

# Delivery Program 2013–17

# Operational Plan & Budget 2014–15



## How will we stay in touch with you

Eurobodalla Shire Council will send *Living in Eurobodalla* out to 25,000 households and businesses three to four times a year so we can keep you up-to-date with our news and events. Other ways we will stay in touch include inviting you to have a say about plans and strategies, and providing information at our libraries and on our Noticeboard page in the local papers.



Our website and e-newsletter, *Online News*, along with our social media tools will also keep you informed.

If you have any questions, your Councillors are always available and you can meet them and Council staff at local markets throughout the year.

Community information is also made freely available at the Dr Mackay and Batemans Bay community centres. There are also links to networks, people and groups in Council's Community Services Directory, an online directory of sporting, cultural and other interest groups available on Council's website.

## How to contact us

In person	Eurobodalla Shire Council Corner Vulcan & Campbell Streets, Moruya Monday to Friday, 8.30am to 4.30pm
Phone	02 4474 1000 For after-hours emergencies call 1800 755 760
Fax	02 4474 1234
Mail	PO Box 99, Moruya NSW 2537
DX	DX 4871
Email	<a href="mailto:council@eurocoast.nsw.gov.au">council@eurocoast.nsw.gov.au</a>
Web	<a href="http://www.esc.nsw.gov.au">www.esc.nsw.gov.au</a> and click "Your Say"

# Delivery Program 2013–17 Operational Plan & Budget 2014–15



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Welcome

### About the plan

This document combines Council's Delivery Program, Operational Plan and Budget.

Together they show how Council will contribute to delivering on community goals and objectives outlined in the Community Strategic Plan – One Community. To better link these documents, we have used the four focus areas of the Community Strategic Plan - Liveable, Sustainable, Productive, and Collaborative communities to structure the Delivery Program.

The Delivery Program sets out the activities that Council will complete in a four year period which is aligned to a Council term, along with measures we will use to track our progress in achieving the activities. The Operational Plan shows services, key projects and capital works that Council will deliver in the coming year. The Budget shows our income, expenditure and capital programs for the year ahead.

This document also includes information on rates in the Revenue Policy. Please visit Council's website, [www.esc.nsw.gov.au](http://www.esc.nsw.gov.au) for our fees and charges.

### A message from our Mayor & General Manager

*We are pleased to present the Eurobodalla Shire Council's Delivery Program, Operational Plan and Budget.*

Our Council plays an important role in the growth and development of our local area. We do this through the delivery and facilitation of programs and services designed to promote the wellbeing of our community, the environment and the local economy.

The community's vision is to be friendly, responsible, thriving and proud. This vision remains at the heart of what we do as we plan for the future, and was front of mind when developing this year's Delivery Program, Operational Plan and Budget 2014-2015.

In line with the Community Strategic Plan - One Community, our Plan sets out the broad range of actions we propose to undertake over the next 12 months. These actions work towards our long term goal of making Eurobodalla an even better place to live, visit and do business.

A key priority for us is to help ensure growth and financial sustainability in the years to come. This includes addressing our infrastructure gap. Substantial savings and innovative approaches to the way we do business are required to achieve this. Additionally, Council is looking to streamline processes and services through progressive and systematic service reviews.

Our Service Review Framework aims to ensure the services we deliver are relevant to our community, and are delivered in an efficient and cost effective manner.

Fostering relationships with others is essential to our long term growth and sustainability. We will continue to build on our relationships with our community and to advocate on their behalf with State and Federal Governments to maximise opportunities for funding, drive employment, ensure infrastructure is able to meet local and regional needs, and to protect our unique landscapes and heritage.

We also understand the importance of being responsive to the changing needs and expectations of our community. To achieve this, community participation is essential, and we encourage you to continue engaging with Council by providing feedback, making good use of the range of facilities, programs, activities and services on offer and keeping an eye on Council's website and local media for updates on how we are continuing to position Eurobodalla now and into the future.

*Lindsay Brown, Mayor*

*Dr Catherine Dale, General Manager*

# The year ahead

Council has a range of projects, capital works and community events planned for the year ahead. A sample is shown here and more detail is provided on the year ahead in the relevant focus area of the Plan by service.



## liveable communities

### Being young in Eurobodalla

Keep your eyes peeled for opportunities to let Council know what young people in your area need. Consultation will be undertaken through markets, youth cafes and schools this year as we review the Youth Action Plan. The Plan outlines what Council will do to improve opportunities for youth.

### Connecting our places, spaces and foreshores

This year Council will deliver an upgrade of the northern gateway to the Eurobodalla. The project is identified in Council's Recreation Strategy and includes upgrades to the foreshore, boat ramp and park facilities at Korners Park and Old Punt Road, North of Batemans Bay bridge. The project will cost around \$205,000 and is planned to reflect design features of the open spaces in Batemans Bay CBD, and provide a 'welcome' to residents and visitors.

### Promoting diversity and creativity

This year we will work in partnership with the community and local business to cultivate, promote and present a vibrant assortment of opportunities for the community to engage in and experience the arts and promote diversity, including the Basil Sellers art prize and the Revive workshops and art prize.

### Towards a healthier Eurobodalla

With the wrap up of the Live Life Project our recreation team will be moving into the next stage of supporting the development of a healthier, fitter and more active community. Along with a range of programs targeting groups such as youth, seniors, people with a disability and people from low socio-economic backgrounds, we will also plan to increase participation and the use of Council facilities.

### The hidden treasures of the South

Eurobodalla is famous for its uncrowded, unspoilt beaches. This year Council will again participate in the NSW Beach Watch partnership program undertaking water quality testing for key sites, to highlight that our beaches are amongst the cleanest in NSW.

## sustainable communities



### Improving the health and environment of our small villages

To meet projected population demands we will commence the upgrade of key sewer infrastructure in Batemans Bay and Tomakin. We will also be commencing investigation and design work for new sewerage schemes in Rosedale/Guerilla Bay and Bodalla.

### Open spaces and green places for our community

What do you do for recreation? What Council spaces do you use? How do you want to see them develop? These are the questions we will ask this year as we undertake a review of our Recreation and Open Space Strategy. The Strategy will look at potential new infrastructure, facility upgrades and participation.

### Help us grow the right plants

You too can become part of the sustainable movement responsible for protecting and enhancing local bush land. This year we will regularly run a stall at markets and public events where residents can swap environmental weeds from homes for free native plants. By exchanging weeds, this removes a seed source that can spread into our local bushland or farmland.

### Being energy wise

We will wrap up stage one of the Community Building Sustainability program which saw 50 community buildings audited for sustainability and retrofitted with energy and water efficiencies. Stage two of the program will commence, which involves education and workshops with building users.

### Expansion of Landfill

This year we will undertake the detailed design and survey works to expand our Surf Beach Landfill site with an additional waste cell.

## productive communities



### Breathing new life into commercial spaces

In 2014-15 Council will lead the Renew Eurobodalla project that takes a fresh approach to helping new businesses get up and running, and fill vacant shops and space in our towns. Renew Eurobodalla will bring empty shops back to life by filling them temporarily with creative projects. This project is another layer to the works council is doing to reinvigorate our CBDs including such as the Narooma streetscaping project, and parking and access upgrades in all three major towns and will help to meet our visitors interest in shopping while on holidays.

### Maintaining local and regional connectivity

Council will continue to look after and expand our road network to connect people to their work, businesses and to other local and regional destinations. Works in key locations include Candlagan Bridge refurbishment; Punkalla Road, Tilba; The Loop, Narooma; Orient St, Batemans Bay; and North Head Drive, Moruya.

### Making planning easier online

We will be improving the way we do business through a number of e-planning initiatives. These include the development of a new online tool to enable the lodgement and management of development applications.

### Things to do, places to go and people to see

We will continue to support existing and new events with the aim of making our towns and villages more vibrant and attracting visitors all year around. Our popular tourism website [www.eurobodalla.com.au](http://www.eurobodalla.com.au) that already attracts almost 200,000 unique visitors a year will be redeveloped and cooperative marketing campaigns and activities will be developed to attract visitors from our key source markets such as Canberra, Sydney, Regional NSW, Victors and internationally.

## collaborative communities



### Have your say

If you would like to talk with your Councillors and our staff you can meet us at the markets to catch up on general issues and find out about our services and programs. You can also have a say about projects and plans on exhibition. We will have a stall at local markets throughout Eurobodalla at least once a month and you can find out when and where in our quarterly Living in Eurobodalla residents newsletter, on our website, Facebook page and by subscribing to Online News.

### Understanding and providing for your needs

To ensure value for money for our community and ratepayers, Council will continue the progressive review of services. The review will continue over the next two years and assist in identifying the right mix of services and funding arrangements to meet our community's needs.

### Celebrating community

We will again play a lead role in key civic events including Local Government Week, Senior Citizen of the Year, Australia Day celebrations and the like.

## Capital program

In 2014-15 we will implement a capital works program valued at \$29 million. The break down of how this money is spent across services is outlined below:

**Transport \$7.8 million**

**Sewer services \$5.5 million**

**Waste management \$4.4 million**

**Community spaces \$4.0 million**

**Organisation support \$3.6 million**

**Water services \$2.9 million**

**Stormwater & flood management \$344,430**

**Libraries, arts & culture \$421,500**

**Business development, events & tourism \$146,622**

**Social inclusion \$15,000**



Our Operational Plan also provides information on rating for 2014–15 period. This year Council is proposing to increase the General Rate and Environment Levy by the rate pegging amount only, which is set by the Independent Pricing and Regulatory Tribunal (IPART) at 2.3%.

General changes to rates in 2014-15 and the implications for our ratepayers include:

- Waste collection services will increase by 2.5% for the typical household
- The water base charge will rise to \$282
- The water usage charge will remain at \$3.40
- Sewer charges will increase by 2.5%

The tables that follow summarise the impact of the proposed rates and charges for 2014-15 and what they will mean for the typical residential, business and farmland category ratepayer.

For further information on the rating structure please refer to the Revenue Policy section of this document or alternatively contact Council's rates department.

Average residential rate impact	2013–14 (\$)	2014–15 (\$)	Change (%)
General rate	799.90	818.30	2.3
Environmental levy	34.62	35.42	2.3
Garbage collection service	279.60	286.60	2.5
Sewer – residential 20mm	844.00	865.00	2.5
Water – residential 20mm	228.00	282.00	23.7
Average water bill*	340.00	340.00	0.0
Stormwater charge	25.00	25.00	0.0
Estimated total rates	2,551.12	2,652.32	4.0
<b>Change in average annual rates and charges</b>	<b>\$101.19</b>		
<b>Extra cost per week for the average household</b>	<b>\$1.95</b>		

\* Based upon 100 kilolitres consumption pa and an average residential property value of \$188,991



Average farmland rate impact	2013–14 (\$)	2014–15 (\$)	Change (%)
General rate	1,254.27	1279.72	2.0
Environmental levy	63.99	65.46	2.3
Waste charge	46.00	47.15	2.5
Estimated total rates	1,364.26	1,392.32	2.1
<b>Change in average annual rates and charges</b>	<b>\$28.06</b>		
<b>Extra cost per week for the average household</b>	<b>\$0.54</b>		

\* Based on an average farmland property value of \$513,077

Average business rate impact	2013–14 (\$)	2014–15 (\$)	Change (%)
General rate	2,866.64	2,932.57	2.3
Environmental levy	46.03	47.08	2.3
Waste charge	46.00	47.15	2.5
Sewer – business 20mm	844.00	865.00	2.5
Sewer usage charge	219.12	224.40	2.5
Liquid trade waste base charge	90.00	92.25	2.5
Liquid trade waste usage charge	175.56	179.52	2.3
Water – business 20mm	228.00	282.00	23.7
Average water bill*	1,496.00	1,496.00	0.0
Stormwater charge	50.00	50.00	0.0
Estimated total rates	6,061.35	6,215.97	2.6
<b>Change in average annual rates and charges</b>	<b>\$154.62</b>		
<b>Extra cost per week for the average business</b>	<b>\$2.97</b>		

\* Based upon 440 kilolitres consumption pa. Liquid trade waste discharge factor of 30%. Sewer Discharge factor of 30% and an average business property value of \$314,823

# Where does the money come from?

In 2014–15, we estimate we will manage an income of more than \$96 million. Over half of this will come from ratepayers. The rest is from user fees and charges, government grants, financial contributions made in support of new developments, and investments.

**55%**  
Rates and annual charges

**24%**  
User fees and other

**16%** Grants

**3%** Investment revenue

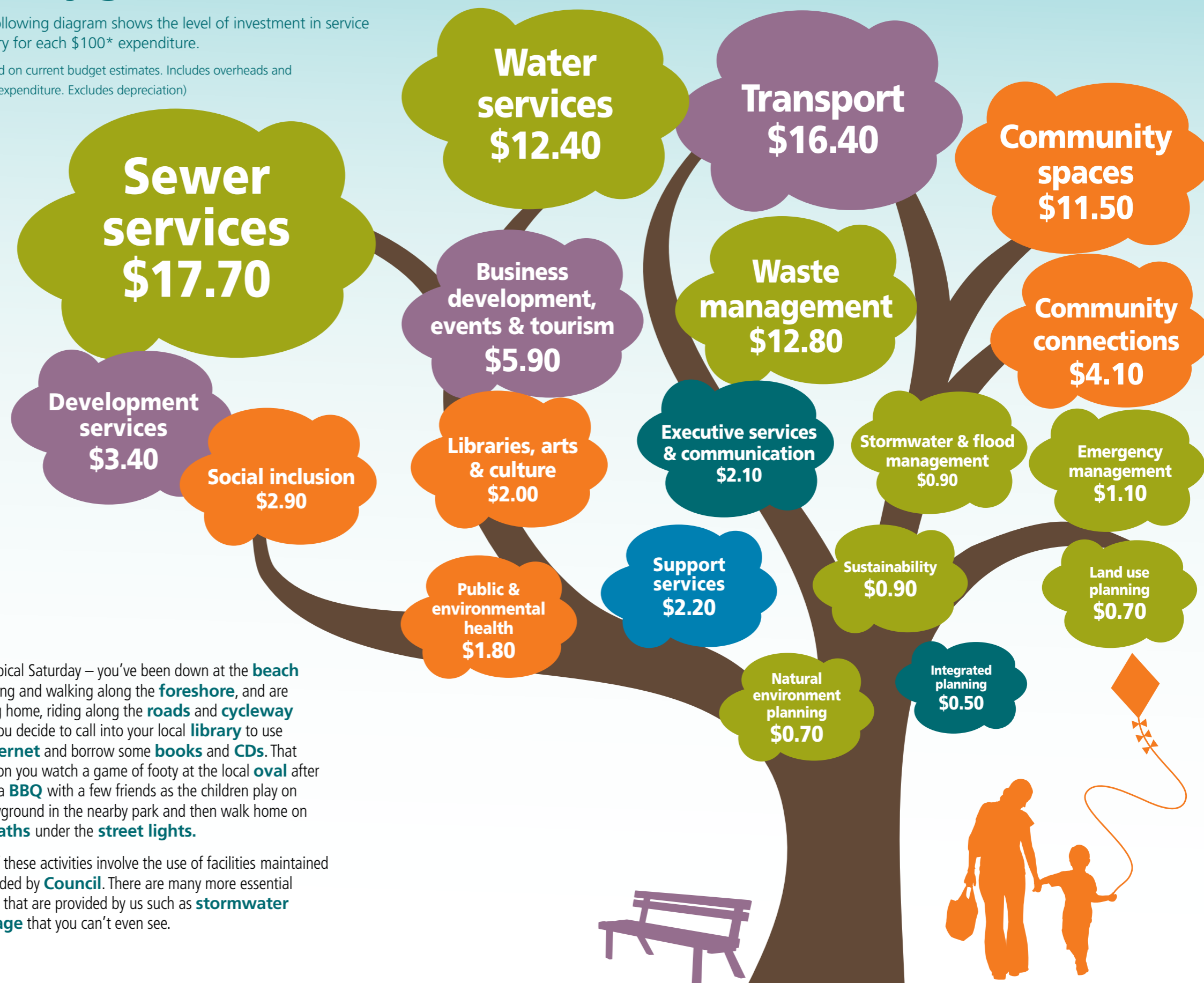
**1%** Capital grants & contributions

**1%** Developer contributions

# Where does the money go?

The following diagram shows the level of investment in service delivery for each \$100\* expenditure.

(\* Based on current budget estimates. Includes overheads and capital expenditure. Excludes depreciation)



It's a typical Saturday – you've been down at the **beach** swimming and walking along the **foreshore**, and are heading home, riding along the **roads** and **cycleway** when you decide to call into your local **library** to use the **internet** and borrow some **books** and **CDs**. That afternoon you watch a game of footy at the local **oval** after having a **BBQ** with a few friends as the children play on the playground in the nearby park and then walk home on **footpaths** under the **street lights**.

Most of these activities involve the use of facilities maintained or provided by **Council**. There are many more essential services that are provided by us such as **stormwater drainage** that you can't even see.

# Funding our future

## The big picture

Our community has said that it wants to be friendly, responsible, thriving and proud. While Council is committed to working towards achieving the community's aspirations set out in the One Community – Community Strategic Plan, to do this we must have the time, money, people, and assets. However financial sustainability remains the greatest challenge. A council is considered financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community.

Recent reports into local government have found that the financial sustainability outlook for the majority of councils in NSW is set to deteriorate significantly over the coming years.

To address this issue, and to strengthen and revitalise local government, these same reports have stated that 'a new agenda and a fresh start' is necessary. To achieve this, a number of major governance, structural and legislative changes are to be put in place by the NSW Government to change the way we do business. Local government is after all about local communities and places.

Council's response to these changes will mean examining possible changes to service delivery, future infrastructure needs and developing policy and strategy which meet our changing needs and direct Eurobodalla Shire into the future. Council has factored these considerations into our Delivery Program and Operational Plan.

Council will continue to monitor these each year and if there are any significant changes that impact on the future years of this Delivery Program we will amend our services, initiatives and/or major projects and identify these changes in our annual Operational Plan.

## Our current situation

Like many councils across NSW and Australia, Eurobodalla has a shortfall in the funds required to provide the existing services and maintain existing assets at current condition.

This is because the cost of goods and services increases each year by an amount greater than our income as a result of a number of income constraints (such as rate pegging and other regulations on pricing).

In moving forward Council needs to consider how we will address this shortfall. In the short term to improve our financial sustainability and manage the community's infrastructure, we will need to explore the following options:

- Increasing our income by increasing our rates and other fees and charges and/or
- Reducing our expenditure by decreasing the level of services provided to our community and/or
- Achieving savings from within Council through efficiencies and innovation

It is important that Council informs the community of the situation and starts the conversation early. A community engagement program is under development for the next year that will enable us to find out your views about the long term issues that council faces in funding and delivering the services you need and some options for addressing these issues. This will ensure that Council gathers the right information at the right time to inform the decision making process about funding our future.

## Issues for local government

- Ageing population
- Increased expectations of Council from community
- Possible budget reductions in NSW and Australian Government funding
- Lack of investment by State and Federal government e.g. Health
- Council's financial capacity to maintain, renew and upgrade its assets into the future
- Funding for recurrent operations of Council and any new initiatives
- Local Government Reform
- Environmental and climate change considerations

## What has Eurobodalla been doing about this?

Council has listened to the community and continues to strive to improve performance, reduce costs and increase efficiency. Savings continue to be made in a number of ways across the organisation from: changes to the organisation structure, increasing workforce capacity through better technology, team integration, training and development, asset retirement for those identified as obsolete or underused.

We continue to explore other ways to increase savings by: sharing resources with our local and regional partners, rolling audit program (including fleet and waste services), implementing continuous improvement and identifying a range of additional energy efficiency opportunities.

In addition to and consistent with the directions from the recent local government reviews, Council has commenced a whole of organisation service review process. Carrying out service reviews will ensure we are efficient, effective, meet community needs, support the strategic direction of the organisation and that we avoid any duplication of services with other service providers.





# Delivery Program 2013–17

## Operational Plan & Budget 2014–15

The Delivery Program is based upon the four focus areas from our Community Strategic Plan - One Community

- **Liveable** – focussed on ensuring our community and recreation services meet the needs of our community; that a sense of identity is valued and developed in villages and towns; and celebrating events and festivals
- **Sustainable** – focussed on increasing sustainable use of resources; responsible land use planning; ensuring diverse and affordable housing; enhancing our heritage; and delivery of water and sewer services
- **Productive** – focussed on the provision of well-planned infrastructure; sustainable growth and development; and making our shire a great place to visit, live, work and invest.
- **Collaborative** – focussed on ensuring the connection of all leaders across the community; ensuring community participation in decision making; and that Council is efficient, effective and makes the best decisions for current and future generations.

Each focus area incorporates an introduction that highlights Council's relevant services; Council's response to community priorities; budget allocations; and also a set of measures that will be used to track progress toward achievement of Council's four year activities.

The Operational Plan and Budget 2014-15 follows directly from the Delivery Program and details individual projects and services Council will provide in a financial year to directly address key activities in the Delivery Program.

Each service shows the responsible manager and the actions of the service, as well as a group of measures that allow us to track how the service has performed in the 2014-15 year.

Finally, the document includes Council's Revenue Policy which includes the proposed rates, fees and charges for the next year. Council's fees and charges for the 2014-15 period are outlined in a separate document.

# The Delivery Program

## Council's commitment to the community

The four year period of the Delivery Program is aligned to the term of each elected council. This Delivery Program is a statement of commitment from our current elected Council to the community, that all of Council's resources are committed to achieving the agreed vision for our community as outlined in our Community Strategic Plan. It is a point of reference the elected Council can use in decision making and monitoring progress. To ensure accountability, each outgoing Council must report to the community all its achievements in delivering the Plan in an end of term report.

Our Councillors played an active role in the development of this Delivery Program through budget and priority setting workshops, and ongoing conversations with Council staff about service delivery and key projects.

Throughout this process our Councillors expressed the importance of maintaining and supporting the integrity and purpose of our adopted long term plans. They hope to create a future for our community by working together to build community spirit, resilience and a natural and built environment that we can all be proud of.

## Community vision

Our vision reflects the kind of community that we aspire to be in twenty years' time.

**Friendly:** We are happy, supporting and welcoming

**Responsible:** Our choices benefit the community and the environment

**Thriving:** We are successful and sustainable in growth and development

**Proud:** We build community spirit and our Eurobodalla leads the way



### Lindsay Brown, Mayor

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mayor@eurocoast.nsw.gov.au

#### Advisory committees

Eurobodalla Employment Education Reference Group  
Narooma Streetscaping Steering Committee  
Tourism Advisory Committee  
Business Advisory Committee

#### External committees

Community Safety Precinct Committee  
South East Regional Organisation of Councils (SEROC)

#### External appointment

Country Mayors Association of NSW, Vice Chair



### Neil Burnside, Deputy Mayor

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clrneilburnside@eurocoast.nsw.gov.au

#### Advisory committees

Audit Committee  
Public Art Advisory Panel  
Sports Liaison Committee  
Tennis Sub Committee  
Eurobodalla Local Traffic Committee  
Narooma Streetscaping Steering Committee

#### External committees

South East Australian Transport Strategy Inc (SEATS)  
South East Regional Academy of Sport



### Fergus Thomson

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clrfergusthompson@eurocoast.nsw.gov.au

#### Advisory committees

Eurobodalla Aboriginal Advisory Committee  
Disability Advisory Committee  
Eurobodalla Heritage Advisory Committee

#### External committees

Eurobodalla Bushfire Management Committee  
Rural Fire Team Liaison Committee  
South East Arts (SEA)

#### Ministerial appointments

Gulaga National Park Board of Management



### Peter Schwarz

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clrpeterschwarz@eurocoast.nsw.gov.au

#### Advisory committees

Audit Committee

#### External committees

Southern Tablelands and South Coast Regional Noxious Plants Committee



### Gabi Harding

M: 0400 985 028  
clrgabiharding@eurocoast.nsw.gov.au

#### Advisory committees

Eurobodalla Aboriginal Advisory Committee  
Moruya Showground Management Committee  
Quarry Park Steering Committee



### Liz Innes

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#### Advisory committees

Eurobodalla Coastal Management Advisory Committee  
Eurobodalla Heritage Advisory Committee  
Rural Lands Steering Committee  
Moruya Racecourse Management Committee  
Moruya Showground Management Committee  
Quarry Park Steering Committee



### Milton Leslight

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clrmiltonleslight@eurocoast.nsw.gov.au

#### Advisory committees

Eurobodalla Local Traffic Committee  
Hanging Rock Sunset Committee  
Eurobodalla Coastal Management Advisory Committee  
Tennis Sub Committee



### Rob Pollock OAM

M: 0427 735 375  
clrrobpollock@eurocoast.nsw.gov.au

#### Advisory committees

Moruya Racecourse Management Committee  
Tuross Progress Hall Sunset Committee  
Hanging Rock Sunset Committee  
Sports Liaison Committee

#### External committees

South Coast Co-operative Library Service  
Kyla Park Management Committee



### Danielle Brice

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#### Advisory committees

Disability Advisory Committee  
Tuross Progress Hall Sunset Committee

#### External Committees

Police Liaison Committee  
Eurobodalla Bushfire Management Committee (alternate)  
Kyla Park Management Committee

## The Community Strategic Plan - One Community

Our community's aspirations are reflected in the objectives and strategies of our Community Strategic Plan outlined below.

### Liveable communities

#### Objective 1: We are healthy and active

- 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

#### Objective 2: Our community is a great place to live

- 2.1 Enable accessible and affordable lifestyle options
- 2.2 Shared responsibility for community safety
- 2.3 Celebrate our creativity and cultural expression

### Sustainable communities

#### Objective 3: Our community and environment are in harmony

- 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

#### Objective 4: We use and manage our resources wisely

- 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

### Productive communities

#### Objective 5: We help our local economy grow

- 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

#### Objective 6: We are skilled and have access to employment opportunities

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

### Collaborative communities

#### Objective 7: We are an engaged and connected community

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

#### Objective 8: We work together to achieve our goals

- 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

# The Operational Plan

## How will we implement the Plan

The Operational Plan provides details of the projects and works being undertaken in the year ahead. It is implemented by Council as an organisation. That is, by our many skilled and professional staff who are passionate about Eurobodalla, its future and about delivering services to our community.

The staff are led by our Executive Leadership Team which is made up of the General Manager and senior staff in the areas of Planning & Sustainability, Infrastructure, Community, Arts & Recreation, and Finance & Business Development.



## Our Values

Council's values guide the way we do business and deliver all our activities and services for the benefit of the community

**Integrity:** We do what we say we will do with honesty, provide consistent advice and behave ethically

**Fairness:** We work together, recognise and value the diversity of views in all that we do

**Empathy:** We show respect, openness and understanding in our interactions and communications with others

**Excellence:** We strive to be the best in what we do by fostering a culture of continuous improvement and innovation

**Leadership:** We set a clear direction, focus attention on what is really important, provide every opportunity to achieve success and lead by example

The Executive Leadership Team, along with 10 divisional managers are responsible for service delivery across all areas of Council.

Services are the fundamental means by which Council's Delivery Program is implemented. The 2014-15 Operational Plan identifies the services Council currently provides and how they best fit into the focus area framework to roll out the Delivery Program and Community Strategic Plan.

Focus Areas	Action	Executive leadership	Responsibility
Liveable communities	Social inclusion	Divisional Manager Community, Arts & Recreation Kathy Arthur	Manager Social Inclusion Kim Bush
	Community connections	Divisional Manager Community, Arts & Recreation Kathy Arthur	Manager Community Care, Sally Pryor
	Libraries, arts & culture	Divisional Manager Community, Arts & Recreation Kathy Arthur	Library Coordinator, vacant; Coordinator Arts & Culture, Monika McInerney
	Public & environmental health	Director Planning & Sustainability Services, Lindsay Usher	Divisional Manager Environmental Services Deborah Lenson
	Community spaces	Director Infrastructure Services Warren Sharpe	Divisional Manager Works, Vacant Divisional Manager Technical services, Gregory Miller
Sustainable communities	Sewer services	Director Infrastructure Services Warren Sharpe	Divisional Manager Water & Sewer Brett Corven
	Water services	Director Infrastructure Services Warren Sharpe	Divisional Manager Water & Sewer Brett Corven
	Emergency management	Director Infrastructure Services Warren Sharpe	Divisional Manager Works, Vacant Divisional Manager Technical services, Gregory Miller
	Stormwater & flood management	Director Infrastructure Services Warren Sharpe	Divisional Manager Works, Vacant Divisional Manager Technical services, Gregory Miller
	Waste management	Director Planning & Sustainability Services, Lindsay Usher	Divisional Manager Waste Amanda Jones
	Sustainability	Director Planning & Sustainability Services, Lindsay Usher	Divisional Manager Environmental Services Deborah Lenson
	Land use planning	Director Planning & Sustainability Services, Lindsay Usher	Divisional Manager Strategic Services Shannon Burt
	Natural environment planning	Director Planning & Sustainability Services, Lindsay Usher	Divisional Manager Strategic Services Shannon Burt
	Productive communities	Business development, events & tourism	Chief Financial Officer & Business Development, Anthony O'Reilly
General Manager, Dr Catherine Dale			Divisional Manager Communications & Tourism, Catherine Reilly
Transport		Director Infrastructure Services Warren Sharpe	Divisional Manager Works, Vacant Divisional Manager Technical services, Gregory Miller
Development services		Director Planning & Sustainability Services, Lindsay Usher	Divisional Manager Development Services Angelo D'Costa
Collaborative communities	Executive services & communication	General Manager, Dr Catherine Dale	Divisional Manager Communications & Tourism, Catherine Reilly
	Integrated planning	Director Planning & Sustainability Services, Lindsay Usher	Divisional Manager Strategic Services Shannon Burt
Support services	Finance & governance	Chief Financial Officer & Business Development, Anthony O'Reilly	Financial Accountant, Patrick Dunn; Governance, Insurance and Risk Coordinator, Jeff Phillips
	Organisation development	Director Planning & Sustainability Services, Lindsay Usher	Divisional Manager Organisation Development, Patrick McGinlay
	Organisation support	Director Infrastructure Services Warren Sharpe Chief Financial Officer & Business Development, Anthony O'Reilly	Divisional Manager Technical Services, Gregory Miller; ICT Manager, Craig Sykes; Property Manager, Rob Addison

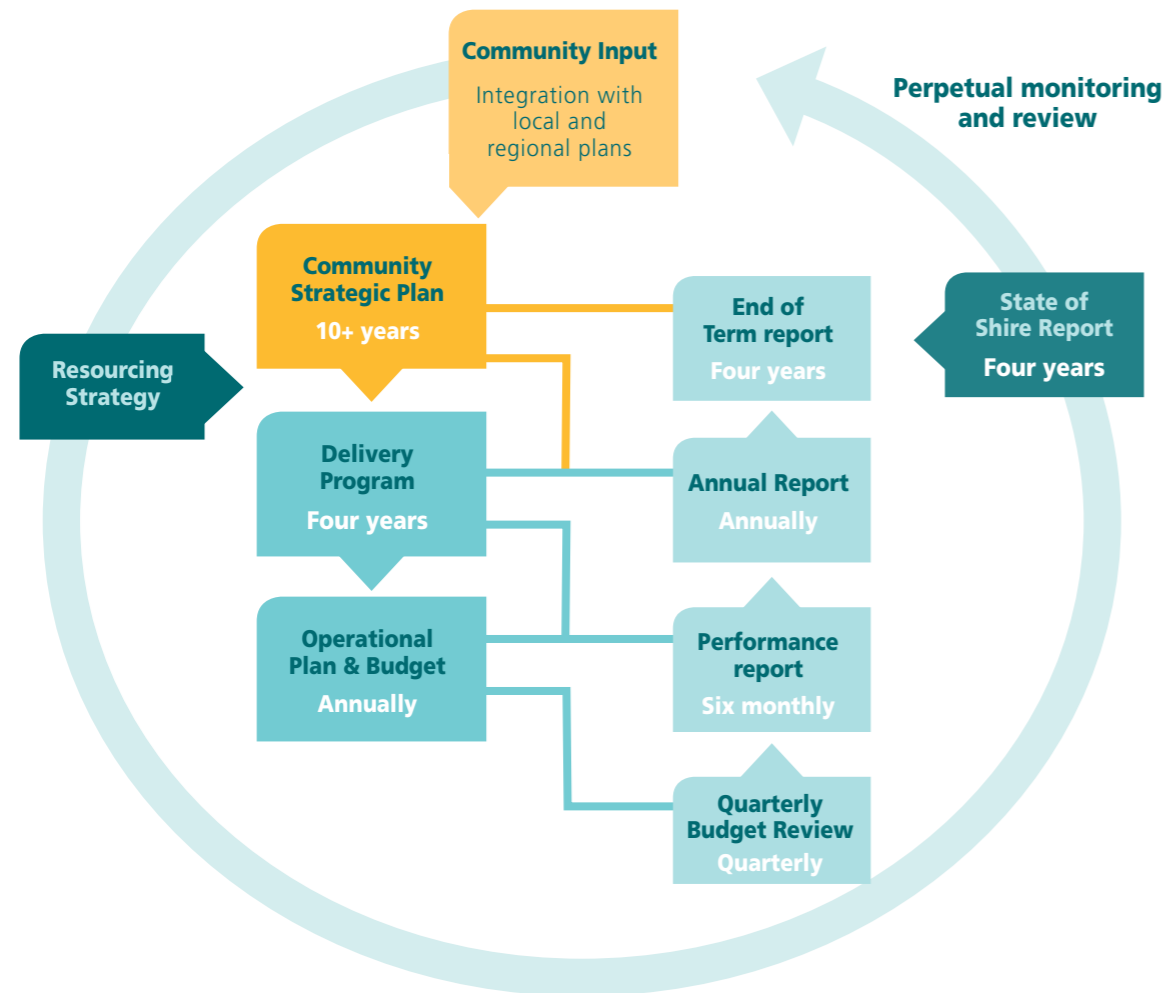
## How we will report on progress

It is important to both Council and the community that we measure and report on our progress.

The plans are all inter connected. Progress toward the Operational Plan contributes to the implementation of the Delivery Program which contributes to achieving our community's goals and objectives as outlined in the Community Strategic Plan – One Community.

Measures are designed to inform each other and tell a story about Council's progress towards achieving the Community Strategic Plan, both day to day and over longer periods of time.

The diagram below identifies the types of reports we will provide, what we will measure and what reporting periods will be covered.



### The different reports we will provide, what we will measure and the reporting periods are outlined below

Budget Review	Performance Report	Annual Report	End of Term Report
<ul style="list-style-type: none"> <li>Quarterly</li> <li>Budget only</li> </ul>	<ul style="list-style-type: none"> <li>Six monthly</li> <li>Reports on progress in implementing the Operational Plan projects and works through service output measures</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>Reports on progress in implementing the Delivery Program activities through outcome measures and operational plan projects and works</li> <li>Also includes state of the environment report, audited financial reports and other statutory information</li> </ul>	<ul style="list-style-type: none"> <li>Four yearly in line with end of Council term</li> <li>Shows progress in implementing the goals of the Community Strategic Plan – one Community during Councillor's term of office through high level community or population indicators</li> </ul>



## Integrated Planning & Reporting Framework

All councils are required to develop short, medium, and long-term plans under the NSW Integrated Planning and Reporting (IPR) Framework.

This plan, which includes the Delivery Program 2013–17, Operational Plan and Budget for 2014-15 is a key document to meet these legislative requirements.

### Community Strategic Plan – One Community

The community's plan for the future. Council has a role in preparing and monitoring the Plan on behalf of the community. Many agencies, groups and partners play a role in delivering the plan, including Council.

- 20 year plan
- Overarching vision developed by the community
- Defines strategies to achieve community goals
- Supported by Resourcing Strategy

### Resourcing Strategy

A suite of plans that ensures Council has the necessary assets, people and money to deliver on the Delivery Program and Operational Plan. Includes:

- Asset Management Strategy – 10 year plan
- Long Term Financial Plan – 10 year plan
- Workforce Management Plan – 4 year plan

### Delivery Program

Council's commitment to delivering on the goals and objectives the community outlined in the Community Strategic Plan – One Community.

- Four year plan
- Aligned with Councillor term of office
- Sets out activities Council will undertake to deliver on the Community Strategic Plan

### Operational Plan

Council's annual service delivery plan including budget and rating information. Shows the key projects and works council will undertake to achieve in the year to work towards achieving the Delivery Program.

- One year plan
- Provides information and functions of all Council services
- Includes Council budget and revenue policy

# liveable communities

## Our community priorities

Community priorities are expressed as objectives in the Community Strategic Plan – One Community.

Objectives and strategies for a liveable community include:

1. We are healthy and active
  - 1.1 Improve local access to health services
  - 1.2 Encourage and enable health lifestyle choices
  - 1.3 Provide the right places, spaces and activities
2. Our community is a great place to live
  - 2.1 Enable accessible and affordable lifestyle options
  - 2.2 A shared responsibility for community safety
  - 2.3 Celebrate our creativity and cultural expression

## Council's response to community priorities

The following services contribute to delivering on liveable activities. Details of each service and what it delivers on a four year and one year basis are provided on the following pages.

- Social inclusion
- Community connections
- Libraries, arts & culture
- Public & environmental health
- Community spaces

## Four year Delivery Program activities

The Delivery Program outlines the key activities that Council will undertake over a four year period to assist in meeting community objectives and strategies outlined in the Community Strategic Plan — One Community. For the 2013–17 period these key activities include:

Activities
<b>Social inclusion (DM Community, Arts &amp; Recreation)</b> Improve sense of belonging and wellbeing through the provision of child, youth, recreation and social development initiatives and services
L1.1 Develop and provide essential care services to children and families
L1.2 Plan for and provide opportunities services and activities for youth
L1.3 Implement recreation and community development initiatives
L1.4 Undertake advocacy activities to improve collaboration, health, service availability, development and funding
<b>Community connections (DM Community, Arts &amp; Recreation)</b> Actively make a difference to the health and wellbeing of older people, people with a disability and their carers
L2.1 Provide access and social participation opportunities
L2.2 Provide case management and accommodation support
L2.3 Provide support and information for carers
L2.4 Undertake advocacy activities to improve collaboration, service availability, development and funding
<b>Libraries, arts &amp; culture (DM Community, Arts &amp; Recreation)</b> Provide opportunities, facilities, programs and events that support cultural development and lifelong learning
L3.1 Provide quality library services, programs and resources
L3.2 Support and deliver enhanced cultural experiences and programs
L3.3 Plan for and collaborate to develop increased opportunities to engage in cultural appreciation
<b>Public &amp; environmental health (DM Environmental Services)</b> Contribute to the health, safety and wellbeing of the community and the environment through a range of health protection, education and regulatory programs
L4.1 Conduct regulatory compliance and enforcement activities
L4.2 Monitor recreational waters
L4.3 Conduct food safety and public health programs
<b>Community spaces (DM Works, DM Technical Services)</b> Provide & maintain a safe, sustainable and accessible range of community infrastructure that caters for a range of recreation opportunities
L5.1 Implement Council's recreation and open space strategy and priority plans of management and master plans
L5.2 Manage and maintain a safe, sustainable and accessible range of community spaces
L5.3 Provide and develop Council's shared pathway and cycleway network

## Four year Delivery Program measures

These measures are outcome focused and when tracked over time will show Council's contribution towards implementing the objectives and strategies of the Community Strategic Plan — One Community. They are reported each year in our Annual Report, and also in the End of Council Term report.

Measure	Target
Community satisfaction with: • Library service • Clean, safe and healthy environment • Parks & reserves • Playgrounds • Sportsgrounds & amenities • Boating facilities • Public toilets • Town centres • Pools • Community halls & facilities • Cycleways and footpaths	Maintain or improve
Customer satisfaction with management and control of companion animals	Maintain or improve
Comparison with benchmarks and best practice – State Library of New South Wales	Maintain or improve
Satisfaction with the range of opportunities and support Council provides to older people, people with a disability and their carers	Maintain or Increase
Progress in implementing Council's: • Asset Management Plans • Recreation and Open Space Strategy	# of works progressed/ completed
Use of Council parks, reserves and community facilities	Maintain or increase
Community satisfaction with and participation in cultural events and programs	Maintain or increase
Community satisfaction with and participation in sport and recreation activities	Establish benchmark New measure
Lifeguard coverage	Maintain or increase

## Four year Delivery Program budget

Service	Year	Income \$	Expenditure \$	Net Result \$	Capital Expenditure \$
Social inclusion	2013-14	1,708,633	3,686,704	(1,978,071)	57,000
	2014-15	1,410,938	2,987,368	(1,576,430)	15,000
	2015-16	1,450,574	3,070,724	(1,620,150)	-
	2016-17	1,489,741	3,153,295	(1,663,555)	-
	<b>Total</b>	<b>6,059,886</b>	<b>12,898,091</b>	<b>(6,838,205)</b>	<b>72,000</b>
Community connections	2013-14	3,808,901	4,282,585	(473,684)	-
	2014-15	3,696,218	3,919,978	(223,760)	-
	2015-16	3,796,016	4,024,225	(228,209)	-
	2016-17	3,898,512	4,132,883	(234,371)	-
	<b>Total</b>	<b>15,199,647</b>	<b>16,359,671</b>	<b>(1,160,024)</b>	<b>-</b>
Libraries, arts & culture	2013-14	192,521	2,070,093	(1,877,572)	186,332
	2014-15	154,061	1,829,339	(1,675,278)	421,500
	2015-16	158,221	1,873,861	(1,715,641)	170,996
	2016-17	162,493	1,921,604	(1,759,112)	175,613
	<b>Total</b>	<b>667,295</b>	<b>7,694,897</b>	<b>(7,027,602)</b>	<b>954,440</b>
Public & environmental health	2013-14	585,529	1,678,388	(1,092,859)	25,000
	2014-15	599,948	1,762,805	(1,162,857)	-
	2015-16	616,147	1,809,615	(1,193,469)	-
	2016-17	632,783	1,858,477	(1,225,693)	-
	<b>Total</b>	<b>2,434,407</b>	<b>7,109,285</b>	<b>(4,674,878)</b>	<b>25,000</b>
Community spaces	2013-14	1,128,756	9,618,907	(8,490,150)	6,186,791
	2014-15	950,250	10,056,815	(9,106,566)	3,979,574
	2015-16	956,394	10,337,886	(9,381,493)	2,685,888
	2016-17	982,217	10,649,833	(9,667,616)	2,584,380
	<b>Total</b>	<b>4,017,617</b>	<b>40,663,441</b>	<b>(36,645,824)</b>	<b>15,436,633</b>

\* 2013-14 budget shows revised budgets as at March Quarterly Review

\* 2015-16 and 2016-17 are forward budget estimates only

## One year Operational Plan actions & budget

### SOCIAL INCLUSION

#### Responsibility: Divisional Manager Community, Arts & Recreation

Improve sense of belonging and wellbeing through the provision of child, youth, recreation and social development initiatives and services

#### Actions 2014-15

Activity	Action	Measure (target)
L1.1 Develop and provide essential care services to children and families	L1.1.1 Provide and manage Out Of School Hours (OOSH) centres and activities	occasions of care(7500); families provided with child care service(75)National Quality Framework for Education & Care Services(compliance)
	L1.1.2 Provide and manage Vacation Care centres, activities and events	occasions of care(3400); families provided with child care support(139)
	L1.1.3 Coordinate, support and expand Family Day Care Educators network	occasions of care(12000); families provided with child care service(120); Educators(21); gatherings(5); compliance training sessions(2); contracts updated(18)baby welcome bags issued(500)
L1.2 Plan for and provide opportunities, services and activities for youth	L1.2.1 Provide and manage youth cafes	visits(3200); activities(98)
	L1.2.2 Coordinate Youth Committee and associated projects	meetings(10); major projects(3)
	L1.2.3 Coordinate youth events and youth week	events(15) & attendance(1000); community partners(6)
	L1.2.4 Develop, review and implement Youth Action Plan	complete and adopted
L1.3 Implement recreation and community development initiatives	L1.3.1 Implement volunteer programs and initiatives that strengthen community life	volunteers(150); volunteer hours(23500)
	L1.3.2 Manage recreation services contracts for pools and lifeguards	visitation(increase20%); program attendance(increase 10%); contract conditions(met)
	L1.3.3 Prepare Toward a Healthier Eurobodalla Plan	complete and adopted
	L1.3.4 Coordinate Healthy Communities, Seniors Week and NAIDOC Week grants	grants(28); complete on time and budget
	L1.3.5 Support capacity building of community and recreation groups	evidence of assistance provided; events/ activities facilitated(40)
L1.4 Undertake advocacy activities to improve collaboration, health, service availability, development and funding	L1.4.1 Coordinate Aboriginal Advisory Committee, Police Liaison Committee and associated projects	meetings(4); major projects(6)
	L1.4.2 Advocate for improved service delivery and increased levels of funding	grant funding achieved; evidence of advocacy
	L1.4.3 Participate in interagency collaborations and projects	evidence of collaboration; meetings(6-7)

#### Budget 2014-15

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Beach control	-	316,353	(316,353)	-
Childrens services	1,231,750	1,450,632	(218,882)	15,000
Community and volunteer services	150,961	642,475	(491,514)	-
Recreation development	-	142,002	(142,002)	-
Social development	-	120,445	(120,445)	-
Youth services	28,227	315,461	(287,234)	-
<b>Total</b>	<b>1,410,938</b>	<b>2,987,368</b>	<b>(1,576,430)</b>	<b>15,000</b>

#### Capital program 2014-15

Capital item	Funding source					Total
	Cash	Crown reserves	Grants & contributions	Infrastructure fund	Loans	
Narooma OOSH - replace vinyl floor	-	-	-	15,000	-	15,000
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>15,000</b>

## One year Operational Plan actions & budget

### COMMUNITY CONNECTIONS

#### Responsibility: Divisional Manager Community, Arts & Recreation

Actively make a difference to the health and wellbeing of older people, people with a disability and their carers

#### Actions 2014–15

Activity	Action	Measure (target)
L2.1 Provide access and social participation opportunities	L2.1.1 Provide community transport service	trips(16000)
	L2.1.2 Provide social support and participation programs such as Good Neighbour and Peer Support	social support(11000hrs); daycare(10800hrs)
	L2.1.4 Develop and implement the Involve, Revolve, Evolve social enterprise project	project milestones met; evidence of social and economic benefit to participants
L2.2 Provide case management and accommodation support	L2.2.1 Provide case management and coordination services	case management(6700hrs)
	L2.2.2 Provide supported accommodation including drop in and 24 hour support	24hr support clients(5); drop in support(1340hrs)
	L2.2.3 Provide Compaks hospital discharge program	packages provided(134)
L2.3 Provide support and information for carers	L2.3.1 Provide flexible respite, aged parent carers and in-home respite	respite support(23000hrs)
	L2.3.2 Provide resources and carers support group	evidence of support
L2.4 Undertake advocacy activities to improve collaboration, service availability, development and funding	L2.4.1 Advocate for improved service delivery and increased levels of funding	grant funding achieved; International Day of People with a Disability and Seniors Week events held; evidence of advocacy actions implemented; meetings(6)
	L2.4.2 Coordinate Disability Advisory Committee and associated projects to implement Disability Action Plan	evidence of collaboration
	L2.4.3 Participate in interagency collaboration and projects	evidence of collaboration

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result
Aged and disability services	3,696,218	3,919,978	(223,760)
<b>Total</b>	<b>3,696,218</b>	<b>3,919,978</b>	<b>(223,760)</b>

## One year Operational Plan actions & budget

### LIBRARIES, ARTS & CULTURE

#### Responsibility: Divisional Manager Community, Arts & Recreation

Provide opportunities, facilities, programs and events that support cultural development and lifelong learning

#### Actions 2014–15

Activity	Action	Measure (target)
L3.1 Provide quality library services, programs and resources	L3.1.1 Provide lending collections, reference, information and online services	loans(230,000); visits(200,000); membership(50% of population); new members(1000); customer satisfaction(>80%)
	L3.1.2 Provide access to information via a range of technologies and formats	internet/wifi bookings(20,000)
	L3.1.3 Maintain and improve library infrastructure including buildings and collections	program complete on time and within budget
	L3.1.4 Implement the Libraries and Lifelong Learning Strategic Plan	actions implemented
L3.2 Support and deliver enhanced cultural experiences and programs	L3.2.1 Deliver community programs and events through the libraries	artist exhibitions and floor talks(33); author talks(4); childrens programs/activities(150); community activities/events(30)
	L3.2.2 Support the conduct of exhibitions, talks, seminars, workshops and other initiatives	exhibitions(2); workshops(5); art prizes(2); open studio weekend (1 with 15 artists)
	L3.2.3 Facilitate conduct of the Basil Sellers Art prize	art prize entries(130); attendees(1000)
L3.3 Plan for and collaborate to develop increased opportunities to engage in and develop cultural appreciation	L3.3.1 Collaborate with and participate in network partnerships	partnership opportunities(5); daily arts exchange provided
	L3.3.2 Support capacity building the creative industry sector	evidence of support provided
	L3.3.3 Coordinate the Public Art Advisory Committee	meetings(2)
	L3.3.4 Cultural Plan review	draft complete

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Arts and culture	15,000	155,732	(140,732)	200,000
Libraries	139,061	1,673,607	(1,534,546)	221,500
<b>Total</b>	<b>154,061</b>	<b>1,829,339</b>	<b>(1,675,278)</b>	<b>421,500</b>

#### Capital program 2014–15

Capital item	Funding source					Total
	Cash	Crown reserves	Grants & contributions	Infrastructure fund	Loans	
Library books - collection grant	95,000	-	69,000	-	-	164,000
Library audio books (recurrent)	2,500	-	-	-	-	2,500
Narooma Library - repaint & minor repairs	-	-	-	30,000	-	30,000
Moruya Library - repaint & minor repairs	-	-	-	25,000	-	25,000
Moruya Cultural Precinct–design concept	-	-	-	-	200,000	200,000
<b>Total</b>	<b>97,500</b>	<b>-</b>	<b>69,000</b>	<b>55,000</b>	<b>200,000</b>	<b>421,500</b>



## One year Operational Plan actions & budget

### PUBLIC & ENVIRONMENTAL HEALTH

#### Responsibility: Divisional Manager Environmental Services

Contribute to the health, safety and wellbeing of the community and the environment through a range of health protection, education and regulatory programs.

#### Actions 2014–15

Activity	Action	Measure (target)
L4.1 Conduct regulatory compliance and enforcement activities	L4.1.1 Monitor, inspect, enforce and investigate complaints in relation to public safety	animals rehomed(>70%); customer service requests attended to within response times(>85%); number of dogs registered (increase)
	L4.1.2 Monitor, inspect, enforce and investigate complaints in relation to public and environmental health	customer service requests attended to within response times(>85%)
	L4.1.3 Undertake the on-site sewage management system program	mean determination approval time(<40days); compliance(>90%)
L4.2 Monitor recreational waters	L4.2.1 Undertake public pool inspection program	compliance(>90%)
	L4.2.2 Estuary health monitoring reporting project	project milestones met
	L4.2.3 Undertake estuary monitoring program	biannual estuary report card rating (maintain or improve)
	L4.2.4 Undertake Beach Watch program	beach watch ratings (maintain or improve)
L4.3 Conduct food safety and public health programs	L4.3.1 Undertake food inspection program	compliance(>90%)
	L4.3.2 Conduct other health education and training programs	program complete on time and within budget

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result
Companion animals management	42,555	260,763	(218,208)
Environmental compliance	223,385	524,364	(300,979)
Public health	111,459	420,752	(309,293)
Regulatory services	222,549	556,926	(334,377)
<b>Total</b>	<b>599,948</b>	<b>1,762,805</b>	<b>(1,162,857)</b>

## One year Operational Plan actions & budget

### COMMUNITY SPACES

#### Responsibility: Divisional Manager Technical Services, Divisional Manager Works

Provide & maintain a safe, sustainable and accessible range of community infrastructure that caters for a range of recreation opportunities

#### Actions 2014–15

Activity	Action	Measure (target)
L5.1 Implement Council's recreation and open space strategy, priority plans of management and master plans	L5.1.1 Deliver capital and renewal works program	program complete on time and within budget
	L5.1.2 Seek grant funding and partnership opportunities to develop community spaces	grant funding achieved; evidence of partnerships
L5.2 Manage and maintain a safe, sustainable and accessible range of community spaces	L5.2.1 Undertake maintenance program	program complete on time and within budget
	L5.2.2 Provide facilities management services	seasonal changeovers and maintenance schedules complete on time
L5.3 Provide and develop Council's shared pathway and cycleway network	L5.3.1 Deliver capital and renewal works program	program complete on time and within budget
	L5.3.2 Seek grant funding and partnership opportunities to develop network	grant funding achieved; evidence of partnerships

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Boating facilities	-	398,892	(398,892)	544,298
CBD facilities	-	1,336,389	(1,336,389)	1,254,200
Cemeteries	185,658	129,764	55,894	42,175
Community centres	111,265	305,672	(194,407)	345,000
Community land management	214,512	300,866	(86,354)	-
Cycleways	93,000	55,490	37,510	190,000
Footpaths	71,000	744,934	(673,934)	191,000
Parks & reserves	199,819	3,324,514	(3,124,695)	438,901
Public halls & recreation buildings	12,000	183,442	(171,442)	135,000
Public toilets	-	687,502	(687,502)	310,000
Sporting & recreation	45,470	113,036	(67,566)	-
Sporting facilities	17,526	1,235,482	(1,217,956)	369,000
Swimming pools	-	1,240,832	(1,240,832)	160,000
<b>TOTAL</b>	<b>950,250</b>	<b>10,056,815</b>	<b>(9,106,566)</b>	<b>3,979,574</b>

## Capital program 2014–15

Capital item	Funding source					Total
	Cash	Crown reserves	Grants & Contributions	Infrastructure fund	Loans	
<b>Boating facilities</b>						
Nelligen boat ramp upgrade & new carpark	-	-	-	-	268,000	268,000
Tomakin boat ramp upgrade	-	-	-	77,000	-	77,000
Apex Park Narooma pontoon	99,298	-	100,000	-	-	199,298
<b>Total for boating facilities</b>						<b>544,298</b>
<b>CBD facilities</b>						
Batemans Bay CBD works	74,310	-	-	-	-	74,310
Disability access works	29,890	-	-	-	-	29,890
Narooma streetscaping	-	-	-	-	1,150,000	1,150,000
<b>Total for CBD facilities</b>						<b>1,254,200</b>
<b>Cemeteries</b>						
Cemetery improvement program	42,175	-	-	-	-	42,175
<b>Total for cemeteries</b>						<b>42,175</b>
<b>Community centres</b>						
Dr MacKay Centre - refurbish internal area	-	-	-	60,000	-	60,000
Moruya Community Centre upgrade	-	-	285,000	-	-	285,000
<b>Total for community centres</b>						<b>345,000</b>
<b>Cycleways</b>						
Shared Pathway - George Bass (Ridge Rd- Tallawang)	67,000	-	23,000	-	-	90,000
Shared Pathway - Willcox Ave (Hwy - Surf Club)	22,000	-	78,000	-	-	100,000
<b>Total for cycleways</b>						<b>190,000</b>
<b>Footpaths</b>						
Footpath renewal - General	-	-	-	10,000	-	10,000
Footpath - Peninsula Dr, Surfside (to Mundarra Roundabout)	45,000	-	-	-	-	45,000
Footpath - Kuppa Av Malua Bay	9,000	-	9,000	-	-	18,000
Footpath - Batemans Bay CBD	-	-	-	56,000	-	56,000
Footpath - Annettes Pde Mossy Point	-	-	47,000	-	-	47,000
Footpath - Campbell St Moruya (Vulcan west)	-	-	15,000	-	-	15,000
<b>Total for footpaths</b>						<b>191,000</b>
<b>Parks &amp; reserves</b>						
Parks facilities renewals - BBQs	-	-	-	20,000	-	20,000
Parks facilities renewals - picnic shelters	-	-	-	40,000	-	40,000
Rotary Park Dalmeny - replace playground	-	-	-	65,000	-	65,000
Development fund for parks and reserves improvements	43,401	-	-	-	-	43,401
Korners Park upgrade	-	205,000	-	-	-	205,000
Jamiesons Beach, Potato Point - stairs	-	-	15,000	-	-	15,000
Litter collection contract	10,500	-	-	-	-	10,500
Reserve signposting maintenance	-	-	-	15,000	-	15,000
Parks facilities renewals - other	-	-	-	25,000	-	25,000

Capital item	Funding source					Total
	Cash	Crown reserves	Grants & contributions	Infrastructure fund	Loans	
<b>Public halls &amp; recreation buildings</b>						
Halls general - signage	-	-	-	10,000	-	10,000
Halls general - minor renewals	-	-	-	45,000	-	45,000
Bodalla hall - external painting	-	-	-	80,000	-	80,000
<b>Total for public halls &amp; recreation buildings</b>						<b>135,000</b>
<b>Public toilets</b>						
Public toilets - Long Beach	-	-	-	-	180,000	180,000
Public toilets - Narooma CBD Canty St Thompson Pk	-	-	-	-	100,000	100,000
Public toilet upgrade program	-	-	-	30,000	-	30,000
<b>Total for public toilets</b>						<b>310,000</b>
<b>Sporting facilities</b>						
Sports fields	-	-	-	133,000	-	133,000
Mackay Park Sporting Complex - car park	-	90,000	-	-	-	90,000
Hanging Rock - refit internal showers	-	-	-	21,000	-	21,000
Gundry Oval west amenities refurbishment/storage	-	-	-	40,000	-	40,000
Moruya Showground pavillion power upgrade	-	55,000	-	-	-	55,000
Sporting amenities - minor renewal activities	-	-	-	30,000	-	30,000
<b>Total for sporting facilities</b>						<b>369,000</b>
<b>Swimming pools</b>						
Swimming pools - update hydrochloric dosing system	-	-	-	45,000	-	45,000
Narooma pool - heating system minor renewal	-	-	-	15,000	-	15,000
Batemans Bay Indoor Aquatic Centre Investigation	-	-	-	-	100,000	100,000
<b>Total for swimming pools</b>						<b>160,000</b>
<b>Total</b>	<b>442,574</b>	<b>350,000</b>	<b>572,000</b>	<b>817,000</b>	<b>1,798,000</b>	<b>3,979,574</b>



# sustainable communities

## Our community priorities

Community priorities are expressed as objectives in the Community Strategic Plan – One Community.

Objectives for a sustainable community include:

### 3. Our community and environment are in harmony

- 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

### 4. We use and manage our resources wisely

- 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

## Council's response to community priorities

The following services contribute to delivering on sustainable activities. Details of each service and what it delivers on a four year and one year basis are provided on the following pages.

- Sewer services
- Water services
- Emergency management
- Stormwater & flood management
- Waste management
- Sustainability
- Land use planning
- Natural environment planning

## Four year Delivery Program activities

The Delivery Program outlines the key activities that Council will undertake over a four year period to assist in meeting community objectives and strategies outlined in the Community Strategic Plan — One Community. For the 2013–17 period these key activities include:

Activities
<b>Sewer services (DM Water &amp; Sewer)</b>
Provide a safe, reliable and sustainable sewer service that meets future needs
S1.1 Provide and renew sewer infrastructure
S1.2 Operate and maintain Council's sewerage systems
S1.3 Plan to meet our community's future sewer needs
<b>Water services (DM Water &amp; Sewer)</b>
Provide a safe, reliable and secure water supply that meets future needs
S2.1 Provide and renew water infrastructure
S2.2 Operate and maintain Council's water supply systems
S2.3 Plan to meet our community's future water needs
<b>Emergency management (DM Technical Services, DM Works)</b>
Work together towards a safe, secure and prepared Eurobodalla which is able to effectively respond to and recover from an emergency
S3.1 Provide support for emergency management and response
S3.2 Assist with planning for and coordination of emergency services
S3.3 Collaborate with agencies and services to deliver coordinated management and response
<b>Stormwater &amp; flood management (DM Technical Services, DM Works)</b>
Mitigate the impact of storm and flood waters on the community and the environment
S4.1 Provide, maintain and renew stormwater and flood management infrastructure
S4.2 Prepare for and respond to flooding incidents
<b>Waste management (DM Waste)</b>
Provide waste and recycling management services, infrastructure and initiatives
S5.1 Provide and renew waste infrastructure
S5.2 Operate and maintain Council's waste management and collection service
S5.3 Plan to meet our community's future waste needs
S5.4 Provide community education on waste minimisation and recycling
<b>Sustainability (DM Environmental Services)</b>
Restore and protect our natural environment through the delivery and promotion of sustainable actions within Council and the community
S6.1 Undertake environmental protection and restoration works
S6.2 Provide invasive species management services
S6.3 Review and coordinate implementation of the Greenhouse Action Plan
S6.4 Encourage and support community sustainability and environmental projects
<b>Land use planning (DM Strategic Services)</b>
Plan for and support sustainable growth and development
S7.1 Review and prepare planning strategies, policies and studies
S7.2 Maintain, update and communicate planning information and issues
S7.3 Manage and promote our Aboriginal and Non-Aboriginal Heritage
<b>Natural environment planning (DM Strategic Services)</b>
Plan for and manage our biodiversity and coastal environments
S8.1 Plan for the protection and enhancement of our natural environment
S8.2 Plan for the impact of climate change on settlement including coastal hazard, flood impacts and bushfire
S8.3 Communicate with our community and other stakeholders about current and future environmental issues

## Four year Delivery Program measures

These measures are outcome focused and when tracked over time will show Council's contribution towards implementing the objectives and strategies of the Community Strategic Plan — One Community. They are reported each year in our Annual Report, and also in the End of Council Term report.

Measure	Target
Community satisfaction with: <ul style="list-style-type: none"> <li>Water services</li> <li>Sewer services</li> <li>Council management of the natural environment</li> <li>Council management of waterways and beaches</li> <li>Council operates in a sustainable way</li> <li>Feeling safe and prepared for an emergency</li> <li>Managing residential development</li> <li>Protection of heritage values and buildings</li> <li>Enhancing the built environment</li> <li>Stormwater and flood mitigation measures and infrastructure</li> <li>Management of recycling and waste</li> </ul>	Maintain or improve
Compliance with NSW Best Practice Management Guidelines for water & sewer	Achieve
Energy consumption per ML – water supply	Reduce
Recycling rates	% Increase
Waste to landfill	% Decrease
Council CO <sub>2</sub> emissions	Reduce
Organisational sustainability	Increase

## Four year Delivery Program budget

Service	Year	Income \$	Expenditure \$	Net Result \$	Capital Expenditure \$
Sewer services	2013-14	17,994,333	17,908,283	86,050	5,669,000
	2014-15	18,478,634	18,155,726	322,908	5,547,000
	2015-16	19,233,192	18,567,932	665,260	12,425,673
	2016-17	19,826,451	19,484,447	342,004	10,379,598
	<b>Total</b>	<b>75,532,610</b>	<b>74,116,388</b>	<b>1,416,222</b>	<b>34,021,271</b>
Water services	2013-14	14,487,877	15,076,339	(588,462)	3,079,080
	2014-15	15,637,408	15,306,471	330,937	2,946,000
	2015-16	16,061,863	15,291,653	770,210	2,694,848
	2016-17	16,497,678	15,657,838	839,841	2,824,567
	<b>Total</b>	<b>62,684,826</b>	<b>61,332,301</b>	<b>1,352,525</b>	<b>11,544,495</b>
Emergency management	2013-14	614,424	1,623,686	(1,009,262)	526,101
	2014-15	400,195	1,395,753	(995,558)	-
	2015-16	411,000	1,426,232	(1,015,232)	-
	2016-17	422,098	1,400,625	(978,527)	-
	<b>Total</b>	<b>1,847,717</b>	<b>5,846,296</b>	<b>(3,998,579)</b>	<b>526,101</b>
Stormwater & flood management	2013-14	462,470	1,858,368	(1,395,898)	409,116
	2014-15	450,195	1,839,074	(1,388,879)	344,430
	2015-16	463,182	1,896,180	(1,432,998)	356,021
	2016-17	476,630	1,955,608	(1,478,978)	368,003
	<b>Total</b>	<b>1,852,478</b>	<b>7,549,230</b>	<b>(5,696,753)</b>	<b>1,477,570</b>
Waste management	2013-14	8,771,669	8,388,656	383,013	277,000
	2014-15	8,828,117	8,472,543	355,574	4,355,000
	2015-16	9,173,333	9,319,621	(146,288)	3,869,736
	2016-17	9,504,551	9,903,504	(398,953)	2,636,825
	<b>Total</b>	<b>36,277,670</b>	<b>36,084,324</b>	<b>193,346</b>	<b>11,138,561</b>

Program	Year	Income \$	Expenditure \$	Net Result \$	Capital Expenditure \$
Sustainability	2013-14	545,221	1,657,771	(1,112,549)	91,018
	2014-15	225,355	888,655	(663,300)	-
	2015-16	164,685	845,894	(681,209)	-
	2016-17	169,131	867,424	(698,293)	-
	<b>Total</b>	<b>1,104,392</b>	<b>4,259,744</b>	<b>(3,155,352)</b>	<b>91,018</b>
Land use planning	2013-14	29,905	935,272	(905,367)	-
	2014-15	28,707	683,113	(654,406)	-
	2015-16	29,482	701,557	(672,074)	-
	2016-17	30,278	720,499	(690,221)	-
	<b>Total</b>	<b>118,372</b>	<b>3,040,441</b>	<b>(2,922,068)</b>	<b>-</b>
Natural environment planning	2013-14	373,167	845,520	(472,353)	-
	2014-15	229,727	711,432	(481,705)	-
	2015-16	164,040	638,211	(474,171)	-
	2016-17	136,827	592,159	(455,332)	-
	<b>Total</b>	<b>903,761</b>	<b>2,787,322</b>	<b>(1,883,561)</b>	<b>-</b>

\* 2013-14 budget shows revised budgets as at March Quarterly Review

\* 2015-16 and 2016-17 are forward budget estimates only

## One year Operational Plan actions & budget SEWER SERVICES

### Responsibility: Divisional Manager Water & Sewer

Provide a safe, reliable and sustainable sewer service that meets future needs

#### Actions 2014–15

Activity	Action	Measure (target)
S1.1 Provide and renew sewer infrastructure	S1.1.1 Deliver capital and renewal works program	program completed on time and within budget
	S1.1.2 Bodalla Sewerage Scheme investigation and design	complete
	S1.1.3 Rosedale/Guerilla Bay Sewerage Scheme investigation and design	complete
S1.2 Operate and maintain Council's sewerage systems	S1.2.1 Operate sewerage systems	liquid trade waste licence conditions(met); EPA licence conditions (met); customer service requests attended to within response times(>85%)
	S1.2.2 Provide treated effluent and sludge for reuse in community	pollution control licence conditions(met); reuse projects(maintain)
	S1.2.3 Undertake upgrades to southern and northern Batemans Bay pump stations	complete
S1.3 Plan to meet our community's future sewer needs	S1.3.1 Sewer Strategic Business Plan	complete

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Sewer services	10,000	18,155,726	(18,145,726)	5,547,000
Sewerage rates & revenue	18,468,634	-	18,468,634	-
<b>Total</b>	<b>18,478,634</b>	<b>18,155,726</b>	<b>322,908</b>	<b>5,547,000</b>

#### Capital program 2014–15

Capital item	Funding source					Total
	Cash	Crown reserves	Grants & contributions	Infrastructure fund	Loans	
Southern pump station additional storage & modification	287,324	-	112,676	-	-	400,000
Northern pump station upgrade	287,324	-	112,676	-	-	400,000
Pump station seawall strengthening (BB02).	251,408	-	98,592	-	-	350,000
Bay sewerage treatment plant upgrade - augmentation	143,662	-	56,338	-	-	200,000
Sewerage pump stations & transport systems upgrades	301,690	-	118,310	-	-	420,000
Bodalla sewerage scheme (S229)	-	-	-	-	300,000	300,000
Bodalla sewerage scheme pre-construction	-	-	-	-	700,000	700,000
Rosedale/Guerilla Bay sewerage scheme	850,000	-	700,000	-	-	1,550,000
Capital Program design costs	135,000	-	-	-	-	135,000
New service connections	20,000	-	-	-	-	20,000
Sewer pipe relining shirewide	730,000	-	-	-	-	730,000
Manhole restoration program	100,000	-	-	-	-	100,000
Telemetry upgrades - all areas	42,000	-	-	-	-	42,000
Sewerage treatment plant renewal program	200,000	-	-	-	-	200,000
<b>Total</b>	<b>3,348,408</b>	<b>-</b>	<b>1,198,592</b>	<b>-</b>	<b>1,000,000</b>	<b>5,547,000</b>

## One year Operational Plan actions & budget WATER SERVICES

### Responsibility: Divisional Manager Water & Sewer

Provide a safe, reliable and secure water supply that meets future needs

#### Actions 2014–15

Activity	Action	Measure (target)
S2.1 Provide and renew water infrastructure	S2.1.1 Deliver capital and renewal works program	program completed on time and within budget
	S2.1.2 Southern water treatment plant upgrade	complete
	S2.1.3 Undertake water meter replacement program	10% of network replaced per annum
S2.2 Operate and maintain Council's water supply systems	S2.2.1 Identify and implement innovative water conservation and sustainable water usage practices	# of initiatives & participation
	S2.2.2 Operate water system	customer service requests attended to within response times(>85%); compliance with Australian Drinking Water Guidelines
S2.3 Plan to meet our community's future water needs	S2.3.1 Water Strategic Business Plan	complete
	S2.3.2 Integrated Water Cycle Management Strategy Review	complete

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Water rates & revenue	15,556,771	-	15,556,771	-
Water services	80,637	15,306,471	(15,225,834)	2,946,000
<b>Total</b>	<b>15,637,408</b>	<b>15,306,471</b>	<b>330,937</b>	<b>2,946,000</b>

#### Capital program 2014–15

Capital item	Funding source					Total
	Cash	Crown reserves	Grants & contributions	Infrastructure fund	Loans	
Capital program design costs	137,623	-	32,377	-	-	170,000
Pump refurbishments shirewide	83,383	-	19,617	-	-	103,000
Reservoir condition assessment	17,000	-	4,000	-	-	21,000
Renewals & replacements	1,246,700	-	293,300	-	-	1,540,000
Replacement telemetry parts	34,001	-	7,999	-	-	42,000
Plant and equipment	323,818	-	76,182	-	-	400,000
Southern water treatment plant - chemical dosing	250,959	-	59,041	-	-	310,000
Consumer water meters - capital expenditure	105,241	-	24,759	-	-	130,000
Consumer water meters - replacement program	186,195	-	43,805	-	-	230,000
<b>Total</b>	<b>2,384,920</b>	<b>-</b>	<b>561,080</b>	<b>-</b>	<b>-</b>	<b>2,946,000</b>

## One year Operational Plan actions & budget

### EMERGENCY MANAGEMENT

**Responsibility: Divisional Manager Works, Divisional Manager Technical Services**

Work together towards a safe, secure and prepared Eurobodalla which is able to effectively respond to and recover from an emergency

#### Actions 2014–15

Activity	Action	Measure (target)
S3.1 Provide support for emergency management and response	S3.1.1 Provide and maintain Rural Fire Service and State Emergency Service buildings	program completed on time and within budget
	S3.1.2 Provide financial contributions to Rural Fire Service, NSW Fire & Rescue and State Emergency Service	donations and funding support provided
	S3.1.3 Provide funding to support local volunteer rescue services	donations and funding support provided
S3.2 Assist with planning for and coordination of emergency services	S3.2.1 Collaborate with agencies and volunteers to undertake local disaster planning	evidence of collaboration; Local Disaster Plan reviewed
	S3.2.2 Assist in development, review and implementation of Bushfire Risk Management Plan	implementation progress
	S3.2.3 Local Emergency Management and Bushfire Management Committees	meetings(3)
S3.3 Collaborate with agencies and services to deliver coordinated management and response	S3.3.1 Emergency Operations Centre (EOC) Management as required	EOC established and operational upon request
	S3.3.2 Undertake fire mitigation works on Council land	program completed on time and within budget

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result
Emergency services	400,195	1,395,753	(995,558)
<b>Total</b>	<b>400,195</b>	<b>1,395,753</b>	<b>(995,558)</b>

## One year Operational Plan actions & budget

### STORMWATER & FLOOD MANAGEMENT

**Responsibility: Divisional Manager Works, Divisional Manager Technical Services**

Mitigate the impact of storm and flood waters on the community and the environment

#### Actions 2014–15

Activity	Action	Measure (target)
S4.1 Provide, maintain and renew stormwater and flood management infrastructure	S4.1.1 Deliver capital and renewal program	program completed on time and within budget
	S4.1.2 Maintain stormwater and flood mitigation systems	program completed on time and within budget
S4.2 Prepare for and respond to flooding incidents	S4.2.2 Manage lake openings in accordance with policy direction	policy conditions met

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Drainage & stormwater	445,795	1,716,688	(1,270,893)	344,430
Flood mitigation	4,400	24,935	(20,535)	-
Lake openings	-	2,935	(2,935)	-
Rock walls & sea walls	-	94,516	(94,516)	-
<b>Total</b>	<b>450,195</b>	<b>1,839,074</b>	<b>(1,388,879)</b>	<b>344,430</b>

#### Capital program 2014–15

Capital item	Funding source					Total
	Cash	Crown reserves	Grants & contributions	Infrastructure fund	Loans	
Drainage renewals - shirewide	50,000	-	-	-	-	50,000
Stormwater piping Evans Street, Tuross Head	90,000	-	-	-	-	90,000
Stormwater piping Grant/Imlay St, Broulee stage 2	60,000	-	-	-	-	60,000
Stormwater piping Thomas Mitchell Cr, Sunshine Bay	30,000	-	-	-	-	30,000
Stormwater piping Mitchell Pl, Narooma Stage 1	74,430	-	-	-	-	74,430
Stormwater fund (analysis/investigation)	40,000	-	-	-	-	40,000
<b>Total</b>	<b>344,430</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>344,430</b>

## One year Operational Plan actions & budget

### WASTE MANAGEMENT

#### Responsibility: Divisional Manager Waste

Provide waste and recycling management services, infrastructure and initiatives

#### Actions 2014–15

Activity	Action	Measure (target)
S5.1 Provide and renew waste infrastructure	S5.1.1 Deliver capital and renewal works program	program completed on time and within budget
S5.2 Operate and maintain Council's waste management and collection service	S5.2.1 Manage and operate landfills and transfer station	environmental compliance conditions(met); establish % of landfill utilised and remaining life
	S5.2.2 Manage kerbside collection	contractor compliance, missed services (decrease); customer service requests attended to within response times(>85%)
	S5.2.3 Undertake annual hazardous waste collection	hazardous waste collected(increase)
S5.3 Plan to meet our community's future waste needs	S5.3.1 Undertake preliminary work to expand capacity at Surf Beach and Brou landfills	survey, investigation and design(complete)
	S5.3.2 Participate in regional collaboration and develop strategic industry partnerships	evidence of collaboration and partnership projects
S5.4 Provide community education on waste minimisation and recycling	S5.4.1 Deliver community education on waste minimisation	initiatives, participationand increased diversion from landfill(tonnes); Waste and Recycling Guide distributed
	S5.4.2 Develop a waste education program for construction and commercial industry	program developed; audit current level of unsorted waste received to set benchmark
	S5.4.3 Develop an education program to promote waste management to tourists	program developed

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Landfills stations	2,414,771	2,789,122	(374,351)	3,650,000
Recycling centres	-	134,768	(134,768)	-
Transfer stations	110,000	377,858	(267,858)	240,000
Waste collection	4,968,195	2,908,279	2,059,916	-
Waste management	1,334,151	2,262,515	(928,364)	465,000
Waste management - development contributions	1,000	-	1,000	-
<b>Total</b>	<b>8,828,117</b>	<b>8,472,543</b>	<b>355,574</b>	<b>4,355,000</b>

#### Capital program 2014–15

Capital item	Funding source					Total
	Cash	Crown reserves	Grants & contributions	Infrastructure fund	Loans	
<b>Landfills stations</b>						
Brou landfill - cell works	777,500	-	77,500	-	695,000	1,550,000
Moruya transfer station upgrade	96,000	-	24,000	-	120,000	240,000
Surfbeach landfill - new cell	-	-	21,000	-	2,079,000	2,100,000
<b>Total for landfills stations</b>						<b>3,890,000</b>
<b>Waste management</b>						
Plant and equipment	465,000	-	-	-	-	465,000
<b>Total for waste management</b>						<b>465,000</b>
<b>Total</b>	<b>1,338,500</b>	<b>-</b>	<b>122,500</b>	<b>-</b>	<b>2,894,000</b>	<b>4,355,000</b>

## One year Operational Plan actions & budget

### SUSTAINABILITY

#### Responsibility: Divisional Manager Environmental Services

Restore and protect our natural environment through the delivery and promotion of sustainable actions within Council and the community

#### Actions 2014–15

Activity	Action	Measure (target)
S6.1 Undertake environmental protection and restoration works	S6.1.1 Implement natural resource, coastal and estuary projects	projects implemented; grant funding achieved
S6.2 Provide invasive species management services	S6.2.1 Manage invasive species through an inspections schedule, issue of notices and fines	compliance(>90%)
	S6.2.2 Lantana pushback project	project milestones met
	S6.2.3 Coastal Weeds of National Significance project	project milestones met
S6.3 Review and coordinate implementation of the Greenhouse Action Plan	S6.3.1 Implement energy, water and waste reduction initiatives within Council	council water and energy savings per annum(maintain or improve)
	S6.3.2 Community Building Sustainability project	project milestones met
S6.4 Encourage and support community sustainability and environmental projects	S6.4.1 Provide environmental and sustainability advice and education	programs and participation
	S6.4.2 Support community activities and groups such as Landcare and community gardens	evidence of support
	S6.4.3 Deua River restoration project	project milestones met

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result
Coastal & estuary management	60,000	132,033	(72,033)
Environmental management	9,455	134,674	(125,219)
Environmental protection	-	101,003	(101,003)
Invasive species management	155,900	315,301	(159,401)
Landcare projects	-	34,439	(34,439)
Natural resource management	-	142,289	(142,289)
Sustainability	-	28,917	(28,917)
<b>Total</b>	<b>225,355</b>	<b>888,655</b>	<b>(663,300)</b>



## One year Operational Plan actions & budget

### LAND USE PLANNING

#### Responsibility: Divisional Manager Strategic Services

Plan for and support sustainable growth and development

#### Actions 2014–15

Activity	Action	Measure (target)
S7.1 Review and prepare planning strategies, policies and studies	S7.1.1 Rural Lands Strategy	project milestones met
	S7.1.2 Residential Lands Strategy	project milestones met
	S7.1.3 Recreation and Open Space Strategy	project milestones met
	S7.1.4 Infrastructure Contributions Plans review	project milestones met
S7.2 Maintain ,update and communicate planning information and issues	S7.2.1 Maintain a housing and land supply monitor	land monitor published annually
	S7.2.2 Participate in State and regional planning forums for land use planning	evidence of participation
	S7.2.3 Monitor, report, communicate and implement changes relating to land use planning	currency of planning controls (maintained)
	S7.2.4 Provide a range of demographic information to the community	community profile published annually
	S7.2.5 Maintain the property information system	property information system current
S7.3 Manage and promote our Aboriginal and Non-Aboriginal Heritage	S7.3.1 Coordinate the Heritage Advisory Committee and associated projects	meetings(4); projects and outcomes
	S7.3.2 Conduct the Local Heritage Places Grants Program	funding requirements(met)
	S7.3.3 Oversee the Heritage Advisory Service	# referrals; funding requirements(met)

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result
Land use planning	28,707	683,113	(654,406)
<b>Total</b>	<b>28,707</b>	<b>683,113</b>	<b>(654,406)</b>

## One year Operational Plan actions & budget

### NATURAL ENVIRONMENT PLANNING

#### Responsibility: Divisional Manager Strategic Services

Plan for and manage our biodiversity and coastal environments

#### Actions 2014–15

Activity	Action	Measure (target)
S8.1 Plan for the protection and enhancement of our natural environment	S8.1.1 Broulee Biocertification Project	project milestones met
S8.2 Plan for the impact of climate change on settlement including coastal hazard, flood impacts, bushfire	S8.2.1 Eurobodalla Coastal Hazard Management Plan	project milestones met
	S8.2.2 Tomaga/Mogo River Catchment Flood Study	project milestones met
	S8.2.3 Tomaga Estuary Management Plan review	project milestones met
	S8.2.4 Narooma Coastal Inlets Flood Studies	project milestones met
	S8.2.5 Batemans Bay Regional Waterways Infrastructure Plan	project milestones met
	S8.2.6 Tuross Estuary Management Plan review	project milestones met
	S8.2.7 Coordinate the Coastal Management Advisory Committee	meetings(4)
S8.3 Communicate with our community and other stakeholders about current and future environmental issues	S8.3.1 Participate in state and regional planning for natural resource management	evidence of participation
	S8.3.2 Monitor, report, communicate and implement changes relating to nature resource management	currency of planning controls (maintained)

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result
Natural environment planning	229,727	711,432	(481,705)
<b>Total</b>	<b>229,727</b>	<b>711,432</b>	<b>(481,705)</b>

# productive communities

## Our community priorities

Community priorities are expressed as objectives in the Community Strategic Plan – One Community.

Objectives for a productive community include:

### 5. We help our local economy grow

- 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

### 6. We are skilled and have access to employment opportunities

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

## Council's response to community priorities

The following services contribute to delivering on productive activities. Details of each service and what it delivers on a four year and one year basis are provided on the following pages.

- Business development, events & tourism
- Transport
- Development services



## Four year Delivery Program activities

The Delivery Program outlines the key activities that Council will undertake over a four year period to assist in meeting community objectives and strategies outlined in the Community Strategic Plan — One Community. For the 2013–17 period these key activities include:

Activities
<b>Business development, events &amp; tourism (DM Business Development &amp; Events, DM Communication &amp; Tourism)</b>
Provide promotion and support to develop the Eurobodalla as a destination of choice to live, work, invest & visit
P1.1 Facilitate growth and development of our business community
P1.2 Undertake advocacy activities to deliver major initiatives and infrastructure to support future growth
P1.3 Seek and support the development and hosting of events
P1.4 Provide tourism destination marketing and visitor services
<b>Transport (DM Works, DM Technical Services)</b>
Provide an efficient, integrated transport network that meets community needs now and into the future
P2.1 Undertake advocacy activities to further the development of transport infrastructure and support future growth
P2.2 Develop, renew and maintain the road network
P2.3 Provide road safety and traffic management planning, programs and infrastructure
<b>Development services (DM Development Services)</b>
Facilitate growth and development through a transparent and efficient development application process
P3.1 Provide development assessment services
P3.2 Provide advice and information to industry and applicants

## Four year Delivery Program measures

These measures are outcome focused and when tracked over time will show Council's contribution towards implementing the objectives and strategies of the Community Strategic Plan — One Community. They are reported each year in our Annual Report, and also in the End of Council Term report.

Measure	Target
Number of businesses supported through direct contact with Council's Business Development Service including factors of attraction, job creation and investment value	New measure (establish benchmark)
Return on investment from Council's contribution to major events held	\$ returned as % of total investment
Community satisfaction with: <ul style="list-style-type: none"> <li>Local and regional roads</li> <li>Sealed and unsealed roads</li> <li>Street lighting</li> <li>Bus shelters</li> <li>Car parking</li> <li>Traffic management</li> <li>Capacity of infrastructure at peak times</li> <li>Road safety</li> </ul>	Maintain
Community satisfaction with: <ul style="list-style-type: none"> <li>Council's assistance to local businesses and support of growth</li> <li>Council's tourism service and promotion of area</li> </ul>	Maintain or Improve
Customer satisfaction with development assessment services	Improve

## Four year Delivery Program budget

Service	Year	Income \$	Expenditure \$	Net Result \$	Capital Expenditure \$
Business development, events & tourism	2013-14	4,402,404	6,519,413	(2,117,009)	235,218
	2014-15	4,253,253	6,355,143	(2,101,891)	146,622
	2015-16	4,342,473	6,438,148	(2,095,675)	57,123
	2016-17	4,434,548	6,521,424	(2,086,876)	58,666
	<b>Total</b>	<b>17,432,678</b>	<b>25,834,129</b>	<b>(8,401,451)</b>	<b>497,629</b>
Transport	2013-14	5,089,729	14,524,884	(9,435,154)	9,662,599
	2014-15	3,801,606	14,495,941	(10,694,335)	7,790,900
	2015-16	3,992,571	15,192,687	(11,200,116)	7,949,755
	2016-17	4,042,365	15,958,582	(11,916,218)	7,183,508
	<b>Total</b>	<b>16,926,271</b>	<b>60,172,093</b>	<b>(43,245,822)</b>	<b>32,586,762</b>
Development services	2013-14	1,379,919	3,036,900	(1,656,981)	-
	2014-15	1,581,913	3,247,002	(1,665,089)	-
	2015-16	1,627,706	3,387,396	(1,759,691)	-
	2016-17	1,674,819	3,478,859	(1,804,040)	-
	<b>Total</b>	<b>6,264,357</b>	<b>13,150,157</b>	<b>(6,885,800)</b>	<b>-</b>

\* 2013-14 budget shows revised budgets as at March Quarterly Review

\* 2015-16 and 2016-17 are forward budget estimates only

## One year Operational Plan actions & budget

### BUSINESS DEVELOPMENT, EVENTS & TOURISM

#### Responsibility: Divisional Manager Business Development & Events, Divisional Manager Communication & Tourism

Provide promotion and support to develop the Eurobodalla as a destination of choice to live, work, invest & visit

#### Actions 2014–15

Activity	Action	Measure (target)
P1.1 Facilitate growth and development of our business community	P1.1.1 Strengthen partnerships between Council and the business community	networking activities and partnerships; Business Advisory Committee meetings(4); Tourism Advisory Committee meetings(4); businesses engaged (50)
	P1.1.2 Provide business support and development activities	workshops, courses and seminars(8) attendance(300)
	P1.1.3 Provide the tourism sector with support and learning opportunities	tourism program members (200); newsletters(9); events(2)
	P1.1.4 Promote Eurobodalla as the place to invest and do business	Live Work Invest webpage visits (15% increase); SERROC Capital Region Living webpage visits (15% increase); collateral developed and circulation; info pack distribution (15% increase)
	P1.1.5 Renew Eurobodalla Project	participants(12); project milestones met
P1.2 Undertake advocacy activities to deliver major initiatives and infrastructure to support future growth	P1.2.1 Advocate for improved infrastructure and funding to support regional initiatives	grant funding achieved; submissions(12)
	P1.2.2 Review the Economic Development and Events Strategies	complete
	P1.2.3 Provide and manage the Eurobodalla Regional Botanic Gardens	visitors(40154), plant revenue(\$62790), volunteer hours(18921)
P1.3 Seek and support the development and hosting of events	P1.3.1 Support event organisers in the delivery of a range of events	events assisted(24); major events attendance(5000) value(\$2million)
	P1.3.2 Secure new events in targeted areas such as cycling	new events secured(6)
	P1.3.3 Improve process for event applicants	Streamlined event application process implemented
P1.4 Provide tourism destination marketing and visitor services	P1.4.1 Develop and implement destination marketing activities	brochures distributed(137,000); unique visits to eurobodalla.com.au(190,000); social media activities(150)
	P1.4.2 Provide and manage Council's Visitor Information Centres (VIC)	outward contacts(80,000)
	P1.4.3 Develop and promote information about accessible inclusive holidays and heritage sites	complete
	P1.4.4 Review the Destination Marketing Plan	complete
	P1.4.5 Redevelop Tourism website	website live

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Airport	288,202	516,033	(227,831)	55,622
Botanic gardens	165,385	527,791	(362,406)	55,000
Camping grounds	460,148	389,506	70,642	-
Caravan parks	2,916,370	2,595,112	321,258	36,000
Business development	9,454	509,154	(499,700)	-
Other economic services	4,727	179,228	(174,501)	-
Real estate development	-	6,271	(6,271)	-
Saleyards	3,240	28,056	(24,816)	-
Tourist promotion	200,727	708,222	(507,495)	-
Visitor information centres	205,000	874,010	(669,010)	-
Wallaga Lake Outreach Centre	-	21,761	(21,761)	-
<b>Total</b>	<b>4,253,253</b>	<b>6,355,143</b>	<b>(2,101,891)</b>	<b>146,622</b>

#### Capital program 2014–15

Capital item	Funding source					Total
	Cash	Crown reserves	Grants & contributions	Infrastructure fund	Loans	
Airport - sealed pavement maintenance/ reseals	55,622	-	-	-	-	55,622
Botanic Gardens carpark upgrade	55,000	-	-	-	-	55,000
Batemans Bay Beach Resort cabin refurbishments	-	36,000	-	-	-	36,000
<b>Total</b>	<b>110,622</b>	<b>36,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>146,622</b>

## One year Operational Plan actions & budget

### TRANSPORT

#### Responsibility: Divisional Manager Works, Divisional Manager Technical Services

Provide an efficient, integrated transport network that meets community needs now and into the future

#### Actions 2014–15

Activity	Action	Measure (target)
P2.1 Undertake advocacy activities to further the development of transport infrastructure and support future growth	P2.1.1 Advocate for improved infrastructure and increased levels of funding	evidence of advocacy; grant funding achieved
	P2.1.2 Coordinate the Local Traffic & Development Committees	meetings (9)
P2.2 Develop, renew and maintain the road network	P2.2.1 Deliver capital and renewal works program	programs completed on time and within budget; grant funding achieved
	P2.2.2 Undertake contract works for the Roads and Maritime Services on the Kings highway	compliance with contract and budget
P2.3 Provide road safety and traffic management planning, programs and infrastructure	P2.3.1 Implement road safety programs and plans	programs(7); workshops(7)

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Bridges	360,000	1,469,002	(1,109,002)	1,000,000
Bus shelters	-	35,692	(35,692)	20,000
Car parking	123,000	600,019	(477,019)	497,500
Local rural roads	110,000	4,459,680	(4,349,680)	1,975,000
Local urban roads	1,762,400	4,971,030	(3,208,630)	3,938,400
Roads & Maritime Services funded roads	1,292,000	1,726,491	(434,491)	260,000
Road safety	24,206	65,691	(41,485)	-
Street lighting	49,000	530,664	(481,664)	-
Transport - development contributions	81,000	-	81,000	-
Transport local & arterial	-	630,606	(630,606)	100,000
Works at community request	-	7,068	(7,068)	-
<b>Total</b>	<b>3,801,606</b>	<b>14,495,941</b>	<b>(10,694,335)</b>	<b>7,790,900</b>

#### Capital program 2014–15

Capital item	Funding source					Total
	Cash	Crown reserves	Grants & contributions	Infrastructure fund	Loans	
<b>Bridges</b>						
Bridge refurbishment - Candlagan Bridge	-	-	-	-	750,000	750,000
Bridge - Tomaga River	50,000	-	200,000	-	-	250,000
<b>Total for bridges</b>						<b>1,000,000</b>
<b>Bus shelters</b>						
Bus shelters	-	-	-	20,000	-	20,000
<b>Total for bus shelters</b>						<b>20,000</b>
<b>Car parking</b>						
Pavement rehab - Old Punt Rd boat ramp carpark	51,314	-	15,797	52,889	-	120,000
Car park - Narooma Hill	-	-	152,000	-	-	152,000
Car park - Burrawang Street, Narooma	-	-	50,000	-	-	50,000
Car park - addition to Camp Street	-	-	160,000	-	-	160,000
Car park - other	15,500	-	-	-	-	15,500
<b>Total for car parking</b>						<b>497,500</b>
<b>Local rural roads</b>						
Gravel resheet - Eurobodalla Rd from Tally Ho	7,395	-	-	21,605	-	29,000
Gravel resheet - Bevia Rd Nth	7,395	-	-	21,605	-	29,000
Gravel resheet - Bevia Rd Sth	2,550	-	-	7,450	-	10,000
Gravel resheet - Runford Rd either side causeway	2,550	-	-	7,450	-	10,000
Gravel resheet - Larrys Mnt Rd from K to I Ridge	4,590	-	40,000	13,410	-	58,000
Gravel resheet - Larrys Mnt Rd from Pitt to Araluen	9,945	-	-	29,055	-	39,000
Gravel resheet - Clouts Rd, Moruya	2,295	-	30,000	6,705	-	39,000
Gravel resheet - Beashells Lane, Bergalia	7,395	-	-	21,605	-	29,000
Gravel resheet - Alcheringa Rd, Bingi	6,375	-	-	18,625	-	25,000
Gravel resheet - Comerang Farm Rd	8,160	-	-	23,840	-	32,000
Gravel resheet - Wagonga Scenic Dr - 1st 600m sthn	6,375	-	-	18,625	-	25,000
Gravel resheet - Wagonga Scenic Dr	9,945	-	-	29,055	-	39,000
Gravel resheet - Sunnyside Rd, Mystery Bay	10,965	-	-	32,035	-	43,000
Gravel resheet - River Rd Nelligen from Blackflat	8,160	-	-	23,840	-	32,000
Gravel resheet - Blackflat Rd from Kings Highway	7,905	-	-	23,095	-	31,000
Gravel resheet - Blackflat Rd 1.2Kms from Highway	2,550	-	-	7,450	-	10,000
Gravel resheet - Blackflat Rd near Stans Rd	10,965	-	-	32,035	-	43,000
Gravel resheet - Buckenbowra Rd	9,945	-	-	29,055	-	39,000
Gravel resheet - Shaw Place, Guerilla Bay	2,550	-	-	7,450	-	10,000
Gravel resheet - Guerilla Bay Rd to Ocean St	2,550	-	-	7,450	-	10,000
Gravel resheet - Noads Dr, Moruya Sth	9,945	-	-	29,055	-	39,000
Gravel resheet - Phyllis Price Dr from Percy Davis	9,945	-	-	29,055	-	39,000

Capital item	Funding source					Total
	Cash	Crown reserves	Grants & contributions	Infrastructure fund	Loans	
Gravel resheet - Rose Court, Rosedale	2,550	-	-	7,450	-	10,000
Gravel resheet - Ridge Rd near Talgums Way	4,080	-	-	11,920	-	16,000
Gravel resheet - Lattas Pt Rd	10,965	-	-	32,035	-	43,000
Gravel resheet - Youngs Rd full length	10,965	-	-	32,035	-	43,000
Gravel resheet - Meads Rd full length	2,550	-	40,000	7,450	-	50,000
Gravel resheet - Ringlands Rd off Ringlands Est	4,590	-	-	13,410	-	18,000
Local rural - drainage culvert improvements	50,000	-	-	-	-	50,000
Local rural - Dwyers Creek Road	-	-	-	-	75,000	75,000
Local rural - Francis Street, Moruya	-	-	-	-	350,000	350,000
Local rural - Punkalla Rd Tilba	-	-	-	-	660,000	660,000
<b>Total for local rural roads</b>						<b>1,975,000</b>
<b>Local urban roads</b>						
Reseal - local urban sealed	530,000	-	150,000	500,000	-	1,180,000
Pavement rehab - Country Club Dr, Catalina	64,136	-	19,752	66,112	-	150,000
Pavement rehab - Beach Rd	188,614	-	65,840	245,546	-	500,000
Pavement rehab - George Bass Dr, Malua Bay	42,758	-	13,168	44,074	-	100,000
Pavement rehab - Evans St, Tuross Hd	-	-	123,044	51,956	-	175,000
Pavement rehab - Peninsula Drive, North Batemans Bay	-	-	94,519	35,482	-	130,000
Pavement rehab - local urban roads	27,955	-	15,328	73,118	-	116,400
Local urban - Murray St Moruya	150,000	-	-	-	-	150,000
Local urban - Bavarde/Pacific St, B/Bay	25,000	-	-	-	-	25,000
Local urban - Princes Hwy, Bodalla	44,210	-	48,240	-	162,550	255,000
Local urban - Orient St, Batemans Bay	101,182	-	85,531	-	328,287	515,000
Local urban - The Loop, Narooma (full length)	94,608	-	81,228	-	309,163	485,000
Local urban - road reserves acquisition	30,000	-	-	-	-	30,000
Traffic signals - North/Perry Street	127,000	-	-	-	-	127,000
<b>Total for local urban roads</b>						<b>3,938,400</b>
<b>Roads &amp; Maritime Services funded roads</b>						
North Head Drive	-	-	260,000	-	-	260,000
<b>Total for Roads &amp; Maritime Services funded roads</b>						<b>260,000</b>
<b>Transport local &amp; arterial</b>						
South Batemans Bay Link Road	-	-	-	-	100,000	100,000
<b>Total for transport local &amp; arterial</b>						<b>100,000</b>
<b>Total</b>	<b>1,778,421</b>	<b>-</b>	<b>1,644,448</b>	<b>1,633,031</b>	<b>-</b>	<b>7,790,900</b>

## One year Operational Plan actions & budget

### DEVELOPMENT SERVICES

#### Responsibility: Divisional Manager Development Services

Facilitate growth and development through a transparent and efficient development application process

#### Actions 2014–15

Activity	Action	Measure (target)
P3.1 Provide development assessment services	P3.1.1 Assess and determine development applications	mean determination time (< 40 days)
	P3.1.2 Assess and determine construction certificates	90% determined (<20 days)
	P3.1.3 Determine complying development applications	statutory requirements (met)
	P3.1.4 Provide certification inspection services	compliance inspections (95% within 2 days of notification)
	P3.1.5 Implement the internal development assessment and E-lodgement modules	complete
	P3.1.6 Develop engineering design standards for new subdivision works	complete
	P3.1.7 Establish Pool Compliance Program	complete
P3.2 Provide advice and information to industry and applicants	P3.2.1 Distribute information to developers and builders	forums (2); newsletters (2)
	P3.2.2 Provide prelodgement advice and assistance to applicants	# of meetings; # of advice issued

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result
Building certificates & compliance	692,224	792,530	(100,306)
Development control	889,689	2,454,472	(1,564,783)
<b>Total</b>	<b>1,581,913</b>	<b>3,247,002</b>	<b>(1,665,089)</b>

# collaborative communities

## Our community priorities

Community priorities are expressed as objectives in the Community Strategic Plan – One Community.

Objectives for a collaborative community include:

- 7. We are an engaged and connected community**
  - 7.1 Encourage an informed community
  - 7.2 Enable broad, rich and meaningful engagement to occur
  - 7.3 Build on our sense of community
- 8. We work together to achieve our goals**
  - 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

## Council's response to community priorities

The following services contribute to delivering on collaborative activities. Details of each service and what it delivers on a four year and one year basis are provided on the following pages.

- Executive services & communication
- Integrated planning



## Four year Delivery Program activities

The Delivery Program outlines the key activities that Council will undertake over a four year period to assist in meeting community objectives and strategies outlined in the Community Strategic Plan — One Community. For the 2013–17 period these key activities include:

Activities
<b>Executive service &amp; communication (General Manager, DM Communication &amp; Tourism)</b>
Provide information, guidance and support to ensure effective community engagement and leadership and excellence in Local Government
C1.1 Conduct the business of council in an inclusive, responsive and transparent manner
C1.2 Manage the organisation to effectively and efficiently meet our statutory obligations
C1.3 Undertake advocacy and collaborative activities to further local issues
C1.4 Provide quality, timely and accessible information to the community
<b>Integrated planning (DM Strategic Services)</b>
Capture our community's vision for the future and coordinate Council's delivery through the Integrated Planning and Reporting Framework
C2.1 Coordinate the delivery of the Integrated Planning and Reporting Framework across the organisation
C2.2 Undertake organisation service review

## Four year Delivery Program measures

These measures are outcome focused and when tracked over time will show Council's contribution towards implementing the objectives and strategies of the Community Strategic Plan — One Community. They are reported each year in our Annual Report, and also in the End of Council Term report.

Measure	Target
Community satisfaction with: <ul style="list-style-type: none"> <li>• Council's overall performance</li> <li>• Councillor performance</li> <li>• Value for money of Council services</li> <li>• Communication from Council</li> <li>• Opportunity to participate in decision forming processes</li> <li>• Long term planning</li> </ul>	Maintain or improve
Community participation in local issues and events	Maintain or improve
Knowledge of Council services programs and outcomes	Maintain or improve

## Four year Delivery Program budget

Service	Year	Income \$	Expenditure \$	Net Result \$	Capital Expenditure \$
Executive services & communication	2013-14	578,185	2,628,408	(2,050,223)	-
	2014-15	4,286	2,030,240	(2,025,954)	-
	2015-16	4,402	2,093,683	(2,089,281)	-
	2016-17	4,521	2,424,803	(2,420,282)	-
	<b>Total</b>	<b>591,393</b>	<b>9,177,134</b>	<b>(8,585,741)</b>	<b>-</b>
Integrated planning	2013-14	3,034	381,061	(378,027)	80,000
	2014-15	6,618	453,150	(446,532)	-
	2015-16	6,797	270,143	(263,346)	-
	2016-17	6,980	277,437	(270,457)	-
	<b>Total</b>	<b>23,429</b>	<b>1,381,791</b>	<b>(1,358,362)</b>	<b>80,000</b>

\* 2013-14 budget shows revised budgets as at March Quarterly Review

\* 2015–16 and 2016–17 are forward budget estimates only



## One year Operational Plan actions & budget EXECUTIVE SERVICES & COMMUNICATION

### Responsibility: General Manager, Divisional Manager Communication & Tourism

Provide information, guidance and support to ensure effective community engagement and leadership and excellence in Local Government

#### Actions 2014–15

Activity	Action	Measure (target)
C1.1 Conduct the business of Council in an inclusive, responsive and transparent manner	C1.1.1 Support the Councillors in meeting their statutory obligations and roles as community representatives	Councillor newsletters(45) ; effective coordination of community events
	C1.1.2 Support the conduct of effective Council meetings	Council agendas available within 5 days of meetings; council meetings(10); accurate Council minutes kept
	C1.1.3 Facilitate and support civic functions including: Australia Day, Anzac day and Citizenship ceremonies.	effective coordination of civic functions
	C1.1.4 Engage the community on key issues through workshops, on site meetings and monthly market program	effective coordination of community forums
C1.2 Manage the organisation to effectively and efficiently meet our statutory obligations	C1.2.1 Respond to legislative and policy requirements set by the Department of Local Government	legislative requirements (met)
C1.3 Undertake advocacy and collaborative activities to further local issues	C1.3.1 Retain membership and involvement with Local Government Association, South Eastern Regional Organisation of Councils (SEROC), SeaChange Taskforce, South East Australian Transport Strategy (SEATS) and other relevant groups to actively contribute to regional initiatives that benefit the local area	participate in and report on major Initiatives
C1.4 Provide quality, timely and accessible information to the community	C1.4.1 Manage Council's media relationships and provide timely and accurate information	media releases and media queries (400)
	C1.4.2 Prepare and distribute regular issues of Living in Eurobodalla magazine, the Online News email newsletter and grow the subscriber base	Online News issues distributed(10) & subscribers(2600); magazines(4)
	C1.4.3 Manage Council's web and social media presence	social media activities(150); unique visits to esc.nsw.gov.au (70,000)

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result
Council & Committees	3,636	718,985	(715,349)
Donations	650	100,280	(99,630)
Executive	-	724,685	(724,685)
Media and communication	-	449,870	(449,870)
South Eastern Regional Organisation of Councils	-	36,420	(36,420)
<b>Total</b>	<b>4,286</b>	<b>2,030,240</b>	<b>(2,025,954)</b>

## One year Operational Plan actions & budget INTEGRATED PLANNING

### Responsibility: Divisional Manager Strategic Services

Capture our communities vision for the future and coordinate Council's delivery through the Integrated Planning and Reporting Framework

#### Actions 2014–15

Activity	Action	Measure (target)
C2.1 Coordinate the delivery of the Integrated Planning and Reporting Framework across the organisation	C1.1.1 Prepare Council's Delivery Program and Operational Plan	statutory requirements (met)
	C1.1.2 Prepare the Annual Report and progress reports	statutory requirements (met)
	C1.1.3 Project manage cross council input into Integrated Planning and Reporting documents	project plan prepared and implemented; Resourcing Strategy updated annually
	C1.1.4 Review Council's consultation and engagement requirements to satisfy reporting requirements	review undertaken; recommendations reported to Council
	C1.1.5 Implement software and systems	complete
C2.2 Undertake organisation service review	C2.2.1 Development services review	complete
	C2.2.2 Public & environmental health review	complete

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result
Community & corporate planning	6,618	453,150	(446,532)
<b>Total</b>	<b>6,618</b>	<b>453,150</b>	<b>(446,532)</b>

# support services

This section of the Plan outlines Council support services that provide timely, efficient and cost effective internal and corporate service programs to support the delivery of Council's services. These include:

- Finance & governance
- Organisation development
- Organisation support

Details of each support service and what it delivers on a four year and one year basis is provided on the following pages.

## Four year Delivery Program activities

The Delivery Program outlines the key activities that Council will undertake over a four year period to assist in meeting community objectives and strategies outlined in the Community Strategic Plan — One Community. For the 2013–17 period these key activities include:

Activities
<b>Finance &amp; governance (Chief Financial Officer &amp; Business Development)</b>
Oversee Councils financial and governance obligations
SS1.1 Manage Council's financial assets and obligations
SS1.2 Maintain a sound governance framework within which Council operates
<b>Organisation development (DM Organisation Development)</b>
Facilitate recruitment, development and retention of quality staff that encourage continuous improvement and service excellence
SS2.1 Provide and manage frameworks for the development and maintenance of an effective and motivated workforce
SS2.2 Provide and maintain a framework for the management and minimisation of risks to health and safety of staff
<b>Organisation support (DM Technical Services, DM Works, Chief Financial Officer &amp; Business Development)</b>
Support all areas of Council in achieving efficient and successful ongoing operations
SS3.1 Provide quality customer service
SS3.2 Provide efficient information and records management systems
SS3.3 Provide administrative, technical, professional and trade services
SS3.4 Plan for the sustainable management of Council assets

## Four year Delivery Program measures

These measures are outcome focused and when tracked over time will show Council's contribution towards implementing the objectives and strategies of the Community Strategic Plan — One Community. They are reported each year in our Annual Report, and also in the End of Council Term report.

Measure	Target
Staff engagement and job satisfaction	Improve
Workplace Health and Safety Audit	# of actions implemented
Long Term Financial Plan sustainability indicators	Achieve targets
Community satisfaction with; <ul style="list-style-type: none"> <li>• Management of Council's finances</li> <li>• Council customer service</li> </ul>	Maintain or improve
Implementation of Council's Asset Management Strategy	# of actions completed

## Four year Delivery Program budget

Service	Year	Income \$	Expenditure \$	Net Result \$	Capital Expenditure \$
Finance & governance	2013-14	30,984,997	5,520,920	25,464,077	-
	2014-15	31,146,702	6,300,589	24,846,113	-
	2015-16	31,933,365	6,583,590	25,349,775	-
	2016-17	32,739,190	6,799,277	25,939,919	-
	<b>Total</b>	<b>126,804,255</b>	<b>25,204,371</b>	<b>101,599,884</b>	<b>-</b>
Organisation development	2013-14	73,572	1,626,638	(1,553,066)	15,330
	2014-15	74,182	1,486,517	(1,412,335)	-
	2015-16	76,185	1,514,072	(1,437,887)	-
	2016-17	78,242	1,594,129	(1,515,887)	-
	<b>Total</b>	<b>302,181</b>	<b>6,221,356</b>	<b>(5,919,175)</b>	<b>15,330</b>
Organisation support	2013-14	1,010,229	(6,330,988)	7,341,217	5,985,994
	2014-15	1,766,195	(5,997,533)	7,763,728	3,623,141
	2015-16	930,489	(6,159,428)	7,089,916	4,954,481
	2016-17	955,613	(6,286,989)	7,242,601	2,916,263
	<b>Total</b>	<b>4,662,526</b>	<b>(24,774,937)</b>	<b>29,437,462</b>	<b>17,479,879</b>

\* 2013-14 budget shows revised budgets as at March Quarterly Review

\* 2015–16 and 2016–17 are forward budget estimates only

## One year Operational Plan actions & budget FINANCE & GOVERNANCE

### Responsibility: Chief Financial Officer & Business Development

Oversee Council's financial and governance obligations

#### Actions 2014–15

Activity	Action	Measure (target)
SS1.1 Manage Council's financial assets and obligations	SS1.1.1 Provide integrated corporate accounting and financial management systems and procedures	internal audit program (established); annual financial statements (unqualified audit)
	SS1.1.2 Undertake forward budgeting and financial reporting	Long Term Financial Plan (reviewed); unrestricted current ratio; debt service ratio; building and infrastructure renewal ratio (LTFP targets met)
	SS1.1.3 Levying and collection of rates and charges	rates outstanding; rates and annual charges coverage ratio (LTFP targets met)
SS1.2 Maintain a sound governance framework within which Council operates	SS1.2.1 Manage Council risk and insurances	Risk Management Plan implemented (90%)
	SS1.2.2 Ensure transparency in Council dealings	GIPA (compliance), privacy (compliance)
	SS1.2.3 Coordinate Council's governance projects and procedures	# of projects; policy register meets statutory requirements

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result
Environment general rates & revenue	883,519	-	883,519
Finance	393,727	4,533,844	(4,140,117)
General rates & revenue	29,864,728	255,157	29,609,571
Governance	2,364	200,135	(197,771)
Risk management & insurance	2,364	1,311,453	(1,309,089)
<b>Total</b>	<b>31,146,702</b>	<b>6,300,589</b>	<b>24,846,113</b>

## One year Operational Plan actions & budget ORGANISATION DEVELOPMENT

### Responsibility: Divisional Manager Organisation Development

Facilitate the recruitment, development and retention of quality staff that encourage continuous improvement and service excellence

#### Actions 2014–15

Activity	Action	Measure (target)
SS2.1 Provide and manage frameworks for the development and maintenance of an effective and motivated workforce	SS2.1.1 Coordinate the hiring, support and motivating of employees	Organisation and legislative requirements (met)
	SS2.1.2 Coordinate learning and development	core legislative training(100%); corporate training program(complete); grant funding achieved
	SS2.1.3 Undertake Workforce Management Planning	staff retention rate(decrease); youth positions(maintain or increase)
SS2.2 Provide and maintain a framework for the management and minimisation of risks to health and safety of staff	SS2.2.1 Monitor and review trends in workers compensation	workers lost time injury incidents(5% decrease)
	SS2.2.2 Work Health and Safety Management System	core elements implemented and reviewed

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result
Personnel services	74,182	1,486,517	(1,412,335)
<b>Total</b>	<b>74,182</b>	<b>1,486,517</b>	<b>(1,412,335)</b>

## One year Operational Plan actions & budget

### ORGANISATION SUPPORT

**Responsibility: Chief Financial Officer & Business Development; Divisional Manager Technical Services, Divisional Manager Works**

Oversee Council's financial and governance obligations

#### Actions 2014–15

Activity	Action	Measure (target)
SS2.1 Provide quality customer service	SS2.1.1 Provide quality customer service, bookings and after hours telephone services	Customer Service Charter targets (met); reception calls answered within 40sec (90%); cash balance (nil discrepancies); call abandonment rate (<5%)
	SS2.1.2 Customer attendance responded to in an efficient and timely manner	customer wait times (<5min for initial acknowledgment)
SS2.2 Provide efficient information and records management systems	SS2.2.1 Provide timely and efficient information technology and communication systems and support	downtime (<72 hours unplanned)
	SS2.2.2 Support the development and implementation of integrated mobile systems	evidence of mobile operational systems
	SS2.2.3 Efficient management of Council records	comply with State Records Act
SS2.3 Provide administrative, technical, professional and trade services	SS2.3.1 Provide and maintain Council plant, equipment, offices, depots and workshops	assets maintained to standard
	SS2.3.2 Provide survey, investigation and design services	% survey and design jobs completed within agreed timeframes
	SS2.3.3 Provide building maintenance and construction services, procurement, stores and electrical trade services to support Council operations	works completed on time and within budget; % purchasing and tendering compliance with policy and legislative requirements
	SS2.3.4 Manage Council property to achieve best value to the community	value of lease and licences; return on investment; legislation(met); disposal of land(not less than market value)
SS2.4 Plan for the sustainable management of council assets	SS2.4.1 Review transport asset management plan	complete
	SS2.4.2 Undertake condition assessments	roads condition assessments (complete); condition of public works reported annually
	SS2.4.3 Review Asset Management Strategy	complete

#### Budget 2014–15

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Asset management	4,727	520,342	(515,615)	-
Corporate overheads	-	(15,134,477)	15,134,477	-
Council land management	1,166,533	718,850	447,683	-
Customer and information services	10,100	703,945	(693,845)	-
Depots & workshops	134,996	2,708,772	(2,573,776)	2,518,699
General administration	-	102,934	(102,934)	-
Information, communications and technology	4,727	2,182,845	(2,178,118)	155,000
Management committees	113,930	385,315	(271,385)	-
Office buildings	-	711,185	(711,185)	521,442
Private works	317,000	252,119	64,881	-
Technical services	14,182	850,636	(836,454)	428,000
<b>Total</b>	<b>1,766,195</b>	<b>(5,997,533)</b>	<b>7,763,728</b>	<b>3,623,141</b>

#### Capital program 2014–15

Capital item	Funding source					Total
	Cash	Crown reserves	Grants/ contributions	Infrastructure fund	Loans	
Moruya depot - upgrade doors	-	-	-	10,000	-	10,000
Narooma depot - structural work & repairs	-	-	-	40,000	-	40,000
Fleet and plant purchases	2,462,699	-	-	-	-	2,462,699
Radio base - Gollarabee Mountain	6,000	-	-	-	-	6,000
Computer purchases	155,000	-	-	-	-	155,000
Administration building - internal external improvement	10,000	-	-	-	-	10,000
Administration building security	-	-	-	30,000	-	30,000
Furniture purchases	10,000	-	-	-	-	10,000
Energy efficiency projects	471,442	-	-	-	-	471,442
General fund capital program design costs	428,000	-	-	-	-	428,000
<b>Total</b>	<b>3,543,141</b>	<b>-</b>	<b>-</b>	<b>80,000</b>	<b>-</b>	<b>3,623,141</b>

# Budget 2014–15

## Operational Plan Budget 2014–15

This section of the document outlines how Council's budget for the 2014–15 period was prepared and includes detailed information on income, expenditure, capital programs, as well as key budget assumptions.

While this budget is for the 2014–15 period it is important to keep in mind that Council also prepares a Long Term Financial Plan (LTFP) with a 10 year horizon. The LTFP is a decision making and problem solving tool to guide future action. The LTFP will be reviewed in detail in 2014–15. The LTFP underpins the content of Council's four year Delivery Program and one year Operational Plan.

In preparing the budget for 2014–15, Council continued its focus on finding savings and efficiencies to reduce the budget deficit position while ensuring the continued delivery of a broad range of works, services and programs to the community. A thorough line by line review of each manager's budgets was undertaken by our General Manager with the following results:

- **Total income – \$94 million**  
**(\$96 million including capital grants and contributions)**
- **Total expenses – \$96 million**
- **Total capital program – \$29 million**
- **Net operating result for the year – \$(0.2) million deficit**
- **Net operating result for the year before capital grants & contributions – \$(2.7) million deficit**
- **Cash position – \$0.4 million increase in unrestricted funds**

The net operating result best presents the expected financial performance of Council. It is fundamental to the ongoing financial sustainability of the Council that the net operating result over the long term is balanced. This is not expected to be achieved in 2014–15.

Rate pegging, our growing infrastructure gap and cost shifting from other levels of government have limited Council's capacity to achieve a surplus in the 2014–15 year.

To improve our financial sustainability we either need to increase our operating revenue, by increasing rates and other fees and charges; or reduce our operating expenditure by decreasing the level of service we provide to our community; or some combination of the above.

To this aim, an organisation service review has commenced and is a priority for the Council. The service review will enable Council in consultation with the community to make an informed decision about service delivery priorities and its financial future.

We are also committed to continually improving our financial planning to enable us to make good decisions. In particular, our estimates of depreciation on our infrastructure assets require improvement. Significant adjustments were required for 2014–15. This year we are undertaking a condition assessment and revaluation of our infrastructure assets as well as using a more robust depreciation model and pursuing independent advice to review our processes. Depreciation on our \$1.2 billion of infrastructure assets makes up 30% of our total budgeted expenditure and therefore is vital to having reliable estimates. It is important to have good information for financial planning purposes and we are aiming for high quality information.

## Budget considerations

Some of the key considerations in preparing the budget were:

### Rate pegging

A key consideration outside of the control of Council is the rate pegging environment unique to New South Wales councils. The Independent Pricing & Regulatory Tribunal (IPART) determines the rate peg amount, or the allowable annual increase in general income for councils. They also review and determine council applications for increases in general income above the rate peg, known as 'Special Rate Variations'. The rate peg amount applied for 2014–15 is the IPART approved increase of 2.3%. Council has not sought a special rate variation for the 2014–15 year given the service review that is being undertaken, and that there must be extensive consultation and clear community support for such an application to be successful.

### Infrastructure backlog

A primary concern of Council is the increasing gap in the cost of maintaining and replacing infrastructure. As per the Department of Local Government Guidelines, the ideal building & infrastructure renewal ratio is 100%. Currently Council is budgeted to achieve only 47% for 2014–15. This result is not dissimilar to other like councils, and is due to an expected increase in depreciation of over 12% in 2014–15 compared to 2013–14. This position is not expected to improve within the Delivery Program 2013–17, nor in the Long Term Financial Plan period of 10 years if we increase rates by only the rate pegging amount. We can expect the condition of assets and the level of service to the community to decline overtime.

## Budget position

### Operating and capital position

The original consolidated budget position for 2014–15 was a deficit of \$4.9 million before capital grants and contributions, with a deficit of \$0.1 million after these grants and contributions. Significant changes to depreciation and capital grants impacted the final result, however savings were found by Directors and Divisional Managers within their recurrent budgets. The final respective deficits are \$2.7 million and \$0.2 million. Capital expenditure this year is budgeted at \$29 million with the largest specific spends, in the following service areas: transport (\$7.8 million); sewer services (\$5.5 million); community spaces(\$4.0 million); water services (\$2.9 million); waste management (\$4.4 million); and organisation support(\$3.6 million).

## Cash/Fund flow position

It is important to note that the cash position of Council is different to the operating and capital position as it excludes non cash movements. Non cash movements include things such as depreciation and provision for employee entitlements. These are costed to Council's operating result but do not represent actual cash paid. The operating result does not include funds received from borrowings. Loans are important to Local Government as their use facilitates intergenerational equity. This allows for those who enjoy the benefits of assets and services provided by Council to contribute to their funding, whilst assets and services that are consumed in the short term do not place a financial burden on future generations.

Implementing this Operational Plan 2014–15 and Delivery Program 2013–17 will require new borrowings of \$4 million in year one and \$9 million in years two, three and four. This cumulative additional borrowing of \$32 million is directly linked to the total capital expenditure of \$126 million over the four year period.

Over the four year Delivery Program, the net consolidated unrestricted cash funds are expected to increase by \$13 million with the intention to maintain conservative debt service ratios and appropriate unrestricted cash. The majority of this unrestricted cash is specific to the water and sewer funds. Unrestricted cash means that these monies are available for any ordinary operating activities undertaken by the relevant areas within Council. Restricted funds are those that are quarantined or reserved for specified activities.

Detailed financial statements and key explanatory notes for each of Council's five funds and financial indicators are outlined on the following pages.

### Financial indicators

Key financial indicators similar to those in the annual financial accounts are presented here to provide useful information about the financial health of Council. The indicators are all satisfactory apart from the asset renewal ratio. This indicates we are not able to fund the renewal of our existing assets.

#### Financial Indicators

Year ended 30 June	Actual	Budget				
	2013	2014	2015	2016	2017	
Unrestricted current ratio	2.15	>2	>=1:1	>=1:1	>=1:1	
Debt service ratio	9.70%	10%	10%	10%	10%	
Rates coverage ratio	50%	50%	57%	57%	57%	
Outstanding rates ratio	4.21%	4.65%	<5%	<5%	<5%	
Infrastructure renewals ratio	49%	51%	47%	53%	56%	

## Consolidated financial budgets

INCOME STATEMENT	2013–14	2014–15	2015–16	2016–17
<b>Revenue</b>				
Rates & annual charges	50,029,753	52,472,285	54,118,013	55,613,473
User fees and other	22,353,409	22,405,817	23,112,756	23,800,070
Investment revenues	3,337,032	3,006,335	3,087,506	3,170,872
Grants	18,108,283	14,979,902	15,273,840	15,581,253
Profit/(loss) on disposal of assets	397,000	860,169	-	-
<b>Total revenue</b>	<b>94,225,477</b>	<b>93,724,508</b>	<b>95,592,114</b>	<b>98,165,668</b>
<b>Less expenses</b>				
Interest	4,507,073	4,514,679	4,348,252	4,590,408
Depreciation	27,416,652	30,286,898	32,004,154	33,574,692
Employee costs	35,386,758	35,116,380	36,085,316	37,023,039
Other costs (incl materials & contracts)	30,227,326	26,462,165	26,686,160	27,877,575
<b>Total expenses</b>	<b>97,537,809</b>	<b>96,380,121</b>	<b>99,123,883</b>	<b>103,065,714</b>
<b>Net ordinary surplus (deficit)</b>	<b>(3,312,333)</b>	<b>(2,655,614)</b>	<b>(3,531,768)</b>	<b>(4,900,045)</b>
Developer contributions	1,733,000	1,415,000	1,453,205	1,492,443
Capital grants & contributions	4,035,659	1,002,520	3,466,125	395,524
<b>Net surplus (deficit)</b>	<b>2,456,326</b>	<b>(238,094)</b>	<b>1,387,562</b>	<b>(3,012,079)</b>

### CASH/FUND FLOW STATEMENT

Operations				
Net surplus (-deficit) from above	2,456,326	(238,094)	1,387,562	(3,012,079)
Adjusts for non cash/fund flows	27,019,652	29,426,729	32,004,154	33,574,692
	<b>29,475,979</b>	<b>29,188,635</b>	<b>33,391,715</b>	<b>30,562,614</b>
<b>Investing</b>				
Proceeds from asset sales	1,813,200	1,507,157	501,735	767,242
Repayments from deferred debtors	(20,600)	19,400	19,924	20,462
Purchase of assets	(32,485,578)	(29,169,167)	(35,164,522)	(29,127,421)
	<b>(30,692,978)</b>	<b>(27,642,610)</b>	<b>(34,642,863)</b>	<b>(28,339,717)</b>
<b>Financing</b>				
Proceeds from borrowing	13,616,967	10,982,441	14,153,112	13,194,784
Repayments of borrowings	(13,442,481)	(12,503,322)	(10,900,208)	(9,919,411)
	<b>174,486</b>	<b>(1,520,881)</b>	<b>3,252,904</b>	<b>3,275,373</b>
<b>Net increase (decrease) in funds before transfers</b>	<b>(1,042,513)</b>	<b>25,145</b>	<b>2,001,756</b>	<b>5,498,269</b>
Transfers from (to) restricted investments	6,048,624	332,724	1,488,803	(1,371,152)
<b>Net increase (decrease) in unrestricted funds</b>	<b>5,006,110</b>	<b>357,869</b>	<b>3,490,560</b>	<b>4,127,117</b>

\* 2013-14 budget shows revised budgets as at March Quarterly Review

## General fund financial statement

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
<b>Revenue</b>				
Rates & annual charges	21,965,086	22,543,970	23,091,227	23,650,887
User fees and other	9,518,205	9,596,781	9,896,372	10,179,769
Investment revenues	2,497,335	2,278,335	2,340,877	2,404,083
Grants	16,961,254	14,164,435	14,491,257	14,765,123
Profit/(loss) on disposal of assets	397,000	860,169	-	-
<b>Total revenue</b>	<b>51,338,880</b>	<b>49,443,690</b>	<b>49,819,732</b>	<b>50,999,862</b>
<b>Less expenses</b>				
Interest	2,363,188	2,563,286	2,711,748	2,721,095
Depreciation	14,300,787	16,148,750	16,964,637	17,886,224
Employee costs	26,885,643	26,319,091	27,009,421	27,744,274
Other costs (incl materials & contracts)	10,325,038	7,878,849	7,748,765	8,118,761
<b>Total expenses</b>	<b>53,874,656</b>	<b>52,909,976</b>	<b>54,434,570</b>	<b>56,470,354</b>
<b>Net ordinary surplus (deficit)</b>	<b>(2,535,776)</b>	<b>(3,466,286)</b>	<b>(4,614,838)</b>	<b>(5,470,492)</b>
Developer contributions	823,000	555,000	569,985	585,375
Capital grants & contributions	3,316,691	302,520	77,025	79,105
Internal dividends received (paid)	-	230,000	287,560	442,987
<b>Net surplus (deficit)</b>	<b>1,603,915</b>	<b>(2,378,766)</b>	<b>(3,680,268)</b>	<b>(4,363,025)</b>

CASH/FUND FLOW STATEMENT				
Operations				
Net surplus (deficit) from above	1,603,915	(2,378,766)	(3,680,268)	(4,363,025)
Adjusts for non cash/fund flows	13,903,787	15,288,581	16,964,637	17,886,224
	<b>15,507,702</b>	<b>12,909,814</b>	<b>13,284,368</b>	<b>13,523,199</b>
<b>Investing</b>				
Proceeds from asset sales	1,813,200	1,507,157	501,735	767,242
Repayments from deferred debtors	(20,600)	19,400	19,924	20,462
Purchase of assets	(23,369,480)	(16,321,167)	(16,174,265)	(13,286,431)
	<b>(21,576,880)</b>	<b>(14,794,610)</b>	<b>(15,652,606)</b>	<b>(12,498,727)</b>
<b>Financing</b>				
Proceeds from borrowing	10,114,741	5,871,277	2,440,639	4,955,449
Repayments of borrowings	(7,093,298)	(3,261,799)	(2,340,033)	(5,902,876)
	3,021,443	2,609,478	100,606	(947,427)
<b>Net increase (decrease) in funds before transfers</b>	<b>(3,047,735)</b>	<b>724,683</b>	<b>(2,267,632)</b>	<b>77,045</b>
Transfers from (to) restricted investments	2,986,333	908,783	2,164,487	(528,507)
<b>Net increase (decrease) in unrestricted funds</b>	<b>(61,402)</b>	<b>1,633,466</b>	<b>(103,145)</b>	<b>(451,463)</b>

\* 2013-14 budget shows revised budgets as at March Quarterly Review

## Environment fund financial statement

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
<b>Revenue</b>				
Rates & annual charges	840,207	862,424	883,277	904,595
User fees and other	217,623	233,740	240,051	246,533
Grants	574,887	240,495	180,667	185,998
<b>Total revenue</b>	<b>1,632,717</b>	<b>1,336,659</b>	<b>1,303,994</b>	<b>1,337,126</b>
<b>Less expenses</b>				
Depreciation	124,268	129,964	133,473	135,766
Employee costs	764,874	700,312	719,220	738,640
Other costs (incl materials & contracts)	1,400,732	705,130	657,413	675,164
<b>Total expenses</b>	<b>2,289,874</b>	<b>1,535,406</b>	<b>1,510,106</b>	<b>1,549,571</b>
<b>Net ordinary surplus (deficit)</b>	<b>(657,157)</b>	<b>(198,747)</b>	<b>(206,112)</b>	<b>(212,445)</b>
Capital grants & contributions	79,968	-	-	-
<b>Net surplus (deficit)</b>	<b>(577,189)</b>	<b>(198,747)</b>	<b>(206,112)</b>	<b>(212,445)</b>

CASH/FUND FLOW STATEMENT				
Operations				
Net surplus (deficit) from above	(577,189)	(198,747)	(206,112)	(212,445)
Adjusts for non cash/fund flows	124,268	129,964	133,473	135,766
	<b>(452,921)</b>	<b>(68,783)</b>	<b>(72,640)</b>	<b>(76,679)</b>
<b>Investing</b>				
Purchase of assets	(91,018)	-	-	-
	<b>(91,018)</b>	-	-	-
<b>Net increase (decrease) in funds before transfers</b>	<b>(543,939)</b>	<b>(68,783)</b>	<b>(72,640)</b>	<b>(76,679)</b>
Transfers from (to) restricted investments	524,664	-	-	-
<b>Net increase (decrease) in unrestricted funds</b>	<b>(19,275)</b>	<b>(68,783)</b>	<b>(72,640)</b>	<b>(76,679)</b>

\* 2013-14 budget shows revised budgets as at March Quarterly Review

## General and environment fund explanatory notes

- The rate peg amount applied this year is IPART's Local Government Cost Index of 2.8% less a productivity factor of 0.2% and a deduction of 0.3% to partially offset the carbon price advance. The IPART rate peg amount is therefore only 2.3% .
- The budgeted income statement position for the combined funds is a deficit of \$3.6 million. This deficit is due to Council's challenge in maintaining our non-current assets (infrastructure gap) and current levels of service.
- The budgeted cash position presented for the combined funds is a surplus of \$1.5 million.
- The capital program is consistent with the LTFP with a focus on renewals and upgrades of existing assets and network deficiencies.



## Waste fund financial statement

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
<b>Revenue</b>				
Rates & annual charges	5,828,784	5,982,551	6,187,295	6,387,509
User fees and other	2,566,704	2,529,498	2,659,298	2,778,165
Investment revenues	205,945	143,000	145,834	149,772
Grants	170,236	173,068	180,906	189,106
<b>Total revenue</b>	<b>8,771,669</b>	<b>8,828,117</b>	<b>9,173,333</b>	<b>9,504,551</b>
<b>Less expenses</b>				
Interest	108,802	84,741	243,243	420,904
Depreciation	496,998	653,752	1,134,535	1,326,321
Employee costs	1,516,267	2,175,999	2,234,751	2,295,091
Other costs (incl materials & contracts)	6,266,589	5,558,051	5,707,091	5,861,188
<b>Total expenses</b>	<b>8,388,656</b>	<b>8,472,543</b>	<b>9,319,621</b>	<b>9,903,504</b>
<b>Net ordinary surplus (deficit)</b>	<b>383,013</b>	<b>355,574</b>	<b>(146,288)</b>	<b>(398,953)</b>
Developer contributions	10,000	10,000	10,270	10,547
<b>Net surplus (deficit)</b>	<b>393,013</b>	<b>365,574</b>	<b>(136,018)</b>	<b>(388,406)</b>
<b>CASH/FUND FLOW STATEMENT</b>				
<b>Operations</b>				
Net surplus (deficit) from above	393,013	365,574	(136,018)	(388,406)
Adjusts for non cash/fund flows	496,998	653,752	1,134,535	1,326,321
	<b>890,011</b>	<b>1,019,326</b>	<b>998,518</b>	<b>937,915</b>
<b>Investing</b>				
Purchase of assets	(277,000)	(4,355,000)	(3,869,736)	(2,636,825)
	<b>(277,000)</b>	<b>(4,355,000)</b>	<b>(3,869,736)</b>	<b>(2,636,825)</b>
<b>Financing</b>				
Proceeds from borrowing	830,343	2,894,238	3,250,500	2,500,000
Repayments of borrowings	(1,062,375)	(311,528)	(467,219)	(731,773)
	<b>(232,032)</b>	<b>2,582,710</b>	<b>2,783,281</b>	<b>1,768,227</b>
<b>Net increase (decrease) in funds before transfers</b>	<b>380,979</b>	<b>(752,964)</b>	<b>(87,937)</b>	<b>69,317</b>
Transfers from (to) restricted investments	136,936	111,500	134,537	(10,547)
<b>Net increase (decrease) in unrestricted funds</b>	<b>517,915</b>	<b>(641,464)</b>	<b>46,600</b>	<b>58,770</b>

\* 2013-14 budget shows revised budgets as at March Quarterly Review

### Waste fund explanatory notes

- Waste collection charges increase by 2.5% for the typical household.
- The budgeted cash position is a deficit in the first year of \$0.6 million and close to break even or in surplus in the remaining years.
- All future capital works are related to cell works and are loan funded.
- The increasing environmental constraints for waste disposal and implementing new sites remains a challenge.

## Water fund financial statement

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
<b>Revenue</b>				
Rates & annual charges	4,649,713	5,850,183	6,006,143	6,166,003
User fees and other	9,348,877	9,295,798	9,546,785	9,804,557
Investment revenues	282,860	285,000	292,695	300,598
Grants	206,427	206,427	216,240	226,520
<b>Total revenue</b>	<b>14,487,877</b>	<b>15,637,408</b>	<b>16,061,863</b>	<b>16,497,678</b>
<b>Less expenses</b>				
Interest	629,573	586,808	166,101	65,762
Depreciation	6,142,996	6,417,343	6,568,260	6,772,085
Employee costs	5,386,714	5,216,425	5,398,348	5,501,920
Other costs (incl materials & contracts)	2,917,056	3,085,895	3,158,944	3,318,070
<b>Total expenses</b>	<b>15,076,339</b>	<b>15,306,471</b>	<b>15,291,653</b>	<b>15,657,838</b>
<b>Net ordinary surplus (deficit)</b>	<b>(588,462)</b>	<b>330,937</b>	<b>770,210</b>	<b>839,841</b>
Developer contributions	550,000	500,000	513,500	527,365
Capital grants & contributions	437,000	-	-	-
<b>Net surplus (deficit)</b>	<b>398,538</b>	<b>830,937</b>	<b>1,283,710</b>	<b>1,367,206</b>
<b>CASH/FUND FLOW STATEMENT</b>				
<b>Operations</b>				
Net surplus (deficit) from above	398,538	830,937	1,283,710	1,367,206
Adjusts for non cash/fund flows	6,142,996	6,417,343	6,568,260	6,772,085
	<b>6,541,534</b>	<b>7,248,280</b>	<b>7,851,969</b>	<b>8,139,291</b>
<b>Investing</b>				
Purchase of assets	(3,079,080)	(2,946,000)	(2,694,848)	(2,824,567)
	<b>(3,079,080)</b>	<b>(2,946,000)</b>	<b>(2,694,848)</b>	<b>(2,824,567)</b>
<b>Financing</b>				
Proceeds From borrowing	2,972	-	-	-
Repayments of borrowings	(635,386)	(5,972,160)	(1,509,688)	(69,693)
	<b>(632,414)</b>	<b>(5,972,160)</b>	<b>(1,509,688)</b>	<b>(69,693)</b>
<b>Net increase (decrease) in funds before transfers</b>	<b>2,830,040</b>	<b>(1,669,880)</b>	<b>3,647,433</b>	<b>5,245,031</b>
Transfers from (to) restricted investments	695,654	96,506	62,729	64,423
<b>Net increase (decrease) in unrestricted funds</b>	<b>3,525,694</b>	<b>(1,573,374)</b>	<b>3,710,162</b>	<b>5,309,454</b>

\* 2013-14 budget shows revised budgets as at March Quarterly Review

### Water fund explanatory notes

- Increases to water rates have been proposed in this budget to address the operating deficit within the water fund. The access charge increased to \$282 (23.7%) with the usage charge to remain at \$3.40 per kilolitre.
- This is consistent with best practice pricing, achieving 55% of revenue from residential metered charges and 45% from annual charges.
- The budgeted income statement position before capital revenue is a surplus of \$0.33 million and a surplus after capital revenue of \$0.8 million. Surpluses are budgeted in the remaining years.
- The budgeted cash position is a deficit of \$1.5 million for 2014-15 and surpluses in the remaining years.
- Whilst appropriate maintenance continues on water infrastructure, renewals continue to be materially below annual depreciation which means future 'catch up' expenditure will be required.
- Council aims to provide for a dividend from this fund in 2015-16 subject to results. Not budgetted.

## Sewer fund financial statement

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
<b>Revenue</b>				
Rates & annual charges	16,745,963	17,233,157	17,950,072	18,504,479
User fees and other	702,000	750,000	770,250	791,048
Investment revenues	350,892	300,000	308,100	316,419
Grants	195,478	195,477	204,770	214,506
<b>Total revenue</b>	<b>17,994,333</b>	<b>18,478,634</b>	<b>19,233,192</b>	<b>19,826,451</b>
<b>Less expenses</b>				
Interest	1,405,510	1,279,844	1,227,160	1,382,647
Depreciation	6,351,603	6,937,090	7,203,250	7,454,296
Employee costs	833,260	704,553	723,576	743,113
Other costs (incl materials & contracts)	9,317,910	9,234,239	9,413,946	9,904,391
<b>Total expenses</b>	<b>17,908,283</b>	<b>18,155,726</b>	<b>18,567,932</b>	<b>19,484,447</b>
<b>Net ordinary surplus (deficit)</b>	<b>86,050</b>	<b>322,908</b>	<b>665,260</b>	<b>342,004</b>
Developer contributions	350,000	350,000	359,450	369,156
Capital grants & contributions	202,000	700,000	3,389,100	316,419
Internal dividends received (paid)	-	(230,000)	(287,560)	(442,987)
<b>Net Surplus (deficit)</b>	<b>638,050</b>	<b>1,142,908</b>	<b>4,126,250</b>	<b>584,592</b>

CASH/FUND FLOW STATEMENT				
<b>Operations</b>				
Net surplus (deficit) from fbove	638,050	1,142,908	4,126,250	584,592
Adjusts for non cash/fund flows	6,351,603	6,937,090	7,203,250	7,454,296
	<b>6,989,653</b>	<b>8,079,998</b>	<b>11,329,500</b>	<b>8,038,888</b>
<b>Investing</b>				
Purchase of assets	(5,669,000)	(5,547,000)	(12,425,673)	(10,379,598)
	<b>(5,669,000)</b>	<b>(5,547,000)</b>	<b>(12,425,673)</b>	<b>(10,379,598)</b>
<b>Financing</b>				
Proceeds from borrowing	2,668,911	2,216,926	8,461,973	5,739,335
Repayments of borrowings	(4,651,422)	(2,957,835)	(6,583,268)	(3,215,069)
	<b>(1,982,511)</b>	<b>(740,909)</b>	<b>1,878,705</b>	<b>2,524,266</b>
<b>Net increase (decrease) in funds before transfers</b>	<b>(661,858)</b>	<b>1,792,089</b>	<b>782,532</b>	<b>183,556</b>
Transfers from (to) restricted investments	1,705,036	(784,065)	(872,950)	(896,521)
<b>Net increase (decrease) in unrestricted funds</b>	<b>1,043,178</b>	<b>1,008,024</b>	<b>(90,418)</b>	<b>(712,965)</b>

### Sewer fund explanatory notes

- The sewerage access charge has been increased by 2.5% (20mm connection access charge \$865). 2013-14 was the final year in the five year transition to the business user charging as per the NSW Office of Water best practice pricing guidelines. The sewer usage charge has also only increased by 2.5% for 2014-15 from \$1.66 to \$1.70 per kilolitre.
- The budgeted income statement position before capital revenue is a surplus of \$0.3 million and a surplus after capital revenue of \$1.1 million. Surpluses are also budgeted in the remaining years
- The budget proposes a cash surplus of \$1.0 million for 2014-15
- Council continues to include funding for the small village sewerage schemes of Bodalla and Rosedale/Guerilla Bay.
- As with the water fund, renewals continue to be below annual depreciation which means future catch up expenditure will be required.
- Council will seek a dividend from this fund subject to results in 2014-15 and other years. This is now included in the budget.

## Accounting policies and notes

- 1) Policies are generally as stated in the audited financial accounts.
- 2) Sale of assets; the gross value of sales is disclosed in the statement of fund flows. The "carrying value" of assets sold is assumed to be equal to the sale value.
- 3) Depreciation is forecast based on existing assets, works in progress and proposed purchases/construction.
- 4) Borrowing may be substituted with other funding sources if available at the time.
- 5) Employee costs are disclosed on the same basis as Council's audited financial statements.
- 6) Capital grants & contributions exclude the estimated value of non cash assets contributed through subdivision.
- 7) Costs exclude net present value of future remediation of landfills and the like.
- 8) Investment revenues are based on estimated cash/fund flow actually realised.



# \$29m

cost of Councils 2014-15  
capital works program

# \$94m

total income Council will  
manage in 2014-15

# Revenue Policy

Our Revenue Policy is prepared annually in accordance with Section 405 of the Local Government Act 1993. The Revenue Policy includes the following statements for the year 2014–15:

- Rating structure
- Levies and charges
- Pricing policy
- Borrowings

## Rating structure

The rating structure for General Rates 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.

## Rate pegging

The NSW Government introduced rate pegging in 1987. Rate pegging limits the amount by which the Council can increase its rate revenue from one year to the next. The amount of the rate peg is set by the Independent Pricing and Regulatory Tribunal of NSW (IPART).

Council has applied the IPART Local Government Cost Index of 2.3% to general rates for 2014–15.

## Rating categories

Each parcel of land in the Eurobodalla has been categorised for rating purposes in accordance with Sections 515 to 519 of the Local Government Act 1993 (LGA).

### Residential

Applies uniformly to all properties where the dominant use is residential or in the case of vacant land, where it is zoned or used for residential purposes.

### Farmland

Applies to all properties in the Eurobodalla that satisfy the farmland criteria in the LGA.

### Business

Applies to all properties that are not identified as residential or farmland. Properties deemed "inactive" are excepted.

A differential loading is applied to commercial and industrial properties which contribute a greater share of the costs relating to:

- Tourism and economic development
- CBD amenities enhancing retail & tourism
- Additional cleaning, maintenance and construction treatments required for road, traffic, drainage, toilet and street cleaning

### Business (subcategory: inactive)

Council places any properties that cannot be categorised as residential, business or farmland into the business inactive subcategory. Generally they are lands which have a restriction on their use or cannot be built on. This land will be rated at the same level as residential land.

## Pensioner rebates

Holders of a pensioner concession card who own and occupy a rateable property are eligible for a pensioner concession. The LGA provides for a pensioner rebate of up to 50% of the aggregated ordinary rates and domestic waste management service charges, to a maximum of \$250. They are also entitled to a maximum rebate of \$87.50 for both water and sewer base charges at a total of \$175.00 per annum.

Under the State's existing mandatory Pensioner Concession Scheme, the State Government reimburses the Council 55% (up to \$233.75 per property) of the pensioner concession. Council funds the remaining 45% (up to \$191.25 per property).

Eurobodalla has approximately 4,640 properties that receive a pensioner concession on their rates. Pensioner concessions are expected to total \$1.9 million in 2014-15. The 55% pensioner subsidy received from the NSW Government will amount to approximately \$1 million, leaving approximately \$900,000 to be funded by Council and the community.

## Charges on overdue accounts

In accordance with s566(3) of the LGA, the Minister for Local Government determines the maximum rate of interest payable on overdue rates and charges each year.

The applicable rate for the 2014–15 period is 8.5%. This is a decrease from the 2013–14 interest rate which was 9% per annum. Council applies the same interest rate to other overdue debtor accounts.

Details on the general fund can be found in the Budget section of this document.

## 2014–15 Rates income

Table 3.1 – Projected general rates income 2014–15

Category	Rate (cents in \$)	Base charge (\$)	% of Total income from base charge	No. of properties	No. of pensioners	Rateable value	Gross yield
Residential	0.2171	408.00	49.88	23,260	4,640	4,395,758,190	19,033,283
Business	0.8019	408.00	13.90	1,217	-	381,388,720	3,554,892
Farmland	0.1699	408.00	32.04	286	-	145,884,460	364,545
Business inactive	0.2171	-	-	10	-	649,240	1,409
<b>Total</b>				<b>24,773</b>			<b>22,954,129</b>

## Levies & charges

### Infrastructure

Council established the Infrastructure Fund in 2003 to assist in addressing the significant gap in funding for asset maintenance and renewal.

The Minister for Local Government approved a 10% increase in rates in 2003, 5% in 2005 and a further 5% in 2006. The fund now raises a total of \$3.7 million each year for the purpose of infrastructure maintenance and renewal.

Council recognises that maintenance and renewal of roads and community infrastructure is important to community wellbeing, the economy and tourism. Council allocates these funds across the transport and community spaces services. Details of how the Infrastructure Fund is allocated are available in the Budget section of this document.

### Infrastructure Fund

Service	Expenditure (\$)
<b>Libraries, arts &amp; culture</b>	
Libraries	55,000
<b>Social inclusion</b>	
Children services	15,000
<b>Organisation support</b>	
Asset management	82,390
Depots & workshops	50,000
Office buildings	30,000
<b>Community spaces</b>	
Boating Facilities	82,390
CBD facilities	53,270
Community centres	60,000
Footpaths	70,620
Parks & reserves	165,000
Public halls & recreation buildings	185,000
Public toilets	30,000
Sporting facilities	233,310
Swimming pools	60,000
<b>Transport</b>	
Bridges	767,190
Bus shelters	20,000
Local rural roads	581,925
Local urban roads	1,143,830
<b>Total</b>	<b>3,684,925</b>

### Waste

Council provides a waste collection and management service to the community. Waste management charges are designed to recover costs from people who actually benefit from the availability or the use of the waste management system. Details of the waste fund can be found in the Budget section of this document.

Table 3.2 – Projected waste income 2014–15

Charge	Description	Annual charge (\$)	# of services	Gross yield (\$)
Domestic waste availability charge (Section 496 of the Act)	Applies to all rateable land (incl vacant land) served by the domestic waste collection service and to non rateable properties that utilise the service. The annual charge is levied whether the collection service is used or not.	16.70	21,618	361,020
Domestic waste collection charge (Section 496 of the Act)	Covers the cost of waste collection services. These services include weekly collection of an 80 litre garbage bin, fortnightly collection of a 240 litre recycling bin and a 240 litre garden organics, and an annual hardwaste collection. This fee is charged to residents supplied with garbage bins by Council.	222.75	21,206	4,723,636
	+ Additional service 240 litre recycling bin	60.80		
	+ Additional service 240 litre garden organics bin	60.80		
Waste management charge (Section 501 of the Act)	All rateable assessments in Eurobodalla pay this charge to cover the cost of waste management including tip operations and waste minimisation programs.	47.15	24,802	1,169,414
<b>Total</b>				<b>6,254,070</b>

### Environment

In 1996–97 Council introduced an environmental levy to provide funds to assist with the preservation and protection of the environment. A separate fund, the Environment Fund, was established to ensure that monies collected are accounted for separately from other activities of Council. Details of the Environment Fund can be found in the Budget section of this document.

The funds raised from the levy are devoted exclusively to tasks such as landcare, estuary management, weeds and pest control, environmental monitoring and research, erosion works and environmental compliance. These funds will supplement NSW Government and other grant contributions towards the protection of the environment. Details can be found on the environment fund page of the Budget section.

As with general rates, the environmental 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 levy is applied to all rating categories.

Table 3.3 – Projected environmental levy income 2014–15

Category	Rate (cents in \$)	Base charge (\$)	% of Total income from base charge	No. of properties	No. of pensioners	Rateable value	Gross yield (\$)
Environmental levy	0.009269	17.90	49.28	24,763	4,640	4,923,031,370	899,577

### Environment fund

Service	Expenditure (\$)
<b>Natural environment &amp; sustainability</b>	
Coastal & estuary management	132,033
Environmental management	134,674
Environmental protection	101,003
Invasive species management	315,301
Landcare projects	34,439
Natural resource management	142,289
Sustainability	28,917
<b>Public &amp; environmental health</b>	
Environmental compliance	524,364
<b>Stormwater &amp; flood management</b>	
Flood mitigation	24,935
Lake openings	2,935
Rock walls & sea walls	94,516
<b>Total</b>	<b>1,535,406</b>

### Stormwater

In 2006–07 Council introduced a stormwater charge on all developed urban properties. A special stormwater fund was established as part of the general fund to record and report the income and expenditure related to this charge.

This funds the implementation of the stormwater & flood management service as outlined in this document and is used to improve the performance of the stormwater systems in terms of protecting private property from discharge from public lands and roads, and the quality of stormwater harvested and discharged into waterways.

The stormwater charges are levied with the annual rate notice in accordance with Section 496A LGA

Table 3.4 – Projected stormwater income 2014–15

Category	Charge (\$)	Number of properties	Gross yield (\$)
Residential	25	15,082	377,050
Residential strata	12.50	2,518	31,475
Business	Land Area *	940	37,030
<b>Total</b>		<b>18,322</b>	<b>445,555</b>

\*Land Area

- for land up to 1050 square metres – \$25
- for land 1051 to 2100 square metres – \$50
- for land 2101 to 3150 square metres – \$75
- for land greater than 3150 square metres – \$100

The charge for business strata is as for business divided by the number of units.

### Water

Supplying water to the community is one of the major activities of Council. To pay for this supply, Council collects revenue from the people who benefit from the availability and use of the water supply. All consumers are charged a fixed availability charge and a water consumption charge.

This year, the availability charge has increased from the 2013-14 level (\$228 for 20mm connection) to \$282 while the consumption charge will remain at \$3.40 per kilolitre. The charges were balanced to maintain Best Practice established by the NSW Office of Water. Details of the Water Fund can be found in the Budget's section of this document.

### Water Availability Charge

#### Residential

Residential water availability charge is based on meter size and the type of property.

Type of residential connection	Charge (\$)
Metered, unmetered, strata unit	282

Properties identified as having granny flats are assessed at the same level as residential if:

- The flat has one bedroom only.
- The flat is occupied by a family member(s).
- The owner signs a statutory declaration that the flat is not to be leased

#### Business and multi residential (non-strata flats)

Business water availability charge is based on meter size.

Table 3.5 – Business and multi residential water availability charges

Meter size (mm)	Charge (\$)
20	282
25	451
32	733
40	1,128
50	1,776
80	4,512
100	7,050

Eligible businesses will pay \$3.40 per kilolitre; the same water usage charges as all other customers for water usage up to the first 10 kilolitres per day (average daily water consumption). For consumption in excess of 10 kilolitres per day water usage will be charged at half the current water usage tariff \$1.70 per kilolitre.

Water meters are required on all commercial and residential strata developments to assist demand management and assessment of consumption and discharges per property. Dual occupancy developments with a single meter will be assessed at a single 25mm access charge of \$451.

Table 3.6 – Projected water consumption income 2014–15

Category	Access charge	Consumption charge(\$)	No of properties	No of pensioners	Gross yield (\$)
Residential	Meter size	3.40	19,795	4,192	12,681,915
Business	Meter size	3.40	1,094	–	2,520,461
<b>Total</b>					<b>15,202,376</b>

### Water consumption charge

- All water consumed will be charged for by volume at \$3.40 per kilolitre from the July 2014 reading.
- A service fee of \$10 will apply to all accounts with consumption between 0 and 2 kilolitres.
- Water usage fees are charged three times each year based on meter readings undertaken in July / August, November / December and March / April and bills are issued in the following month.

### Sewer

Council is responsible for the sewerage services within Eurobodalla. Sewerage charges collect revenue from the people who actually benefit from the availability or use of Council's sewerage system. Details of the sewer fund can be found in the Budget section of this document.

#### Residential

Residential properties pay an access fee based on the size of the water connection. The proposed rate for 2014–15 is \$865

Table 3.7 – Sewer residential charges

Charge	Residential (\$)
General service – metered, unmetered, strata unit	865
Turlinjah general service (85%)	735.25

Dual occupancy developments with a single meter will be assessed at a single 25mm availability charge of \$1,384. Properties identified as granny flats are assessed at the same level as residential if:

- The flat has one bedroom only
- The flat is occupied by a family member(s)
- The owner signing a statutory declaration that the flat is not to be leased.

#### Business & multi residential (non-strata flats)

Since 2009–10, business properties are charged depending on the type of business, water meter size and the usage. This 'two part tariff' is required under the State Government Best Practice Guidelines.

Depending on the type of business, properties are charged a usage fee relevant to the ratio of the estimated volume discharged into the sewer system. The sewerage discharge factor is the ratio of the estimated volume of sewerage discharged into the sewerage system to the customer's total water consumption. This fee will be sent three times a year following meter readings on the same account as the water usage and trade waste usage fees. The business sewer usage charge for 2014–15 will be \$1.70 per kilolitre.

Sewer access charges are proposed to increase in 2014-15 from \$844 for a single 20mm connection to \$865 and for larger meters the fees will rise by a proportional amount. Business and Multi Residential properties will be levied charges based on water meter size. As the meter size increases the availability charge increases to reflect Council's costs in providing for larger capabilities of discharge.

Multi residential is defined as properties with more than a single dwelling. They include flats and dual occupancy developments but exclude strata units.

Table 3.8 – Water meter size, availability and charges 2014–15

Water meter size (mm)	Availability factor	2014–15 Charge (\$)
20	1.0	865
25	1.6	1,384
32	2.6	2,249
40	4.0	3,460
50	6.3	5,449
80	16.0	13,840
100	25.0	21,625
Vacant	1.0	865
Strata	1.0	865

### Special sewer charges

Special sewer charges were introduced for Bodalla urban residential and business areas at the rate of \$200 per assessment in 2008–09 in order to contribute toward the cost of survey investigation and design. It was planned that once commissioned, the full sewer charge would be introduced.

Table 3.9 Special sewer charges expected income for 2014–15.

Category	Sewer Charge (\$)	No of Properties	No of Pensioners	Gross Yield \$
Residential general service	865	18,146	3972	15,911,756
Bodalla sewer	200	162		32,400
Business Meter size		1066		2,195,713
Business Trade waste		440		100,000
<b>Total Yield</b>				<b>18,239,869</b>

### Liquid trade waste charges

Council applies an annual charge to all commercial/industrial properties capable of discharge of liquid trade waste into sewer. This fee covers the cost of annual inspection or audit. A re-inspection fee may apply.

#### Liquid trade waste discharge fee

Depending on the type of business listed on the schedule, properties are charged a usage fee discounted by a discharge factor. The liquid trade waste discharge factor is the ratio of the volume of liquid trade waste discharged into the sewerage system divided by the volume of water consumed. This fee is calculated on whether the discharger applies pre-treatment (such as removal of grease, oils, sediment, etc) prior to discharge. This fee is sent three times a year following meter readings on the same account as the water usage fee.

Table 3.10 Liquid trade waste charges 2014-15

Liquid trade waste annual fee	\$92.25
Liquid trade waste annual fee (large discharger)	\$496
Compliant discharge	\$1.36/Kl
Non-compliant discharge (failure to comply with Council's conditions of approval)	\$12.70/Kl

Based on the type and quality of discharge and extent of pre-treatment prior to entering the sewer, 'excess mass charges' may also apply. For more information refer to Council's Liquid Trade Waste Policy at [www.esc.nsw.gov.au](http://www.esc.nsw.gov.au)

### Pricing methodology

All of Council's fees and charges that are not subject to statutory control are reviewed on an annual basis prior to finalisation of the Council's annual operating budget.

The pricing principles recognise a 'community service obligation' where full recovery of costs through fees may make some services or facilities 'financially out of reach' to some members of the community; as well as the importance to appropriately account for expenses (environment, social and financial) to price services and products correctly.

Council's Pricing Policy generally supports the cost recovery philosophy. It recognises people's ability to pay and balances an expectation that some services will be cross subsidised from rates for the common good of the community. Pricing will:

- Explore cost recovery opportunities
- Ensure value for money by providing effective and efficient service
- Balance rates and grants against other funding sources
- Manage financial risk in a volatile climate
- Ensure that debt financing is limited to works of a capital nature and that the total debt is limited to ensure long-term financial stability
- Develop pricing structures that can be administered simply and cheaply and be understood by the public
- Develop pricing structures that reflect real lifecycle and environmental costs
- Recognise pricing encourages or discourages consumer use and behaviours

Council's Pricing Policy and full range of Council Fees and Charges for 2014–15 are available in the separate Fees and Charges document.

### Debt recovery

Commercial debt recovery procedures will be pursued in order to minimize the impact of outstanding debts on Council's financial position. Council will adhere to ethical guidelines in respect of debt recovery procedures. Debtors will be advised of the likely additional legal costs prior to the issue of any summons. Land may be sold, with Council approval, where rates or other property debt arrears are greater than the land value of the property or rates are in arrears for five years.

Private works orders must be signed and authorized by the responsible paying person/property owner, prior to those works commencing. In some circumstances, deposits or guarantees will be required. Credit checks may also be undertaken.

### Borrowings

Loans are borrowed for major projects for a term equivalent to the life of the asset (usually not greater than 30 years). Where grants are available and may allow construction of an asset sooner, then loans are used to attract or match that grant.

Loans allow us to spread the cost of the asset over the length of the loan period, ensuring that both current and future generations contribute to paying for the asset. This is in accordance with the inter-generational equity principle.

Council avoids borrowing for the annual recurring cost of asset renewals.

All loans are financed from an approved financial institution that offers the most competitive interest rate. For more information refer to Council's Borrowing Management Policy at [www.esc.nsw.gov.au](http://www.esc.nsw.gov.au)

Table 3.11 Statement of proposed borrowings (loans) by fund 2013–17

Purpose	2013–14	2014–15	2015–16	2016–17
<b>New Loans</b>				
General fund				
Bridges	582,996	750,000	750,000	-
Road infrastructure	1,274,895	1,985,000	520,000	520,000
Streetscaping & foreshore works	1,415,382	1,330,000	-	-
Parks & recreational facilities	496,380	300,000	810,000	650,000
Administration	724,803			
Other	363,553	268,000	155,000	90,000
<b>General fund Sub-total</b>	<b>4,858,011</b>	<b>4,633,000</b>	<b>2,235,000</b>	<b>1,260,000</b>
*Waste fund	54,762	2,894,238	3,250,500	2,500,000
*Sewer fund	-	1,096,854	3,800,000	4,900,000
*Water fund	2,972	-	-	-
<b>All funds Total new loans</b>	<b>4,915,745</b>	<b>8,624,092</b>	<b>9,285,500</b>	<b>8,660,000</b>

<b>Renewal loans</b>				
General fund	5,256,730	1,238,277	205,639	3,695,449
Waste fund	775,581	-	-	-
Sewer fund	2,917,465	1,120,072	4,661,973	839,335
Water fund	-	-	-	-
<b>All funds total Renewal loans</b>	<b>8,949,775</b>	<b>2,358,349</b>	<b>4,867,612</b>	<b>4,534,783</b>
<b>All funds grand total All loans</b>	<b>13,865,520</b>	<b>10,982,441</b>	<b>14,153,112</b>	<b>13,194,783</b>

\*Please refer to detailed capital plan for additional information.

Funds are raised for capital works of significant community benefit in accordance with Council's Borrowing Management Policy which include but are not limited to requirements such as:

- Term of borrowing not to exceed lives of assets funded and generally not more than 20 years (waste fund projects normally 10 years)
- Not more than 15% of borrowing to have floating interest rates/terms
- Not more than 25% of borrowing to mature in any one year
- Borrowings may be substituted with other sources of funds if available
- All statutory requirements to be met

## Donations

Recipient	Expenditure (\$)
<b>Safety</b>	
Surf Life Saving clubs (S298)	20,256
Voluntary Rescue squads (S298)	8,014
Voluntary Coastal patrols (S298)	8,024
<b>Total safety</b>	<b>36,294</b>
<b>Schools &amp; education</b>	
School speech night award	2,100
University of Wollongong scholarships	3,583
St Celia Music scholarship	2,065
<b>Total Schools &amp; education</b>	<b>7,748</b>
<b>Sports &amp; recreation</b>	
Batemans Bay Sporting Shooters Assn - rates	430
South East Region Academy of Sport	10,804
Moruya Sport Shooters -rates	776
<b>Total Sports &amp; recreation</b>	<b>12,010</b>
<b>Community &amp; health</b>	
Southcare Helicopter Service	3,384
Wreaths	1,500
Civic receptions	5,000
Citizenship ceremonies	700
Christmas decorations	5,000
Jeff Britten Achievement award	650
Australia Day celebrations	10,230
CWA Hall - Narooma - rates	1,568
CWA Halls - Batemans Bay - rates	2,015
CWA Halls - Moruya - rates	1,329
Moruya Historical Society - rates	2,934
Mayoral donations	4,215
<b>Total community &amp; health</b>	<b>38,525</b>
Healthy communities grants	12,455
<b>Total</b>	<b>12,455</b>
<b>Cultural</b>	
Aboriginal arts exhibition	4,175
Eurobodalla Arts Council - rates	1,155
Regional Arts Development Board	11,916
Bay Theatre Players - rates	1,605
School of Arts - Narooma - rates	3,428
School of Arts - Central Tilba - rates	1,536
Moruya & District Brass Band	1,054
Basil Seller's art prize	15,000
Other art & cultural	4,000
<b>Total cultural</b>	<b>43,869</b>
<b>Other</b>	
Eurobodalla Shire Council Social Club	13,000
Donations - other	8,925
<b>Total other</b>	<b>21,925</b>
<b>Total</b>	<b>172,826</b>

## Rating categorisation maps

Council is required to have available for inspection, maps showing those parts of Eurobodalla to which each category and sub-category of the ordinary rate and each special rate applies. These maps are available by request at Council's Customer Service Centre in Moruya.

## Rate Samples

Council also prepares rate samples for a range of rating categories and areas across Eurobodalla which show the potential rating impact for residents. These rating samples are available by request at Council's Customer Service Centre in Moruya.

**23,260**  
rateable residential properties

**286**  
rateable farmland properties



Council's suite of Integrated Planning and Reporting documents are prepared by our Strategic services team.

To provide feedback on any of the documents or for further information on process or content, please contact our team on (02) 4474 1000 or [council@eurocoast.nsw.gov.au](mailto:council@eurocoast.nsw.gov.au)



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