glen Eden bridge Old Highway, Tilba
 - Mogendoura bridge Larry's Mountain Road, Moruya north
- High risk major culverts replaced on:
 - Reedy Creek Road, Bodalla west
 - Belowra Road, Bodalla west
 - Araluen Road, Moruya west
- Ryans Creek footbridge, Moruya widened for shared pathway
- Joes Creek footbridge. Design complete and new structure procured and works underway.



A collaborative community is informed, has responsible decision making and a sound financial position supported by capable leaders, functional assets and efficient operations to meet the changing needs of the community.

The objectives and strategies from the Community Strategic Plan – One Community are:

WHERE DO WE WANT TO BE IN 20 YEARS TIME?

OBJECTIVE 7: WE ARE AN ENGAGED AND CONNECTED COMMUNITY

Our thoughts and ideas are valued, we are empowered with the knowledge and have the opportunity to participate.

How will we get there?

- 7.1 Encourage and informed community.
- 7.2 Enable broad, rich and meaningful engagement to occur.
- 7.3 Build on our sense of community.

WHERE DO WE WANT TO BE IN 20 YEARS TIME?

OBJECTIVE 8: WE WORK TOGETHER TO ACHIEVE OUR GOALS

We respect our community leaders who listen to and act on our behalf, and value our community's knowledge, experience and ideas which help us implement our vision for the future together.

How will we get there?

- 8.1 Build strong relationships and shared responsibilities.
- 8.2 Work in partnership to plan for the future.
- 8.3 Provide representative, responsive and accountable community governance.

Collaborative communities snapshot

Our community's progress in achieving the objectives of a collaborative community are measured in areas of **community engagement**, **community satisfaction** and **governance**.

- 76% of residents strongly agree or agree that they feel a responsibility to contribute to the community they live in
- 59% of residents strongly agree or agree they feel optimistic about Eurobodalla's future
- 47% of residents strongly agree or agree they have the opportunity to have their say on important local issues.

Achievements of our current Council and organisation during the 2012-16 term of office that contribute to achieving collaborative community objectives and strategies include:

- **Increased focus on communication tools and methods**

We have focused on improved communication with our community throughout the period with development and launch of a new website www.esc.nsw.gov.au, increasing the Council News monthly online newsletter subscribers to 3,500+, launch of the Living in Eurobodalla quarterly print newsletter, which is delivered to 26,000 households and businesses and grown our social media following to over 3,500. Council's new branding and communication strategies have given us a strong and recognisable presence in the community.

- **Improved engagement opportunities**

We have listened to our community and implemented innovative ways to improve engagement. Methods were aimed at making Councillors and Staff more accessible and included a regular cycle of town meetings in Batemans Bay, Moruya and Narooma, the monthly Meet us at the Markets program, 11 meetings between the Executive and Community associations and the Citizens Jury project – a first for Council. The development of the Draft Community Engagement Framework, toolkit and reference group has set Council in good stead to further improve these outcomes in the coming term.

- **Supported community groups, organisations and volunteers**

We work collaboratively with a range of partners including community organisations, sporting groups, chambers of commerce and event organisers. Support included training, grant application assistance and donations of over \$700,000 throughout the term. Council also provided financial support to community organisations through a number of grant programs including healthy communities, NAIDOC and Seniors week and Heritage grants.

Volunteers are crucial to Council service delivery particularly in community care, recreation, Landcare, and at the Eurobodalla Regional Botanic Gardens. Our volunteers number in the 100's and together they were supported to deliver over 250,000 hours of volunteer service to the community during the term. Council also supported local surf clubs with interest free loans for new community infrastructure.

- **Built and strengthened key partnerships**

We maintained and grew existing partnerships with South East Arts, South East Academy of Sport, South East Australia Transport Strategy Inc, Local Government and Shires Association, the Canberra Region Joint Organisation, neighbouring councils and other NSW and Australian Government agencies. Council also actively pursued and developed a range of new partnerships throughout the term, most notably the Memorandum of Understanding established with Bega Valley Shire Council to identify opportunities for joint initiatives, innovation and cooperation focused on long term sustainability.

- **Collaborative development of key planning, service delivery and infrastructure strategies**

We collaborated with agencies, stakeholders and community to develop key strategies for Employment Lands, Rural Lands, Pathways, Business Development and the Eurobodalla Regional Botanic Gardens. These strategies will guide service and infrastructure development to meet community need over a number of years. We effectively collaborated through community based advisory committees on delivery of major infrastructure projects including Narooma and Batemans Bay streetscape works, projects in Tuross Head from the sale of land (Tuross Hall site) and Corrigans Beach Reserve Inclusive Playground.

Together with our community we have considered appropriate ways to address infrastructure needs for our community going forward and have successfully applied for a special rate variation to fund a program of community and transport infrastructure projects valued at \$26.7 million. This community and transport infrastructure program will assist in addressing both the renewal and new infrastructure needs of our community.

- **Proven ongoing financial and organisational sustainability**

We were one of only 52 (37%) NSW local councils to be declared Fit under the NSW government's Fit for the Future program in October 2015. This showed Eurobodalla was able to meet a stringent set of financial sustainability indicators over a ten year period. Council maintains financial sustainability with consistent progress in implementation of our Fit for the Future Improvement Plan and achievement of operating surpluses in each year of the term, through efficiency gains, investment returns, securing additional grant funding and meeting cost savings targets.

Additional service delivery outputs during the 2012-16 term of office that contribute to achieving collaborative community objectives, strategies and measures include:

COMMUNITY ENGAGEMENT

- 250+ media releases distributed to local and regional media agencies, plus stakeholders and community groups each year
- 20+ engagement activities each year
- New website launched www.esc.nsw.gov.au
- Living in Eurobodalla magazine launched: 26,000 copies distributed 4 times per year
- 3,221 Facebook likes
- 521 Twitter followers
- 3,500+ online Council newsletter subscribers received monthly council updates
- Style guide developed and implemented
- Noticeboard page redesigned
- Live streaming of Council meetings commenced
- Draft community engagement framework developed in consultation with community
- 18 Advisory Committees and 12 External Committees (2012-14)
- 19 Advisory Committees and 9 External Committees (2014-16).

During this term the following committees were established:

- Quarry Park Steering Committee
- Regional Equine Centre Sunset Advisory Committee
- Corrigans Beach Reserve Accessible Playground Sunset Advisory Committee
- Batemans Bay Streetscape Sunset Advisory Committee
- Pathways Strategy Sunset Advisory Committee
- Eurobodalla Coastal and Environmental Management Advisory Committee
- Business Advisory Committee
- Tourism Advisory Committee
- Working Group to develop Memorandum of Understanding with Bega Valley Shire Council.

COMMUNITY SATISFACTION

- Council officially launched its new Customer Service Charter in December 2012. The Charter was developed in conjunction with community members from organisations and groups.
- Council surveyed one in ten people, each month, who had submitted a Customer Service Request. Customers were asked to rate their satisfaction with the time and action taken on the issue they raised. Results were 95% for time taken and 93% for action taken (ie, being satisfactory or better and scoring 3 or more out of 5).
- Council also undertook independent statistically reliable community satisfaction surveys, as well as targeted service specific surveys, such as the pool opening hours review and the Recreation and Open Space Strategy review.
- 82% of development applicants were either satisfied or very satisfied with the service.
- Mystery Shopper Program consistently achieved above the local government average in overall benchmarking.

GOVERNANCE

- Efficient and effective conduct of Council and Committee meetings
- Ensured the needs of our community were reflected in NSW and regional plans by making submissions to planning and legislation changes
- Proactive sourcing of grants and contributions to the value of \$100.6 million over the term
- \$700,000+ provided in community donations over the term
- Eurobodalla was one of 52 (37%) councils to be declared Fit for the Future
- Managed, monitored and reviewed Council's financial performance and position
- Coordinated delivery of Integrated Planning and Reporting across the organisation. All legislative requirements met.
- Facilitated and supported 90 civic functions
- 20,000+ rates telephone enquiries each year
- New Councillor induction and training 100% attendance
- Council meetings: 8 extraordinary and 67 ordinary
- 62 briefings, 197 Councillor newsletters
- 180+ interagency meetings and collaborations on projects. Including Workers with Youth, YMCA, PCYC, Tennis Association, Swimming Clubs, Southern Life Interagency, NSW Families Interagency, Eurobodalla Family Day Care Educators Groups, Regional Family Day Care and South Coast Workplace Learning Board.
- Collaborated with regional organisations and peak bodies such as South East Region of Councils, Local Government Association, South East Australian Regional Transport Strategy Inc., Sea change Taskforce and Country Mayors Association.

Reference and information sources

- Annual Report 2012-13
- Annual Report 2013-14
- Annual Report 2014-15
- Internal reporting records for 2015-16 – Annual Report to be published in November 2016
- Eurobodalla Fit for the Future Improvement Plan 2015
- Eurobodalla Community Wellbeing Survey 2016
- Eurobodalla: Infrastructure Driving the NSW Economy
- Council media release history
- Eurobodalla Shire Visitor Volumes and Estimated Economic Impact, Tourism Strategy Development Services.