

# Delivery Program 2013–17

## Operational Plan & Budget 2016–17



## 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, *Council 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 events and activities 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@esc.nsw.gov.au">council@esc.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 2016–17



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# Welcome

## A message from our Mayor and General Manager

The news in October that the Independent Pricing and Regulatory Tribunal (IPART) assessed Eurobodalla Shire Council as being a stand-alone council and 'fit for the future' was a very pleasing result. It signaled the beginning of a challenging and rewarding time for Council as we work towards implementing the strategies outlined in our improvement proposal.

We will need to undertake a continuous process of monitoring and review to ensure we meet our commitments in relation to the seven Fit for the Future benchmarks as well as identified community needs. The Fit for the Future reform package also provides support and financial incentives such as subsidised loans and prioritised funding access for councils, and we look forward to taking advantage

of these as we move towards a more sustainable future. This Operational Plan presents the final one year budget and program of works for our current four year Delivery Program and council term. While we are proud of what we have achieved together over the last three years, we still have some great initiatives planned for the coming twelve months.

Local government elections will be held later this calendar year and we are currently preparing for the review of our suite of Integrated Planning and Reporting documents which will include the new Delivery Program, aligned with the new council term. To do this we will run a comprehensive and innovative community driven engagement process.

In preparing for this review we

will complete the State of Shire report to define the state of play for Eurobodalla and inform future planning. We will also prepare the End of Term report which will show what we have done to work towards our community vision and goals over the past four years.

We look forward to working with the new Joint Organisation for our area and building on our relationship with our neighbour Bega Valley Shire Council. These strong strategic partnerships will help us to improve performance efficiencies and service delivery, as well as continuing to participate in the streamlining of legislation.

We will continue to focus on building our economy through sustainable economic and business growth. It will be exciting times for Eurobodalla with the development

of our Integrated Economic Growth and Development Strategy, new international tourism opportunities, a comprehensive program of business development workshops and the extension of our popular streetscaping works in Batemans Bay.

The long term environmental sustainability of both our infrastructure and associated processes is a key consideration for council and this is reflected in our 2016-17 works program. We will work with Essential Energy to undertake a bulk street light lamp replacement, moving to more energy efficient LED bulbs, resulting in significant savings. We will provide a new waste cell and specialty waste centre at Surf Beach as well as emission reduction measures at both Surf Beach and Brou landfill sites. Internally we will investigate and move towards paperless processes in our development application system and also across the organisation as a whole.

Our Operational Plan shows that we will deliver over \$59 million of capital and renewal works in 2016-17. These works will provide a significant boost to the local economy through provision of materials and services, support growth and local employment through improved transport and infrastructure, strengthening our community.

We have successfully sourced grant funding for many of the significant infrastructure projects planned for this year including Runnyford, Cadgee and Tyrone bridges, the new roundabout at Hanging Rock, South Batemans Bay Link road and the Moruya Arts Facility.

We will also implement the second year of our Community and Transport Infrastructure program which has a focus on improving the accessibility of infrastructure in our community, including public toilets, playgrounds and the Batemans Bay CBD streetscaping.

We look forward to an exciting and busy year ahead implementing our Fit for the Future actions, a significant capital works program, and an array of special projects to work towards a stronger Council and community that is a destination of choice to live, visit, work and invest both now, and in the future.

Councillor Lindsay Brown  
**Mayor**

Dr Catherine Dale  
**General Manager**

## About this 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.

# Fit for the Future



Fit for the Future ratios	2016-17 Original *	2016-17 Revised	2019-20 Year 5	2024-25 Year 10
<b>Financial sustainability</b>				
Operating Performance Ratio (greater than or equal to break-even average over 3 years)	-0.02	-0.005	✓	✓
Own Source Revenue Ratio (greater than 60% average over 3 years)	69.51%	65.16%	✓	✓
Building and Infrastructure Renewal Ratio (greater than 100% average over 3 years)	108.50%	122.78%	✓	✓
<b>Infrastructure service management</b>				
Infrastructure Backlog Ratio (less than 2%)	13.15%	7.92%	✓	✓
Asset Maintenance Ratio (greater than 100% average over 3 years)	100.00%	100.00%	✓	✓
Debt Service Ratio (greater than 0% and less than or equal to 20% average over 3 years)	8.14%	6.57%	✓	✓
<b>Efficiency</b>				
Real operating expenditure per capita (decrease over time)	1.37	1.48	✓	✓

\* Original – as adopted in Fit for the Future Improvement Proposal

Eurobodalla Shire Council was one of only 52 councils to be declared 'fit' under the NSW Governments Fit for the Future reform program. We achieved this by demonstrating a process of continuous improvement in relation to our financial sustainability and performance against the seven fit for the future ratios.

To maintain our financial health and 'fit' status Council will continually review its performance and adjust our actions accordingly to ensure we continue to meet the benchmarks within the required timeframes and maintain ongoing financial sustainability.

The key financial strategy in the past year and going forward is to redirect funds towards meeting our longer term infrastructure renewal needs. Asset condition data, particularly for our road pavements is telling us that many will be due for renewal in the medium to long term.

Renewal expenditure requirements need to be financed. The strategy is to target small to moderate operating surpluses through implementation of our fit for the future strategies. We will reduce expenditure and increase income, redirect dividends and finance the remaining requirements from external borrowings. This strategy will meet our short to medium infrastructure renewal needs.

However, in the very long term, there are some indications that successive borrowings to fund renewals may have an impact on the operating result and hence the operating statement ratio. While this is a long way off annual revision of renewal needs through asset management plans will provide more accurate and reliable information to ensure the impact is minimised.

In preparing our Operational Plan 2016-17 we have completed the annual revision of our budgets and updated our actual and forecast performance against the benchmarks based on our latest estimates. The revised budget position indicates that while there is some variance from the original forecast position, we are still on track to meet the benchmarks to be deemed fit, both in the five and ten year timeframe.

Variance between our original forecast position and the revised position is shown in the table on page 2 and outlined in summary below.

- **Operating performance ratio:** The revised 2016-17 ratio is less than the forecast predominantly due to the receipt of significant grant funding in 2015-16 with the majority of spending to occur in this financial year. This is offset by increased Roads to Recovery grant funds, the review of borrowings and the implementation of the Treasury Management Strategy.
- **Own source revenue ratio:** The revised 2016-17 ratio has decreased from the forecast largely due to the acceptance of additional grant funding opportunities.
- **Building and infrastructure asset renewal ratio:** The revised 2016-17 ratio has improved from the forecast as more renewal work is scheduled including additional bridge replacements, waste cell works, and upgrading street lights.
- **Infrastructure backlog ratio:** The revised ratio for 2016-17 has improved due to improved asset information, significant increase in the written down value of General Fund assets following the revaluation of assets and our increased targeted works program.
- **Debt service ratio:** The revised 2016-17 ratio has decreased from the forecast due to the review of borrowings and the implementation of the Treasury Management Strategy.
- **Real operating expenditure per capita:** The revised 2016-17 ratio has increased due to the acceptance of grants which results in greater expenditure in our programs.

# Our action plan

To ensure we maintain financial sustainability and continue to meet our forecast performance against fit for the future ratios, Council has developed a realistic, achievable and quantifiable action plan. Ongoing implementation of the action plan, which is now in year two, will meet all benchmarks within a 10 year timeframe and achieve the core objectives of:

- Consistent improved performance against the Building and Infrastructure Asset Renewal and Infrastructure Backlog Ratios to meet the benchmark within 10 years
- Improved Operating Performance Ratio to achieve modest surpluses each year so that funds can be directed to infrastructure renewal works
- Sustained performance against the remaining four Fit for the Future Benchmarks
- Ongoing community benefit

The actions we will implement in 2016-17 are listed in the tables below.

## Financial sustainability

Financial sustainability is measured by the Operating Performance Ratio, Own Source Revenue Ratio and Building and Infrastructure Asset Renewal Ratio

Action	Resp.*	Action	Resp.*
<b>Balance the cost of service delivery with income levels</b>		<b>Increase capacity and focus on long term planning and sustainability</b>	
Implement Community Engagement Strategy for Integrated Planning & Reporting suite review	CARS	Implement endorsed community engagement framework.	All
Prepare and publish End of Term Report.	CARS	Develop and implement education program on Integrated Planning & Reporting and Fit for the Future for councillors and new employees.	CARS
Prepare, exhibit and adopt revised Community Strategic Plan.	CARS	Ongoing detailed reporting on Fit for the Future performance.	CARS/ FBD
Prepare, exhibit and adopt Delivery Program 2017-21 and Operational Plan 2017-18 informed by community engagement outcomes.	CARS	Develop revised Long Term Financial Plan that reflects engagement outcomes and financial strategy.	FBD
Develop implementation plan for property strategy.	FBD	Identify and explore options for more effective enhanced financial and budgeting software.	FBD
Undertake audit of Council operational land.	FBD	Review budget methodology and systems and adopt preferred budgeting approach.	FBD
Continued implementation of Moruya Airport Master Plan.	FBD	Revise Council's fiscal responsibility policy and code of practice.	FBD
Ongoing review of commercial lease agreements.	FBD	Develop and implement finance training program for staff.	PSS/FBD
Ongoing benchmarking and review of Council fees and charges.	FBD	Develop Integrated Economic Growth and Development Strategy.	GM
Develop, exhibit and adopt policy for donations and discounts.	FBD	Exhibit and adopt revised Development Contributions Plan for Section 94 and 94a contributions.	PSS
Implement actions from audit of Council community facilities.	CARS	Prepare, exhibit and adopt revised Developer Servicing plans for Water and Sewer section 64 contributions.	IS
Continued pursuit of grant opportunities for ongoing service delivery, infrastructure renewals program and new capital works.	All	Actively participate as an effective member of the South East Joint Organisation.	GM
Undertake annual audit of compliance with best practice for Council Water and Sewer businesses.	IS	Promote accessible tourism products and experiences.	CT
<b>Optimise infrastructure financing</b>		Improve and expand digital tourism marketing activities, and tourism partnerships and marketing programs with the Canberra region.	CT
Revise, document and implement a detailed financial strategy.	FBD	Promote Eurobodalla as the place to invest and do business.	FBD
Review Council's borrowing policy, capacity and program in conjunction with development on financial strategy.	FBD		
Ongoing targeted use of debt to meet infrastructure requirements in line with financial strategy.	FBD		

## Infrastructure and service management

Infrastructure and service management is measured by the Infrastructure backlog ratio, Asset maintenance ration and Debt service ratio.

Action	Resp.*
<b>Optimise infrastructure to meet community need</b>	
Undertake independent assessment of Council asset management practices.	IS
Undertake revaluations of 'other structures' asset class.	IS
Implement asset management strategy improvement plan.	IS
Review, exhibit and adopt the Recreation and Open Space Strategy.	CARS
Revise Asset Management Strategy and Improvement Plan based on independent assessment and agreed levels of service.	IS
Recreation, community and operational facilities assets component condition data, review of useful lives and renewal program.	IS
Review and update recreation facilities asset management plan incorporating Recreation and Open Space Strategy review outcomes.	IS
Implement routine maintenance programs in accordance with asset management plans.	IS
<b>Increase organisational efficiency</b>	
Develop and implement Information Technology Strategy.	FBD
Ongoing installation of solar and battery storage on Council facilities.	IS
Transition of streetlights to LEDs.	IS
Ongoing implementation of Greenhouse Action Plan.	PSS
Participate in and report on benchmarking and comparative data exercises.	GM
Review the Workforce Management Plan with consideration of Community Strategic Plan and Delivery Program review.	GM
Develop and implement internal training program on procurement code of practice.	IS
Develop and implement savings, productivity improvement and cost containment register.	FBD
Implement Internal Audit Program.	GM

## Efficiency

Efficiency is measured by the real operating expenditure per capita ratio

Action	Resp.*
<b>Ensure ratepayers receive value for money in service delivery</b>	
Ongoing service review program.	GM
Undertake advocacy in relation to emergency services in regional areas.	IS

\* GM - General Manager; CARS - Community, Arts & Recreation; FBD - Finance & Business Development; IS - Infrastructure Services; PSS - Planning & Sustainability Services; CT - Communications & Tourism

# Our infrastructure

In 2016-17 we will deliver a capital works program valued at over \$59 million. While our primary focus is on addressing our infrastructure renewal and backlog to ensure we remain fit for the future, we also need to ensure we meet current and emerging community needs which may require the construction of new infrastructure.

As part of this program, we will deliver the second year of our Community and Transport Infrastructure Program. This year the program will cost \$5.28 million and include \$3.82 million of renewal works.

Council aims to deliver all projects planned and budgeted for in the coming year. However, there are factors outside our control which can impact the delivery of the capital program. These can include extreme weather events, pre-construction approval processes and successful grant applications for community or regional infrastructure that may result in the need to reprioritise planned works.

Full details of the proposed capital works programs for each service and how they are funded are provided in the Operational Plan section of this document from pg 27.

## Capital program

Service	Budget	C&TIP*	Total
Transport	\$18.94 million	\$2.17 million	\$21.11 million
Sewer services	\$10.14 million	-	\$10.14 million
Organisation support	\$6.43 million	\$250,000	\$6.68 million
Waste management	\$6.41 million	-	\$6.41 million
Business development & events	\$5.06 million	\$233,500	\$5.29 million
Community spaces	\$2.35 million	\$2.63 million	\$4.98 million
Water services	\$3.25 million	-	\$3.25 million
Libraries, arts & culture	\$1.11 million	-	\$1.11 million
Organisation development	\$30,000	-	\$30,000
Social inclusion	\$25,000	-	\$25,000
Executive services	\$15,500	-	\$15,500

\* Community and Transport Infrastructure Program

**\$26.5 million**  
new capital works

**\$32.5 million**  
renewal works

Some of the major projects that will be delivered as part of the Community and Transport Infrastructure program this year include:



### Public toilets program \$407,200

This year we will focus on upgrading the accessibility of our public toilets in the following key locations:

- Durras Lake boat ramp
- Lyons Park, Batemans Bay
- Casey's Beach North
- Malua Bay foreshore
- Jack Buckley Park, Tomakin
- Coronation Drive, Broulee
- Main beach, Moruya Heads
- Tilba Oval



### Batemans Bay street scaping \$1.01 million

We will continue our efforts to build Batemans Bay as a vibrant Regional centre, with streetscaping works programmed for North Street and Orient Street.

Designs have been prepared in consultation with the Batemans Bay Streetscaping Sunset Advisory Committee.



### Playground expansions \$625,960

Our focus on accessible infrastructure will extend to our playgrounds this year. Playgrounds at Gundry Oval, Moruya and Rotary Park, Narooma will have upgrades that include accessible and inclusive elements.



### Roads program \$1.08 million

Our roads program will receive a significant boost this year from the Community & Transport Infrastructure Program.

Additional funding has been allocated to further our gravel resheet and reseal programs, and complete reconstruction of Old South Coast Road, Narooma.

Some of the major projects that will be delivered as part of the capital program this year include:



### Batemans Bay Link Road \$5 million

A further \$5 million in grant funding will see construction commence on the next stage of the South Batemans Bay Link Road.

Construction is expected to be completed in early 2018.



### Bridge renewals \$3.2 million

Council has successfully sourced grant funding for the renewal of Cadgee bridge which washed away in a flood event last year. Runnyford bridge will be replaced and Tyrone bridge will be rebuilt over two years.



### Surf Beach landfill \$5.5 million

Eurobodalla's future waste needs will be able to be met in a sustainable and efficient way with the construction of a new waste cell at Surf Beach.

The new cell will be complemented by emission reduction measures at both Surf Beach and Brou landfills sites.



### Moruya arts facility \$897,950

Cultural opportunities will be expanded for residents and visitors with the construction of the new arts centre in Moruya.

The project, which is \$700,000 grant funded, will be completed this year.



# Your rates for 2016-17

This year Council is proposing to increase the General Rate by 6.5% and the Environment Levy by 2.4% in accordance with the rate variation approved by the Independent Pricing and Regulatory Tribunal (IPART) in 2015.

General changes to rates in 2016-17 and the implications for our ratepayers include:

- There will be a 6.5% increase to the General Rate in all rating categories (residential, farmland and business)
- The water usage charge will increase 1.1% to \$3.52 per kilo litre to maintain best practice pricing
- There will be a 3% increase in waste fees to cover costs of major capital infrastructure.

The tables on page 9 summarise the impact of the proposed rates and charges for 2016-17.

For further information on the rating structure please refer to the Revenue Policy section of this document, or contact Council's Rates Hotline on 4474 1355.

## Did you know?

If an increase to your rates could cause you to experience financial hardship, Council has in place a Rates and Debtors hardship policy that might be able to assist.

Council can work with you to tailor an individual response and ensure appropriate assistance is provided to any ratepayer experiencing hardship.

If you would like to discuss this further please contact Council's rates department.

Average residential rate impact	2015-16 (\$)	2016-17 (\$)	Change (%)
General rate	869.05	925.65	6.5
Environmental levy	35.45	36.30	2.4
Garbage collection service	293.50	302.30	3.0
Sewer – residential 20mm	886.00	902.00	1.8
Water – residential 20mm	289.00	294.00	1.7
Average water bill*	348.00	352.00	1.1
Stormwater charge	25.00	25.00	-
Estimated total rates	2,746.00	2,837.25	3.3
<b>Change in average annual rates and charges</b>		\$ 91.25	
<b>Extra cost per week for the average household</b>		\$ 1.75	

\* Based upon 100 kilolitres consumption pa and an average residential property value of \$184,332

Average farmland rate impact	2015-16 (\$)	2016-17 (\$)	Change (%)
General rate	1339.44	1,426.54	6.5
Environmental levy	68.31	69.94	2.4
Waste charge	48.30	49.75	3.0
Estimated total rates	1456.05	1,546.23	6.2
<b>Change in average annual rates and charges</b>		\$90.18	
<b>Extra cost per week for the average household</b>		\$1.73	

\* Based on an average farmland property value of \$509,512

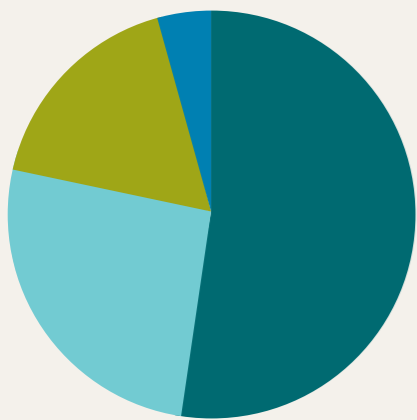
Average business rate impact	2015-16 (\$)	2016-17 (\$)	Change (%)
General rate	3,103.03	3,304.58	6.5
Environmental levy	47.36	48.50	2.4
Waste charge	48.30	49.75	3.0
Sewer – business 20mm	886.00	902.00	1.8
Sewer usage charge	231.00	234.96	1.7
Liquid trade waste base charge	94.50	96.20	1.8
Liquid trade waste usage charge	184.80	187.44	1.4
Water – business 20mm	289.00	294.00	1.7
Average water bill*	1,531.20	1,548.00	1.1
Stormwater charge	50.00	50.00	-
Estimated total rates	6,465.19	6,715.43	3.9
<b>Change in average annual rates and charges</b>		\$250.24	
<b>Extra cost per week for the average business</b>		\$4.81	

\*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 \$297,178



# What do my rates pay for?

In 2016-17 Council will manage an income of \$106 million (excluding capital grants and contributions). Rates and annual charges make up 54% of that income.



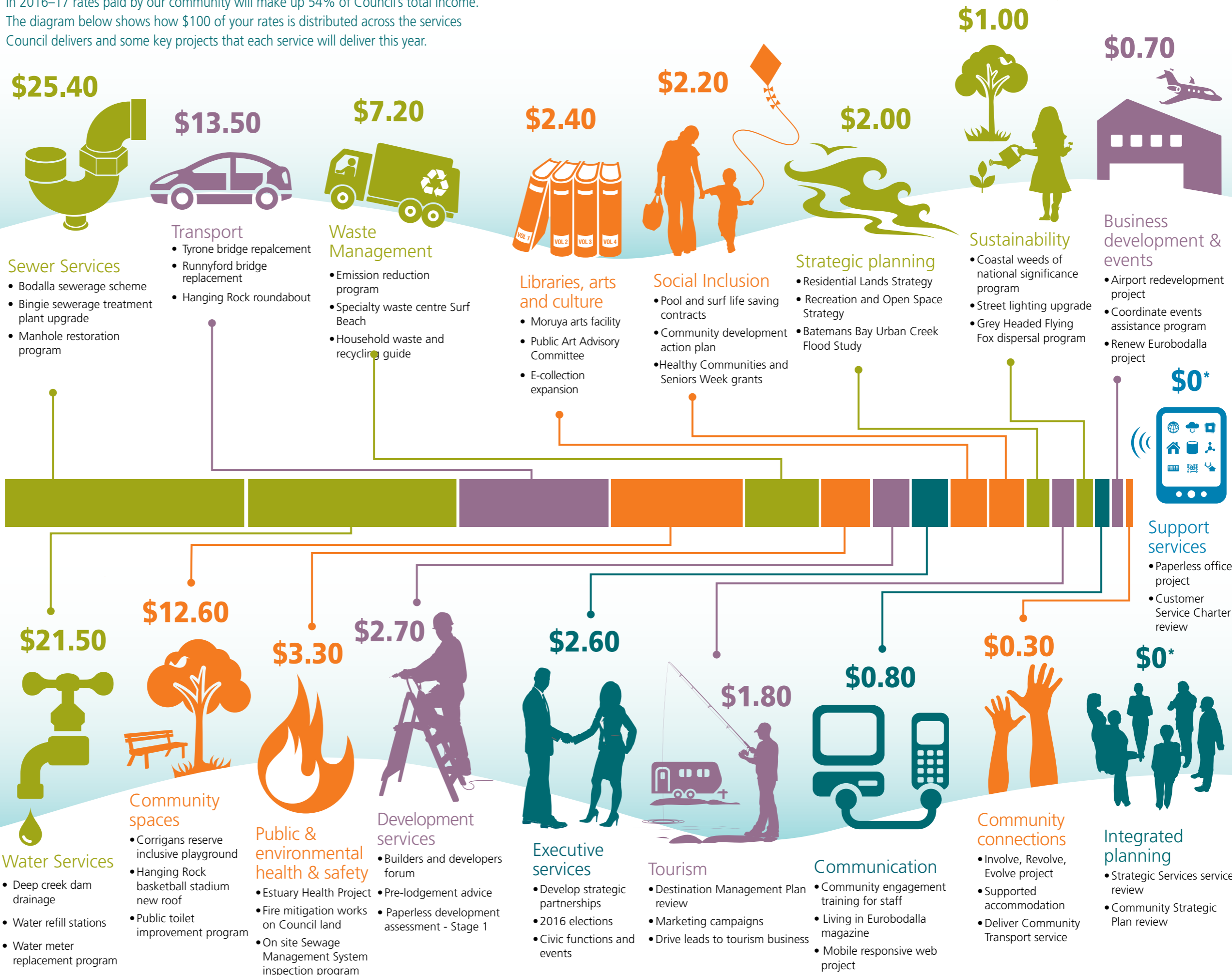
- Rates and annual charges 54%
- User fees and other 24%
- Grants 19%
- Investment revenue 3%

The role of local councils has come a long way since the days of roads, rates and rubbish. Today, we actively seek additional revenue and grants, and identify innovative ways to fund and deliver many more services to meet our community's needs and expectations.

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 walk home on **footpaths** under the **street lights**.

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

In 2016-17 rates paid by our community will make up 54% of Council's total income. The diagram below shows how \$100 of your rates is distributed across the services Council delivers and some key projects that each service will deliver this year.



\* Support services and Integrated planning are \$0 as they are not funded by your rates.

# Delivery Program 2013–17

## Operational Plan & Budget 2016–17

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 2016-17 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 2016-17 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 2016-17 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

P: 4474 1301 M: 0418 279 215  
mayor@esc.nsw.gov.au

#### Advisory committees

Tourism Advisory Committee  
Business Advisory Committee  
Pathways Strategy Sunset Advisory Committee  
Batemans Bay Streetscaping Sunset Advisory Committee

#### External committees

Community Safety Precinct Committee  
Canberra Region Joint Organisation of Councils (CBRJO) (Executive member)  
South East Regional Academy of Sport  
Country Mayors Association (Vice Chair)

### Rob Pollock OAM, Deputy Mayor

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

#### Advisory committees

Eurobodalla Coastal & Environmental Management Advisory Committee  
Moruya Racecourse Management Committee  
Business Advisory Committee  
Kyla Hall Management Committee  
Corrigans Beach Reserve Accessible Playground Sunset Advisory Committee  
Batemans Bay Streetscape Sunset Advisory Committee

#### Ministerial Appointments

Regional Development Australia Far South Coast (Chair)  
Batemans Bay Marine Park Advisory Committee



### Peter Schwarz

M: 0418 466471  
clrpeterschwarz@esc.nsw.gov.au

#### Advisory committees

Audit Committee

#### External committees

Southern Tablelands and South Coast Regional Noxious Plants Committee



### Neil Burnside

M: 0418 156389  
clrneilburnside@esc.nsw.gov.au

#### Advisory committees

Audit Committee  
Public Art Advisory Panel  
Eurobodalla Local Traffic Committee  
Eurobodalla Heritage Advisory Committee

#### External committees

South East Australian Transport Strategy Inc (SEATS)  
South East Arts



### Gabi Harding

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

#### Advisory committees

Eurobodalla Coastal & Environmental Management Advisory Committee  
Eurobodalla Aboriginal Advisory Committee  
Moruya Showground Management Committee  
Quarry Park Steering Committee

#### External Committee representation

Floodplain Management Association of NSW



### Liz Innes

M: 0418 193 518  
clrlizinnes@esc.nsw.gov.au

#### Advisory committees

Eurobodalla Coastal & Environmental Management Advisory Committee  
Eurobodalla Heritage Advisory Committee  
Moruya Racecourse Management Committee  
Quarry Park Steering Committee  
Batemans Bay Streetscape Sunset Advisory Committee  
Tourism Advisory Committee



### Milton Leslight

M: 0418 491 264  
clrmiltonleslight@esc.nsw.gov.au

#### Advisory committees

Eurobodalla Local Traffic Committee  
Eurobodalla Coastal & Environmental Management Advisory Committee  
Disability Advisory Committee



### Danielle Brice

M: 0418 435 723  
clrdaniellebrice@esc.nsw.gov.au

#### Advisory committees

Disability Advisory Committee  
Kyla Hall Management Committee  
Corrigans Beach Reserve Accessible Playground Sunset Advisory Committee  
Pathways Strategy Sunset Advisory Committee

#### External Committees

Police Liaison Committee  
Eurobodalla Bushfire 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 Services, Community, Arts & Recreation, Finance & Business Development and Communication & Tourism.



## 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 Divisional Managers and Co-ordinators, are responsible for service delivery across all areas of Council.

All of Council's functions are grouped into 17 different services as outlined in the table below. These services are the fundamental means by which Council implements the four-year Delivery Program. How they link and contribute to delivering the Community Strategic Plan – One Community also forms the basis for the structure of the Operational Plan.

Focus Area	Service	Directorate
Liveable communities	Social inclusion	Community, Arts & Recreation
	Community connections	Community, Arts & Recreation
	Libraries, arts & culture	Community, Arts & Recreation
	Public & environmental health & safety	Planning & Sustainability Services Infrastructure Services
	Community spaces	Infrastructure Services
Sustainable communities	Sewer services	Infrastructure Services
	Water services	Infrastructure Services
	Waste management	Planning & Sustainability Services
	Sustainability	Planning & Sustainability Services
	Strategic planning	Planning & Sustainability Services Community, Arts & Recreation
Productive communities	Business development & events	Finance & Business Development
	Tourism	Communication & Tourism
	Transport	Infrastructure Services
	Development services	Planning & Sustainability Services
Collaborative communities	Executives services	General Manager
	Communication	Communication & Tourism
	Integrated planning	Community, Arts & Recreation General Manager

Council also delivers a range of timely, efficient and cost effective internal corporate support functions to support delivery of services to the community. These include Finance & Governance, Organisation Development and Organisation Support.

Council's Resourcing Strategy, which consists of the Long Term Financial Plan, Asset Management Strategy and Workforce Management Plan provides for the long term planning and measurement of some of these corporate functions. The remaining functions are measured through Council's corporate performance measures detailed on page 72.



# 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.

## 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 2015-16 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

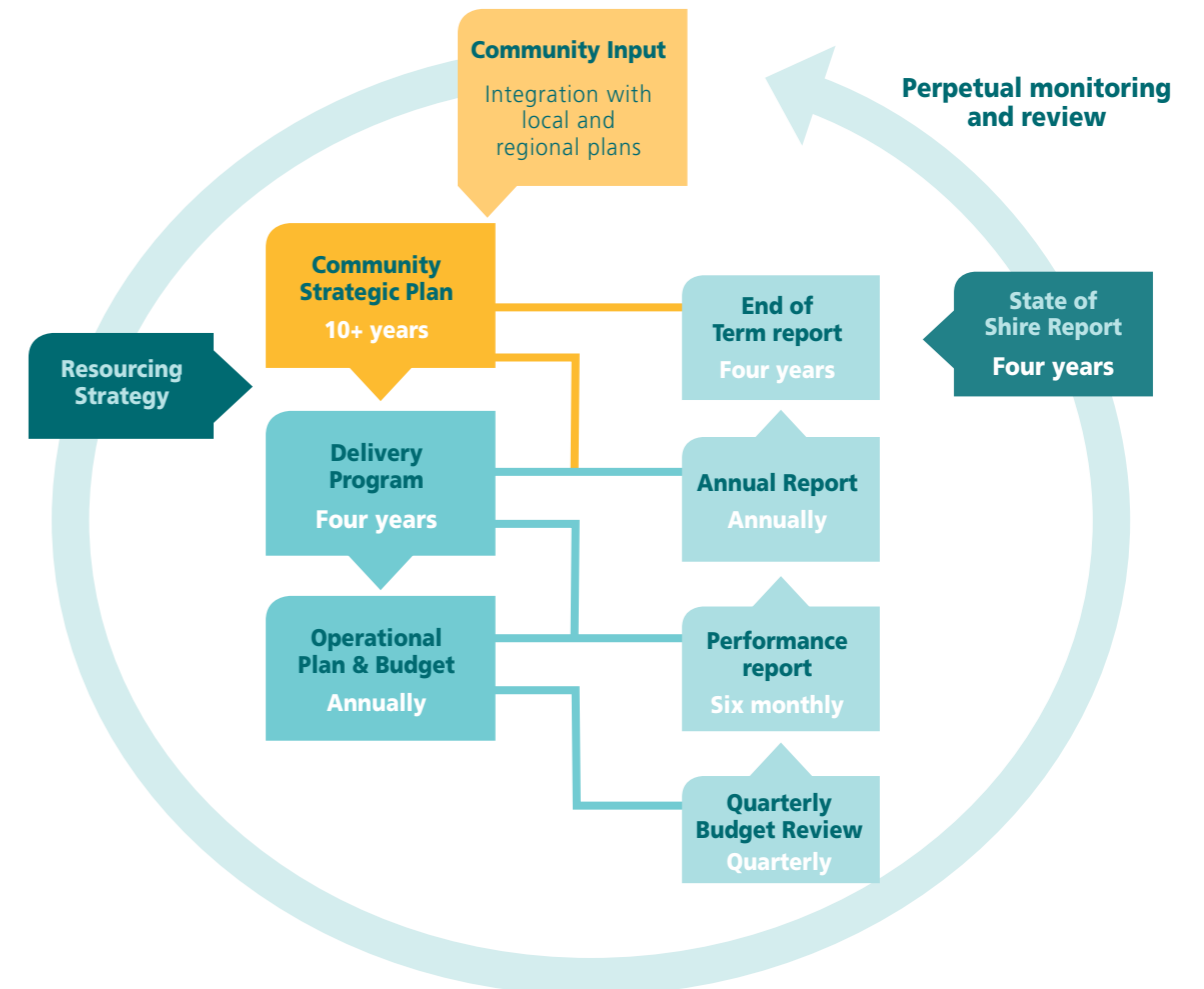
Council's commitment to delivering on the goals and objectives the community outlined in the Community Strategic Plan – One Community.

- 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



#### 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>

# 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 role

- Advocate for better health services for the community
- Provide home and community care services
- Promote healthy lifestyle choices to staff and the community
- Support local sporting groups and clubs
- Ensure recreation opportunities and facilities to meet changing needs
- Attract and assist recreation providers
- Provide shared pathways
- Advocate and plan for improved social, health and housing outcomes
- Deliver programs and services that support our community in all stages of life
- Monitor and regulate environmental and food safety standards
- Promote responsible animal ownership
- Promote and plan for improved road safety
- Support community events and festivals
- Conduct NAIDOC Week activities
- Provide grant programs
- Provide library services
- Coordinate and promote arts and cultural programs
- Undertake bushfire hazard reduction
- Support local emergency services





### Improving accessibility of our amenities

Council has an ongoing commitment to improving access and inclusion for people with a disability living in and visiting Eurobodalla.

This year we will implement year two of our Community and Transport Infrastructure Program with a focus on improving the accessibility of our public amenities.

Six of our highly used existing public toilet buildings will be upgraded to incorporate accessible toilets. These include: Lyons Park, Batemans Bay; Caseys Beach North; Malua Bay foreshore; public reserve, Tomakin; Coronation Parade, Broulee; and Main Beach, South Head, Moruya.

This improvement program meets a key priority in our Disability Action Plan to improve access to Council owned buildings, facilities and public spaces and also ensures compliance with the Australian Building Code standards and legislation.

### A healthy active Eurobodalla

This year we will implement a number of support and development initiatives to assist our community to be healthy and active.

We will hold our regular Sports Forum which gives sports groups and open space users the opportunity to meet with staff, discuss issues and share information on facilities, upcoming grants and training. Our e-newsletter, Recreation Matters, will also be distributed monthly.

In an effort to ensure our community infrastructure meets both future community and sports development needs, we will focus on developing relationships with recreation peak bodies to further inform planning and delivery of key recreation infrastructure.

Other support initiatives include the return of the rego roadshow which promotes key sport registration times across Eurobodalla; volunteer training and workshops; free on-line Sports Community training webinars; and, low and no-cost healthy activities through our Live Life program.

### Enriching cultural life

Moruya Library is set to expand to include arts and exhibition facilities thanks to a \$500,000 grant from the Australian Government announced in December. The funding complements a \$200,000 library development grant already received from the NSW Government for the project.

Stage one of the library expansion will start in late 2016 with the construction of a professional standard exhibition space, an expanded library, and public meeting spaces for learning and business activities.

Construction is expected to take around 10 months and the new spaces will feature videoconferencing facilities, sound-rated moveable walls for flexible use of the floor space, temperature control to meet professional standards for exhibitions, and kitchen facilities.

Once stage one is underway, Council will be able to pursue further funding for stages two and three of the development, which include practical art spaces for workshops, small performances and events.

A facility of this quality will allow us to attract high quality national and travelling exhibitions to the region, enriching the cultural life of our community.

### Hanging Rock road upgrade

This year Council will complete works to provide a new upgraded entrance to the Hanging Rock Regional Sporting Complex.

The roundabout will not only improve access to and from Beach Road but also improve traffic and pedestrian safety for users of the library, TAFE, university campus, tennis, sporting fields, boat ramp, sailing club, skate park, basketball courts and other recreational activities.

The works will include an upgrade to the road between the new roundabout and the car park at the AFL/cricket field, formalising car parking, speed management and tree planting.

These works build on Council's actions over the last few years to rebuild sporting fields and progressively see Hanging Rock developed as a regional sporting complex.

### Get involved at your local library

As well as keeping to their conventional role as the keeper of our stories, your local library is forging ahead with an exciting program of community events and activities.

The libraries' lineup is divided into different streams, ensuring there is something for everybody.

The Exhibitions and Performance stream gives local visual artists, crafts people, musicians and performers the chance to show off their talent and showcase new material in an intimate setting.

The Creating and Learning stream will offer the opportunity to improve skills and try new things from digital photography to self-publishing and more.

*Imaginative* sparks the imagination and inspires library goers to connect with their creativity.

History and heritage fosters and supports our local narratives.

All of this, along with featured events, storytelling, School holiday programs, author talks and book launches ensures our libraries continue to be a powerhouse of creativity and innovation.

### Beautifying Batemans Bay

Construction will commence in 2016 on streetscaping work to create a more vibrant and active town centre in Batemans Bay.

Council has worked closely with the Batemans Bay Streetscape Sunset Committee and the community to develop the design for the upgrade of North Street and Orient Street.

The style of the works, which will be similar to the Clyde Street improvements, will include new outdoor eating opportunities, new paving treatments, additional trees and parking, fairy lights, improved seating and resting areas, improved pedestrian facilities, new street furniture and opportunities for art.

The works have been designed to improve accessibility with features such as a new pedestrian crossing across Orient Street built at pathway level, a slower traffic environment in Orient Street and lifting the pathway levels to better match doorways in North Street.

The \$1.26 million project will be completed in 2017 and will revitalise Batemans Bay as a regional town centre and a destination for Eurobodalla locals and visitors alike.

## 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</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</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</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 &amp; safety</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
L4.4 Provide support for emergency management and response
L4.5 Assist with planning for and coordination of emergency services
L4.6 Collaborate with agencies and services to deliver coordinated management and response
<b>Community spaces</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

## 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>Library service</li> <li>Clean, safe and healthy environment</li> <li>Parks &amp; reserves</li> <li>Playgrounds</li> <li>Sportsgrounds &amp; amenities</li> <li>Boating facilities</li> <li>Public toilets</li> <li>Town centres</li> <li>Pools</li> <li>Community halls &amp; facilities</li> <li>Cycleways and footpaths</li> <li>Feeling safe and prepared for an emergency</li> </ul>	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: <ul style="list-style-type: none"> <li>Asset Management Plans</li> <li>Recreation and Open Space Strategy</li> </ul>	# 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



## Delivery Program budget

Service	Year	Income (\$)	Expenditure (\$)	Net result (\$)	Capital expenditure (\$)
Social inclusion	2013-14	1,829,319	3,005,922	(1,176,603)	46,753
	2014-15	1,341,375	2,937,603	(1,596,228)	59,980
	2015-16	1,469,274	3,437,472	(1,968,198)	50,000
	2016-17	1,551,714	3,183,013	(1,631,299)	25,000
	<b>Total</b>	<b>6,191,683</b>	<b>12,564,010</b>	<b>(6,372,327)</b>	<b>181,734</b>
	2017-18	1,594,915	3,242,704	(1,647,789)	-
Community connections	2013-14	4,068,342	4,069,842	(1,500)	-
	2014-15	4,735,583	4,279,351	456,231	47,585
	2015-16	5,217,888	6,234,678	(1,016,790)	-
	2016-17	5,114,716	5,312,995	(198,279)	-
	<b>Total</b>	<b>19,136,529</b>	<b>19,896,866</b>	<b>(760,337)</b>	<b>47,585</b>
	2017-18	5,125,341	5,324,298	(198,957)	-
Libraries, arts & culture	2013-14	215,673	1,789,545	(1,573,872)	189,177
	2014-15	233,877	1,892,030	(1,658,153)	183,391
	2015-16	164,061	2,090,513	(1,926,452)	443,292
	2016-17	176,561	1,988,117	(1,811,556)	1,106,730
	<b>Total</b>	<b>790,172</b>	<b>7,760,204</b>	<b>(6,970,032)</b>	<b>1,922,591</b>
	2017-18	192,464	2,122,088	(1,929,624)	212,538
Public & environmental health & safety	2013-14	1,328,764	3,201,352	(1,872,588)	1,075,236
	2014-15	1,265,980	3,299,971	(2,033,990)	369,436
	2015-16	1,334,713	3,558,144	(2,223,431)	488,856
	2016-17	1,007,735	3,445,004	(2,437,269)	-
	<b>Total</b>	<b>4,937,192</b>	<b>13,504,471</b>	<b>(8,567,278)</b>	<b>1,933,528</b>
	2017-18	1,025,874	3,487,607	(2,461,733)	-
Community spaces	2013-14	2,110,562	10,913,335	(8,802,773)	3,719,595
	2014-15	1,238,522	9,977,914	(8,739,392)	5,557,969
	2015-16	1,122,375	10,359,879	(9,237,505)	5,503,556
	2016-17	1,232,802	10,551,987	(9,319,185)	4,979,508
	<b>Total</b>	<b>5,704,261</b>	<b>41,803,115</b>	<b>(36,098,855)</b>	<b>19,760,627</b>
	2017-18	1,041,212	10,810,628	(9,769,416)	3,631,498

2013-14 Complete  
 2014-15 Complete  
 2015-16 In progress (shows revised budgets as at March Review 2016)  
 2016-17 Forward budget estimates only  
 2017-18 Final year of community & transport infrastructure program - outside current Delivery Program term 2013-17 (forward budget estimates only)  
 Total shows total for the four year term of current Delivery Program 2013-17

## Operational Plan & budget 2016-17

### SOCIAL INCLUSION

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

#### Actions

Activity	Action	Measure (target)	Resp. officer*
L1.1 Develop and provide essential care services to children and families	L1.1.1 Three Bees supported playgroup project	families provided with service (30); supported playgroups (6); funding requirements (met)	DMCARDS
	L1.1.2 Provide and manage Out Of School Hours (OOSH) centres and activities	occasions of care (7,500); families provided with child care service (75); National Quality Framework for Education & Care Services (compliance)	DMCARDS
	L1.1.3 Provide and manage Vacation Care centres, activities and events	occasions of care (3,400); families provided with child care support (139)	DMCARDS
	L1.1.4 Coordinate, support and expand Family Day Care Educators network	occasions of care (12,000); families provided with child care service (120); new educators (2); gatherings (5); compliance training sessions (2)	DMCARDS
L1.2 Plan for and provide opportunities, services and activities for youth	L1.2.1 Provide and manage youth cafes	visits (3,200); activities (98)	DMCARDS
	L1.2.2 Coordinate Youth Committee and associated projects	meetings (10); major projects (3)	DMCARDS
	L1.2.3 Coordinate youth events and youth week	events (15); attendance (1,000); community partners (6)	DMCARDS
L1.3 Implement recreation and community development initiatives	L1.3.1 Implement volunteer programs and initiatives	volunteers (150); volunteer hours (23,500)	DMCARDS
	L1.3.2 Coordinate the Toward a Healthier Eurobodalla group and associated projects	meetings (4); projects (4)	DMCARDS
	L1.3.3 Develop community development action plan	plan (complete)	DMCARDS
	L1.3.4 Coordinate Healthy Communities, Seniors Week and NAIDOC Week grants	complete (on time and within budget)	DMCARDS
	L1.3.5 Improve community awareness and usage of recreation facilities	website visits (15% increase); bookings (increase)	DMCARDS
	L1.3.6 Coordinate management of pools	attendance (10% increase); membership (5% increase); customer satisfaction survey (complete)	DMCARDS
	L1.3.7 Coordinate management of beach safety	contract conditions (met); number of rescues; Surfer Rescue training course (1)	DMCARDS
	L1.3.8 Support capacity building of community and recreation groups	activities (40); peak sporting body partnerships (4); newsletter (10); sports forum (4); online training (60)	DMCARDS
L1.4 Undertake advocacy activities to improve collaboration, health, service availability and funding	L1.4.1 Coordinate Aboriginal Advisory Committee, Police Liaison Committee and associated projects	meetings (4 per committee)	DMCARDS
	L1.4.2 Advocate for improved service delivery and increased funding	unbudgeted grant funding achieved (\$); submissions (15)	DMCARDS
	L1.4.3 Participate in interagency collaborations and projects	collaboration (evidence of); meetings (80)	DMCARDS

\*Full list of responsible officer codes detailed on page 90

#### Budget

Cost centre	Income	Expenditure	Net result	Capital expenditure
Beach control	-	355,663	(355,663)	-
Childrens services	1,491,062	1,593,057	(101,995)	-
Community and volunteer services	46,867	599,214	(552,347)	-
Development contributions	10,000	-	10,000	-
Recreation development	-	150,536	(150,536)	-
Social development	-	155,236	(155,236)	-
Youth services	3,785	329,307	(325,522)	25,000
<b>Total</b>	<b>1,551,714</b>	<b>3,183,013</b>	<b>(1,631,299)</b>	<b>25,000</b>

#### Capital program

Capital item	Funding source						Total
	C&TIF*	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
CS0341: Youth Café, Narooma - replace carpet & repaint	-	-	-	-	25,000	-	25,000
<b>Total for social inclusion</b>	-	-	-	-	<b>25,000</b>	-	<b>25,000</b>

\*Community and Transport Infrastructure Fund

## Operational Plan & budget 2016-17

### COMMUNITY CONNECTIONS

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

#### Actions

Activity	Action	Measure (target)	Resp. officer*
L2.1 Provide access and social participation opportunities	L2.1.1 Provide community transport service	trips (16,000)	MCC
	L2.1.2 Provide social support and recreation activities	involve disability hours (8,230); individual active living hours (4,909); group active living hours (11,296)	MCC
	L2.1.3 Provide in-home respite care	support hours (192)	MCC
	L2.1.4 Facilitate individualised respite and lifestyle support packages	lifestyle support packages (35); respite packages (80)	MCC
	L2.1.5 Develop and implement the Involve, Revolve, Evolve social enterprise project	employees (8); jobs (25); trade revenue (\$5,000); partnerships (2)	MCC
L2.2 Provide case management and accommodation support	L2.2.1 Provide case management and coordination services	participants (20)	MCC
	L2.2.2 Provide supported accommodation including drop in and 24 hour support	participants (10); support hours (1,340)	MCC
	L2.2.3 Provide Compaks hospital discharge program	packages (162)	MCC
L2.3 Provide support and information for carers	L2.3.1 Provide flexible respite and carer support	support hours (6,824)	MCC
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	unbudgeted grant funding achieved (\$); International Day of People with a Disability and Seniors Week events (held); advocacy (evidence of)	MCC
	L2.4.2 Coordinate Disability Advisory Committee and associated projects to implement Disability Action Plan	meetings (6)	MCC
	L2.4.3 Participate in interagency collaboration and projects	collaboration (evidence of)	MCC

\*Full list of responsible officer codes detailed on page 90

#### Budget

Cost centre	Income	Expenditure	Net result
Aged and disability services	5,114,716	5,312,995	(198,279)
<b>Total</b>	<b>5,114,716</b>	<b>5,312,995</b>	<b>(198,279)</b>

## Operational Plan & budget 2016-17

### LIBRARIES, ARTS & CULTURE

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

#### Actions

Activity	Action	Measure (target)	Resp. officer*
L3.1 Provide quality library services, programs and resources	L3.1.1 Provide lending collections, reference, information and online services	customer satisfaction (>80%); loans (230,000); membership (50% of population); new members (1,000); visits (200,000)	LC
	L3.1.2 Provide access to information via a range of technologies and formats	internet/wifi bookings (20,000); e-book loans (5,000); online visits (10,000)	LC
	L3.1.3 Maintain and improve library infrastructure including buildings and collections	program complete (on time and within budget)	LC
	L3.1.4 Collection Development program	items shelf ready (85%); e-collection (increase 20%)	LC
L3.2 Support and deliver enhanced cultural experiences and programs	L3.2.1 Deliver community programs and events through the libraries	events (60); author talks (30); children's activities (150)	CAC
	L3.2.2 Support the conduct of exhibitions, talks, seminars, workshops and other initiatives	major arts event (1); exhibitions (30); workshops (40); floor talks (20)	CAC
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	internal and external partnerships (evidence of); arts exchange (52)	CAC
	L3.3.2 Support capacity building the creative industry sector	support (evidence of)	CAC
	L3.3.3 Coordinate the Public Art Advisory Committee	meetings (2)	CAC
	L3.3.4 Cultural Plan review	project milestones (met)	CAC

\*Full list of responsible officer codes detailed on page 90

#### Budget

Cost centre	Income	Expenditure	Net result	Capital expenditure
Arts and culture	27,500	231,596	(204,096)	897,950
Libraries	149,061	1,756,520	(1,607,459)	208,780
<b>Total</b>	<b>176,561</b>	<b>1,988,117</b>	<b>(1,811,556)</b>	<b>1,106,730</b>

#### Capital program

Capital item	Funding source						Total
	C&TIF*	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
<b>Arts &amp; culture</b>							
RC913: Moruya Arts Centre	-	300,000	-	597,950	-	-	897,950
<b>Total for arts &amp; culture</b>	-	300,000	-	597,950	-	-	<b>897,950</b>
<b>Libraries</b>							
RC952: Library books	-	137,280	-	69,000	-	-	206,280
RC964: Library audio books	-	2,500	-	-	-	-	2,500
<b>Total for libraries</b>	-	139,780	-	69,000	-	-	<b>208,780</b>
<b>Total for libraries, arts &amp; culture</b>	-	<b>439,780</b>	-	<b>666,950</b>	-	-	<b>1,106,730</b>

\*Community and Transport Infrastructure Fund

## Operational Plan & budget 2016-17

### PUBLIC & ENVIRONMENTAL HEALTH & SAFETY

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

#### Actions

Activity	Action	Measure (target)	Resp. officer*
L4.1 Conduct regulatory compliance and enforcement activities	L4.1.1 Monitor, inspect, enforce and investigate complaints in relation to public safety	animals rehomed, released, returned and sold (%); customer service requests attended to within response times (>85%)	DMES
	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%)	DMES
	L4.1.3 Undertake the on-site sewage management system program	inspections (#); compliance (>90%); mean determination approval time (<40days)	DMES
L4.2 Monitor recreational waters	L4.2.1 Undertake public pool inspection program	inspections (#); compliance (>90%)	DMES
	L4.2.2 Undertake estuary monitoring program	biannual estuary report card rating (maintain or improve)	DMES
	L4.2.3 Undertake Beach Watch program	beach watch ratings (maintain or improve)	DMES
	L4.2.4 Estuary health project	project milestones (met)	DMES
L4.3 Conduct food safety and public health programs	L4.3.1 Undertake food inspection program	inspections (#); compliance (>90%)	DMES
	L4.3.2 Conduct other health education and training programs	program complete (on time and within budget)	DMES
L4.4 Provide support for emergency management and response	L4.4.1 Provide and maintain Rural Fire Service and State Emergency Service buildings	program complete (on time and within budget)	SSE
	L4.4.2 Provide financial contributions to Rural Fire Service, NSW Fire & Rescue and State Emergency Service	legislative requirements (met)	SSE
	L4.4.3 Provide funding to support local volunteer rescue services	funding (provided)	SSE
L4.5 Assist with planning for and coordination of emergency services	L4.5.1 Collaborate with agencies and volunteers to undertake local disaster planning	Local Disaster Plan (reviewed); Local Emergency Management Committee meetings (3); Local Rescue Committee meetings (3)	SSE
	L4.5.2 Assist development, and implementation of Bushfire Risk Management plan	Bushfire Management Committee meetings (3)	SSE
	L4.5.3 Local Emergency Management and Bushfire Management Committees	meetings(3)	SSE
L4.6 Collaborate with agencies and services to deliver coordinated management and response	L4.6.1 Emergency Operations Centre (EOC) Management as required	EOC (established/operational upon request)	SSE
	L4.6.2 Undertake fire mitigation on Council land	program complete (on time and within budget)	DMW

\*Full list of responsible officer codes detailed on page 90

#### Budget

Cost centre	Income	Expenditure	Net result
Companion animals management	43,252	370,030	(326,778)
Emergency services	360,627	1,560,366	(1,199,739)
Environmental compliance	230,710	547,889	(317,179)
Public health	143,182	484,702	(341,520)
Regulatory services	229,964	482,017	(252,053)
<b>Total</b>	<b>1,007,735</b>	<b>3,445,004</b>	<b>(2,437,269)</b>

## Operational Plan & budget 2016-17

### COMMUNITY SPACES

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

#### Actions

Activity	Action	Measure (target)	Resp. officer*
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)	DMW
	L5.1.2 Seek grant funding and partnership opportunities to develop community spaces	partnerships (evidence of); unbudgeted grant funding achieved (\$)	DMTS
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)	DMTS
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)	DMW
	L5.3.2 Seek grant funding and partnership opportunities to develop network	partnerships (evidence of); unbudgeted grant funding achieved (\$)	DMTS

\*Full list of responsible officer codes detailed on page 90

#### Budget

Cost centre	Income	Expenditure	Net result	Capital expenditure
Boating facilities	-	427,207	(427,207)	327,111
CBD facilities	-	1,292,929	(1,292,929)	1,123,341
Cemeteries	195,211	143,619	51,592	42,934
Community centres	116,268	317,048	(200,780)	48,000
Community land management	224,641	318,510	(93,869)	-
Pathways	-	167,524	(167,524)	215,000
Footpaths	145,000	720,944	(575,944)	283,500
Parks & reserves	428,653	3,544,446	(3,115,793)	1,121,122
Public halls & recreation buildings	13,416	156,719	(143,303)	253,150
Public toilets	-	869,770	(869,770)	338,400
Sporting & recreation	76,682	184,360	(107,678)	190,000
Sporting facilities	32,930	1,188,091	(1,155,160)	753,350
Swimming pools	-	1,220,821	(1,220,821)	283,600
<b>Total</b>	<b>1,232,802</b>	<b>10,551,987</b>	<b>(9,319,185)</b>	<b>4,979,508</b>

## Capital program

Capital item	Funding source						Total
	C&TIF*	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
<b>Boating facilities</b>							
BR953: South Durras timber fishing platform	-	-	-	37,111	-	-	37,111
BR928: Nelligen boat ramp upgrade & carpark	-	-	-	-	-	160,000	160,000
BR940: Durras Lake boat ramp car park	-	-	-	-	-	50,000	50,000
BR9402: Durras Lake boat ramp renew ramp/ carpark	-	-	-	-	80,000	-	80,000
<b>Total for boating facilities</b>	-	-	-	<b>37,111</b>	<b>80,000</b>	<b>210,000</b>	<b>327,111</b>
<b>CBD facilities</b>							
PA525: Batemans Bay CBD works - North St to Beach Rd	763,500	250,000	-	-	-	-	1,013,500
PA599: Batemans Bay CBD works	-	78,704	-	-	-	-	78,704
PA630: Disability access works	-	31,137	-	-	-	-	31,137
<b>Total for CBD facilities</b>	763,500	359,841	-	-	-	-	<b>1,123,341</b>
<b>Cemeteries</b>							
PA049: Cemetery improvement program	-	42,934	-	-	-	-	42,934
<b>Total for cemeteries</b>	-	<b>42,934</b>	-	-	-	-	<b>42,934</b>
<b>Pathways</b>							
TR6533: George Bass (Ridge Rd-Link Rd)	-	75,000	-	-	-	-	75,000
TR6741: Beach Rd - Surf Beach South	-	65,000	-	-	-	-	65,000
TR6371: Broulee - Airport track	-	50,000	-	25,000	-	-	75,000
<b>Total for pathways</b>	-	<b>190,000</b>	-	<b>25,000</b>	-	-	<b>215,000</b>
<b>Footpaths</b>							
TR602: Footpath renewals	-	-	-	-	69,000	-	69,000
TR6311: Peninsula Dr, Surfside (Highway East)	-	-	-	37,000	-	-	37,000
TR6731: Edward Rd, Batehaven	51,000	-	-	-	-	-	51,000
TR6732: Crag Rd, Batehaven (Corrigans - Joseph)	-	-	-	14,500	-	-	14,500
TR6821: Murray St, Moruya (Evans - Thomas St)	-	-	-	100,000	-	-	100,000
TR6923: Princes Hwy, Narooma (Southlands Plaza)	-	9,000	-	3,000	-	-	12,000
<b>Total for footpaths</b>	<b>51,000</b>	<b>9,000</b>	-	<b>154,500</b>	<b>69,000</b>	-	<b>283,500</b>
<b>Parks &amp; reserves</b>							
RC008: Litter collection contract	-	10,500	-	-	-	-	10,500
RS003: Playgrounds	61,080	-	-	-	75,000	-	136,080
RS0031: Sports fields - topdressing/renovation	61,080	-	-	-	146,000	-	207,080
RS023: Parks facilities - seats/tables	61,080	-	-	-	100,000	-	161,080
RS0472: Rotary Park, Narooma - playground expansion	101,800	-	-	-	-	-	101,800
RS050: Parks & reserves improvements	-	35,062	-	-	-	-	35,062
RS0905: Plantation Point, Tuross Head - upgrades	40,720	-	-	-	-	-	40,720
RS091: Carters Headland, Kianga - viewing platform	40,720	-	-	-	-	-	40,720
RS092: Gundry Oval, Moruya - playground expansion	101,800	-	-	-	-	-	101,800
RS084: Corrigans Reserve inclusive playground	-	36,280	-	250,000	-	-	286,280
<b>Total for parks &amp; reserves</b>	<b>468,280</b>	<b>81,842</b>	-	<b>250,000</b>	<b>321,000</b>	-	<b>1,121,122</b>

Capital item	Funding source						Total
	C&TIF*	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
<b>Community buildings</b>							
RS4013: Halls renewals	-	-	-	-	50,000	-	50,000
RS4018: Tables & chairs	-	-	-	-	25,000	-	25,000
RS4153: Malua Bay Community centre - extension	122,160	-	-	-	-	-	122,160
RS4603: Dalmeny Community hall - accessible toilet	40,720	-	-	-	-	-	40,720
RS4605: Dalmeny Community hall - toilet renewal	15,270	-	-	-	-	-	15,270
RS5351: Moruya RSL hall - renewals/kitchen	-	-	-	-	18,000	-	18,000
RS5402: Moruya Mechanics hall - repaint & repair brickwork	-	-	-	-	30,000	-	30,000
<b>Total for community buildings**</b>	<b>178,150</b>	-	-	-	<b>123,000</b>	-	<b>301,150</b>
<b>Public toilets</b>							
PA444: Lyons Park, Batemans Bay - accessible toilet	50,900	-	-	-	-	-	50,900
PA445: Caseys Beach North - accessible toilet	50,900	-	-	-	-	-	50,900
PA446: Malua Bay foreshore - accessible toilet	50,900	-	-	-	-	-	50,900
PA449: Public reserve, Tomakin	50,900	-	-	-	-	-	50,900
PA450: Coronation Drive, Broulee - accessible toilet	50,900	-	-	-	-	-	50,900
PA451: Main Beach, South Head Moruya - accessible toilet	50,900	-	-	-	-	-	50,900
PA499: Public toilet renewals	-	-	-	-	33,000	-	33,000
<b>Total for public toilets</b>	<b>305,400</b>	-	-	-	<b>33,000</b>	-	<b>338,400</b>
<b>Sporting facilities</b>							
RS12554: Hanging Rock amenities - renewals	20,000	-	-	-	-	-	20,000
RS14013: Gundry Oval amenities - kitchen upgrade & BBQ	25,000	-	-	-	-	-	25,000
RS1407: Gundry Oval amenities - extension	305,400	-	-	-	-	-	305,400
RS14605: Moruya Showground - shelter	101,800	-	-	-	-	-	101,800
RS15571: Bodalla tennis courts - lighting	30,000	-	-	-	-	-	30,000
RS1558: Bodalla Oval - parking	76,350	-	-	-	-	-	76,350
RS16051: Dalmeny Oval amenities - kitchen upgrade	-	-	-	-	18,000	-	18,000
RS1702: Tilba Oval - toilet extension	101,800	-	-	-	-	-	101,800
RS180: Amenities renewals	-	-	-	-	75,000	-	75,000
RS3053: Hanging Rock basketball stadium - reroof	-	-	-	-	125,000	-	125,000
RS3452: Moruya basketball stadium - kitchen, entry & roof	-	-	-	-	65,000	-	65,000
<b>Total for sporting facilities***</b>	<b>660,350</b>	-	-	-	<b>283,000</b>	-	<b>943,350</b>
<b>Swimming Pools</b>							
RS706: Swimming pools renewals	-	-	-	-	25,000	-	25,000
RS72051: Moruya clubroom - kitchen & improvements	-	-	-	-	30,000	-	30,000
RS7301: Narooma Pool - renewal	203,600	-	-	-	-	-	203,600
RS73051: Narooma clubroom - kitchen & improvements	-	-	-	-	25,000	-	25,000
<b>Total for swimming pools</b>	<b>203,600</b>	-	-	-	<b>80,000</b>	-	<b>283,600</b>
<b>Total for community spaces</b>	<b>2,630,280</b>	<b>683,617</b>	-	<b>466,611</b>	<b>989,000</b>	<b>210,000</b>	<b>4,976,508</b>

\* Community and Transport Infrastructure Fund

\*\* Community buildings shows projects and expenditure for 'community centres' and 'public halls & recreation buildings' cost centres.

\*\*\*Sporting facilities shows projects and expenditure for 'sporting & recreation' and 'sporting facilities' cost centres.

# 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 role

- Undertake invasive species programs
- Manage growth and development
- Ensure planning is responsive to the environment and community needs
- Encourage sustainable development
- Plan for the impacts of climate change
- Undertake bush and wetland regeneration
- Provide for conservation of endangered ecological communities and threatened species
- Support Landcare volunteers
- Deliver environment education programs
- Provide water and sewer services
- Implement the Greenhouse Action Plan
- Undertake waste minimisation and education programs
- Provide and promote initiatives to reduce water, energy and waste
- Provide waste and recycling services
- Support the protection of our resource land through long term planning
- Support community gardens and farmers markets





### Bodalla sewerage scheme

Residents of Bodalla will soon be connected to a brand new sewerage system. Council has recently completed the designs for the new Sewerage System and Sewage Treatment Plant to service the Bodalla village.

The plant, which will be located near Potato Point Road, has been designed to accommodate growth of the Bodalla village and potential future servicing of the Potato Point village

Sewage will be able to be treated to meet two discharge categories at the new plant. During normal dry years, the effluent will be treated primarily for reuse on adjoining agricultural land. During prolonged wet periods, which is estimated to be once every ten years, the effluent will be further treated to remove nutrients and meet stringent environmental criteria for discharge into Borang creek.

Work will commence on the project towards the end of 2016. Individual pods will be dug into each backyard and connected to a pump which will transport sewage to a new main in the street. This main will transport the sewage through to the plant for treatment and use.

Construction is expected to take around 18 months with completion in 2018.

### Surf Beach specialty waste centre

With the help of a grant from the New South Wales Environment Protection Authority Council will expand its offering of household waste and community recycling options.

The specialty waste centre will be built at Surf Beach Waste Management Facility, and will allow residents to drop off high volume low toxicity wastes such as oil and water based paints, gas bottles, fluorescent globes and tubes, household batteries, vehicle batteries, motor and cooking oil, free of charge, all year round.

This additional service will mean that residents do not have to wait for the household chemical cleanout to dispose of these wastes.

This will reduce the likelihood of this material being dumped, entering the sewer or storm water systems and being disposed of inappropriately in the general waste bins.

The specialty waste centre will be completed and operational by the end of 2016 calendar year.

### Local Landcare Coordinator initiative

A new Landcare Officer has commenced work in the Eurobodalla Shire as part of the NSW Governments Local Landcare Coordinators Initiative.

The position will work with new and existing Eurobodalla Landcare groups to renew the government-community relationship and unlock the full potential of the hundreds of volunteers.

The project will build the capacity of community groups and landholders to effectively participate in high priority natural resource management activities that improve the sustainability of our land and build resilient communities.

The Local Landcare Coordinators Initiative is funded by the NSW Government, and is supported through the partnership of Local Land Services and Landcare NSW.

### Integrated Economic Growth and Development Strategy

This year Council will finalise its Integrated Economic Growth and Development Strategy. The strategy will create a collective vision and action plan designed to improve economic growth and development, increase investment and expand employment and services.

The strategy will identify drivers of economic growth and link the vision of local stakeholders with clear priorities for action and sustainable investment and development, placing emphasis on the lead role being taken by the stakeholders themselves.

To develop the strategy we will build on lessons learned from successful economic growth initiatives such as:

- In regional centres community development is economic development.
- Towns with the most positive outcomes are proactive and future-oriented; embracing change and assuming risk.
- Successful strategies are guided by a broadly held local vision.
- Innovative local governance, partnerships and organisations enhance the capacity for economic development.
- Effective communities identify and celebrate short-term success to sustain support for long-term development.
- Viable community economic development involves the use of a package of strategies and tools, rather than a piecemeal approach.

The process is expected to be completed in 2017.

### Narooma coastal inlets flood management plan

Following completion of the Narooma, Kianga and Dalmeny Flood Study, Council will now complete a flood management plan which is the next stage in the flood planning process.

Using data from the flood study, the flood management plan will look at management responses that will mitigate the impacts of flooding and where possible, reduce flood levels in the area.

To develop the plan Council will consult with the community to identify the social and economic impacts of flooding; examine and review current planning instruments to determine if current planning controls are adequate; consult with emergency and incident response agencies and agencies responsible for essential infrastructure.

Using this information a series of long term management responses will be identified to look at cost effective solutions involving infrastructure improvements and planning controls. The process is expected to commence in late 2016 and take around 12-18 months to complete.

### Streetlighting

Essential Energy has recently approved the use of LED street lights and this year Council plans to upgrade existing, inefficient street lighting lamps.

The upgrade has many benefits including reducing energy costs by an estimated \$174,000 in the first year and reducing greenhouse gas emissions from electricity by an estimated 403 tonnes of CO2e per year. The LED lamps will also provide ongoing maintenance and operational savings given they last much longer and will require less maintenance.

It will also provide other benefits associated with improved lighting including improved road safety and have also been shown to improve public safety and reduce crime in public places.

Essential Energy manage the maintenance and approvals process for Eurobodalla street lighting and their cooperation is critical to the success of the project. They conduct a bulk lamp replacements every 4 years with the next replacement due in mid-2016. This will be the optimal time to upgrade to LED luminaires as contractors will already be in cherry-pickers servicing the lights.

The project, which will cost \$1.19 million, this is a one off cost and has a payback period of 6.1 years taking into account the operational savings.

## 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</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</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>Waste management</b>
Provide waste and recycling management services, infrastructure and initiatives
S3.1 Provide and renew waste infrastructure
S3.2 Operate and maintain Council's waste management and collection service
S3.3 Plan to meet our community's future waste needs
S3.4 Provide community education on waste minimisation and recycling
<b>Sustainability</b>
Restore and protect our natural environment through the delivery and promotion of sustainable actions within Council and the community
S4.1 Undertake environmental protection and restoration works
S4.2 Provide invasive species management services
S4.3 Review and coordinate implementation of the Greenhouse Action Plan
S4.4 Encourage and support community sustainability and environmental projects
<b>Strategic planning</b>
Plan for and support sustainable growth and development
S5.1 Review and prepare planning strategies, policies and studies
S5.2 Maintain, update and communicate planning information and issues
S5.3 Manage and promote our Aboriginal and Non-Aboriginal Heritage
S5.4 Plan for the protection and enhancement of our natural environment
S5.5 Plan for the impact of climate change on settlement including coastal hazard, flood impacts and bushfire

## 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>• Managing residential development</li> <li>• Protection of heritage values and buildings</li> <li>• Enhancing the built environment</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 Waste to landfill	% Increase % Decrease
Council CO <sub>2</sub> emissions	Reduce
Organisational sustainability	Increase

## Delivery Program budget

Service	Year	Income (\$)	Expenditure (\$)	Net result (\$)	Capital expenditure (\$)
Sewer services	2013-14	17,995,837	17,812,338	183,499	4,440,947
	2014-15	18,254,239	16,637,913	1,616,326	3,942,172
	2015-16	18,780,231	17,830,561	949,670	9,517,797
	2016-17	19,302,749	18,431,404	871,345	10,136,000
	<b>Total</b>	<b>74,333,057</b>	<b>70,712,216</b>	<b>3,620,841</b>	<b>28,036,916</b>
	<b>2017-18</b>	<b>20,049,645</b>	<b>19,441,670</b>	<b>607,975</b>	<b>13,720,604</b>
Water services	2013-14	14,845,619	14,962,661	(117,041)	2,300,516
	2014-15	15,077,751	14,584,108	493,643	2,566,784
	2015-16	16,288,318	15,487,848	800,470	2,826,000
	2016-17	16,961,395	16,136,337	825,058	3,245,000
	<b>Total</b>	<b>63,173,084</b>	<b>61,170,955</b>	<b>2,002,129</b>	<b>10,938,300</b>
	<b>2017-18</b>	<b>17,389,805</b>	<b>15,929,007</b>	<b>1,460,798</b>	<b>3,527,370</b>
Waste management	2013-14	9,273,720	7,992,842	1,280,878	200,871
	2014-15	9,463,595	7,972,269	1,491,327	45,068
	2015-16	10,302,924	10,004,403	298,521	2,656,108
	2016-17	10,692,706	10,680,381	12,324	6,405,743
	<b>Total</b>	<b>39,732,945</b>	<b>36,649,895</b>	<b>3,083,051</b>	<b>9,307,790</b>
	<b>2017-18</b>	<b>11,205,425</b>	<b>10,771,362</b>	<b>434,063</b>	<b>2,952,200</b>
Sustainability	2013-14	568,704	1,342,698	(773,994)	20,809
	2014-15	881,716	1,276,461	(394,745)	3,384
	2015-16	685,854	2,293,093	(1,607,239)	-
	2016-17	164,817	2,877,944	(2,713,127)	-
	<b>Total</b>	<b>2,301,091</b>	<b>7,790,196</b>	<b>(5,489,105)</b>	<b>24,193</b>
	<b>2017-18</b>	<b>136,836</b>	<b>863,069</b>	<b>(726,233)</b>	<b>-</b>
Strategic planning	2013-14	113,521	1,183,033	(1,069,512)	-
	2014-15	96,851	1,219,134	(1,122,283)	-
	2015-16	165,293	1,365,319	(1,200,026)	-
	2016-17	263,195	1,742,278	(1,479,082)	-
	<b>Total</b>	<b>638,860</b>	<b>5,509,764</b>	<b>(4,870,904)</b>	<b>-</b>
	<b>2017-18</b>	<b>45,500</b>	<b>1,337,913</b>	<b>(1,292,413)</b>	<b>-</b>

2013-14 Complete  
 2014-15 Complete  
 2015-16 In progress (shows revised budgets as at March Review 2016)  
 2016-17 Forward budget estimates only  
 2017-18 Final year of community & transport infrastructure program - outside current Delivery Program term 2013-17 (forward budget estimates only)  
 Total shows total for the four year term of current Delivery Program 2013-17

## Operational Plan & budget 2016-17

### SEWER SERVICES

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

#### Actions

Activity	Action	Measure (target)	Resp. officer*
S1.1 Provide and renew sewer infrastructure	S1.1.1 Deliver capital and renewal works program	program complete (on time and within budget)	DMWS
S1.2 Operate and maintain Council's sewerage systems	S1.2.1 Operate sewerage systems	customer service requests attended to within response times (>85%); EPA licence conditions (met); liquid trade waste licence conditions (met)	DMWS
	S1.2.2 Provide treated effluent and sludge for reuse in community	pollution control licence conditions (met); reuse projects (maintain)	DMWS

\*Full list of responsible officer codes detailed on page 90

#### Budget

Cost centre	Income	Expenditure	Net result	Capital expenditure
Sewer services	(490,000)	18,431,404	(18,921,404)	10,136,000
Development contributions	54,000	-	54,000	-
Sewerage rates & revenue	19,738,749	-	19,738,749	-
<b>Total</b>	<b>19,302,749</b>	<b>18,431,404</b>	<b>871,345</b>	<b>10,136,000</b>

#### Capital program

Capital item	Funding source						Total
	C&TIF*	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
SA006: Bodalla sewerage scheme	-	-	-	900,000	-	2,100,000	3,000,000
SA00611: Rosedale/Guerilla Bay sewerage scheme	-	-	-	1,900,000	-	2,300,000	4,200,000
SN011: Telemetry upgrades	-	31,655	-	14,345	-	-	46,000
SN05806: Batemans Bay sewage treatment plant upgrade	-	137,630	-	62,370	-	-	200,000
SN065: Bingie sewage treatment plant upgrade	-	103,222	-	46,778	-	-	150,000
SN081: Sewage treatment plant renewals	-	151,393	-	68,607	-	-	220,000
SN806: New service connections	-	13,763	-	6,237	-	-	20,000
SR023: Mains & service connections renewals	-	550,520	-	249,480	-	-	800,000
SR035: Tomakin treatment works upgrade - stage 1	-	-	-	50,000	-	-	50,000
SR037: Sewer pump station & transport systems upgrades	-	929,002	-	420,998	-	-	1,350,000
SR058: Manhole restoration program	-	68,815	-	31,185	-	-	100,000
<b>Total for sewer services</b>	<b>-</b>	<b>1,986,000</b>	<b>-</b>	<b>3,750,000</b>	<b>-</b>	<b>4,400,000</b>	<b>10,136,000</b>

\* Community and Transport Infrastructure Fund



## Operational Plan & budget 2016-17

### WATER SERVICES

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

#### Actions

Activity	Action	Measure (target)	Resp. officer*
S2.1 Provide and renew water infrastructure	S2.1.1 Deliver capital and renewal works program	program complete (on time and within budget)	DMWS
	S2.1.2 Undertake water meter replacement program	10% of network replaced per annum	DMWS
S2.2 Operate and maintain Council's water supply systems	S2.2.1 Identify and implement innovative water conservation and sustainable water usage practices	participation (increase)	DMWS
	S2.2.2 Operate water system	Australian Drinking Water Guidelines (compliance); customer service requests attended to within response times (>85%)	DMWS

\*Full list of responsible officer codes detailed on page 90

#### Budget

Cost centre	Income	Expenditure	Net Result	Capital expenditure
Water rates & revenue	16,825,033	-	16,825,033	-
Water services	100,362	16,136,337	(16,035,975)	3,245,000
Development contributions	36,000	-	36,000	-
<b>Total</b>	<b>16,961,395</b>	<b>16,136,337</b>	<b>825,058</b>	<b>3,245,000</b>

#### Capital program

Capital item	Funding source						Total
	C&TIF*	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
WDWDC08: Deep Creek Dam - drainage works	-	159,100	-	40,900	-	-	200,000
WDWSD: Southern Dam - investigation & design	-	560,000	-	240,000	-	-	800,000
WMTCE: Consumer water meters - new	-	111,370	-	28,630	-	-	140,000
WMTRP: Consumer water meters - replacement program	-	206,830	-	53,170	-	-	260,000
WN030: Water refill stations	-	31,820	-	8,180	-	-	40,000
WR09901: Replacement telemetry parts	-	35,798	-	9,202	-	-	45,000
WR09902: Pump refurbishments	-	87,505	-	22,495	-	-	110,000
WR299: Renewals & replacements	-	1,312,577	-	337,423	-	-	1,650,000
<b>Total for water services</b>	<b>-</b>	<b>2,505,000</b>	<b>-</b>	<b>740,000</b>	<b>-</b>	<b>-</b>	<b>3,245,000</b>

\* Community and Transport Infrastructure Fund

## Operational Plan & budget 2016-17

### WASTE MANAGEMENT

Provide waste and recycling management services, infrastructure and initiatives

#### Actions

Activity	Action	Measure (target)	Resp. officer*
S3.1 Provide and renew waste infrastructure	S3.1.1 Deliver capital and renewal works program	program complete (on time and within budget)	DMWM
S3.2 Operate and maintain Council's waste management and collection service	S3.2.1 Manage and operate landfills and transfer station	landfill (% utilised) (remaining life); environmental compliance conditions (met)	DMWM
	S3.2.2 Manage kerbside collection	customer service requests attended to within response times (>85%); contractor (compliance)	DMWM
	S3.2.3 Undertake annual hazardous waste collection	hazardous waste collected (increase)	DMWM
S3.3 Plan to meet our community's future waste needs	S3.3.1 Surfbeach landfill additional cell	project (complete)	DMWM
	S3.3.2 Participate in regional collaboration and develop strategic industry partnerships	collaboration and partnership projects (evidence of)	DMWM
S3.4 Provide community education on waste minimisation and recycling	S3.4.1 Deliver community education on waste minimisation	diversion from landfill (increase); education initiatives (20) and participation (500); Waste and Recycling Guide (distributed)	DMWM

\*Full list of responsible officer codes detailed on page 90

#### Budget

Cost centre	Income	Expenditure	Net Result	Capital expenditure
Landfills stations	3,771,766	3,437,933	333,833	6,382,000
Recycling centres	-	147,358	(147,358)	-
Transfer stations	86,513	430,384	(343,871)	-
Waste collection	5,354,395	4,388,919	965,476	-
Waste management	1,480,032	2,275,789	(795,756)	23,743
<b>Total</b>	<b>10,692,706</b>	<b>10,680,381</b>	<b>12,324</b>	<b>6,405,743</b>

#### Capital program

Capital item	Funding source						Total
	C&TIF*	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
<b>Landfills stations</b>							
GA356: Surf Beach landfill - new cell	-	4,250,000	-	-	-	1,250,000	5,500,000
GA554: Brou landfill - emission reduction	-	-	-	-	-	50,000	50,000
GA655: Surf Beach landfill - emission reduction	-	-	-	-	-	50,000	50,000
GA620: Surf Beach landfill - sedimentation basins	-	-	-	-	-	32,000	32,000
GA653: Surf Beach landfill - leachate control system	-	375,000	-	-	-	375,000	750,000
<b>Total for landfill stations</b>	<b>-</b>	<b>4,625,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,757,000</b>	<b>6,382,000</b>
<b>Waste services</b>							
GA261: Surf Beach speciality waste centre	-	-	-	23,743	-	-	23,743
<b>Total for waste services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>23,743</b>	<b>-</b>	<b>-</b>	<b>23,743</b>
<b>Total for waste management</b>	<b>-</b>	<b>4,625,000</b>	<b>-</b>	<b>23,743</b>	<b>-</b>	<b>1,757,000</b>	<b>6,405,743</b>

## Operational Plan & budget 2016-17

### SUSTAINABILITY

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

#### Actions

Activity	Action	Measure (target)	Resp. officer*
<b>S4.1 Undertake environmental protection and restoration works</b>	S4.1.1 Implement natural resource, coastal and estuary projects	projects (implemented); unbudgeted grant funding achieved (\$)	DMES
<b>S4.2 Provide invasive species management services</b>	S4.2.1 Manage invasive species through an inspections schedule, issue of notices and fines	inspections (#); compliance (>90%)	DMES
	S4.2.2 Lantana pushback project - Year 3 of 3 year project	project milestones (met)	DMES
	S4.2.3 Coastal Weeds of National Significance project	project milestones (met)	DMES
	S4.2.4 Grey Headed Flying Fox dispersal program	project milestones (met)	DMES
<b>S4.3 Review and coordinate implementation of the Greenhouse Action Plan</b>	S4.3.1 Implement energy, water and waste reduction initiatives within Council	council water savings (maintain or improve); council energy savings (maintain or improve)	DMES
	S4.3.2 Coordinate the Sustainability Matrix Group	meetings (4)	DMES
	S4.3.3 Upgrade streetlighting to LED**	project milestones (met)	DMES
<b>S4.4 Encourage and support community sustainability and environmental projects</b>	S4.4.1 Provide environmental and sustainability advice and education	programs (#); participation (#)	DMES
	S4.4.2 Support community activities and groups such as Landcare and community gardens	number of groups supported (maintain or increase)	DMES
	S4.4.3 Deua River restoration project	project milestones (met)	DMES

\*Full list of responsible officer codes detailed on page 90

\*\* This project has related capital expenditure listed in the Transport service area: TR009 street lighting, pg 56

#### Budget

Cost centre	Income	Expenditure	Net result
Coastal & estuary management	-	73,416	(73,416)
Environmental management	8,517	145,645	(137,128)
Environmental protection	30,400	2,155,385	(2,124,985)
Invasive species management	85,900	255,698	(169,798)
Landcare projects	40,000	72,744	(32,744)
Natural resource management	-	151,677	(151,677)
Sustainability	-	23,379	(23,379)
<b>Total</b>	<b>164,817</b>	<b>2,877,944</b>	<b>(2,713,127)</b>

## Operational Plan & budget 2016-17

### STRATEGIC PLANNING

Plan for and support sustainable growth and development

#### Actions

Activity	Action	Measure (target)	Resp. officer*
<b>S5.1 Review and prepare planning strategies, policies and studies</b>	S5.1.1 Residential Lands Strategy	strategy (complete)	DMSS
	S5.1.2 Small towns DCP review	review (complete)	DMSS
	S5.1.3 Recreation and Open Space Strategy	strategy (complete)	CPC
	S5.1.4 Infrastructure contributions plan review	plan (complete)	DMSS
	S5.1.5 Employment lands - industrial areas feasibility study	study (complete)	DMSS
	S5.1.6 Integrated growth and development strategy	strategy (complete); Batemans Bay visioning statement (complete)	DMSS
	S5.1.7 Infrastructure contributions plan review	plan (complete)	DMSS
<b>S5.2 Maintain ,update and communicate planning information and issues</b>	S5.2.1 Review housing, land supply and demographics and communicate changes and issues	changes (communicated)	DMSS/CPC
	S5.2.2 Participate in State and regional planning forums and environmental reviews and report on and communicate issues relating to strategic planning	participation and communication (evidence of)	DMSS/CPC
	S5.2.3 Coordinate the Recreation Matrix Group and associated projects	meetings (10)	CPC
<b>S5.3 Manage and promote our Aboriginal and Non-Aboriginal Heritage</b>	S5.3.1 Coordinate the Heritage Advisory Committee and associated projects	meetings (3)	DMSS
	S5.3.2 Conduct the Local Heritage Places Grants Program	program (complete)	DMSS
	S5.3.3 Coordinate the free Heritage Advisory Service	level of use of service (referrals) (advice)	DMSS
<b>S5.5 Plan for the impact of climate change on settlement including coastal hazard, flood impacts, bushfire</b>	S5.5.1 Eurobodalla Coastal Hazard Management Plan	project milestones (met)	DMSS
	S5.5.2 Narooma Coastal Inlets flood management plan	project milestones (met)	DMSS
	S5.5.3 Batemans Bay Urban Creek flood study	project milestones (met)	DMSS
	S5.5.4 Tuross Estuary Management Plan review	project milestones (met)	DMSS
	S5.5.5 Coordinate the Coastal and environmental management and advisory committee (CEMAC) and associated projects	meetings (4)	DMSS

\*Full list of responsible officer codes detailed on page 90

#### Budget

Cost centre	Income	Expenditure	Net result
Land use planning	35,114	921,932	(886,818)
Natural environment planning	228,081	820,346	(592,265)
<b>Total</b>	<b>263,195</b>	<b>1,742,278</b>	<b>(1,479,082)</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 role

- Provide and maintain road network
- Advocate for funding for major projects
- Advocate for evolving legislation to support positive growth and change
- Provide and maintain public infrastructure
- Promote and support business investment and employment growth
- Provide visitor information services
- Advocate for National Broadband Networks
- Partner with business and industry to attract funding and investment
- Develop and promote tourism brand
- Provide support services, networking and training opportunities for local business and industry
- Support and advocate for the growth of tertiary education opportunities in our area
- Partner with business and industry to develop and explore opportunities for job growth within the region
- Provide opportunities for cadetships, apprenticeships and work experience within council



### Paperless assessment process

This year we will investigate options for moving our development application lodgement and assessment processes to an electronic environment.

One of the key objectives of this project is to improve ease of access to the service for our customers.

Operating in an electronic environment will also improve risk management as our current process is largely dependent on physical files that can be lost, burnt or otherwise destroyed in the event of a disaster or fire.

Savings and efficiency gains are also expected in relation to time, expenditure, storage, floor space and resources.

With all documents being sent by email or downloaded via the internet this will also benefit applicants and developers providing access to approvals and lodgement of applications at the click of a mouse.

Staff will eventually have access to files on their tablets and will be able to issue inspection results to builders and applicants while out onsite.

### Building on our Award winning campaign

In 2015, Council and neighbouring local government areas collaborating under the South Coast Regional Tourism Organisation were awarded the NSW Tourism Award for Best Marketing Campaign for the 'Unspoilt South Coast'.

The campaign was also a finalist in the Australian Tourism Awards.

The Unspoilt campaign represents several years of strategic marketing in partnership with Destination NSW to successfully differentiate the south coast from competitor destinations by showcasing the natural undeveloped beauty of the region through dramatic imagery and a simple yet powerful message; unspoilt.

This achievement opens up new opportunities and Council's tourism unit will continue to build on the success of this campaign with strategic integrated marketing communications across a number of digital and traditional advertising media.

Acquisition of exciting new images and video footage will be a major focus this year and will contribute to building and renewing visual content on the tourism website and social media.

### Looking after our gravel roads

Council currently looks after 420km of gravel roads within Eurobodalla. Many of these support school bus routes and service farms, quarries and other industries as well as providing recreational links to our State Forests and National Parks.

While these roads carry lower volumes of traffic, they still provide important connections within our community.

To ensure our unsealed roads are in a safe condition we undertake maintenance and gravel resheeting work throughout each year.

Our maintenance program involves grading each road once or twice per year depending on traffic and terrain. If you would like to know when your road will be graded, our grading schedule can be found on Council's website. Other maintenance works include clearing drainage pipes, removing vegetation, and looking after bridges.

The gravel resheeting program is a cyclic program undertaken on a priority basis taking into account road condition, traffic and use. The work involves restoring drainage, reshaping the road and providing new road gravel to ensure a safe and maintainable driving surface.

This year we will spend \$1.1 million to resheet around 25km or 6% of our gravel road network.

### Helping local business boom

This year we will work with local business on a number of initiatives.

We will run our popular capacity building workshops including Business Planning, e-commerce and social media, as well as networking events to assist businesses to make connections.

We will continue to engage to help improve Eurobodalla's business accessibility through the Good Access is Good Business campaign. The campaign will make businesses aware of the opportunities available with the National Disability Insurance Scheme being launched in July 2016 and the developing accessible tourism market.

Renew Eurobodalla will help property owners fill their vacant shops and offices whilst helping start-up businesses find affordable rent. Included in this project will be assisting IT businesses to find and set-up shared working space.

Advocacy on behalf of business will include seeking improved mobile and telecommunications coverage. This has already secured three new mobile towers for the region and new government funding will be targeted.

### Property Strategy

To ensure we are managing Council's property portfolio in the best interests of the community we will accelerate a review of our property assets and leases to ensure they deliver the most efficient return for ratepayers.

An implementation plan with detailed actions and performance indicators will be developed to accompany our Property Strategy.

This plan will include actions to prepare properties for market including valuations, development applications and subdivisions.

An audit will be undertaken of Council land to determine if it is being used in the most efficient way and identify opportunities for the sale of surplus land.

It will also include a review of Council leases of public land to balance the needs of commercial lease-holders versus the need for the broader community to receive a fair return from the public assets being used.

### International opportunities

Council will focus on new opportunities for tourism and freight with the recent announcement of international flights into Canberra Airport.

Council's tourism and business development teams will collaborate and partner with Bega Valley Shire, Sapphire Coast Tourism, Destination NSW, Visit Canberra, Canberra Airport and Sydney to Melbourne Touring Inc to promote the south coast to international inbound tourists and business travellers.

This will involve working with local tourism and other businesses on product development and promotion in readiness for a potential increase in international visitation and trade.

Workshops and educational programs will be sourced and offered by council in partnership with key government agencies including Destination NSW and the Office of Small Business to build local business capacity and understanding of engaging with international visitors.

## 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 &amp; events</b> 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
<b>Tourism</b> To develop the Eurobodalla as a destination of choice to visit
P2.1 Provide tourism destination marketing and visitor services
<b>Transport</b> Provide an efficient, integrated transport network that meets community needs now and into the future
P3.1 Undertake advocacy activities to further the development of transport infrastructure and support future growth
P3.2 Develop, renew and maintain the road network
P3.3 Provide road safety and traffic management planning, programs and infrastructure
P3.4 Provide, maintain and renew stormwater and flood management infrastructure
<b>Development services</b> Facilitate growth and development through a transparent and efficient development application process
P4.1 Provide development assessment services
P4.2 Provide advice and information to industry and applicants

## 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

## Delivery Program budget

Service	Year	Income (\$)	Expenditure (\$)	Net result (\$)	Capital expenditure (\$)
Business development & events	2013-14	4,293,627	5,221,523	(927,897)	134,736
	2014-15	4,615,938	5,211,747	(595,809)	181,473
	2015-16	4,871,829	5,098,001	(226,171)	563,682
	2016-17	4,702,959	5,186,399	(483,440)	5,290,909
	<b>Total</b>	<b>18,484,353</b>	<b>20,717,670</b>	<b>(2,233,317)</b>	<b>6,170,800</b>
	2017-18	4,908,498	5,151,684	(243,187)	90,602
Tourism	2013-14	271,570	1,371,241	(1,099,671)	-
	2014-15	264,187	1,515,342	(1,251,155)	23,967
	2015-16	103,727	1,392,129	(1,288,402)	9,333
	2016-17	46,732	1,358,886	(1,312,154)	-
	<b>Total</b>	<b>686,216</b>	<b>5,637,599</b>	<b>(4,951,383)</b>	<b>33,300</b>
	2017-18	47,573	1,383,436	(1,335,863)	-
Transport	2013-14	3,065,954	16,412,562	(13,346,607)	10,031,427
	2014-15	4,718,582	18,196,903	(13,478,321)	9,867,297
	2015-16	10,977,986	19,771,585	(8,793,599)	16,099,640
	2016-17	7,460,016	17,458,024	(9,998,008)	21,108,570
	<b>Total</b>	<b>26,222,538</b>	<b>71,839,073</b>	<b>(45,616,535)</b>	<b>57,106,934</b>
	2017-18	5,692,977	17,828,138	(12,135,161)	17,663,174
Development services	2013-14	1,426,678	2,971,938	(1,545,260)	-
	2014-15	1,504,690	3,197,705	(1,693,016)	-
	2015-16	1,613,080	3,440,883	(1,827,803)	-
	2016-17	1,576,486	3,567,654	(1,991,169)	-
	<b>Total</b>	<b>6,120,934</b>	<b>13,178,181</b>	<b>(7,057,247)</b>	-
	2017-18	1,615,043	3,633,531	(2,018,488)	-

2013-14 Complete  
2014-15 Complete  
2015-16 In progress (shows revised budgets as at March Review 2016)  
2016-17 Forward budget estimates only  
2017-18 Final year of community & transport infrastructure program - outside current Delivery Program term 2013-17 (forward budget estimates only)  
Total shows total for the four year term of current Delivery Program 2013-17

## Operational Plan & budget 2016-17

### BUSINESS DEVELOPMENT & EVENTS

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

#### Actions

Activity	Action	Measure (target)	Resp. officer*
P1.1 Facilitate growth and development of our business community	P1.1.1 Strengthen partnerships between Council and the business community	Business Advisory Committee meetings (4); businesses engaged (50); networking activities and partnerships (evidence of)	DMBDE
	P1.1.2 Provide business support and development activities	workshops, courses, seminars (20); attendance (600); small business start-ups assisted (24); Renew Eurobodalla participants (12)	DMBDE
	P1.1.3 Promote Eurobodalla as the place to invest and do business	collateral developed and circulation (evidence of); webpage visits (15% increase)	DMBDE
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	unbudgeted grant funding achieved (\$); submissions (10)	DMBDE
	P1.2.2 Provide and manage the Eurobodalla Regional Botanic Gardens	plant revenue (\$75,976); visitors (48,856); volunteer hours (20,860); financial efficiency (improve)	DMBDE
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 (30); event workshops (3); total supported events value (\$1.75 million)	DMBDE
	P1.3.2 Secure new events in targeted areas	new events secured (6)	DMBDE

\*Full list of responsible officer codes detailed on page 90

#### Budget

Cost centre	Income	Expenditure	Net result	Capital expenditure
Airport	411,404	636,203	(224,800)	2,436,636
Botanic gardens	121,453	574,022	(452,569)	-
Camping grounds	770,000	451,731	318,269	42,000
Caravan parks	3,381,253	2,698,053	683,200	85,000
Economic development	15,609	701,954	(686,345)	-
Real estate development	-	106,295	(106,295)	2,727,273
Saleyards	3,240	18,140	(14,900)	-
<b>Total</b>	<b>4,702,959</b>	<b>5,186,399</b>	<b>(483,440)</b>	<b>5,290,909</b>

#### Capital program

Capital item	Funding source						Total
	C&TIF*	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
<b>Airport</b>							
OE070: Runway reseal/maintenance	-	59,000	-	-	-	-	59,000
OE0781: Terminal upgrade	113,500	-	-	-	-	-	113,500
OE0783: Aircraft holding area	120,000	-	-	-	-	-	120,000
OE078: Airport redevelopment masterplan	-	2,144,136	-	-	-	-	2,144,136
<b>Total for airport</b>	<b>233,500</b>	<b>2,203,136</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,436,636</b>
<b>Real estate development</b>							
OE039: Batemans Bay Bowling Club acquisition	-	727,273	-	-	-	2,000,000	2,727,273
<b>Total for real estate development</b>	<b>-</b>	<b>727,273</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000,000</b>	<b>2,727,273</b>
<b>Campgrounds</b>							
OE039: Mystery Bay - fire hydrants/hoses	-	42,000	-	-	-	-	42,000
<b>Total for campgrounds</b>	<b>-</b>	<b>42,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>42,000</b>
<b>Caravan parks</b>							
OE0056: Batemans Bay Beach Resort repairs/maintenance	-	-	25,000	-	-	-	25,000
OE0056: Batemans Bay Beach Resort website	-	-	60,000	-	-	-	60,000
<b>Total for caravan parks</b>	<b>-</b>	<b>-</b>	<b>85,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>85,000</b>
<b>Total</b>	<b>233,500</b>	<b>2,972,409</b>	<b>85,000</b>	<b>-</b>	<b>-</b>	<b>2,000,000</b>	<b>5,290,909</b>

\* Community and Transport Infrastructure Fund

## Operational Plan & budget 2016-17

### TOURISM

Provide promotion and support to develop the Eurobodalla as a destination of choice to visit

#### Actions

Activity	Action	Measure (target)	Resp. officer*
P2.1 Provide tourism destination marketing and visitor services	P2.1.1 Increase traffic to www.eurobodalla.com.au and drive leads to tourism businesses	website sessions (145,000) tracked leads to business (35,000)	EMCT
	P2.1.2 Secure destination editorials in travel and mainstream media	articles (100)	EMCT
	P2.1.3 Deliver and implement cooperative industry marketing campaigns	campaigns (4)	EMCT
	P2.1.4 Engage with tourism businesses	industry newsletters (12); industry forums (4)	EMCT
	P2.1.5 Engage in strategic tourism partnerships	partnership activities (5)	EMCT
	P2.1.6 Undertake mid-point review of the 10 year Destination Management Plan	review (complete)	EMCT
	P2.1.7 Manage council's visitor information services	accreditation (achieved)	EMCT

\*Full list of responsible officer codes detailed on page 90

#### Budget

Cost centre	Income	Expenditure	Net result
Tourist promotion	4,732	797,554	(792,822)
Visitor centres	42,000	561,332	(519,332)
<b>Total</b>	<b>46,732</b>	<b>1,358,886</b>	<b>(1,312,154)</b>

## Operational Plan & budget 2016-17

### TRANSPORT

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

#### Actions

Activity	Action	Measure (target)	Resp. officer*
P3.1 Undertake advocacy activities to further the development of transport infrastructure and support future growth	P3.1.1 Advocate for improved infrastructure and increased levels of funding	advocacy (evidence of); unbudgeted grant funding achieved (\$)	DIS
	P3.1.2 Coordinate the Local Traffic & Development Committees	meetings (9)	DMTS
P3.2 Develop, renew and maintain the road network	P3.2.1 Deliver capital and renewal works program	program complete (on time and within budget)	DMW
	P3.2.2 Undertake contract works for the Roads and Maritime Services on the Kings highway	contract and budget (compliance)	DMW
P3.3 Provide road safety and traffic management planning, programs and infrastructure	P3.3.1 Implement road safety programs and plans	grant funded program (met)	DMTS
P3.4 Provide, maintain and renew stormwater and flood management infrastructure	P3.4.1 Deliver capital and renewal program	program complete (on time and within budget)	DMW
	P3.4.2 Maintain stormwater and flood mitigation systems	program complete (on time and within budget)	DMW

\*Full list of responsible officer codes detailed on page 90

#### Budget

Cost Centre	Income	Expenditure	Net result	Capital expenditure
Bridges	1,015,000	809,256	205,744	4,656,000
Bus shelters	-	54,474	(54,474)	23,000
Car parking	128,000	645,975	(517,975)	245,500
Drainage and stormwater	451,743	1,424,958	(973,215)	701,449
Flood mitigation	4,400	26,248	(21,848)	-
Lake openings	-	3,061	(3,061)	-
Local rural roads	1,140,000	4,594,521	(3,454,521)	7,808,520
Local urban roads	936,509	5,693,985	(4,757,476)	4,413,209
Roads & Maritime Services funded roads	3,636,857	3,078,380	558,477	2,068,857
Road safety	24,507	69,101	(44,594)	-
Rock walls and sea walls	-	95,121	(95,121)	-
Street lighting	51,000	658,000	(607,000)	1,192,035
Development contributions	72,000	-	72,000	-
Transport local & arterial	-	297,541	(297,541)	-
Works at community request	-	7,403	(7,403)	-
<b>Total</b>	<b>7,460,016</b>	<b>17,458,024</b>	<b>(9,998,008)</b>	<b>21,108,570</b>

#### Capital program

Capital item	Funding source						Total
	C&TIP*	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
<b>Bridges</b>							
BR303: Bridge maintenance	-	-	-	165,000	-	-	165,000
BR310: Bridge renewals	-	264,000	-	-	257,000	-	521,000
BR320: Runnyford bridge - renewal	-	51,500	-	850,000	48,500	-	950,000
BR622: Tyrone bridge - renewal	-	-	-	1,250,000	-	-	1,250,000
BR725: Corrugated pipe culverts	150,000	-	-	-	-	-	150,000
BR726: Cullendulla Drive, Long Beach - box culvert widening	50,000	-	-	-	-	-	50,000
BR729: Cadgee bridge	500,000	-	-	470,000	-	-	970,000
BR327: Mogendoura bridge - renewal	-	341,510	-	-	-	258,490	600,000
<b>Total for bridges</b>	<b>700,000</b>	<b>657,010</b>	<b>-</b>	<b>2,735,000</b>	<b>305,500</b>	<b>258,490</b>	<b>4,656,000</b>
<b>Bus shelters</b>							
TR811 - Bus shelters	-	-	-	-	23,000	-	23,000
<b>Total for bus shelters</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>23,000</b>	<b>-</b>	<b>23,000</b>
<b>Carparking</b>							
RS7202: Moruya pool carpark	-	-	-	40,000	-	-	40,000
TR7761: Tilba carpark	-	-	-	-	-	175,000	175,000
TR776: Mogo carpark	-	-	-	15,000	-	-	15,000
TR799: Carparking	-	15,500	-	-	-	-	15,500
<b>Total for carparking</b>	<b>-</b>	<b>15,500</b>	<b>-</b>	<b>55,000</b>	<b>-</b>	<b>175,000</b>	<b>245,500</b>
<b>Drainage &amp; stormwater</b>							
PA121: Drainage renewals	391,449	50,000	-	-	-	-	441,449
PA2601: Stormwater piping - Island View Rd, Tuross Head	-	130,000	-	-	-	-	130,000
PA2621: Stormwater piping - Hillside Crescent, Kianga	-	50,000	-	-	-	-	50,000
PA2671: Stormwater piping - Bay Lane, Narooma	-	80,000	-	-	-	-	80,000
<b>Total for drainage &amp; stormwater</b>	<b>391,449</b>	<b>310,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>701,449</b>
<b>Local rural roads</b>							
TR024: Guardrail	-	-	-	70,000	-	-	70,000
TR501: Drainage culvert improvements	-	50,000	-	-	-	-	50,000
TR525: Congo Road South	-	-	-	520,000	-	-	520,000
TR5371: Old South Coast Road, Narooma	549,720	-	-	-	-	-	549,720
TR553: Ridge Road, Tilba	-	-	-	500,000	-	-	500,000
TR956: South Batemans Bay Link Road	-	-	-	5,000,000	-	-	5,000,000
Gravel resheet program	121,800	220,000	-	210,000	567,000	-	1,118,800
<b>Total for local rural roads</b>	<b>671,520</b>	<b>270,000</b>	<b>-</b>	<b>6,300,000</b>	<b>567,000</b>	<b>-</b>	<b>7,808,520</b>
<b>Local urban roads</b>							
TR111: Reseals	407,200	555,000	-	250,000	521,000	-	1,733,200
TR4772: Princess Highway, Narooma	-	350,249	-	65,751	-	-	416,000
TR4791: Shell Street, Tuross Head	-	378,875	-	71,125	-	-	450,000
TR4851: Hanging Rock Place (Beach Rd to AFL carpark)	-	378,875	-	71,125	-	-	450,000
TR498: Road reserves acquisition	-	30,000	-	-	-	-	30,000
Pavement rehabilitation program	-	342,500	-	398,509	593,000	-	1,334,009
<b>Total for local urban roads</b>	<b>407,200</b>	<b>2,035,500</b>	<b>-</b>	<b>856,509</b>	<b>1,114,000</b>	<b>-</b>	<b>4,413,209</b>

\* Community and Transport Infrastructure Fund

Capital item	Funding source						Total
	C&TIF*	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
<b>Roads &amp; Maritime Services funded roads</b>							
RTA209: Beach Road, Hanging Rock	-	290,000	-	-	-	-	290,000
RTA212: Beach Road Junction, Hanging Rock	-	-	-	854,857	-	924,000	1,778,857
<b>Total for Roads &amp; Maritime Services funded roads</b>	-	<b>290,000</b>	-	<b>854,857</b>	-	<b>924,000</b>	<b>2,068,857</b>
<b>Street lighting</b>							
TR009: Street lighting	-	1,192,035	-	-	-	-	<b>1,192,035</b>
<b>Total for street lighting</b>	-	<b>1,192,035</b>	-	-	-	-	<b>1,192,035</b>
<b>Total for transport</b>	<b>2,170,169</b>	<b>4,770,045</b>	-	<b>10,801,366</b>	<b>2,009,500</b>	<b>1,357,490</b>	<b>21,108,570</b>

\* Community and Transport Infrastructure Fund

### Pavement rehabilitation program

This year our pavement rehabilitation program will include works in the following locations.

North Street, Batemans Bay
Campbell Street, Moruya
Marlin Street, Tuross Head
Centenary Drive, Narooma
Sylvan Street, Malua Bay
Bateman Place, Sunshine Bay
Bellbird Drive, Malua Bay

### Gravel resheet program

This year our gravel resheet program will include works in the following locations.

Eurobodalla Road
Bumbo Road
Runnyford Road
Old Mossy Point Road
Larrys Mountain Road
Araluen Road
Bingie Road
Cadgee Mountain Road
Wagonga Scenic Drive
Reedy Creek Road
River Road
Buckenbours Road
Donalds Creek Road
Nerrigundah Mountain Road
Duesbury Road
Quartpot Road
Rifle Range Road
Woodlands Road

Further information on projects within the program can be found on Council's website [www.esc.nsw.gov.au](http://www.esc.nsw.gov.au) or by contacting our Infrastructure Services team.

## Operational Plan & budget 2016-17

### DEVELOPMENT SERVICES

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

#### Actions

Activity	Action	Measure (target)	Resp. officer*
P4.1 Provide development assessment services	P4.1.1 Assess and determine development applications	mean determination time (<40days)	DMDS
	P4.1.2 Assess and determine construction certificates	determination time (90% <20days)	DMDS
	P4.1.3 Determine complying development applications	statutory requirements (met)	DMDS
	P4.1.4 Provide certification inspection services	compliance inspections (95% within 2 days of notification)	DMDS
	P4.1.5 Undertake pool compliance program	inspections (300)	DMDS
	P4.1.6 Paperless development assessment and certification system	project milestones (met)	DMDS
	P4.1.7 Integrate online booking system for building and plumbing inspections	integration (complete)	DMDS
P4.2 Provide advice and information to industry and applicants	P4.2.1 Distribute information to developers and builders	communication (evidence of)	DMDS
	P4.2.2 Provide prelodgement advice and assistance to applicants	advice provided (#); meetings (#)	DMDS

\*Full list of responsible officer codes detailed on page 90

#### Budget

Cost centre	Income	Expenditure	Net result
Building certificates & compliance	667,850	902,376	(234,526)
Development control	908,635	2,665,278	(1,756,643)
<b>Total</b>	<b>1,576,486</b>	<b>3,567,654</b>	<b>(1,991,169)</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 role

- Provide open clear lines of communication with the community
- Provide quality customer service
- Encourage community participation in planning and policy development
- Provide a diverse range of opportunities for the community to be involved and engaged
- Value and consider feedback
- Support community groups and organisations
- Work in partnership with Federal and State Government, other councils and regional organisations
- Provide corporate and civic functions
- Conduct council business in an open and transparent manner and in accordance with legislative and statutory requirements
- Act with the wider community in mind
- Be responsive to new information
- Manage expectations
- Be an employer of choice
- Ensure the needs of our Shire and community are reflected in state and regional plans
- Seek sources of funding to implement our community vision





## Delivering on our vision for the future

This year following Council elections, our Community Planning team will work with our new Councillors and community to review our suite of Integrated Planning and Reporting (IP&R) documents.

The IP&R Suite includes the Community Strategic Plan, which outlines the vision the community has for Eurobodalla, as well as Council's four year Delivery Program and one year Operational plan which detail how Council will work towards achieving the community vision.

As part of this process we will prepare our Delivery Program detailing service commitments for the coming 4 year Council term. To ensure meaningful community involvement, in line with Council's community engagement framework, we will conduct an innovative community driven engagement and decision forming process to assist with the review of service levels across all of Council's services. The outcomes of this engagement process will inform development of the IP&R documents as well as meet Council's Fit for the Future commitment to review all service levels in consultation with the community.

## Working in partnership

In recent years Eurobodalla Shire Council and Bega Valley Shire Council have successfully collaborated in a number of areas including joint tendering and program delivery, sharing policies, and economic planning for key facilities. In 2015 we formalised this partnership with the development of a Memorandum of Understanding (MoU) between the two Councils.

The MoU outlines how both Councils, can continue to operate and serve their respective communities, whilst working together to achieve improved operational outcomes, improved services and financial results, and improved advocacy. The MoU will provide an opportunity for joint advocacy for regional projects and facilities for economic growth in the areas of tourism, business development and related infrastructure.

This year we will work in partnership with Bega to identify opportunities for joint initiatives and cooperation focused on long term sustainability, manage community assets and infrastructure and to deliver community services more efficiently in the face of increasing costs, community expectations and other challenges.

The implementation of projects through effective collaboration and resource sharing will stimulate innovation, optimise opportunities and improve outcomes for both Eurobodalla and Bega communities.

## Improved web access for smart phone and tablet users

In 2016-17 Council's website will be upgraded to be mobile responsive.

This will provide people who use tablets, phones or other devices to find information online and enjoy a better online customer service experience.

www.esc.nsw.gov.au is Council's 24 hour a day, 7 day a week customer service shop front, with around 13,000 visits a month.

More than 35% of visitors to Council's website now use a tablet or other mobile device, which has more than doubled since 2014-15.

Council shares information and encourages people to find out more on its website through traditional media and marketing, social media and its online newsletter.

By upgrading the website to be mobile responsive, Council will provide a seamless experience for users to navigate between its online platforms and easily access information on their preferred device.

## 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 services</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
<b>Communication</b> Ensure effective community engagement and communication
C2.1 Provide quality, timely and accessible information to the community
<b>Integrated planning</b> Capture our community's vision for the future and coordinate Council's delivery through the Integrated Planning and Reporting Framework
C3.1 Coordinate the delivery of the Integrated Planning and Reporting Framework across the organisation
C3.2 Undertake organisation service review

## 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

## Delivery Program budget

Service	Year	Income (\$)	Expenditure (\$)	Net result (\$)	Capital expenditure (\$)
Executive services	2013-14	759,158	2,017,940	(1,258,782)	-
	2014-15	29,286	2,130,424	(2,101,137)	15,571
	2015-16	29,650	1,643,310	(1,613,660)	-
	2016-17	4,286	1,908,784	(1,904,498)	15,500
	<b>Total</b>	<b>822,380</b>	<b>7,700,458</b>	<b>(6,878,078)</b>	<b>31,071</b>
	2017-18	4,363	1,655,479	(1,651,116)	-
Communication	2013-14	-	423,085	(423,085)	-
	2014-15	-	500,775	(500,775)	-
	2015-16	-	574,541	(574,541)	-
	2016-17	-	627,861	(627,861)	-
	<b>Total</b>	<b>-</b>	<b>2,126,261</b>	<b>(2,126,261)</b>	<b>-</b>
	2017-18	-	600,498	(600,498)	-
Integrated planning	2013-14	3,431	348,798	(345,367)	64,200
	2014-15	4,343	328,186	(323,843)	-
	2015-16	6,618	351,057	(344,439)	-
	2016-17	4,968	405,889	(400,921)	-
	<b>Total</b>	<b>19,360</b>	<b>1,433,930</b>	<b>(1,414,571)</b>	<b>64,200</b>
	2017-18	5,057	277,858	(272,801)	-

2013-14 Complete  
 2014-15 Complete  
 2015-16 In progress (shows revised budgets as at March Review 2016)  
 2016-17 Forward budget estimates only  
 2017-18 Final year of community & transport infrastructure program - outside current Delivery Program term 2013-17 (forward budget estimates only) Total shows total for the four year term of current Delivery Program 2013-17

## Operational Plan & budget 2016-17

### EXECUTIVE SERVICES

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

#### Actions

Activity	Action	Measure (target)	Resp. officer*
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	community events (effective coordination of); councillor newsletters (45)	GM
	C1.1.2 Support the conduct of effective Council meetings	minutes published on website (100%); council agendas available prior to scheduled meetings (100%); council meetings (10)	GM
	C1.1.3 Facilitate and support civic functions including: Australia Day, Anzac day and Citizenship ceremonies.	civic functions (effective coordination of)	GM
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)	GM
C1.3 Undertake advocacy and collaborative activities to further local issues	C1.3.1 Retain membership and involvement with Local Government Association, Canberra Region Joint Organisation, South East Australian Transport Strategy (SEATS) and other relevant groups.	Participate in and report on major initiatives	GM
	C1.3.2 Continuation of Memorandum of Understanding with Bega Valley Shire Council	Participate in and report on major initiatives	GM

\*Full list of responsible officer codes detailed on page 90

#### Budget

Cost centre	Income	Expenditure	Net result	Capital expenditure
Council & Committees	3,636	757,748	(754,112)	15,500
Donations	650	95,379	(94,729)	-
Elections	-	272,000	(272,000)	-
Executive	-	783,657	(783,657)	-
<b>Total</b>	<b>4,286</b>	<b>1,908,784</b>	<b>(1,904,498)</b>	<b>15,500</b>

#### Capital program

Capital item	Funding source						Total
	C&TIP*	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
<b>Council &amp; Committees</b>							
GOCO: Communication devices for new Councillors	-	15,500	-	-	-	-	15,500
<b>Total for executive services</b>	<b>-</b>	<b>15,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,500</b>

\* Community and Transport Infrastructure Fund

## Donations

Recipient	Amount
<b>Safety</b>	
Surf Life Saving clubs (S298)	21,116
Voluntary rescue squads (S298)	8,354
Voluntary coastal patrols (S298)	8,364
<b>Total safety</b>	<b>37,834</b>
<b>Schools &amp; education</b>	
School speech night award	2,150
University of Wollongong scholarships	3,735
St Celia Music Scholarship	2,153
<b>Total schools &amp; education</b>	<b>8,038</b>
<b>Sports &amp; recreation</b>	
Moruya Batemans Bay Pistol Club - rates	579
Batemans Bay Sporting Shooters Association - rates	489
South East Region Academy of Sport	14,818
Moruya Sport Shooters - rates	782
<b>Total sports &amp; recreation</b>	<b>16,668</b>
<b>Community &amp; health</b>	
Southcare Helicopter Service	3,527
Wreaths	1,500
Civic receptions	5,212
Citizenship ceremonies	730
Christmas decorations	5,000
Jeff Britten Achievement award	662
Australia Day celebrations	10,665
CWA Hall - Narooma - rates	1,755
CWA Hall - Batemans Bay - rates	2,455
CWA Hall - Moruya - rates	1,528
Moruya Historical Society - rates	3,201
Mayoral donations	4,394
<b>Total community &amp; health</b>	<b>40,629</b>
Healthy communities grants	12,455
<b>Total communities grants</b>	<b>12,455</b>
<b>Cultural</b>	
Aboriginal arts exhibition	4,250
Eurobodalla Arts Council - rates	1,477
Regional Arts Development Board	12,130
Bay Theatre Players - rates	1,760
School of Arts - Narooma	6,000
School of Arts - Narooma - rates	3,677
School of Arts - Central Tilba - rates	1,791
Moruya & District Brass Band	1,098
Basil Seller's art prize	15,000
Other art & cultural	4,036
<b>Total cultural</b>	<b>51,221</b>
<b>Other</b>	
Donations - other	8,630
<b>Total other</b>	<b>8,630</b>
<b>Total</b>	<b>175,475</b>

- The table above is a total of proposed donations across all Council service areas.

## Operational Plan & budget 2016-17

### COMMUNICATION

Ensure effective community engagement and information

#### Actions

Activity	Action	Measure (target)	Resp. officer*
C2.1 Provide quality, timely and accessible information to the community	C2.1.1 Manage Council's media relationships and provide timely and accurate information	media releases and media queries (400)	EMCT
	C2.1.2 Prepare and distribute regular issues of Living in Eurobodalla magazine, the Council News email newsletter and grow the subscriber base	magazines (4); council news issues (10); increase subscribers (5%)	EMCT
	C2.1.3 Manage Council's web and social media presence	social media activities (300; sessions on esc.nsw.gov.au (5% increase)	EMCT
	C2.1.4 Engage the community on key issues through workshops, on site meetings and monthly market program	community forums (evidence of)	EMCT
	C2.1.5 Guide and monitor uptake and implementation of the community engagement framework	engagement calendar and register (developed and in use); engagement plans for all major projects (prepared and endorsed); staff training (complete)	EMCT
	C2.1.6 Mobile responsive web project	project milestones (met)	EMCT

\*Full list of responsible officer codes detailed on page 90

#### Budget

Cost centre	Income	Expenditure	Net result
Media & communications	-	627,861	(627,861)
<b>Total</b>	<b>-</b>	<b>627,861</b>	<b>(627,861)</b>

## Operational Plan & budget 2016-17

### INTEGRATED PLANNING

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

#### Actions

Activity	Action	Measure (target)	Resp. officer*
C3.1 Coordinate the delivery of the Integrated Planning and Reporting Framework across the organisation	C3.1.1 Prepare Council's Delivery Program and Operational Plan	statutory requirements (met)	CPC
	C3.1.2 Prepare the Annual Report and progress reports	statutory requirements (met)	CPC
	C3.1.3 Project manage cross council input into Integrated Planning and Reporting documents	project plan (prepared and implemented); resourcing strategy (updated annually)	CPC
	C3.1.4 Community Strategic Plan review	review (complete)	CPC
	C3.1.5 Implement software and systems	implementation (complete)	CPC
C3.2 Undertake organisation service review	C3.2.1 Strategic services service review	review (complete)	SRPO

\*Full list of responsible officer codes detailed on page 90

#### Budget

Cost centre	Income	Expenditure	Net result
Community & corporate planning	4,968	405,889	(400,921)
<b>Total</b>	<b>4,968</b>	<b>405,889</b>	<b>(400,921)</b>

# support services

Council also delivers a range of timely, efficient and cost effective internal corporate support functions to support delivery of services to the community. These include Finance & governance, Organisation development and Organisation support. Each of these services has many different functions as outlined below:

Finance & governance	Organisation support	Organisation development
Rates	Customer service	Recruitment
Risk management	Information technology	Learning and development
Insurance	Records	Workplace health and safety
Finance	Depots and workshops	
Audit program and committee	Trades	
Governance	Asset planning and management	
	Fleet management	
	Survey, investigation and design	
	Technical services	
	Procurement	

This section of the Plan details each support service, what it delivers on a four year and one year basis and how it will be measured over time.





### Moving to an electronic, paperless office

This year, in an effort to reach our goal of becoming a paperless office, council will move key corporate and records management services over to an electronic environment.

Analysis of current practices within each service area will inform the development of a timeframe for all internal processes to become fully electronic.

The project will include milestones such as the migration of paper based records to electronic, transfer of State records to State Archives for future preservation, and providing the right tools and mobile technologies for staff operating externally to access internal resources, eliminating the need for paper files in the field.

This will reduce costs associated with printing, postage, duplication and scanning and dramatically improve our corporate records processes.

We anticipate that increases to productivity will allow both internal and external customers to experience a faster, more accessible and convenient service; while assisting Council to work towards more environmentally friendly and sustainable practices.

### Council's procurement roadmap

As a result of an audit of Council's procurement and contract management functions the development of a procurement strategy was identified as a priority. Last year we prepared the Procurement Strategy which will enable broad reform in the procurement area as well as provide a structured process to improve efficiencies, build probity and support council objectives.

This year we will continue to implement key actions from the strategy including: develop and implement a code of practice for contract management to establish agreed consistent processes to manage contracts and report on performance; conduct general training for all staff and specific training for key staff and contractors to ensure awareness of process; develop a regional pre-qualified trade services panel to improve ease of engagement; develop ongoing supplier education program to assist local business in understanding council requirements when preparing tenders and develop an annual procurement plan which includes all key procurement activities. Ongoing implementation of the strategy will continue into the future.

### Corporate Business System

In 2015-16 Council completed the tender process for a new and improved Corporate Business System. The project will provide an IT system solution that allows us to innovate and improve our services and efficiency.

It will provide better integration, remove data duplication, improve reporting, replace in-house programs, improve mobile technology options and assist in automating manual processes.

Moving to a single platform that uses up-to-date operating environments, such as cloud technology, will mean our software is compliant with current standards and sustainable for the future.

Our customers will also see benefits from the migration with the development of eBusiness solutions and self service capabilities that allow customers to lodge and track their own requests and applications, pay for services online and much more.

The process will take up to two years, depending on resourcing and data migration. This year we will finalise the contract negotiations, determine the implementation schedule and commence the process.

## 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</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</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</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

## 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
Community satisfaction with: <ul style="list-style-type: none"> <li>Council's customer service</li> <li>Management of Council's finances</li> </ul>	Maintain or improve
Implementation of Council's Asset Management Strategy	# of actions completed

## Delivery Program budget

Service	Year	Income (\$)	Expenditure (\$)	Net result (\$)	Capital expenditure (\$)
Organisation development	2013-14	134,433	1,342,801	(1,208,368)	13,588
	2014-15	172,286	1,467,113	(1,294,827)	-
	2015-16	112,532	1,863,766	(1,751,234)	-
	2016-17	69,700	1,490,785	(1,421,085)	30,000
	<b>Total</b>	<b>488,951</b>	<b>6,164,465</b>	<b>(5,675,514)</b>	<b>43,588</b>
	2017-18	70,954	1,441,821	(1,370,866)	-
Organisation support	2013-14	864,396	(6,866,580)	7,730,976	4,866,152
	2014-15	980,866	(6,054,695)	7,035,561	3,751,217
	2015-16	931,176	(6,501,130)	7,432,306	4,011,259
	2016-17	906,946	(6,097,159)	7,004,105	6,683,142
	<b>Total</b>	<b>3,683,383</b>	<b>(25,519,564)</b>	<b>29,202,947</b>	<b>19,311,771</b>
	2017-18	923,272	(5,858,669)	6,781,941	5,318,614
Finance & governance	2013-14	28,283,028	4,879,503	23,403,524	-
	2014-15	31,047,902	3,788,480	27,259,423	-
	2015-16	32,945,490	5,908,245	27,037,245	62,160
	2016-17	34,748,111	5,846,763	28,901,348	-
	<b>Total</b>	<b>127,024,532</b>	<b>20,422,992</b>	<b>106,601,540</b>	<b>62,160</b>
	2017-18	37,031,831	6,227,395	30,804,436	-

2013-14 Complete  
 2014-15 Complete  
 2015-16 In progress (shows revised budgets as at March Review 2016)  
 2016-17 Forward budget estimates only  
 2017-18 Final year of community & transport infrastructure program - outside current Delivery Program term 2013-17 (forward budget estimates only)  
 Total shows total for the four year term of current Delivery Program 2013-17

## The Resourcing Strategy

Council's Resourcing Strategy provides planning and analysis to ensure Council has the money, assets and infrastructure, and people required to deliver on the Community Strategic Plan, the Delivery Program and the Operational Plan.

The Resourcing Strategy, which is the main guiding document for Council support operations, consists of the Long Term Financial Plan, Asset Management Strategy and Workforce Management Plan. It provides for the long term planning and measurement of the key corporate functions of Council including Finance, Asset Management and Organisation Development.

### Long Term Financial Plan

The Long Term Financial Plan (LTFFP) shows the way Council proposes to manage its financial commitments and maintain financial sustainability. This plan focuses on Council's long term financial goal of financial sustainability and delivering quality services to the Community. This plan addresses areas that impact the Council's ability to fund its services and capital works, whilst living within its means and ensuring financial sustainability. Details of how we will measure and report on our financial performance is detailed on page 6 of this document.

### Asset Management Strategy and Plans

These key asset management documents provide the information needed to plan for future management of assets and identify ways to address challenges and fund the repair and upkeep of our current assets. They are a reflection of Council's intention that our community and transport infrastructure network and services are maintained in partnership with other levels of Government and stakeholders to meet the needs of our community. Details of how we will measure and report on the performance of our assets is detailed on page 8 of this document.

### Workforce Management Plan

The Workforce Management Plan (WMP) provides a roadmap to manage Council's workforce ensuring that we have the right number of people with the right skills, in the right job, at the right time. This plan focuses on retaining staff, developing leaders, up skilling Managers, and providing appropriate learning and participation opportunities in order to achieve the Delivery Program.

Our WMP is supported by the Learning and Development Plan and The Workplace Health and Safety Strategy. Together these three documents guide and measure the performance of our workforce.

## Measuring corporate performance

The remaining functions of these support services including governance, information technology, customer service and records, depots and workshops and technical services, are measured through Council's corporate performance measures

Function	Measure(target)
Customer service & records management*	Number of calls received Reception calls answered within 40sec (90%) Cash balance (nil discrepancies) Call abandonment rate (<5%)
Organisational customer service**	Correspondence (85% within agreed timeframes) Customer service requests (85% within agreed timeframes) Customer service skills as assessed against local government industry benchmarks <ul style="list-style-type: none"> <li>Customer Service Index (LGA benchmark: 179)</li> <li>Greeting skills (LG Benchmark: 100)</li> <li>Manner (LG Benchmark: 100)</li> <li>Enquiry resolution skills (LG Benchmark: 100)</li> <li>Communication skills (LG Benchmark: 98)</li> </ul>
Organisation development	Staff retention rate Youth positions (maintain or increase) Workers lost time injury incidents (5% decrease) Equivalent fulltime staff (EFT) Population per EFT Staff costs as % of total budget Staff turnover New workers compensation claims
Governance	Government Information(Public Access) Act 2009 (GIPA) <ul style="list-style-type: none"> <li>Formal GIPA access applications received</li> <li>Formal GIPA access application determined</li> </ul> Code of conduct <ul style="list-style-type: none"> <li>Number of code of conduct complaints</li> <li>Complaints investigated requiring action</li> <li>Cost of dealing with code of conduct complaints</li> </ul>

\* Customer service and records management measures measure performance of the specific team that deliver those services within council.

\*\* Organisational customer service refers to the level of service delivery provided by the whole organisation to the community

## Budget & capital program 2016-17

### SUPPORT SERVICES

#### Budget

Cost centre	Income	Expenditure	Net result	Capital expenditure
<b>Organisation support</b>				
Asset management	6,151	529,678	(523,527)	-
Corporate overheads	-	(16,170,744)	16,170,744	-
Council land management	317,830	840,731	(522,900)	-
Customer services	10,100	843,490	(833,390)	-
Depots & workshops	164,019	2,811,933	(2,647,915)	2,307,310
General administration	-	123,976	(123,976)	-
Information technology	4,732	2,348,916	(2,344,184)	3,407,832
Management committees	66,415	251,186	(184,771)	-
Office buildings	-	722,568	(722,568)	290,000
Private works	317,000	251,146	65,854	-
Technical services	20,700	1,349,961	(1,329,261)	678,000
<b>Total for organisation support</b>	<b>906,946</b>	<b>(6,097,159)</b>	<b>7,004,105</b>	<b>6,683,142</b>
<b>Organisation development</b>				
Personnel Services	69,700	1,490,785	(1,421,085)	30,000
<b>Total for organisation development</b>	<b>69,700</b>	<b>1,490,785</b>	<b>(1,421,085)</b>	<b>30,000</b>
<b>Finance &amp; governance</b>				
Env. general rates & revenue	934,631	-	934,631	-
Finance	424,879	4,439,745	(4,014,867)	-
General rates & revenues	33,383,634	(75,849)	33,459,483	-
Governance	-	207,181	(207,181)	-
Risk management & insurance	4,968	1,275,686	(1,270,719)	-
<b>Total for finance &amp; governance</b>	<b>34,748,111</b>	<b>5,846,763</b>	<b>28,901,348</b>	<b>-</b>
<b>Total</b>	<b>35,724,757</b>	<b>1,240,389</b>	<b>34,484,368</b>	<b>6,713,142</b>

#### Capital program

Capital item	Funding source						Total
	C&TIP*	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
<b>Depots and workshops</b>							
ZO0663: Depot renewals	-	-	-	-	25,000	-	25,000
ZO068: Radio base - Gollaribee Mountain	-	6,108	-	-	-	-	6,108
ZOWKPO: Fleet & plant purchases	-	2,276,202	-	-	-	-	2,276,202
<b>Total for depots &amp; workshops</b>	<b>-</b>	<b>2,282,310</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>2,307,310</b>
<b>Information technology</b>							
ZO075: Computer equipment	-	180,000	-	-	-	-	180,000
ZO701: Corporate Information Systems Review	-	2,601,246	-	-	-	626,586	3,227,832
<b>Total for information, communications &amp; technology</b>	<b>-</b>	<b>2,781,246</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>626,586</b>	<b>3,407,832</b>
<b>Office buildings</b>							
ZO017: Administration building - improvements	-	10,000	-	-	-	-	10,000
ZO076: Furniture	-	10,000	-	-	-	-	10,000
ZO0161: Administration building - lift	-	-	-	-	-	270,000	270,000
<b>Total for office buildings</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>270,000</b>	<b>290,000</b>
<b>Technical services</b>							
ZOCSTS: Capital program design costs	250,000	428,000	-	-	-	-	678,000
<b>Total for technical services</b>	<b>250,000</b>	<b>428,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>678,000</b>
<b>Personnel services</b>							
ZOCSPS: Training room facilities	-	30,000	-	-	-	-	30,000
<b>Total for personnel services</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,000</b>
<b>Total for support services</b>	<b>250,000</b>	<b>5,541,556</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>896,586</b>	<b>6,713,142</b>

\* Community and Transport Infrastructure Fund



# Budget 2016–17

## Operational Plan Budget 2016-17

This section of the document outlines how Council's budget for the 2016–17 period was prepared and includes detailed information on income, expenditure, capital programs, and key budget considerations.

The net operating result before capital grants and contributions best presents our expected financial performance. A balanced net operating result over the long term is the key Fit for the Future Ratio that Council must meet and is fundamental to our ongoing financial sustainability. Our original forecast net operating result before capital grants and contributions for 2016-17 was a surplus of \$1.37 million. Preparation of the 2016-17 budget has resulted in a deficit of \$0.11 million.

The forecast deficit is predominantly due to receiving significant grant funding in 2015-16 with the majority of these funds budgeted to be spent in 2016-17. This has created a mismatch of income and expenditure between 2015-16 and 2016-17. However, the underlying trend is an improvement in our performance.

This improvement has been achieved through a focus on the delivery of financial strategies that target cost savings and increased revenue, maintaining our Fit for the Future status in the General Fund. For our Water and Sewer Funds the focus was on continuing strong financial results through appropriate financing of capital programs to minimise borrowing costs. The following table shows the difference between the original consolidated 2016-17 budget and the revised budget:

	Original (\$'000)	Revised (\$'000)
Total income (before capital grants & cont.)	\$102,209	\$105,988
Total expenses	\$100,841	\$106,103
Net operating result (before capital grants & cont.)	\$1,367	\$(115)
Net operating result (after capital grants & cont.)	\$10,977	\$12,667
Total capital program	\$48,861	\$59,026
Cash position – increase/(decrease) in unrestricted funds	\$3,437	\$(2,895)

The total capital program shows an increase of over \$10 million on the original forecast due to the revised timing of some major projects such as the Surf Beach Landfill cell works, the airport redevelopment and the Corporate Business Information System in the General Fund, as well as the Rosedale/Guerilla Bay and Bodalla sewerage schemes and the Southern Dam in the Water and Sewer Funds. An addition of the new energy efficiency project to replace all streetlights with LED globes and the purchase of the Batemans Bay Bowling Club has also impacted the revised capital expenditure.

The change in the cash position reflects the implementation of Council's Treasury Management Strategy to make better use of available cash reserves, reducing both reliance on borrowings and the amount of interest council pays.

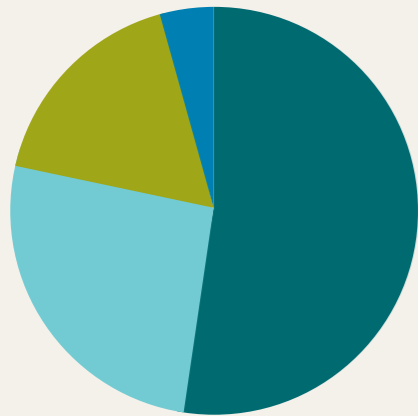
While this budget is for the 2016–17 period it is important to note that Council also prepares a Long Term Financial Plan (LTFP) with a 10 year horizon. The LTFP is a decision making and problem solving tool to guide future action. It is updated annually and reviewed in detail every four years. The LTFP underpins the content of Council's four year Delivery Program and one year Operational Plan.

## Where does our money come from?

In 2016-17, we estimate we will manage an income of \$106 million (excluding capital grants and contributions).

Over half of this will come from ratepayers. The rest is from user fees and charges, grants, development contributions and investments.

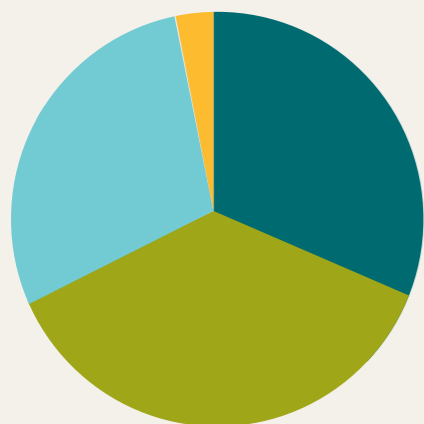
This year the Community and Transport Infrastructure Program will raise an additional \$1.85 million in revenue.



- Rates and annual charges 54%
- User fees and other 24%
- Grants 19%
- Investment revenue 3%

## Where does our money go?

In 2016-17, we estimate our operating expenditure to be approximately \$106 million.



- Materials & contracts 37%
- Employee costs 32%
- Depreciation 28%
- Interest 3%

Council will also spend \$59 million on capital and renewal works. \$5.28 million of which will deliver year two of the Community and Transport Infrastructure Program.

## Budget considerations

Some of the key considerations in preparing the 2016-17 budget were:

### Fit for the future

Our Fit for the Future improvement proposal, which outlined a range of actions and strategies to ensure we would be able to meet benchmarks of financial sustainability, was assessed by the Independent Pricing and Regulatory Tribunal (IPART) as "fit". Fit for the Future ratios are measured on General fund performance only.

It is important that we maintain our "fit" status by implementing the strategies and actions in our proposal. The current forward budget process has updated our forecasts based on the revised budget position and progress with the financial strategies. Detailed information on Fit for the Future ratio performance can be found on page 2.

The overall Fit For the Future strategy is to achieve an operating surplus to enable the increased use of funds to meet long term infrastructure renewal needs.

### Rate revenue

The Independent Pricing & Regulatory Tribunal (IPART) is responsible for determining applications for increases in general income above the rate peg, known as 'Special Rate Variations'. Council was successful in 2015-16 for a rate variation of 6.5%, including the rate peg amount for three consecutive years.

The revenue generated by the rate variation in 2016-17 improves the Operating Result by \$1.48 million, and contributes to funding the delivery of year two of our Community and Transport Infrastructure Program valued at \$5.28 million.

### Treasury management strategy

A key consideration in the budget process is how Council will finance its capital program. Council's Treasury Management strategy aims to maintain satisfactory liquidity levels whilst minimising its reliance on external borrowings to finance this program.

Council's liquidity position, which is its ability to pay its debts as and when they fall due, is measured by the current unrestricted ratio. The benchmark is at least \$1.50 of cash for every \$1.00 of liabilities requiring settlement in the short term. As at 30 June 2015, Council exceeded the benchmark with a current unrestricted ratio of \$3.09 of cash for every \$1.00 of current liabilities. It had \$84 million in cash and investments and \$29.2 million of this being unrestricted.

This strong liquidity position has enabled Council to look at using its available cash reserves instead of borrowings. By minimising our reliance on borrowings we reduce borrowing costs which improves our operating performance.

Cash reserves in the General Fund have been used to replace borrowings to finance capital works, in particular for the waste cell works. This same strategy has previously been employed successfully in Council's Water and Sewer Funds.



## Budget position

### Operating performance

The original forecast consolidated budget for 2016-17 was an operating surplus of \$1.37 million (before capital grants and contributions). The revised consolidated budget for 2016-17 shows a deficit of \$0.11 million.

Revised operating surpluses are budgeted in the Water Fund - \$0.82 million, Sewer Fund - \$0.87 million. Revised operating deficits are budgeted in the General Fund (including Environment and Waste) - \$1.81 million.

Favourable impacts include: increased one off additional Roads to Recovery grant funding of \$1.7 million, the successful implementation of Fit for the Future actions from our improvement proposal and increased revenue from contract works with the Roads and Maritime Services on the Kings Highway.

This was offset by additional expenditure relating to new budget items of \$2.47 million, including Grey Headed Flying Fox dispersal program, resourcing for the review of Council's Integrated Planning & Reporting documents, procurement roadmap implementation, operating costs for the Moruya arts facility, costs for the mystery shopper program and increased community newsletter costs.

### Financing program

Implementing the 2016-17 Operational Plan requires new borrowings of \$16.7 million. \$3.4 million of this is to fund year two of the Community and Transport Infrastructure Program.

Total borrowings over the four years of this Delivery Program 2013-17 is \$46 million, including \$5.8 million to fund the Community and Transport Infrastructure Program. These borrowings are directly linked to the total capital expenditure of \$155 million over the four year period.

## Cash/fund flow position

The cash position of Council is different to the operating 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.

The 2016-17 consolidated budget forecasts deficit cash/fund flows of \$2.89 million. The Water and Sewer Funds are forecasting surpluses of \$4.1 million and \$2.3 million respectively due to the current low requirement for renewal of infrastructure in these areas.

The cash flow deficit in the General Fund is forecast to be \$9.3 million. This includes the Waste Fund which has significant cell works, predominately cash funded in accordance with Council's Treasury Management Strategy.

Over the four years of this Delivery Program 2013-17 the net consolidated unrestricted cash funds are expected to increase by \$15.1 million with the aim of maintaining conservative debt service ratios and appropriate unrestricted cash. Unrestricted cash means that these monies are available for any ordinary operating activities undertaken by the relevant Funds within Council. Restricted funds are those that are quarantined or reserved for specified activities.

## Capital program

Capital expenditure this year is budgeted at \$59 million. This includes \$5.28 million relating to the Community and Transport Infrastructure Program funded by the rate variation. This is an increase on last year's program and Council will receive grants from various government agencies to fund the program, as well as utilise contractors for the design and construction of major projects. The 2016-17 capital program is detailed on page 7.

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

## Consolidated financial budgets

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
<b>Revenue</b>				
Rates & annual charges	50,031,764	52,569,658	55,039,599	57,697,930
User fees and other	24,181,608	24,081,327	24,750,941	25,277,960
Investment revenues	3,200,407	3,311,535	3,102,287	3,240,923
Grants	16,678,407	19,034,008	24,103,597	19,771,782
Profit/(loss) on disposal of assets	(2,639,060)	(3,069,137)	126,596	-
<b>Total revenue</b>	<b>91,453,126</b>	<b>95,927,391</b>	<b>107,123,020</b>	<b>105,988,595</b>
<b>Less expenses</b>				
Interest	4,082,597	3,976,894	3,282,466	3,002,313
Depreciation	27,319,854	29,109,882	28,898,480	29,806,210
Employee costs	32,552,775	32,129,986	32,726,627	34,198,243
Other costs (incl materials & contracts)	30,426,590	29,137,651	41,296,725	39,096,580
<b>Total expenses</b>	<b>94,381,816</b>	<b>94,354,413</b>	<b>106,204,297</b>	<b>106,103,346</b>
<b>Net surplus (-deficit) before capital revenue</b>	<b>(2,928,690)</b>	<b>1,572,977</b>	<b>918,722</b>	<b>(114,751)</b>
Developer contributions	1,935,005	2,089,594	3,875,000	2,595,000
Capital grants & contributions	4,536,216	4,369,139	6,357,670	10,187,243
<b>Net surplus (-deficit) after capital revenue</b>	<b>3,542,531</b>	<b>8,031,710</b>	<b>11,151,392</b>	<b>12,667,492</b>

CASH/FUND FLOW STATEMENT				
Operations				
Receipts	100,563,407	105,455,260	117,229,093	118,770,838
Payments	(67,027,985)	(65,143,908)	(77,305,818)	(76,297,136)
<b>Net cash provided (or used in) operations</b>	<b>33,535,423</b>	<b>40,311,352</b>	<b>39,923,276</b>	<b>42,473,702</b>
<b>Investing</b>				
Proceeds from asset sales	695,494	1,282,516	1,363,985	727,430
Repayments from deferred debtors	(14,000)	(15,500)	20,000	20,000
Purchase of assets	(27,118,456)	(26,615,294)	(42,231,683)	(59,026,102)
<b>Net cash provided (or used in) investing</b>	<b>(26,436,962)</b>	<b>(25,348,278)</b>	<b>(40,847,698)</b>	<b>(58,278,672)</b>
<b>Financing</b>				
Proceeds from borrowing	13,007,297	5,739,349	10,577,748	16,706,795
Repayments of borrowings	(12,754,904)	(11,032,437)	(11,075,853)	(9,856,690)
<b>Net cash provided (or used in) financing</b>	<b>252,393</b>	<b>(5,293,088)</b>	<b>(498,105)</b>	<b>6,850,105</b>
<b>Net increase/(decrease) in cash/funds</b>	<b>7,350,853</b>	<b>9,669,986</b>	<b>(1,422,528)</b>	<b>(8,954,865)</b>
Transfers from (to) restricted investments	3,633,664	(2,315,581)	1,084,224	6,058,924
<b>Net increase (decrease) in unrestricted funds</b>	<b>10,984,517</b>	<b>7,354,405</b>	<b>(338,304)</b>	<b>(2,895,941)</b>

2013-14 Complete  
 2014-15 Complete  
 2015-16 Year one of rate variation- in progress (shows revised budgets as of March Review 2016)  
 2016-17 Year two of rate variation (forward budget estimates only)

## Consolidated fund explanatory notes

- Large operating surplus after capital forecast for 2016-17 due to significant capital income.
- Cash flow deficits reflect strategies to minimise borrowings and to use existing cash reserves to fund significant capital programs.

## General fund (including Environment and Waste) financial statement

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
<b>Revenue</b>				
Rates & annual charges	28,623,282	29,456,691	31,241,106	33,264,255
User fees and other	13,417,657	13,723,562	14,442,829	14,527,294
Investment revenues	2,673,477	3,018,613	2,657,465	2,563,023
Grants	16,284,912	18,603,074	23,701,692	19,369,879
Profit/(loss) on disposal of assets	(2,177,151)	(1,600,161)	11,379	-
<b>Total revenue</b>	<b>58,822,177</b>	<b>63,201,779</b>	<b>72,054,471</b>	<b>69,724,451</b>
<b>Less expenses</b>				
Interest	2,077,249	2,165,936	2,016,902	2,007,940
Depreciation	14,997,402	16,671,614	16,225,107	17,342,212
Employee costs	27,501,720	26,433,501	26,809,849	28,455,666
Other costs (incl materials & contracts)	17,030,447	17,861,341	27,834,030	23,729,788
<b>Total expenses</b>	<b>61,606,818</b>	<b>63,132,391</b>	<b>72,885,888</b>	<b>71,535,605</b>
<b>Net surplus (-deficit) before capital revenue</b>	<b>(2,784,641)</b>	<b>69,388</b>	<b>(831,417)</b>	<b>(1,811,155)</b>
Developer contributions	864,266	941,529	975,000	795,000
Capital grants & contributions	3,844,604	2,961,838	4,314,670	7,387,243
<b>Net surplus (-deficit) after capital revenue</b>	<b>1,924,229</b>	<b>3,972,754</b>	<b>4,458,253</b>	<b>6,371,088</b>

CASH/FUND FLOW STATEMENT				
Operations				
Receipts	65,708,198	68,705,307	77,332,761	77,906,694
Payments	(46,575,438)	(46,360,154)	(56,660,781)	(54,193,394)
<b>Net cash provided (or used in) operations</b>	<b>19,132,759</b>	<b>22,345,152</b>	<b>20,671,980</b>	<b>23,713,300</b>
<b>Investing</b>				
Proceeds from asset sales	656,951	1,271,726	1,363,985	727,430
Repayments from deferred debtors	(14,000)	(15,500)	20,000	20,000
Purchase of assets	(20,376,993)	(20,106,339)	(29,887,886)	(45,645,102)
<b>Net cash provided (or used in) investing</b>	<b>(19,734,042)</b>	<b>(18,850,113)</b>	<b>(28,503,901)</b>	<b>(44,897,672)</b>
<b>Financing</b>				
Proceeds from borrowing	10,091,487	4,619,277	4,987,527	11,467,460
Repayments of borrowings	(3,812,829)	(2,942,482)	(2,942,483)	(6,602,685)
<b>Net cash provided (or used in) financing</b>	<b>6,278,658</b>	<b>1,676,796</b>	<b>2,045,044</b>	<b>4,864,775</b>
<b>Net increase/(decrease) in cash/funds</b>	<b>5,677,375</b>	<b>5,171,836</b>	<b>(5,786,877)</b>	<b>(16,319,597)</b>
Transfers from (to) restricted investments	2,510,285	(755,210)	341,047	6,998,924
<b>Net increase (decrease) in unrestricted funds</b>	<b>8,187,660</b>	<b>4,416,625</b>	<b>(5,445,830)</b>	<b>(9,320,673)</b>

2013-14 Complete  
 2014-15 Complete  
 2015-16 Year one of rate variation- in progress (shows revised budgets as of March Review 2016)  
 2016-17 Year two of rate variation (forward budget estimates only)

## General fund explanatory notes

- The budgeted income statement position for 2016-17 is a deficit of \$1.81 million before capital revenue.
- The budgeted cash position is a deficit of \$9.32 million. This deficit reflects the Treasury Management Strategy designed to minimise borrowings by using cash reserves.

## Water fund financial statement

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
<b>Revenue</b>				
Rates & annual charges	4,648,541	5,861,762	6,037,656	6,197,303
User fees and other	9,972,228	9,592,580	9,548,112	9,990,666
Investment revenues	302,136	423,925	428,407	567,000
Grants	201,495	200,546	206,427	206,426
Profit/(Loss) on disposal of assets	(309,795)	(1,031,757)	67,716	-
<b>Total revenue</b>	<b>14,814,605</b>	<b>15,047,057</b>	<b>16,288,318</b>	<b>16,961,395</b>
<b>Less expenses</b>				
Interest	622,155	583,725	161,562	62,183
Depreciation	6,069,874	6,076,833	6,184,009	5,872,328
Employee costs	4,260,213	4,839,896	5,007,069	4,854,173
Other costs (incl materials & contracts)	4,010,419	3,083,655	4,135,209	5,347,653
<b>Total expenses</b>	<b>14,962,661</b>	<b>14,584,108</b>	<b>15,487,848</b>	<b>16,136,337</b>
<b>Net surplus (-deficit) before capital revenue</b>	<b>(148,055)</b>	<b>462,949</b>	<b>800,470</b>	<b>825,058</b>
Developer contributions	589,812	1,148,065	1,600,000	1,000,000
Capital grants & contributions	120,254	243,466	113,000	-
<b>Net surplus (-deficit) after capital revenue</b>	<b>562,011</b>	<b>1,854,479</b>	<b>2,513,470</b>	<b>1,825,058</b>

CASH/FUND FLOW STATEMENT				
Operations				
Receipts	15,834,466	17,470,344	17,933,602	17,961,395
Payments	(8,892,787)	(8,507,275)	(9,303,840)	(10,264,009)
<b>Net cash provided (or used in) operations</b>	<b>6,941,679</b>	<b>8,963,069</b>	<b>8,629,762</b>	<b>7,697,386</b>
Investing				
Proceeds from asset sales	38,543	10,790	-	-
Purchase of assets	(2,300,516)	(2,566,784)	(2,826,000)	(3,245,000)
<b>Net cash provided (or used in) investing</b>	<b>(2,261,973)</b>	<b>(2,555,994)</b>	<b>(2,826,000)</b>	<b>(3,245,000)</b>
Financing				
Repayments of borrowings	(5,965,523)	(1,509,603)	(1,509,603)	(69,603)
<b>Net cash provided (or used in) financing</b>	<b>(5,965,523)</b>	<b>(1,509,603)</b>	<b>(1,509,603)</b>	<b>(69,603)</b>
<b>Net increase/(decrease) in cash/funds</b>	<b>(1,285,817)</b>	<b>4,897,472</b>	<b>4,294,159</b>	<b>4,382,783</b>
Transfers from (to) restricted investments	613,253	(662,518)	(1,045,000)	(280,000)
<b>Net increase (decrease) in unrestricted funds</b>	<b>(672,564)</b>	<b>4,234,954</b>	<b>3,249,159</b>	<b>4,102,783</b>

2013-14 Complete  
 2014-15 Complete  
 2015-16 Year one of rate variation- in progress (shows revised budgets as of March Review 2016)  
 2016-17 Year two of rate variation (forward budget estimates only)

### Water fund explanatory notes

- The access charge increased to \$294 (1.7%) with the usage charge to increase also by 1.1% to \$3.52 per kilolitre. This is consistent with best practice pricing.
- The budgeted income statement position before capital revenue is a surplus of \$0.83 million and \$1.83 million surplus after capital revenue.
- The budgeted cash position is a surplus of \$4.1 million.
- Renewals continue to be below annual depreciation due to the age and condition of the network, however appropriate maintenance continues on water infrastructure.
- Council aims to provide for a dividend from this fund in 2017-18 subject to results.

## Sewer fund financial statement

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
<b>Revenue</b>				
Rates & annual charges	16,759,941	17,251,205	17,760,837	18,236,372
User fees and other	791,723	765,184	760,000	760,000
Investment revenues	224,793	(131,003)	16,415	110,900
Grants	192,001	230,388	195,478	195,477
Profit/(Loss) on Disposal of Assets	(152,114)	(437,219)	47,501	-
<b>Total revenue</b>	<b>17,816,344</b>	<b>17,678,554</b>	<b>18,780,231</b>	<b>19,302,749</b>
<b>Less expenses</b>				
Interest	1,383,193	1,227,234	1,104,002	932,190
Depreciation	6,252,578	6,361,435	6,489,364	6,591,670
Employee costs	790,842	856,590	909,709	888,405
Other costs (incl materials & contracts)	9,385,724	8,192,654	9,327,486	10,019,139
<b>Total expenses</b>	<b>17,812,338</b>	<b>16,637,913</b>	<b>17,830,561</b>	<b>18,431,404</b>
<b>Net surplus (-deficit) before capital revenue</b>	<b>4,006</b>	<b>1,040,641</b>	<b>949,670</b>	<b>871,345</b>
Developer contributions	480,928	910,010	1,300,000	800,000
Capital grants & contributions	571,357	253,825	1,930,000	2,800,000
<b>Net surplus (-deficit) after capital revenue</b>	<b>1,056,292</b>	<b>2,204,477</b>	<b>4,179,670</b>	<b>4,471,345</b>

CASH/FUND FLOW STATEMENT				
Operations				
Receipts	19,020,743	19,279,609	21,962,730	22,902,749
Payments	(11,559,759)	(10,276,478)	(11,341,197)	(11,839,734)
<b>Net cash provided (or used in) operations</b>	<b>7,460,984</b>	<b>9,003,131</b>	<b>10,621,533</b>	<b>11,063,015</b>
Investing				
Purchase of assets	(4,440,947)	(3,942,172)	(9,517,797)	(10,136,000)
<b>Net cash provided (or used in) investing</b>	<b>(4,440,947)</b>	<b>(3,942,172)</b>	<b>(9,517,797)</b>	<b>(10,136,000)</b>
Financing				
Proceeds from borrowings	5,892,361	1,120,072	5,590,221	5,239,335
Repayments of borrowings	(2,976,551)	(6,580,353)	(6,623,767)	(3,184,402)
<b>Net cash provided (or used in) financing</b>	<b>(60,742)</b>	<b>(5,460,281)</b>	<b>(1,033,546)</b>	<b>2,054,933</b>
<b>Net increase/(decrease) in cash/funds</b>	<b>2,959,296</b>	<b>(399,322)</b>	<b>70,190</b>	<b>2,981,948</b>
Transfers from (to) restricted investments	(510,125)	(897,853)	1,013,444	(660,000)
<b>Net increase (decrease) in unrestricted funds</b>	<b>3,469,421</b>	<b>(1,297,174)</b>	<b>1,083,634</b>	<b>2,321,948</b>

2013-14 Complete  
 2014-15 Complete  
 2015-16 Year one of rate variation- in progress (shows revised budgets as of March Review 2016)  
 2016-17 Year two of rate variation (forward budget estimates only)

### Sewer fund explanatory notes

- The sewerage access charge has been increased by 1.8% to \$902 (20mm connection access charge) with the usage charge to increase also by 1.8% to \$1.78 per kilolitre.
- The budgeted income statement position before capital revenue is a surplus of \$0.87 million and \$4.47 million surplus after capital revenue.
- The budgeted cash position is a surplus of \$2.32 million.
- Council continues to include funding for the small village sewerage schemes of Bodalla and Rosedale/Guerrilla Bay.
- Renewals continue to be below annual depreciation due to the age and condition of the network, however appropriate maintenance continues on sewer infrastructure.
- Council will seek a dividend from this fund subject to results in 2016-17.

# 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 2016-17:

- 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.

Land valuations are based on market movements reviewed every three or four years. Eurobodalla local government area was recently valued in 2014. The new valuations came into effect for rating from 1 July 2015.

## 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).

The Independent Pricing & Regulatory Tribunal (IPART) is responsible for determining applications for increases in general income above the rate peg, known as 'Special Rate Variations'. Council was successful in 2015-16 for a rate variation of 6.5%, including the rate peg amount for three consecutive years.

This means that the General Rate will again increase by 6.5% for 2016-17 and 2017-18 including the rate peg amount, with the increase to remain permanently in the rate base.

## 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 4,847 properties that receive a pensioner concession on their rates. Pensioner concessions are expected to total \$1.9 million in 2016-17. 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 Local Government Act 1993, the Minister for Local Government determines the maximum rate of interest payable on overdue rates and charges each year.

The applicable rate for 2016-17 will be the same as the 2015-16 interest rate which is 8% 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.

## Rates income

Table 3.1 – Projected general rates income

Category	Rate (cents in \$)	Base charge (\$)	% of Total income from base charge	No. of properties	No. of pensioners	Rateable value (\$)	Gross yield (\$)
Residential	0.2523	460.00	49.72	23,518	4847	4,335,141,665	21,860,195
Business	0.9572	460.00	13.92	1,233	-	366,420,895	4,074,560
Farmland	0.1897	460.00	32.24	283	-	144,191,920	403,712
Business inactive	0.2523	-	-	10	-	536,940	1,354
<b>Total</b>				<b>25,044</b>			<b>26,339,821</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 \$3.6 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 and below.

### Infrastructure Fund

Table 3.2 – Infrastructure fund

Service	Expenditure (\$)
<b>Social inclusion</b>	
Youth services	25,000
<b>Organisation support</b>	
Asset management	85,031
Depots & workshops	25,000
<b>Community spaces</b>	
Boating Facilities	85,600
CBD facilities	55,090
Community centres	48,000
Footpaths	73,830
Parks & reserves	321,000
Public halls & recreation buildings	95,000
Public toilets	33,000
Sporting & recreation	190,000
Sporting facilities	103,220
Swimming pools	80,000
<b>Transport</b>	
Bridges	847,790
Bus shelters	23,000
Local rural roads	606,690
Local urban roads	1,191,980
<b>Total</b>	<b>3,889,231</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 and below.

Table 3.3 – Projected waste income

Charge	Description	Annual charge (\$)	No. 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.	17.60	21,869	384,894
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.	234.95	21,652	5,029,339
	+ Additional service 240 litre recycling bin	64.10	123	7,884
	+ Additional service 240 litre garden organics bin	64.10	85	5,448
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.	49.75	25,049	1,246,187
<b>Total</b>				<b>6,673,752</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 3.4 – Projected environmental levy income

Category	Rate (cents in \$)	Base charge (\$)	% of Total income from base charge	No. of properties	No. of pensioners	Rateable value	Gross yield (\$)
Environmental levy	0.01015	18.35	48.29	25,034	4,847	4,845,754,480	952,376

### Environment fund

Service	Expenditure (\$)
<b>Sustainability</b>	
Coastal & estuary management	73,416
Environmental management	145,645
Environmental protection	2,155,385
Invasive species management	255,698
Landcare projects	72,744
Natural resource management	151,677
Sustainability	23,379
<b>Public &amp; environmental health &amp; safety</b>	
Environmental compliance	547,889
<b>Transport, stormwater &amp; flood management</b>	
Flood mitigation	26,248
Lake openings	3,061
Rock walls & sea walls	95,121
<b>Total</b>	<b>3,550,263</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 3.5 – Projected stormwater income

Category	Charge (\$)	Number of properties	Gross yield (\$)
Residential	25	15,286	382,150
Residential strata	12.50	2,528	31,600
Business	Land area *	937	36,927
<b>Total</b>		<b>18,751</b>	<b>450,677</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 2015-16 level (\$289 for 20mm connection) to \$294 while the consumption charge has increased to \$3.52 per kilolitre. The charges are 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

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

Type of residential connection	Charge (\$)
Metered, unmetered, strata unit	294

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 3.6 – Business and muti residential water availability charges

Meter size (mm)	Charge (\$)
20	294
25	470
32	764
40	1,176
50	1,852
80	4,704
100	7,350

Eligible businesses will pay \$3.52 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 \$1.76 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 \$470.

Table 3.7 – Projected water consumption income

Category	Access charge	Consumption charge(\$)	No of properties	No of pensioners	Gross yield (\$)
Residential	Meter size	3.52	20,047	4,313	13,521,866
Business	Meter size	3.52	983	–	2,701,206
<b>Total</b>					<b>16,223,072</b>

### Water consumption charge

- All water consumed will be charged for by volume at \$3.52 per kilolitre from the July 2016 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 2016-17 is \$902.

Table 3.8 – Sewer residential charges

Charge	Residential (\$)
General service – metered, unmetered, strata unit	902
Turlinjah general service (85%)	766

Dual occupancy developments with a single meter will be assessed at a single 25mm availability charge of \$1,443. 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 2016-17 will be \$1.78 per kilolitre.

Sewer access charges are proposed to increase in 2016-17 from \$886 for a single 20mm connection to \$902 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 3.9 – Water meter size, availability and charges

Water meter size (mm)	Availability factor	Charge (\$)
20	1.0	902
25	1.6	1,443
32	2.6	2,345
40	4.0	3,608
50	6.3	5,682
80	16.0	14,432
100	25.0	22,550
Vacant	1.0	902
Strata	1.0	902

### 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 3.10 Special sewer charges expected income

Category	Sewer Charge (\$)	No of Properties	No of Pensioners	Gross Yield \$
Residential general service	902	18,282	4148	16,728,132
Bodalla sewer	200	164	-	32,800
Business Meter size		1,125	-	2,338,804
Business Trade waste		440	-	100,000
<b>Total yield</b>				<b>19,199,736</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 3.11 Liquid trade waste charges

Liquid trade waste annual fee	\$96.20
Liquid trade waste annual fee (large discharger)	\$516.00
Compliant discharge	\$1.42/Kl
Non-compliant discharge (failure to comply with Council's conditions of approval)	\$13.25/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 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 2016-17 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 will 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 3.12: Statement of proposed borrowings by fund

Purpose	2016-17
<b>New loans</b>	
<b>General fund</b>	
Bridges	1,105,455
Road infrastructure	2,300,612
Airport	4,946
Streetscaping & foreshore works	1,981,434
Open space land & recreational facilities	1,767,743
Council administration building	-
Boatramps, wharves, jetties and rockwalls	277,422
Other	490,165
<b>General fund Sub-total</b>	<b>7,927,776</b>
*Waste fund	1,757,000
*Sewer fund	4,400,000
*Water fund	-
<b>All funds total new loans</b>	<b>14,084,776</b>
<b>Renewal loans</b>	
General fund	1,782,684
Waste fund	-
Sewer fund	839,335
Water fund	-
<b>All funds total renewal loans</b>	<b>2,622,019</b>
<b>All funds grand total all loans</b>	<b>16,706,795</b>

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

## 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) Capital Grants & contributions exclude the estimated value of non-cash assets contributed by developers.
- 6) Costs exclude net present value of future remediation of landfills and the like.
- 7) Investment revenues are based on estimated cash/fund flow actually realised.

## 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.

**23,518**  
rateable residential properties

## 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.

**283**  
rateable farmland properties

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



## Key for responsible officer codes

Code	Responsible officer
APC	Assets Planning Coordinator
CPC	Community Planning Coordinator
CAC	Coordinator Arts & Culture
DCARS	Director Community, Arts & Recreation
DFBD	Director Finance & Business Development
DIS	Director Infrastructure Services
DPSS	Director Planning & Sustainability
DMBDE	Divisional Manager Business Development & Events
DMCARDS	Divisional Manager Community Arts & Recreation Development
DMDS	Divisional Manager Development Services
DMES	Divisional Manager Environmental Services
DMF	Divisional Manager Finance
DMGI	Divisional Manager Governance & Information
DMOD	Divisional Manager Organisation Development
DMSS	Divisional Manager Strategic Services
DMTS	Divisional Manager Technical Services
DMWM	Divisional Manager Waste
DMWS	Divisional Manager Water & Sewer
DMW	Divisional Manager Works
EA	Executive assistant
EMCT	Executive Manager Communications & Tourism
GM	General Manager
LC	Library Coordinator
MCC	Manager Community Care
RSO	Road Safety Officer
SRPO	Service review project officer
SSE	Support Services Engineer