

Delivery Program 2013–17

Operational Plan & Budget 2013–14



Access to Information

The best way to find out information about Council is to read the meeting agenda papers, subscribe to the online newsletter and read Council Noticeboard in the local papers, visit the website, drop into a library in Narooma, Moruya or Batemans Bay, or visit the Council administration building in Moruya.

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

How to contact us

In person	Customer Service Centre 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	Council@eurocoast.nsw.gov.au
Web	www.esc.nsw.gov.au and click "Your Say"
Councillors	See contact details on our website and on Council's Noticeboard page in local papers.

Delivery Program 2013–17 Operational Plan & Budget 2013–14

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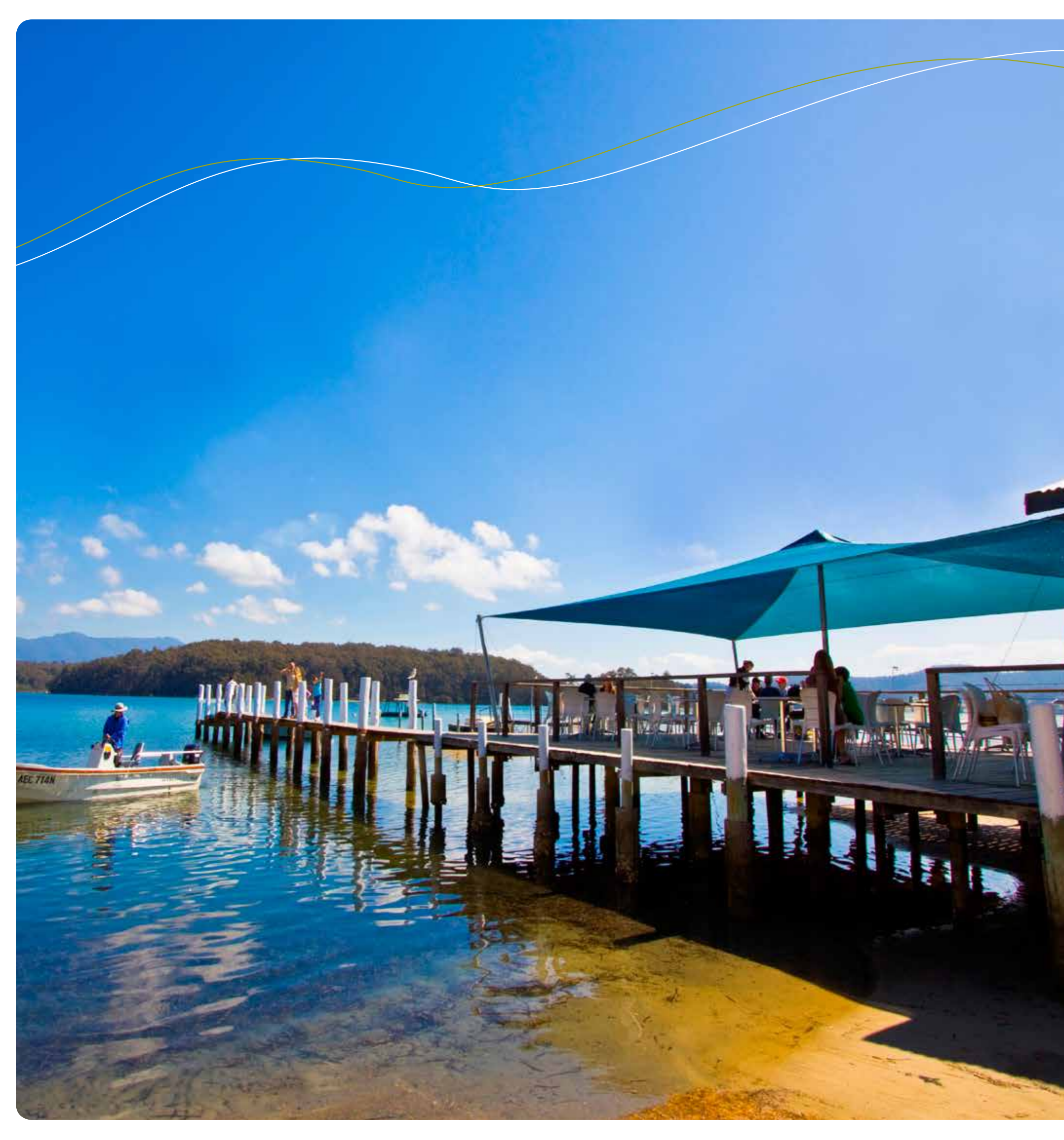
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Welcome

A message from our Mayor



I am delighted to present this Council's first four year Delivery Program for 2013–17, and one year Operational Plan and Budget for 2013–14.

These documents show our commitment to delivering the community's needs and aspirations outlined in the Community Strategic Plan — One Community.

You will find information about services, projects and works funded for the year ahead, and activities planned over the next four years.

The Operational Plan provides information about rates for 2013–14 and I am pleased to highlight our proposal to only increase general rates by the rate peg amount of 3.4%.

We will work with current resources to deliver the services and projects you have said are important.

Some key projects for the 2013–14 period are:

- New cycleways in Durras, Broulee, Sunshine Bay & Moruya (\$195,000)
- Development of the Urban and Rural Lands Strategies
- Eurobodalla Coastal Hazard Management Plan
- New Cell at Surf Beach Landfill (\$1.7 million)
- Narooma Streetscaping Project (\$2.645 million)
- Installation of Solar Infrastructure at the Northern Water Treatment Plant (\$340k)
- Bay Link Road Stage 1 (\$800k)
- Information Technology Review (\$2.7 million)

I am pleased to say that an organisation service review has been identified as a priority for the Council for the coming years. Once completed the service review will enable Council, in consultation with the community, to make an informed decision about service delivery priorities and its financial future.

I am confident that in the next four years your elected Council will deliver services that meet both the current and future needs of our community and that we will make Eurobodalla a better place to live.

*Mayor
Lindsay Brown*

About the plan



About the plan

This Plan combines Council's Delivery Program 2013–17, Operational Plan and Budget 2013–14.

Together these three documents 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, the Delivery Program is structured by the four focus areas of the Community Strategic Plan – Liveable, Sustainable, Productive and Collaborative.

The Delivery Program 2013–17 sets out activities that Council will complete in a four year period which is aligned to a Council term, along with measures to track our progress in achieving the activities.

The Operational Plan 2013–14 shows services, key projects and capital works that Council will deliver in the year.

The Budget for 2013–14 shows income, expenditure and capital programs.

The document also includes information on rates for 2013–14. Council's fees and charges for 2013–14 are contained in a separate document available from Council's website www.esc.nsw.gov.au

Integrated Planning and Reporting Framework

All Councils are required to develop short-term, medium-term 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 2013–14 is a key document to meet these legislative requirements. The plan will show how Council will implement the goals and objectives of the community as identified in the Community Strategic Plan — One Community.



How do the documents fit together?

Community Strategic Plan – One Community (CSP)

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.

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

Delivery Program

The Councillor's commitment to delivering on the goals and objectives the community outlined in the Community Strategic Plan — One Community.

- Four year outlook
- Aligned with Councillor term of office
- Sets out activities Council will undertake to deliver on the CSP
- Sets performance measures

Operational Plan

Council's annual Service Delivery Plan including budget and rates information. Shows the key projects and tasks Council will undertake to achieve the Delivery Program.

- One year outlook
- Provides information and functions of all Council services
- Includes Council's revenue policy
- Sets performance measures



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 years
- Long Term Financial Plan – 10 years
- Workforce Management Plan – 4 years

Our future — One Community

The Community Strategic Plan was developed by our community for our community. It describes our vision for the future and what we need to do to take Eurobodalla forward.

The plan's four focus areas (liveable, sustainable, productive and collaborative) are aligned with quadruple bottom line elements and are at the heart of the things we need to do together to achieve our vision for the future.

One Community is a tool to drive collaboration and improvements within our community. It is also Council's guide for informing the Delivery Program, Operational Plan, major strategies, decision making and day to day actions.

The objectives and strategies contained in the Community Strategic Plan are outlined below.

Liveable

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

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

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

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 plan — 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 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 planned programs in the 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 recognition of 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 place we can all be proud to live.

For this to be possible, they were very clear that Council as an organisation would need to be outcome and customer focussed, and strive to be a good place in which to do business.

To achieve this, the following principles will underpin the actions of our Councillors and the delivery of all Council activities and services.

Communication — We actively seek contributions to our decision making and value the contributions of all members of the community and our staff to Council's policies, plans and strategies.

Collaboration — We seek to get the best possible results for our community through forming partnerships and undertaking advocacy activities with community, agencies and all levels of government.

Innovation — We embrace new ways of delivering Council's services, valuing creativity for the many benefits it brings to our workplace and community.

Responsive — We place our community at the forefront and strive to deliver outstanding customer service. We are focused on adapting our way of doing business to meet changing community needs.

Respect — We respect one another, accepting both our similarities and our differences. We treat ourselves and our customers with empathy and understanding.

Accountability and responsibility — We are aware of the impact our actions can have on our organisation and our community, and accept accountability for those actions.

Honesty and integrity — We behave honestly and with integrity, ensuring that our dealings with one another and the community are ethical and transparent.

Recognition and value — We appreciate and recognise the work of our people across all parts of the organisation and those from the community who make a contribution to Council activities.

Sustainability — We are focused on achieving true sustainability (financial, social and environmental) for both our organisation and our community.

Community Vision

Our vision is designed to encourage commitment to our future and a sense of common purpose and responsibility. It 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

Council Values

Council's organisational 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 role of your elected representatives

Nine Councillors, under the leadership of a popularly elected Mayor, represent the people of Eurobodalla. Council elections are held every four years, with the next local government election scheduled for 2016. The Mayor is elected by a popular vote, while the appointment of a Deputy Mayor is by Councillor vote.

Our Councillors put forward the many views held by our community – representing the overall best interests of our community. As the governing body, the role of our Councillors is to:

- actively review and debate matters that come before them for a decision
- participate on the allocation of Council's resources to optimise benefits to the community – now and into the future
- assist in the creation and undertake reviews of Council's policies, strategies, plans and programs
- review the management performance of Council and our delivery of services
- facilitate communication between residents and the Council
- provide leadership to the community.

In addition to the roles listed above, our Mayor is tasked with carrying out civic and ceremonial functions, and presiding over the meetings of Council.

How will we implement the plan

The Delivery Program outlines the priorities to be pursued by Council during its term of office, and the Operational Plan provides details of the projects and works being undertaken in the year ahead.

The Operational Plan is implemented by Council as an organisation. Our organisation has many skilled and professional people who are passionate about the Shire, its future and delivering services to the community.

Our Executive Leadership Team is made up of the General Manager, two Directors, Chief Financial Officer & Business Development, and Divisional Manager Community Arts & Recreation.

The Executive Leadership Team, along with 11 Divisional Managers are responsible for service delivery across all areas of council.

Services are the fundamental means by which Council's Delivery Program is implemented. The 2013–14 Operational Plan identifies the services Council currently provides and how they best fit into the focus area framework to roll out the Delivery Program and Community Strategic Plan.

Our Leadership Structure – as at 26 August 2013



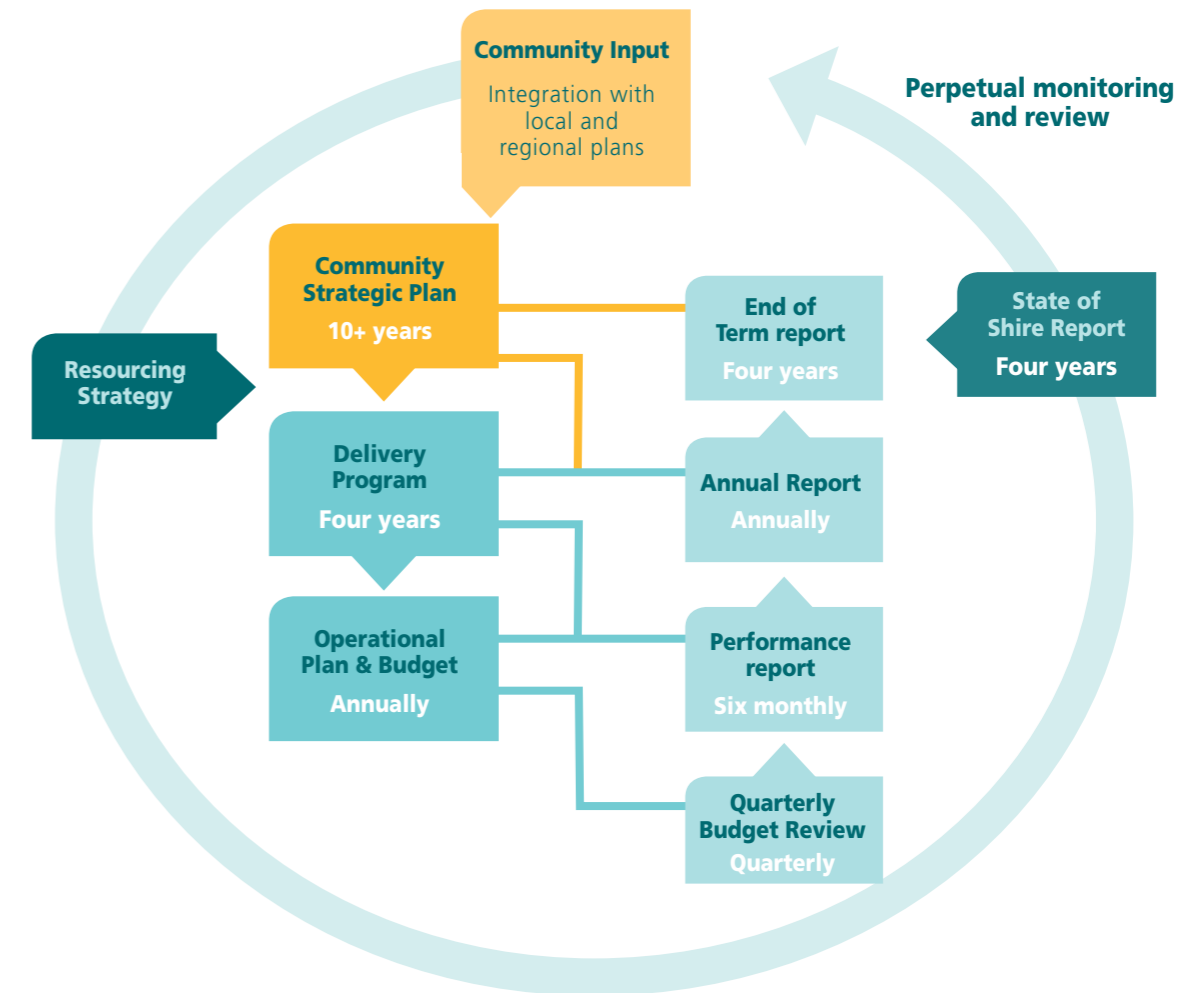
How we will report on progress

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

The plans are all inter connected so that 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.



Budget Review

- Quarterly
- Reports on budget only

Performance Report

- Six monthly
- Reports on progress in implementing Operational Plan projects and works through service output measures

Annual Report

- Annually
- Reports on progress in implementing Delivery Program activities through outcome measures and Operational Plan projects and works.
- Also includes State of Environment indicators, audited financial reports and other statutory information

End of Term Report

- Four yearly in line with end of Council term
- Councillor 'report card' showing progress in implementing the goals from the Community Strategic Plan during their term of office.

State of Shire Report

- Four yearly – in the year prior to an ordinary election
- A snapshot of the Shire as it currently stands. Reports on a range of community indicators and is used to inform the review of the Community Strategic Plan in the year of an election.

How we will fund the plan

Where does the money come from?

In 2013–14, Council estimates it will manage an income of more than \$93 million. Over half of this comes from ratepayers. The rest is from user fees and charges; government grants; financial contributions made in support of new developments; and investments.

54%

Rates and annual charges

23%

User fees and other

15% Grants

3% Investment revenue

3% Developer contributions

2% Capital grants and contributions

Where does the money go?

Council's income needs to be budgeted across the 24 services it delivers to the community. Budgeting and activity planning processes happen simultaneously to ensure the key projects and capital works that Council plans to deliver in the year are able to be funded. For more information on Council's 2013–14 budget see page 59

What it costs Council to deliver each of the 24 services is outlined below per \$100

* Based on current budget estimates

\$18.00 Transport		\$18.10 Sewer Services		\$14.10 Water Services	
\$10.80 Parks, Foreshores & Community Facilities		\$8.30 Waste Management		\$6.60 Support Services <small>Includes finance & governance, organisation support and organisation development</small>	
\$3.20 Property		\$3.00 Community Care		\$2.50 Development Services	\$2.30 Business Development, Events & Tourism
\$1.90 Executive Services & Communications	\$1.70 Stormwater & Flood management	\$1.60 Libraries	\$1.50 Emergency Management	\$1.50 Social Inclusion	\$1.40 Regulatory Compliance
\$0.80 Sustainability & Environmental Services	\$0.70 Community Development	\$0.70 Land Use Planning	\$0.70 Natural Environment Planning	\$0.50 Integrated Planning	\$0.10 Arts & Recreation



Rate Payer Impact Statement

The Operational Plan also provides information on rating for 2013–14 period. In 2013–14 Council is proposing to increase the General Rate and Environment Levy by the rate pegging amount only, which is set by the Independent Pricing and Regulatory Tribunal (IPART) at 3.4%.

General changes to rates in 2013–14 and the implications for our ratepayers include:

- Waste collection services fall by 6.6% for the typical household
- The water base charges will rise to \$228
- The water usage charge will increase from \$2.99 to \$3.40 per kilolitre. This is to ensure that water use charges reach the required level 60% of total water income

- Sewer charges will increase by 3.4% for residential users
- For business ratepayers, the sewer discharge fees will move to the final stage of the five stage phase-in period. The impact will vary significantly based upon the amount of water discharged and the type of business conducted

The tables that follow summarise the impact of the proposed rates and charges for 2013–14 and what they will mean for the typical residential, business and farmland category ratepayer.

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

Average Residential Rate Impact	2012–13 (\$)	2013–14 (\$)	Change (%)
General Rate	774.36	800.81	3.4
Environmental Levy	33.53	34.66	3.4
Garbage Collection Service	299.30	279.60	-6.6
Sewer – Res 20mm	816.00	844.00	3.7
Water – Res 20mm	167.00	228.00	36.5
Average water bill*	290.03	329.80	13.7
Stormwater Charge	25.00	25.00	0.0
Estimated Total Rates	2,405.22	2,451.88	5.7
Change in average annual rates and charges	136.65		
Extra cost per week for the average ratepayer	2.63		

* Based upon 97 kilolitres consumption pa and an average residential property value of \$189,420.00

Average Farmland Rate Impact	2012–13 (\$)	2013–14 (\$)	Change (%)
General Rate	1,203.71	1,244.09	3.4
Environmental Levy	61.24	63.44	3.6
Waste Charge	40.20	46.00	14.4
Estimated Total Rates	1,305.15	1,353.53	3.7
Change in average annual rates and charges	48.38		
Extra cost per week for the average ratepayer	0.93		

* Based on an average farmland property value of \$506,960.00

Average Business Rate Impact	2012–13 (\$)	2013–14 (\$)	Change (%)
General Rate	2,771.89	2,863.50	3.3
Environmental Levy	44.44	45.99	3.4
Waste Charge	40.20	46.00	14.4
Sewer – Bus 20mm	816.00	844.00	3.4
Sewer Usage Charge	182.16	219.12	20.3
Liquid Trade Waste Base Charge	87.00	90.00	3.4
Liquid Trade Waste Usage Charge	170.28	175.56	3.1
Water – Bus 20mm	167.00	228.00	36.5
Average water bill	1,315.60	1,496.00	13.7
Stormwater Charge	50.00	50.00	0.0
Estimated Total Rates	5,644.57	6,058.17	7.3
Change in average annual rates and charges	413.60		
Extra cost per week for the average ratepayer	7.95		

* Based upon 440 kilolitres consumption pa. LTW discharge factor of 30%, Sewer Discharge factor of 30% and an average business property value of \$314,422.00

Delivery Program 2013–17

Operational Plan & Budget 2013–14

How to read this document

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

- **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 2013–14 are incorporated into the Delivery Program. It details individual projects and services Council will provide in a financial year to directly address key activities in the Delivery Program.

The Operational Plan follows directly from the Delivery Program in the form of service profiles. Each service profile shows the responsible directorate and officer, the functions of the service and a group of measures that allow us to track how the service has performed in the 2013–14 year.

Finally, the document includes Council's Statement of Revenue Policy which includes the proposed rates, fees and charges for the next year. Council's fees and charges for the 2013–14 period are outlined in a separate document.

liveable communities

Our community's priorities

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

Objectives and strategies for a liveable community include:

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

Council's response to community priorities

The following services contribute to delivering on liveable activities, with details of each service and what it delivers on a one year basis provided in the service profiles outlined on the following pages.

- Community Development
- Libraries
- Parks, Foreshores and Community Facilities
- Social Inclusion
- Arts & Recreation
- Regulatory Compliance
- Community Care

Delivery Program Activities

The Delivery Program outlines the key activities that Council will undertake over the next four years to assist in meeting community objectives and strategies outlined in the Community Strategic Plan.

For the 2013–17 period these key activities include:

Council Service	Activity
Community Development	Provide services, programs and advocacy activities that strengthen community life
Social Inclusion	Enable a sense of belonging through the provision of child, youth and social development initiatives and services
Community Care	Provide programs, support and advocacy for older people, people with a disability and their carers
Libraries	Respond to the community's need for information, lifelong learning and recreation through the delivery of quality library services
Arts & Recreation	Support the community in the development of recreation and cultural opportunities, experiences, programs and events
Parks, Foreshores and Community Facilities	Provide and maintain a safe, sustainable and accessible range of community infrastructure that caters for a range of recreation opportunities
Regulatory Compliance	Contribute to the health, safety and wellbeing of the community through a range of health protection, education and regulatory programs

Delivery Program Measures

Delivery Program measures are outcome focused and when tracked over time show Council's contribution towards implementing the objectives and strategies of the Community Strategic Plan. They are reported annually through Council's annual report, where information is available, and also in the four year end of Council term report.

Measure	Target	Responsible Manager
Community satisfaction with; <ul style="list-style-type: none"> • Library service • Clean, safe and healthy environment • Parks & reserve • Playgrounds • Sportsgrounds & amenities • Boating facilities • Public toilets • Town centres • Pools • Community halls & facilities 	Maintain or improve	DM Community, Arts & Recreation DM Works DM Technical Services
Customer satisfaction with management and control of companion animals	Maintain or improve	DM Environmental Services
Comparison with benchmarks & best practice – NSW State Library Report	Maintain or improve	DM Community, Arts & Recreation
Community Development, Community Care and Social Inclusion programs	Increase participation and maintain or improve community satisfaction	DM Community, Arts & Recreation
Progress in implementing Council's <ul style="list-style-type: none"> • Recreation & Open Space Strategy • Asset Management Plans 	Rolling works program progressed	DM Works DM Technical Services
Use of Council parks, reserves and community facilities	Maintain or increase	DM Works, DM Technical Services
Participation in and satisfaction with cultural events and programs	Increase and improve	DM Community, Arts & Recreation

Delivery Program Budget

Program	Year	Income \$	Expenditure \$	Net Result \$	Capital Expenditure \$
Community Care	2013-14	3,609,774	3,823,199	(213,425)	0
	2014-15	3,609,774	3,818,691	(208,917)	0
	2015-16	3,609,774	3,817,140	(207,366)	0
	2016-17	3,609,774	3,817,140	(207,366)	0
	Total	14,439,096	15,276,171	(837,075)	0
Community Development	2013-14	285,964	875,113	(589,149)	0
	2014-15	285,964	832,393	(546,429)	0
	2015-16	285,964	832,393	(546,429)	0
	2016-17	285,964	832,393	(546,429)	0
	Total	1,143,856	3,372,292	(2,228,436)	0
Arts & Recreation	2013-14	21,805	215,580	(193,775)	0
	2014-15	21,805	196,540	(174,735)	0
	2015-16	21,805	196,540	(174,735)	0
	2016-17	21,805	196,540	(174,735)	0
	Total	87,220	805,200	(717,980)	0
Libraries	2013-14	203,781	1,754,294	(1,550,513)	201,500
	2014-15	203,781	1,753,682	(1,549,901)	166,500
	2015-16	203,781	1,744,753	(1,540,972)	166,500
	2016-17	203,781	1,740,874	(1,537,093)	166,500
	Total	815,124	6,993,603	(6,178,479)	701,000
Parks, Foreshores and Community Facilities	2013-14	725,247	8,720,210	(7,994,963)	4,843,569
	2014-15	719,747	8,898,321	(8,178,574)	1,806,107
	2015-16	719,747	8,916,951	(8,197,204)	1,491,107
	2016-17	719,747	8,879,450	(8,159,703)	1,431,107
	Total	2,884,488	35,414,932	(32,530,444)	9,571,890

Program	Year	Income \$	Expenditure \$	Net Result \$	Capital Expenditure \$
Regulatory Compliance	2013-14	607,350	1,775,893	(1,168,543)	20,000
	2014-15	607,350	1,780,234	(1,172,884)	0
	2015-16	607,350	1,779,469	(1,172,119)	0
	2016-17	607,350	1,779,469	(1,172,119)	0
	Total	2,429,400	7,115,065	(4,685,665)	20,000
Social Inclusion	2013-14	1,260,750	1,868,552	(607,802)	0
	2014-15	1,260,750	1,867,913	(607,163)	0
	2015-16	1,260,750	1,867,490	(606,740)	0
	2016-17	1,260,750	1,866,895	(606,145)	0
	Total	5,043,000	7,470,850	(2,427,850)	0

COMMUNITY DEVELOPMENT

Responsibility: Divisional Manager Community, Arts & Recreation Services

Delivery Program 2013–17

Provide community services, programs and advocacy activities that strengthen community life.

Operational Plan 2013–14

Service Description

Our Community Development service works in partnership with State and Federal Governments, service providers and the community to deliver a range of programs and activities that foster resilience, skills and opportunities for positive interaction in the community.

Functions

- Volunteer programs
- Identify community needs and facilitate appropriate service response
- Seek external funding and partnership opportunities for community development initiatives
- Administer Healthy Communities and Seniors Week grants
- Healthy Communities Advisory Committee
- Police Liaison Committee
- Participate in local and regional planning for community service provision
- Advocate to improve access and equity
- Ensure community awareness of services, programs and events
- Foster community strengths and build community capacity with programs, partnerships and events.
- Establish, maintain and participate in network partnerships and links with Council and across relevant sectors.

Key Projects 2013–14

Project	Responsibility
Live Life Eurobodalla Project	DM Community & Social Development
Aboriginal Transport Project	DM Community & Social Development

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result
Community & Volunteer Services	\$285,964	\$875,113	(\$589,149)
TOTAL	\$285,964	\$875,113	(\$589,149)

Measures and Targets

Measure	Target
Number volunteer hours and volunteers	Evidence of
Advocacy activities and partnerships	Evidence of
Number of Live Life activities, programs & participation	Evidence of
Number of activities and events supporting community development	Increase
Grant funding applications	Grants received
Number of committee meeting held	Complies with Terms of Reference
Marketing collateral updated	Meets needs
Marketing distribution plan	Implemented

SOCIAL INCLUSION

Responsibility: Divisional Manager Community, Arts & Recreation Services

Delivery Program 2013–17

Enable a sense of belonging through the provision of child, youth and social development initiatives and services.

Operational Plan 2013–14

Service Description

Our Social Inclusion service works in partnership with State and Federal government and local agencies to deliver child and youth development services and social inclusion initiatives and programs.

Functions

- Provide two Youth Cafes
- Provide three After School and Vacation Care Centres
- Provide Family Day Care
- Coordinate Youth Committee and associated projects
- Coordinate Aboriginal Liaison Committee and associated projects
- Local youth service interagency
- Facilitate and promote social inclusion events and activities
- Advocate for youth, family and children's needs with service providers and stakeholders
- Implement the National Quality Framework for Education and Care Services
- Provide vacation programs and events for children, youth and families
- Coordinate the Partners in Industry and Education project
- Develop social inclusion and community development initiatives
- Administer NAIDOC Week grants
- Establish, maintain and participate in network partnerships and links with Council and across relevant sectors.

Key Projects 2013–14

Project	Responsibility
E-Channel Youth Social Networking Project	ManagerSocial Inclusion
Review the Children's Services business model	DM Community & Social Development
Youth Action Plan	DM Community & Social Development
Youth Activity Network Project	DM Community & Social Development
Increase the number of Family Day Care Educators	DM Community & Social Development

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result
Childrens Services	\$1,256,750	\$1,469,669	(\$212,919)
Social Development		\$115,357	(\$115,357)
Youth Services	\$4,000.00	\$283,526	(\$279,526.)
TOTAL	\$1,260,750.	\$1,878,552	(\$607,802)

Measures and Targets

Measure	Target
National Quality Framework for Education and Care Services	Achieve compliance
Number of children attending After School Care, Vacation Care, Family Day Care & Youth Cafes	Increase
Number of attendees at youth child & family event & activities	Evidence of
Number of social inclusion projects and programs	Increase
Advocacy activities and partnerships	Evidence of
Grant funding applications	Grants received
Number of accredited Family Day Care Educators	Increase

COMMUNITY CARE

Responsibility: Divisional Manager Community, Arts & Recreation Services

Delivery Program 2013–17

Provide programs, support and advocacy for older people, people with a disability and their carers.

Operational Plan 2013–14

Service Description

Our Community Care service works in partnership with State and Federal Governments, service providers and the community to deliver specialist services, including care services and community transport. Programs and activities are flexible and client centred, enabling older people, people with a disability and their carers to remain independent, live in their own home and access their community.

Functions

- Coordinate Disability Advisory Committee
- Provide Community Transport
- Provide social support programs including Good Neighbour and Peer Support
- Provide case management services
- Provide respite including flexible respite, aged parent carers, in-home respite
- Provide supported accommodation including Drop-in and 24 hour support
- Provide centre-based day care
- Provide Community Participation & Life Choices/Active Ageing
- Provide Attendant Care Services
- Provide ComPacks Hospital Discharge program
- Develop, monitor and review Disability Action Plan
- Provide internal advice on disability access and equity issues
- Provide an information and referral service for Community Care programs and other services available in the community
- Provide and support Seniors Week and International Day of Disability events
- Establish, maintain and participate in network partnerships and links within and across relevant sectors (eg Health, Transport, HACC)

Key Projects 2013–14

Project	Responsibility
Host Choice, Voice and Control: the NDIS in Eurobodalla	DM Community & Social Development
Community Care business model	DM Community & Social Development

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result
Aged and Disability Services	\$3,609,774	\$3,823,199	(\$213,425)
TOTAL	\$3,609,774	\$3,823,199	(\$213,425)

Measures and Targets

Measure	Target
Funding agreements	Meet compliance
Advocacy activities and partnerships	Evidence of
Number of community transport trips and patrons	Meet compliance
Grant funding applications	Grants received

LIBRARIES

Responsibility: Divisional Manager Community, Arts & Recreation Services

Delivery Program 2013–17

Respond to the community's need for information, lifelong learning and recreation through the delivery of quality library services.

Operational Plan 2013–14

Service Description

Our Library Service provides information, educational and recreational facilities, resources, programs, products and services to our community and visitors at three locations across the Shire.

Functions

- Provide lending collections and online services
- Provide reference and information services
- Maintain and improve library infrastructure including buildings and collections
- Provide access to information via a range of technologies
- Provide a welcoming and accessible community hub
- Deliver a suite of engaging community programs and events.
- Establish, maintain and participate in network partnerships and links with Council and across relevant sectors

Key Projects 2013–14

Project	Responsibility
Libraries and Lifelong Learning Strategic Plan	DM Community & Social Development

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Libraries	\$203,781	\$1,754,294	(\$1,550,513)	\$201,500
TOTAL	\$203,781	\$1,754,294	(\$1,550,513)	\$201,500

Capital Program 2013–14

Capital Item	Cost
Library Books – Collection Grant	\$164,000
Library Audio Books	\$2,500
Moruya Library Air Conditioning Upgrade	\$35,000
TOTAL	\$201,500

Measures and Targets

Measure	Target
Visits to Libraries	Exceed baseline benchmark
Number of programs and participation	Evidence of
Use of internet at Libraries	Exceed baseline benchmark
Library membership	Exceed baseline benchmark
Library loans	Exceed baseline benchmark
Effective customer service	Evidence of
Advocacy activities and partnerships	Evidence of

ARTS & RECREATION

Responsibility: Divisional Manager Community Arts & Recreation Services

Delivery Program 2013–17

Support the development of recreation and cultural opportunities, experiences, programs and events.

Operational Plan 2013–14

Service Description

Our Arts & Recreation Service works to enhance a sense of place and identity for our community by ensuring a broad range of recreation and cultural services, events and programs are available through direct provision, support, partnerships and advocacy.

Functions

- Develop relationships with peak cultural, sporting and recreation bodies
- Partner with peak industry bodies to develop local opportunities including corporate sponsorship
- Support capacity building of cultural and recreation groups
- Support the conduct of recreation and culture programs including events, activities, workshops, forums, exhibitions and festivals.
- Increase opportunities for individuals and groups to engage in and develop their skills, understanding and appreciation of the range of arts practices
- Develop, review and implement Council's Cultural Plan
- Coordinate Public Art Committee
- Coordinate Cultural & Recreational Advisory Committee
- Facilitate conduct of the Basil Sellers Art prize

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result
Arts and Cultural	\$15,000	\$156,690	(\$141,690)
Recreation Development	\$6,805	\$58,890	(\$52,085)
TOTAL	\$21,805	\$215,580	(\$193,775)

Measures and Targets

Measure	Target
Number of programs delivered and level of participation	Maintain or increase
Cultural Plan	Draft complete
Number of events held and attendees	Maintain or increase
Advocacy activities and partnerships	Evidence of

PARKS, FORESHORES & COMMUNITY FACILITIES

Responsibility: Divisional Manager Works, Divisional Manager Technical Services

Delivery Program 2013–17

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

Operational Plan 2013–14

Service Description

Our Parks, Reserves and Community Facilities service provides, maintains and renews parks, reserves, and community infrastructure to improve utilisation, quality and meet community needs.

Functions

- Provide, maintain and renew
 - ~ Parks, reserves, foreshores and playgrounds
 - ~ Skate parks
 - ~ Sports fields, tennis courts and amenities
 - ~ Boat ramps, wharves, jetties and pontoons
 - ~ Picnic tables, BBQs and shelters
 - ~ Cemeteries
 - ~ Town centres
 - ~ Public toilets
- Public halls and community centres
- Pools and aquatic centres
- Seek grant funding to implement plans of management, master plans and recreation and open space strategy
- Provide information and support services to inform recreation and asset planning and forward budgets
- Facilities management

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Boating Facilities		\$375,824	(\$375,824)	\$538,000
CBD Facilities		\$1,187,786	(\$1,187,786)	\$2,749,521
Cemeteries	\$180,777	\$117,905	\$62,872	\$72,696
Community Centres	\$104,000	\$333,065	(\$229,065)	
Community Land Management	\$175,181	\$107,434	\$67,747	
Parks & Reserves	\$179,819	\$3,221,943	(\$3,042,124)	\$232,925
Public Halls & Recreation Buildings	\$9,500	\$187,854	(\$178,354)	\$108,000
Public Toilets		\$667,351	(\$667,351)	\$240,000
Recreation – Development Contributions	\$11,000		\$11,000	
Sporting & Recreation	\$41,970	\$93,353	(\$51,383)	
Sporting Facilities	\$23,000	\$1,428,310	(\$1,405,310)	\$879,427
Swimming Pools		\$999,385	(\$999,385)	\$23,000
TOTAL	\$725,247	\$8,720,210	(\$7,994,963)	\$4,843,569

PARKS, FORESHORES & COMMUNITY FACILITIES continued

Capital Program 2013–14

Capital Item	Cost
Boating Facilities	
Nelligen Boat Ramp Upgrade & New Carpark	\$263,000
Old Punt Road Ramp Renewal	\$75,000
Apex Park Narooma Pontoon	\$200,000
Total for Boating Facilities	\$538,000
CBD Facilities	
Batemans Bay CBD Works	\$74,310
Narooma Streetscaping	\$2,645,000
Disability Access Works	\$30,211
Total for CBD Facilities	\$2,749,521
Cemeteries	
Cemetery Improvement Program	\$72,696
Total for Cemeteries	\$72,696
Parks & Reserves	
South Head Moruya Playground Replacement	\$65,000
Kyla Park Playground – Replace Swings	\$15,000
Parks' Facilities Renewals – BBQs	\$20,000
Parks' Facilities Renewals – Picnic Shelters	\$40,000
Devt Funds for Parks & Reserves Improvements	\$42,425
Litter Collection Contract	\$10,500
Reserve Signposting Maintenance	\$15,000
Parks' Facilities Renewals – Other	\$25,000
Total for Parks & Reserves	\$232,925
Public Halls & Recreation Buildings	
Replace Playground – Bodalla Hall	\$10,000
Public Building Renewals – Durras Hall	\$8,000
Public Building Renewals – Upgrade	\$90,000
Total for Public Halls & Recreation Buildings	\$108,000
Public Toilets	
Public Toilets – Narooma CBD Canty St/Thompson Pk	\$210,000
Public Toilet Upgrade Program	\$30,000
Total for Public Toilets	\$240,000
Sporting Facilities	
Sports Fields	\$129,427
Mackay Park Sporting Complex – Car Park Upgrade	\$300,000
Mackay Park Sporting Complex – Lighting Upgrade	\$100,000
Gundry Oval North Field Irrigation	\$40,000
Gundry Oval West Amenities Refurbishment/Storage	\$40,000
Kyla Park Cricket Net Wicket Replacement	\$15,000
Tuross Tennis Courts Resurfacing	\$40,000
Bodalla Tennis Courts Fencing	\$30,000
Sporting amenities – minor renewal activities	\$30,000
Narooma Skate Park – Extensions	\$155,000
Total for Sporting Facilities	\$874,427
Swimming Pools	
Moruya Pool – Outdoor Swimming Improvements	\$8,000
Narooma Pool – Indoor Swimming Improvements	\$15,000
Total for Swimming Pools	\$23,000
TOTAL	\$4,843,569

Measures and Targets

Measure	Target
Risk Management Policy & Safety Standards	Compliance with
Grant funding applications	Grants received
Capital, renewal & maintenance programs	Completed on time & within budget
Correspondence & customer service requests	Meet corporate targets
Visits to swimming pools	Maintain or Increase

REGULATORY COMPLIANCE

Responsibility: Divisional Manager Environmental Services

Delivery Program 2013–17

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

Operational Plan 2013–14

Service Description

Our Regulatory Compliance service, monitors, enforces and educates the community on local laws, regulations, policies, controls and guidelines.

Functions

- Public health programs including estuary monitoring programs, beach watch and public pools
- Food inspection and surveillance and skin penetration programs
- Onsite Sewage Management Systems (OSMS)
- Community education
- Public and environmental emergencies
- Animal control
- Vehicle and parking management
- Unauthorised land use and development compliance
- Illegal dumping
- Pollution control
- Represent Council in court as required.

Key Projects 2013 –14

Project	Responsibility
Review of Onsite Sewage Management System Code of Practice	Public & Environmental Health Coordinator

Budget 2013 –14

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Companion Animals Management	\$41,435	\$262,257	(\$220,822)	\$20,000
Environmental Compliance	\$218,827	\$527,677	(\$308,850)	
Public Health	\$115,389	\$451,351	(\$335,962)	
Regulatory Services	\$231,699	\$534,609	(\$302,910)	
TOTAL	\$607,350	\$1,775,893	(\$1,168,543)	\$20,000

Capital Program 2013 –14

Capital Item	Cost
Pound Improvements	\$20,000
TOTAL	\$20,000

Measures and Targets

Measure	Target
Number of OSMS inspections and % compliance	Undertake all scheduled inspections & achieve ≥ 90% compliance
No of animals rehomed	Maintain or increase
Number of Food safety inspections and % compliance	Undertake all scheduled inspections & achieve ≥ 95% compliance
Programs conducted and number of participants	Maintain or increase
Beach Watch ratings	Maintain or increase

sustainable communities

Our community's priorities

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

Objectives for a sustainable community include:

3. Our community and environment are in harmony
 - 3.1 Encourage respectful planning, balanced growth and good design
 - 3.2 Respond to our changing environment
 - 3.3 Value, protect and enhance our natural environment
4. We use and manage our resources wisely
 - 4.1 Develop a clean energy future
 - 4.2 Use our water wisely
 - 4.3 Reduce, reuse and recover waste
 - 4.4 Identify and make best use of our resource land

Council's response to community priorities

The following services contribute to delivering on sustainable activities, with details of each service and what it delivers on a one year basis provided in the service profiles outlined on the following pages

- Sewer Services
- Water Services
- Emergency Management
- Stormwater & Flood Management
- Waste Management
- Sustainability & Environmental Services
- Land Use Planning
- Natural Environment Planning

Delivery Program Activities

The Delivery Program outlines the key activities that Council will undertake over the next four years to assist in meeting community objectives and strategies outlined in the Community Strategic Plan.

For the 2013–17 period these key activities include:

Council Service	Activity
Sewer Services	Provide a safe, reliable and sustainable sewer service
Water Services	Provide a safe, reliable and secure water supply that meets future needs
Emergency Management	Work together towards a safe, secure and prepared shire which is able to effectively respond to and recover from an emergency
Stormwater & Flood Management	Mitigate the impact of storm and flood waters on the community and the environment through the provision of efficient sustainable infrastructure
Waste Management	Provide waste and recycling management services, infrastructure and initiatives.
Sustainability & Environmental Services	Restore and protect our natural environment through the delivery and promotion of sustainable actions within Council and the community
Land Use Planning	Plan for and support the sustainable growth and development of our community
Natural Environment Planning	Plan for and manage our biodiversity and coastal environments

Delivery Program Measures

Delivery Program measures are outcome focussed and when tracked over time show Council's progress towards implementing the objectives and strategies of the Community Strategic Plan. They are reported annually through Council's Annual Report process where information is available, and also in the four year end of Council term report.

Measure	Target	Responsibility
Community satisfaction with: <ul style="list-style-type: none"> • Sewer services • Water supply services • Council management of natural environment • Council management of waterways and beaches • Council operates in a sustainable way • Feeling safe and prepared for an emergency • Managing residential development • Protection of heritage values and buildings • Enhancing built environment • Stormwater and flood mitigation measures and infrastructure • Management of recycling and waste 	Maintain or improve	DM Water & Sewer DM Strategic Services DM Waste DM Environmental Services DM Works DM Technical Services
Compliance with NSW Best Practice Management Guidelines for Water and Sewer Services	Maintain	DM Water & Sewer
Level of recycling	Record and report in Annual Return	DM Waste Services
Council CO ₂ emissions/organisational sustainability	Reduce/Increase	DM Environmental Services
Waste Strategy Implementation	Rolling works program progressed	DM Waste Services

Delivery Program Budget

Program	Year	Income \$	Expenditure \$	Net Result \$	Capital Expenditure \$
Sewer Services	2013-14	17,886,441	17,115,752	770,689	5,558,000
	2014-15	18,042,258	16,708,086	1,334,172	9,860,000
	2015-16	18,340,609	17,406,487	934,122	11,680,000
	2016-17	18,422,938	18,072,197	350,741	4,090,000
	Total	72,692,246	69,302,522	3,389,724	31,188,000
Water Services	2013-14	14,187,517	14,652,315	(464,798)	3,084,080
	2014-15	14,338,794	14,269,056	69,738	2,299,080
	2015-16	14,335,348	14,268,720	66,628	2,424,080
	2016-17	14,331,834	14,027,370	304,464	2,424,080
	Total	57,193,493	57,217,461	(23,968)	10,231,320
Waste Management	2013-14	8,640,176	8,518,650	121,526	1,952,000
	2014-15	8,667,809	8,524,147	143,661	3,250,000
	2015-16	8,695,541	8,826,868	(131,328)	2,600,000
	2016-17	8,723,369	9,058,612	(335,243)	2,500,000
	Total	34,726,895	34,928,277	(201,383)	10,302,000
Stormwater & Flood Management	2013-14	449,187	1,828,209	(1,379,022)	292,787
	2014-15	451,411	1,835,764	(1,384,353)	347,217
	2015-16	453,646	1,842,696	(1,389,050)	349,448
	2016-17	455,892	1,846,501	(1,390,609)	351,694
	Total	1,810,136	7,353,170	(5,543,034)	1,341,146
Sustainability & Environmental Planning	2013-14	175,037	934,590	(759,553)	100,000
	2014-15	158,796	902,304	(743,508)	100,000
	2015-16	158,796	900,352	(741,556)	100,000
	2016-17	158,796	902,352	(743,556)	100,000
	Total	651,425	3,639,599	(2,988,174)	400,000

Program	Year	Income \$	Expenditure \$	Net Result \$	Capital Expenditure \$
Natural Environment Planning	2013-14	388,428	912,381	(523,953)	0
	2014-15	242,655	789,958	(547,303)	0
	2015-16	132,655	594,958	(462,303)	0
	2016-17	132,655	594,958	(462,303)	0
	Total	896,393	2,892,255	(1,995,862)	0
Land Use Planning	2013-14	28,205	909,453	(881,248)	0
	2014-15	28,205	636,095	(607,890)	0
	2015-16	28,205	631,090	(602,885)	0
	2016-17	28,205	631,090	(602,885)	0
	Total	112,820	2,807,729	(2,694,909)	0
Emergency Management	2013-14	447,195	1,866,274	(1,419,079)	0
	2014-15	447,195	1,856,884	(1,409,689)	0
	2015-16	447,195	1,849,513	(1,402,318)	0
	2016-17	447,195	1,788,631	(1,341,436)	0
	Total	1,788,780	7,361,302	(5,572,522)	0

SEWER SERVICES

Responsibility: Divisional Manager Water & Sewer

Delivery Program 2013–17

Provide a safe, reliable and sustainable sewer service.

Operational Plan 2013–14

Service Description

Our Sewer Service provides, manages and operates sewerage services in accordance with Environmental Protection Authority licences, and State and Federal Legislation.

Functions

- Provide, maintain, renew and operate five sewerage schemes including
 - ~ service connections
 - ~ pipelines
 - ~ pumping stations
 - ~ sewage treatment facilities
 - ~ effluent disposal works
- Provide treated effluent water and sludge for reuse in the community
- Plan for and facilitate new infrastructure for urban infill and expansion to accommodate growth
- Review and develop Infrastructure Strategies
- Monitor quality and volume of liquid trade waste discharges
- Provide new connections
- Provide sewerage treatment systems and pollution protection measure in line with Environmental Protection Agency licence condition

Key Projects 2013 –14

Project	Responsibility
Tomakin Sewage Treatment Plant Augmentation	W&S Projects Engineer
Bodalla Sewerage Scheme – Investigation and design phase	W&S Projects Engineer
Sewer Development Servicing Plan	DM Water & Sewer
Sewer Strategic Business Plan	DM Water & Sewer

Budget 2013 –14

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Sewer Services	\$10,000	\$17,115,752	(\$17,105,752)	\$5,558,000
Sewerage Rates & Revenue	\$17,876,441		\$17,876,441	
TOTAL	\$17,886,441	\$17,115,752	\$770,689	\$5,558,000

Capital Program 2013 –14

Capital Item	Cost
Malua Bay Sewer Pump Station - Quality & Maintenance	\$200,000
Southern Batemans Bay Pump Station - Additional Storage & Mods	\$400,000
Northern Batemans Bay Pump Station - Upgrade	\$400,000
Batemans Bay Pump Station (BB02) Seawall	\$400,000
Batemans Bay Sewage Treatment Plant Upgrade	\$100,000
Batemans Bay Sewage Treatment Plant Upgrade – Augmentation	\$150,000
Batemans Bay Sewage Treatment Plant Upgrade – Solar	\$313,000
Batemans Bay Sewage Treatment Plant Upgrade – Reuse System	\$80,000
Recycled Water Filling Station	\$80,000
Asset Crew Amenities	\$80,000
Sewer Pump Station & Transport Systems Upgrades	\$365,000
Bodalla Sewerage Scheme	\$1,000,000
Rosedale/Guerilla Bay Sewerage Scheme	\$150,000
New Service Connections	\$20,000
Sewer Pipe Relining Shirewide	\$730,000
Manhole Restoration Program	\$100,000
Pump Station Narooma – Dry well pumps upgrade	\$50,000
Telemetry Upgrades	\$40,000
Sewerage Treatment Plant Renewal Program	\$200,000
Upgrade Tomakin Treatment Works	\$700,000
TOTAL	\$5,558,000

Measures and Targets

Measure	Target
Number of system failures/response times	Decrease/Improve
Treated effluent	Meets pollution control licence conditions
Capital, renewal & maintenance programs	Completed on time and within budget
Correspondence & customer service requests	Meet corporate targets
Liquid Trade Waste monitoring	Meets licence conditions

WATER SERVICES

Responsibility: Divisional Manager Water & Sewer

Delivery Program 2013–17

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

Operational Plan 2013–14

Service Description

Our Water Service supplies potable water to the community through the provision, management and operation of water supply services in accordance with the Australian Drinking Water Guidelines and Federal and State legislation.

Functions

- Provide, maintain, renew and operate the water supply schemes including
 - ~ pumping stations
 - ~ dams and reservoirs
 - ~ water treatment facilities, pipelines and
 - ~ service connections
- Demand management
- Plan for and facilitate new infrastructure for urban infill and expansion to accommodate growth
- Provide education to the community on water conservation principles
- Review and develop Infrastructure Strategies
- Read meters half yearly and repair as required
- Provide new connections to the reticulated water system
- Ensure reticulated drinking water meets National Health and Medical Research Council Guidelines

Key Projects 2013–14

Project	Responsibility
Solar infrastructure installation – Northern Water Treatment Plant energy offset.	W&S Projects Engineer
Southern Water Treatment Plant Augmentation	W&S Projects Engineer
Integrated Water Cycle Management Strategy Review	W&S Projects Engineer
Water Development Servicing Plan	DM Water & Sewer
Water Strategic Business Plan	DM Water & Sewer

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Water Rates & Revenue	\$14,151,210		\$14,151,210	\$3,084,080
Water Services	\$36,307	\$14,652,315	(\$14,616,008)	
TOTAL	\$14,187,517	\$14,652,315	(\$464,798)	\$3,084,080

Capital Program 2013–14

Capital Item	Cost
Deep Creek Dam – CCTV	\$15,000
Deep Creek Dam – Communications Upgrade	\$40,000
Pump Refurbishments Shirewide	\$103,000
Reservoir Safety Improvements	\$130,000
Reservoir Condition Assessment	\$20,000
Renewals & Replacements	\$1,540,000
Replacement Telemetry Parts	\$40,000
Southern Water Treatment Plant – Solar	\$260,000
Southern Water Treatment Plant – Chemical Dosing	\$150,000
Southern Water Treatment Plant – Amenities	\$50,000
Northern Water Treatment Plant – Solar	\$340,000
Consumer Water Meters	\$125,000
Consumer Water Meters – Replacement Program	\$210,000
Water – Strategic Review	\$61,080
TOTAL	\$3,084,080

Measures and Targets

Measure	Target
Water Quality	Meets Australian Drinking Water Guidelines
Number of supply interruptions/response times	Decrease/Improve
New connections	Maintain or increase
Capital, renewal & maintenance programs	Completed on time and within budget
Correspondence & customer service requests	Meet corporate targets

EMERGENCY MANAGEMENT

Responsibility: Divisional Manager Technical Services

Delivery Program 2013–17

Work together toward a safe, secure and prepared shire which is able to effectively respond to and recover from an emergency.

Operational Plan 2013–14

Service Description

Our Emergency Management service assists and supports the planning, implementation and review of the response provided during a significant emergency or disaster.

Functions

- Contribute to review and implementation of Local disaster planning
- Coordinate Local Emergency Management Committee & Local Rescue Committee
- Emergency operations centre management
- Provide and maintain Rural Fire Service and State Emergency Service buildings
- Provide financial contributions to Rural Fire Service, NSW Fire and Rescue and State Emergency Service as set by State Government
- Provide funding to support local volunteer rescue services
- Assist with response and coordination of emergency services during emergency incidents
- Undertake fire mitigation on Council owned and controlled land
- Assist in the development, review and implementation the Bushfire Risk Management Plan
- Coordinate Eurobodalla Bushfire Management Committee
- Provide Surf Life Saving Services on beaches in peak periods

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result
Beach Control		\$400,971	(\$400,971)
Emergency Services	\$447,195	\$1,465,303	(\$1,018,108)
TOTAL	\$447,195	\$1,866,274	(\$1,419,079)

Measures and Targets

Measure	Target
Incidents responded to and effective planning & collaboration	Maintain or improve
Donations & funding support provided	Maintain or increase
Disaster Management Plan reviewed	Reviewed on time
Capital, renewal & maintenance programs	Completed on time and within budget

STORMWATER AND FLOOD MANAGEMENT

Responsibility: Divisional Manager Works, Divisional Manager Technical Services

Delivery Program 2013–17

Mitigate the impact of storm and flood waters on the community and the environment through the provision of efficient sustainable infrastructure.

Operational Plan 2013–14

Service Description

Our Stormwater and Flood Management service mitigates the impact of storm and flood water through the provision, maintenance and renewal of overland and underground channels and appropriate infrastructure.

Functions

- Provide, maintain and renew stormwater and flood infrastructure including:
 - ~ Drainage pits and pipes construction and maintenance
 - ~ Pollution control devices
 - ~ Tide flaps
 - ~ Rock walls
 - ~ Sea walls
- Lake openings
- Flood mitigation works

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Drainage & Stormwater	\$444,787	\$1,705,050	(\$1,260,263)	\$292,787
Flood Mitigation	\$4,400	\$25,772	(\$21,372)	
Lake Openings		\$2,871	(\$2,871)	
Rock Walls & Sea Walls		\$94,516	(\$94,516)	
TOTAL	\$449,187	\$1,828,209	(\$1,379,022)	\$292,787

Capital Program 2013–14

Capital Item	Cost
Drainage Construction Program	\$200,000
Urban Water Quality	\$52,787
Stormwater Fund	\$40,000
TOTAL	\$292,787

Measures and Targets

Measure	Target
Capital, renewal & maintenance programs	Completed on time and within budget
Correspondence & customer service requests	Meet corporate targets

LAND USE PLANNING

Responsibility: Divisional Manager Strategic Services

Delivery Program 2013–17

Plan for and support the sustainable growth and development of our community.

Operational Plan 2013–14

Service Description

Our Land Use Planning service provides strategic policy and planning to achieve quality land use outcomes which meet quadruple bottom line objectives, relevant legislation, State Government planning requirements.

Functions

- Land-use planning including
 - ~ Local Environmental Plans
 - ~ Development Control Plans
 - ~ Structure Plans
 - ~ Strategy development
- Local Infrastructure Contributions Plans
- Recreation and Open Space strategy development and planning including
 - ~ plans of management
 - ~ master plans
 - ~ policy and codes of practice
- Heritage advice and management
- Heritage Advisory Committee
- Demographic research and community profile
- Maintain land monitor
- Provide advice and consultation internally and externally
- Comment on state and federal policy and initiatives
- Liaise and partner with Government and non-government groups
- Review and implement planning reforms and legislation amendments
- Engage with and consult the community

Key Projects 2013–14

Project	Responsibility
Rural Lands Strategy	Coordinator Land Use Planning
Urban Lands Strategy	Coordinator Land Use Planning
Gundry Reserve Plan of Management	Coordinator Community Planning

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result
Land Use Planning	\$28,205	\$909,453	(\$881,248)
TOTAL	\$28,205	\$909,453	(\$881,248)

Measures and Targets

Measure	Target
Project delivery	Delivered on time and within budget
Legislative requirements	Compliance met

NATURAL ENVIRONMENT PLANNING

Responsibility: Divisional Manager Strategic Services

Delivery Program 2013–17

Plan for and manage our biodiversity and coastal environments.

Operational Plan 2013–14

Service Description

Our Natural Environment Planning service provides strategic policy and planning which enhances natural resources and responds to constraints and opportunities associated with the natural environment to maintain Council's statutory obligations.

Functions

- Specialist environmental impact assessment
- Prepare technical studies, strategies and strategic plans addressing
 - ~ Native vegetation
 - ~ Threatened species and communities
 - ~ Flooding and coastal hazards
- Report and communicate on environmental hazards including
 - ~ Coastal risk
 - ~ Flood impacts
 - ~ Climate change
- Seek grant funding to assist in service delivery
- Develop policy to support the assessment of planning and development applications
- Provide advice and consultation internally and externally
- Comment on state and federal policy and initiatives
- Liaise and partner with Government and non-government groups and education institutions
- Review and implement planning reforms and legislation amendments
- Engage with and consult the community
- Coordinate Coastal Management Advisory Committee

Key Projects 2013–14

Project	Responsibility
Batemans Bay Coastal Hazard Management Plan	Natural Resource Planner
Eurobodalla Coastal Hazard Management Plan	Natural Resource Planner
Coastal Inlets Flood Studies: Narooma Area	Natural Resource Planner
Biodiversity Certification Strategy	Natural Resource Planner

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result
Natural Environment Planning	\$388,428	\$912,381	(\$523,953)
TOTAL	\$388,428	\$912,381	(\$523,953)

Measures and Targets

Measure	Target
Project delivery	Delivered on time and within budget
Legislative requirements	Compliance met

WASTE MANAGEMENT

Responsibility: Divisional Manager Waste Services

Delivery Program 2013–17

Provide waste and recycling management services, infrastructure and initiatives.

Operational Plan 2013–14

Service Description

Our Waste Service collects and processes waste and recycling from residential properties and the public domain. The service also provides infrastructure for landfill and waste transfer sites and actively encourages and educates the community in relation to waste minimisation and recycling.

Functions

- Manage kerbside domestic collection including hard and hazardous waste collections
- Maintain, manage and operate two landfills and transfer station
- Provide opportunities for recycling
- Deliver community education on waste minimisation
- Develop, review and implement Waste Strategy
- Deliver capital and renewal works programs for waste infrastructure

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Landfill Stations	\$2,427,870	\$2,627,482	(\$199,612)	\$1,712,000
Recycling Centres		\$145,084	(\$145,084)	
Transfer Stations	\$110,000	\$388,958	(\$278,958)	\$240,000
Waste Collection	\$4,796,520	\$2,872,000	\$1,924,520	
Waste Management	\$1,302,786	\$2,485,126	(\$1,182,340)	
Waste Management – Development Contributions	\$3,000		\$3,000	
TOTAL	\$8,640,176	\$8,518,650	\$121,526	\$1,952,000

Capital Program 2013–14

Capital Item	Cost
Landfills Stations	
Brou Transfer Station Establishment	\$85,000
Brou Landfill – Cell works	\$420,000
Surf Beach Landfill – New Cell	\$1,175,000
Surf Beach Landfill – Sedimentation Basins	\$32,000
Total for Landfills Stations	\$1,712,000
Transfer Stations	
Moruya Transfer Station Upgrade	\$240,000
Total for Transfer Stations	\$240,000
TOTAL	\$1,952,000

Measures and Targets

Measure	Target
Landfill sites	Environmental compliance
Solid waste to landfill	Record & report in Annual Return
Hazardous waste collected	Record & report against the Waste Avoidance and Resource Recovery targets
Waste Recycled	Record & report in Annual Return
Capital, renewal & maintenance programs	Completed on time and within budget

SUSTAINABILITY & ENVIRONMENTAL SERVICES

Responsibility: Divisional Manager Environmental Services

Delivery Program 2013–17

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

Operational Plan 2013–14

Service Description

Our Natural Environment service restores and protects bushland areas and water catchments from weeds, pests, and pollution. It also encourages and promotes sustainability principles within Council and the broader community.

Functions

- Invasive species management
- Coastal and estuary management
- Natural resource management
- Support community activities and groups such as Landcare
- Source grant funding to assist in service delivery
- Develop, review and coordinate implementation of Greenhouse Action Plan
- Environmental and sustainability advice and education
- Work towards a reduction of waste, and water and energy use within Council

Key Projects 2013–14

Project	Responsibility
Restore and protect littoral rainforest endangered ecological community sites at Cullendulla, Tuross and Wagonga	Sustainability Coordinator
Building Community Sustainability Program	Sustainability Coordinator

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Coastal & Estuary Management	\$10,000	\$91,638	(\$81,638)	\$100,000
Environmental Management	\$7,896	\$196,408	(\$188,512)	
Environmental Protection		\$98,450	(\$98,450)	
Invasive Species Management	\$140,900	\$298,394	(\$157,494)	
Landcare Projects		\$36,484	(\$36,484)	
Natural Resource Management		\$138,303	(\$138,303)	
Sustainability	\$16,241	\$74,913	(\$58,672)	
TOTAL	\$175,037	\$934,590	(\$759,553)	\$100,000

Capital Program 2013–14

Capital Item	Cost
Estuary Management Projects	\$100,000
TOTAL	\$100,000

Measures and Targets

Measure	Target
Council water & energy savings	Increase
Education programs conducted and participation	Increase
Number Invasive species inspections & % compliance	Maintain
Grant funding applications	Grants received
Natural Resource Management projects	Completed on time and within budget

productive communities

Our community's priorities

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

Objectives for a productive community include:

- 5. We help our local economy grow
 - 5.1 Plan for and develop the right assets and infrastructure
 - 5.2 Support the growth of our business community
 - 5.3 Promote our community as the place to visit, live, work and invest
- 6. We are skilled and have access to employment opportunities
 - 6.1 Increase the range of opportunities to work locally
 - 6.2 Build on our quality education and training opportunities

Council's response to community priorities

The following services contribute to delivering on productive activities, with details of each service and what it delivers on a one year basis provided in the service profiles outlined on the following pages

- Business Development, Events & Tourism
- Property
- Development Services
- Transport

Delivery Program Activities

The Delivery Program outlines the key activities that Council will undertake over the next four years to assist in meeting community objectives and strategies outlined in the Community Strategic Plan.

For the 2013–17 period these key activities include:

Council Service	Activity
Business Development , Events & Tourism	Provide promotion and support to develop the Shire as a destination of choice to live, work, invest and visit
Property	Manage Council's commercial interests to achieve a return for the community
Transport	Provide an efficient, integrated transport network that meets community needs now and into the future
Development Services	Facilitate growth and development through a transparent and efficient development application process

Delivery Program Measures

Delivery Program Measures are outcome focussed and when tracked over time show Council's progress towards implementing the objectives and strategies of the Community Strategic Plan. They are reported annually through Council's Annual Report process where information is available, and also in the four year end of Council term report.

Measure	Target	Responsibility
Community satisfaction with; <ul style="list-style-type: none"> • Local and regional roads • Sealed and unsealed roads • Street lighting • Cycle ways and footpaths • Bus shelters • Car parking • Traffic management • Capacity of infrastructure at peak times • Road safety • Council's tourism service/promotion of area • Council's assistance to local business/support/growth 	Maintain or improve	DM Technical Services DM Works DM Corporate Services DM Events & Economic Development DM Communications and Tourism
Delivery of economic development initiatives in line with adopted strategies	Initatives achieved on time and within budget	DM Events & Economic Development
Customer satisfaction with development application process	Improve	DM Development Services
Council commercial projects represent value for money through satisfactory return on investment	Achieves value for money	DM Corporate Services

Delivery Program Budget

Program	Year	Income \$	Expenditure \$	Net Result \$	Capital Expenditure \$
Development Services	2013-14	1,328,960	3,126,900	(1,797,940)	0
	2014-15	1,328,960	3,129,650	(1,800,690)	0
	2015-16	1,328,960	3,129,650	(1,800,690)	0
	2016-17	1,328,960	3,129,650	(1,800,690)	0
	Total	5,315,840	12,515,850	(7,200,010)	0
Business Development, Events & Tourism	2013-14	685,866	2,894,248	(2,208,382)	95,000
	2014-15	535,686	2,803,388	(2,267,702)	0
	2015-16	496,673	2,757,548	(2,260,876)	0
	2016-17	457,659	2,717,280	(2,259,621)	0
	Total	2,175,884	11,172,465	(8,996,581)	95,000
Property	2013-14	3,915,080	3,993,124	(78,044)	84,371
	2014-15	3,917,943	3,967,893	(49,950)	90,371
	2015-16	3,848,918	3,883,322	(34,404)	54,371
	2016-17	3,848,918	3,782,030	66,888	54,371
	Total	15,530,859	15,626,370	(95,511)	283,484
Transport	2013-14	4,059,542	14,510,189	(10,450,647)	8,101,385
	2014-15	4,062,542	14,797,570	(10,735,028)	6,707,385
	2015-16	4,043,542	15,046,077	(11,002,535)	7,036,385
	2016-17	4,043,542	15,270,720	(11,227,178)	6,976,385
	Total	16,209,168	59,624,557	(43,415,389)	28,821,540

BUSINESS DEVELOPMENT , EVENTS & TOURISM

Responsibility: Divisional Manager Business Development & Events, Divisional Manager Communications & Tourism

Delivery Program 2013-17

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

Operational Plan 2013-14

Service Description

Our Business Development, Events & Tourism Service is charged with marketing and developing Eurobodalla as a destination to live, work, invest, and visit to help our local economy grow.

Functions

- Operate visitor information services including visitor information centres, telephone and web based information
- Develop relationships with peak industry associations
- Produce and distribute collateral to encourage visitation and participation in local activities
- Support consumer and trade shows
- Provide support services to local businesses and tourism operators
- Facilitate business and industry retention and growth through partnership and promotion
- Advocate for major infrastructure projects to support the growth of the regional economy
- Seek grant funding to assist with service delivery
- Manage the Eurobodalla Regional Botanic Gardens
- Facilitate local business and industry capability development
- Coordinate the Wallaga Lake Social & Economic Development program
- Develop, maintain and review the Live Work Invest Website
- Promote Eurobodalla and its' towns to increase tourist spend
- Secure events and grants that deliver economic benefit to Eurobodalla

Budget 2013-14

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Botanic Gardens	\$145,690	\$551,529	(\$405,839)	\$70,000
Economic Development	\$8,998	\$400,562	(\$391,564)	
Other Economic Services		\$163,202	(\$163,202)	
Tourist Promotion	\$200,498	\$733,214	(\$532,716)	
Visitor Centres	\$205,000	\$903,322	(\$698,322)	\$25,000
Wallaga Lake Outreach Centre	\$125,680	\$142,420	(\$16,740)	
TOTAL	\$685,866	\$2,894,248	(\$2,208,382)	\$95,000

Capital Program 2013-14

Capital Item	Cost
Botanic Gardens – Upgrade of Power Supply	\$70,000
Narooma Visitor Centre Upgrade	\$25,000
TOTAL	\$95,000

Measures and Targets

Measure	Target
Live Work Invest and Eurobodalla.com.au website visits	Increase
Eurobodalla.com.au website visits	Increase
Visitor Information Centre contacts & bookings	Maintain
Value of events secured	Increase
Advocacy activities and partnerships	Evidence of
Number of business development programs & attendees	Maintain

PROPERTY

Responsibility: Divisional Manager Corporate Services

Delivery Program 2013–17

Manage Council's commercial interests to achieve a return for the community.

Operational Plan 2013–14

Service Description

Our Property service operates specific activities on a commercial business basis that are customer focused, best practice, sustainable, enhance economic strength and provides a financial return to the community.

Functions

- Optimise total returns on, and sustainable use of, Council's property assets
- Manage the delivery of significant projects, acquisitions and disposals and other transactions in relation to Council's property assets and property development
- Manage Council's property leases, licences and other occupancy agreements to ensure legislative compliance, appropriate financial returns and prudent asset management
- Key commercial projects include
 - ~ Airport
 - ~ Batemans Bay Beach Resort
 - ~ Caravan Parks and Camping Grounds
 - ~ Sale yards
 - ~ Commercial projects

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Airport	\$281,750	\$466,381	(\$184,631)	\$54,371
Camp Grounds	\$448,051	\$377,747	\$70,304	
Caravan Parks	\$2,917,642	\$2,431,529	\$486,113	\$30,000
Council Land Management	\$264,287	\$673,791	(\$409,504)	
Real Estate Development		\$6,271	(\$6,271)	
Saleyards	\$3,350	\$37,405	(\$34,055)	
TOTAL	\$3,915,080	\$3,993,124	(\$78,044)	\$84,371

Capital Program 2013–14

Capital Item	Cost
Airport – Sealed Pavement Maintenance	\$54,371
Batemans Bay Beach Resort	\$30,000
TOTAL	\$84,371

Measures and Targets

Measure	Target
Number of leases & licences	Maintain or increase
Key commercial projects	Represent value through satisfactory return on investment

TRANSPORT

Responsibility: Divisional Manager Works, Divisional Manager Technical Services

Delivery Program 2013–17

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

Operational Plan 2013–14

Service Description

Our Transport service provides, maintains and renews infrastructure to provide a safe, efficient and effective transport network to meet the current and future needs of the community.

Functions

- Advocate for the upgrading of the Kings and Princes Highways
- Advocate for higher levels of funding for local and regional road infrastructure
- Deliver maintenance, renewal and capital works programs for;
 - ~ Local and regional roads
 - ~ Traffic management facilities
 - ~ Bridges & structures
 - ~ Pathways and cycleways
- ~ Car parking
- ~ Public transport infrastructure
- ~ Street lighting
- Undertake contract works for the NSW Roads & Maritime Services including on the Kings Highway
- Coordinate the Local Traffic & Development Committees
- Coordinate road safety programs
- Develop, review and implement the Road Safety Plan

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Bridges	\$155,100	\$1,264,691	(\$1,109,592)	\$365,000
Bus Shelters		\$43,887	(\$43,887)	\$120,000
Car parking	\$123,000	\$522,425	(\$399,425)	\$315,500
Cycleways	\$80,000	\$42,479	\$37,521	\$195,000
Footpaths	\$76,000	\$729,086	(\$653,086)	\$309,000
Local Rural Roads	\$787,400	\$4,258,101	(\$3,470,701)	\$2,296,400
Local Urban Roads	\$1,313,000	\$4,857,828	(\$3,544,828)	\$3,440,485
RMS Funded Roads	\$1,292,000	\$1,575,234	(\$283,234)	\$260,000
Road Safety	\$24,206	\$65,136	(\$40,930)	
Street Lighting	\$49,000	\$530,471	(\$481,471)	
Transport – Development Contributions	\$159,836		\$159,836	
Transport Local & Arterial		\$613,783	(\$613,783)	\$800,000
Works at community request		\$7,068	(\$7,068)	
TOTAL	\$4,059,542	\$14,510,189	(\$10,450,647)	\$8,101,385

TRANSPORT continued

Capital Program 2013–14

Capital Item	Cost
Bridges	
Bridge – Corunna Old Highway Tilba	\$15,000
Box Culvert – Merricumbene West Runnyford Rd	\$200,000
Culvert – Frogs Hollow George Bass Drive, Sunshine Bay	\$150,000
Total for Bridges	\$365,000
Bus Shelters	
Harrington Street, Narooma	\$20,000
Berrima Parade, Surfside	\$20,000
Grant Street, Broulee	\$20,000
Beach Road, Catalina	\$20,000
Beach Road, Denhams Beach	\$20,000
Bus Shelters	\$20,000
Total for Bus Shelters	\$120,000
Carparking	
Car Park – Narooma	\$300,000
Car Park	\$15,500
Total for Carparking	\$315,500
Cycleways	
Durras Lake Road, Durras	\$15,000
Grant Street, Broulee	\$90,000
Sunshine Bay Road, Sunshine Bay	\$65,000
Princes Highway, Moruya (Ford–Vulcan)	\$25,000
Total for Cycleways	\$195,000
Footpaths	
Footpath Renewal – General	\$10,000
Princes Highway, Bodalla – North Eurobodalla Rd	\$54,000
Tilba Street, Narooma	\$40,000
Hillcrest Lane Narooma – Stairs to Riverview Road	\$205,000
Total for Footpaths	\$309,000
Local Rural Roads	
Gravel Resheet – Eurobodalla Road (Reedy Creek Road to Cobra)	\$75,000
Gravel Resheet – Old Bolaro Road	\$36,000
Gravel Resheet – Nelligen Creek Road	\$40,000
Gravel Resheet – Runnyford Road (Cemetery west)	\$18,000
Gravel Resheet – Runnyford Road (Highway west)	\$35,000
Gravel Resheet – Runnyford Road (5km west of Hwy)	\$42,000
Gravel Resheet – Larrys Mountain Rd (Codys Bridge West)	\$35,000
Gravel Resheet – Araluen Rd 1.4km west Larrys mt Rd	\$30,000
Gravel Resheet – Araluen Rd (West of Knowles Creek)	\$82,000
Gravel Resheet – Horse Island Road –Borang Lake Road to Bridge	\$45,000
Gravel Resheet – Comerang Forest Road –from Eurobodalla Road	\$36,000
Gravel Resheet – Buckenboursa Road East of Quartpot Road	\$35,000
Gravel Resheet – Maulbrooks Road (1.7k Larrys Mountain Road)	\$40,000
Gravel Resheet – Egans Road	\$25,000

Gravel Resheet – Stewarts Road (from Araluen)	\$20,000
Gravel Resheet – Quartpot Road (Ross Ridge Rd)	\$66,000
Gravel Resheet – Bengello Creek (Sand mine Broulee)	\$20,000
Capital Item	Cost
Gravel Resheet – Priory Lane, Bingi	\$21,000
Gravel Resheet – Bingi Point Road (East Kelly Rd)	\$20,000
Gravel Resheet – Coopers Island Road	\$35,000
Gravel Resheet – Hankerchief Beach Road	\$18,000
Gravel Resheet – Belowra Road (Bryces Road East)	\$35,000
Local Rural – Dwyers Creek Road	\$552,400
Local Rural – Francis Street Moruya	\$460,000
Local Rural – Pollwombra Road	\$50,000
Local Rural – Punkalla Road Tilba S94	\$300,000
Local Rural – Wamban Road	\$50,000
Local Rural – Ridge Road Malua Bay	\$75,000
Total for Local Rural Roads	\$2,296,400
Local Urban Roads	
Reseal – Local Urban Sealed	\$1,150,000
Pavement Rehab – Dunns Creek Road, Tomakin	\$550,000
Pavement Rehab – Sylvan Street, Malua Bay	\$265,000
Pavement Rehab – Ainslie Parade, Tomakin	\$150,000
Pavement Rehab	\$152,485
Local Urban – Murray Street, Moruya	\$150,000
Local Urban – Bavarde/Pacific Street, Batemans Bay	\$275,000
Local Urban – Princes Highway, Bodalla	\$335,000
Local Urban – Surf Street, Tuross (Island View to Beach Street)	\$383,000
Local Urban – Road Reserves Acquisition	\$30,000
Total for Local Urban Roads	\$3,440,485
RMS Funded Roads	
North Head Drive	\$260,000
Total for RMS Funded Roads	\$260,000
Transport Local & Arterial	
Bay Link Rd Stage 1 George Bass Drive to Curtis Road	\$800,000
Total for Transport Local & Arterial	\$800,000
TOTAL	\$8,101,385

Measures and Targets

Measure	Target
Advocacy activities and partnerships	Evidence of
Capital, renewal & maintenance programs	Completed on time and within budget
% sealed network resealed & % unsealed network resheeted	Completed on time and within budget
Correspondence & customer service requests	Meet corporate targets
Length of pathway constructed	Completed on time and within budget
Kings Highway works	Compliance with contract & budget

DEVELOPMENT SERVICES

Responsibility: Divisional Manager Development Services

Delivery Program 2013–17

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

Operational Plan 2013–14

Service Description

Our Development Service provides efficient and effective assessment in accordance with relevant legislation and Council policies, with particular focus on timely results, quality and customer service.

Functions

- Assessment of
 - ~ Development applications
 - ~ Construction certificates
 - ~ Complying development certificates
 - ~ Subdivision certificates
 - ~ Building certificates
- Act as a principal certifying authority, carry out critical stage inspections and issue Occupation Certificates
- Providing advice to applicants, developers, the community and other relevant stakeholders
- Represent Council in the Land and Environment Court when required
- Distribute information through Developers and Builders Forum, and newsletter
- Ensure a process of continuous improvement in relation to development assessment methods and practice

Key Projects 2013–14

Project	Responsibility
Electronic Planning Stage2: Internal Development Assessment Module and E-Lodgement Module	Development Pre-Assessment Coordinator
Establish Pool Compliance Program	Building Certification Coordinator

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result
Building Certificates & Compliance	\$518,241	\$706,557	(\$188,316)
Development Control	\$810,719	\$2,420,343	(\$1,609,624)
TOTAL	\$1,328,960	\$3,126,900	(\$1,797,940)

Measures and Targets

Measure	Target
Average application determination times	Decrease
% Building Certificates issued within 10 days	Increase
% Construction Certificates issued within 20 days	Increase



588km

sealed roads

90.8km

footpaths and cycleways



collaborative communities

Our community's priorities

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

Objectives for a collaborative community include:

7. We are an engaged and connected community
 - 7.1 Encourage an informed community
 - 7.2 Enable broad, rich and meaningful engagement to occur
 - 7.3 Build on our sense of community
8. We work together to achieve our goals
 - 8.1 Build strong relationships and shared responsibilities
 - 8.2 Work in partnership to plan for the future
 - 8.3 Provide representative, responsive and accountable community governance

Council's response to community priorities

The following services contribute to delivering on collaborative activities, with details of each service and what it delivers on a one year basis provided in the service profiles outlined on the following pages

- Executive Services & Communications
- Integrated Planning

Delivery Program Activities

The Delivery Program outlines the key activities that Council will undertake over the next four years to assist in meeting community objectives and strategies outlined in the Community Strategic Plan.

For the 2013–2017 period these key activities include:

Council Service	Activity
Executive Services & Communications	Manage the organisation to effectively and efficiently meets the needs of the community and statutory obligations and in an inclusive, responsive and transparent fashion
Executive Services & Communications	Provide quality, timely and accessible information to increase knowledge and awareness of Council operations and opportunities
Integrated Planning	Plan for the long term sustainability of our infrastructure and assets
Integrated Planning	Capture our community's vision for the future and coordinate Council's delivery through the Integrated Planning and Reporting Framework

Delivery Program Measures

Delivery Program Measures are outcome focussed and when tracked over time show Council's progress towards implementing the objectives and strategies of the Community Strategic Plan. They are reported annually through Council's Annual Report process where information is available, and also in the four year end of Council term report.

Measure	Target	Responsibility
Integrated Communications and Marketing Strategy Implementation	Rolling works programs progressed	DM Communications & Tourism
Community satisfaction with: <ul style="list-style-type: none"> • Council overall performance • Staff performance • Councillor performance • Value for money of Council services • Communication from Council • Opportunity to participate in decision making processes • Long term planning • Media relationships, facebook and Online News 	Maintain or improve	General Manager DM Communications & Tourism
Community participation in local issues and events	Maintain or improve	DM Communication & Tourism DM Strategic Services
Knowledge of Council services programs and outcomes	Maintain or improve	DM Strategic Services

Delivery Program Budget

Program	Year	Income \$	Expenditure \$	Net Result \$	Capital Expenditure \$
Executive Services & Communications	2013–14	531,923	2,417,548	(1,885,625)	0
	2014–15	531,923	2,414,468	(1,882,545)	0
	2015–16	531,923	2,403,833	(1,871,910)	0
	2016–17	531,923	2,403,554	(1,871,631)	0
	Total	2,127,692	9,639,402	(7,511,710)	0
Integrated Planning	2013–14	4,171	445,271	(441,100)	80,000
	2014–15	4,171	546,148	(541,977)	0
	2015–16	4,171	334,039	(329,868)	0
	2016–17	4,171	334,039	(329,868)	0
	Total	16,684	1,659,497	(1,642,813)	80,000

EXECUTIVE SERVICES & COMMUNICATIONS

Responsibility: General Manager, DM Communications & Toursim

Delivery Program 2013–17

Manage the organisation to effectively and efficiently meet the needs of the community and our statutory obligations in an inclusive, responsive and transparent fashion.

Provide quality, timely and accessible information to increase knowledge and awareness of Council operations and opportunities.

Operational Plan 2013–14

Service Description

Executive Services & Communications provide guidance and support services to ensure effective civic leadership, excellence in governance and efficient operation of the Council and organisation.

Functions

- Demonstrate best practice and leadership in local government
- Support the Councillors in meeting their statutory obligations and roles as community representatives
- Executive management and organisational oversight
- Ensure that the organisation promotes ethical behaviour, transparent decision making and meets contemporary governance standards
- Advocate for the needs of the community and organisation across a range of issues
- Pursue and develop collaboration and partnership opportunities
- Coordinate continuous improvement programs
- Manage Council's reporting systems and meeting processes
- Ensure Council meetings are delivered to requirements of the Code of Meeting Practice
- Implement civic responsibilities
- Support Local Government elections
- Promote Council activities and keep community informed
- Undertake public relations activity to build and promote a positive image of Council
- Manage the consistent presentation of Council's corporate identity

Key Projects 2013–14

Project	Responsibility
Web redevelopment project	Organisation Communications & Marketing Manager

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result
Council & Committees	\$3,636	\$704,501	(\$700,865)
Donations	\$2,000	\$100,519	(\$98,519)
Executive		\$662,330	(\$662,330)
Media and Communications		\$406,039	(\$406,039)
SEROC	\$526,287	\$544,160	(\$17,873)
TOTAL	\$531,923	\$2,417,549	(\$1,885,626)



EXECUTIVE SERVICES & COMMUNICATIONS continued

Donations

Recipient	Expenditure
Australia Day Reception	\$10,000
Citizenship Ceremonies	\$700
Civic Receptions	\$5,000.
Donations – Miscellaneous	\$20,158
George Bass Marathon	\$5,279
Jeff Britten Achievement Award	\$650
Local Government Week Activities	\$655
Mayoral Donations	\$4,120
Moruya & District Brass Band	\$1,030
Rates – Arts Council of Eurobodalla	\$1,129
Rates – Bay Theatre Players	\$1,570
Rates – Batemans Bay CWA Hall	\$1,971
Rates – Batemans Bay Sports Shooters	\$421
Rates – Central Tilba School of Arts	\$1,502
Rates – Moruya CWA Hall	\$1,300
Rates – Moruya Historical Society	\$2,870
Rates – Narooma CWA Hall	\$1,534
Rates – Narooma School of Arts	\$3,354
Rates – Thelmore Range Pty Ltd	\$760
Regional Arts Development Board	\$11,648
School Speech Night Award	\$2,100
South East Regional Academy of Sport	\$10,561
Southcare Helicopter Service	\$3,308
St Cecilia Music Scholarship	\$2,019
University of Wollongong Scholarships	\$3,502
Overheads charged for this function	\$2,378
Wreaths	\$1,000
TOTAL	\$100,519

Measures and Targets

Measure	Target
Number of Councillor newsletters	Maintain
Number of Council meetings conducted	Meets Terms of Reference
Number of civic functions and attendees	Maintain
Advocacy activities and programs	Evidence of
Variation between planned and actual activity	Decrease
Number of visits to Council website	Increase
Online news issues and subscriber base	Increase
Social media reach	Increase

INTEGRATED PLANNING

Responsibility: Divisional Manager Strategic Services

Delivery Program 2013–17

Plan for the long term sustainability of our assets and infrastructure.

Capture our community's vision for the future and coordinate and drive Council's response through the Integrated Planning and Reporting Framework.

Operational Plan 2013–14

Service Description

Our Integrated Planning service coordinates and drives long term strategic and organisational planning to guide Council's activities, service delivery and asset management, meet future community needs and ensure alignment with relevant legislation and best practice.

Functions

- Develop, monitor and review the Community Strategic Plan
- Develop, monitor and review Council's Delivery Program and Operational Plan.
- Prepare and publicise Council's progress against its corporate planning documents
- Benchmark Council's performance through comparative data reporting
- Monitoring the implementation integrated planning documents
- Coordinate the development and review of the Resourcing Strategy
- Undertake project specific and ongoing broad community engagement to inform long term planning
- Develop and review corporate sustainability plans

Key Projects 2013–14

Project	Responsibility
Organisation Service Review	DM Strategic Services
Integrated Planning & Reporting Software	Coordinator Community Planning

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Asset & Sustainability Planning	\$4,171	\$61,234	(\$57,063)	
Community & Corporate Planning		\$384,037	(\$384,037)	\$80,000
TOTAL	\$4,171	\$445,271	(\$441,100)	\$80,000

Capital Program 2013–14

Capital Item	Cost
Integrated Planning & Reporting Software	\$80,000.00
TOTAL	\$80,000.00

Measures and Targets

Measure	Target
Projects	Delivered on time and within budget
Legislative requirements	Compliance met

support services



Council's response to community priorities

A suite of support services are required to facilitate the day to day operation of the organisation and deliver on the activities outlined in each focus area. Details of each service and what it delivers on a one year basis is provided in the service profiles outlined on the following pages.

- Finance & Governance
- Organisation Support
- Organisation Development

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

Delivery Program Activities

Council Service	Activity
Finance & Governance	Manage Council's financial assets and provide accurate, timely and reliable financial information to support decision making processes and operations
Finance & Governance	Maintain a sound governance framework within which Council operates
Organisation Support	Deliver transparent and accountable support functions of Council
Organisation Development	Develop and maintain an efficient and effective workforce that is responsive to the needs of the community
Organisation Development	Manage and minimise risks to health and safety of staff

Delivery Program Measures

Delivery Program Measures are outcome focussed and when tracked over time show Council's progress towards implementing the objectives and strategies of the Community Strategic Plan. They are reported annually through Council's Annual Report process where information is available, and also in the four year end of Council term report.

Measure	Target
Staff engagement and job satisfaction	Improve
Progress in implementing Asset Management Strategy and Plans	Rolling works programs progressed
Independent Workplace Health and Safety audit	Improve
Independent assessment of Council's long term financial sustainability	Meets industry requirement
Long Term Financial Plan sustainability indicators	Achieve benchmark
Community satisfaction with <ul style="list-style-type: none"> • Management of Council's finances • Council customer service 	Maintain or improve

Delivery Program Budget

Program	Year	Income \$	Expenditure \$	Net Result \$	Capital Expenditure \$
Finance & Governance	2013–14	29,880,532	5,884,922	23,995,610	0
	2014–15	29,928,640	6,312,728	23,615,912	0
	2015–16	29,976,994	6,277,426	23,699,568	0
	2016–17	30,024,876	6,229,932	23,749,944	0
	Total	119,811,042	24,705,008	95,106,034	0
Organisation Development	2013–14	51,972	1,535,797	(1,483,825)	0
	2014–15	51,972	1,554,592	(1,502,620)	0
	2015–16	51,972	1,539,346	(1,487,374)	0
	2016–17	51,972	1,570,246	(1,518,274)	0
	Total	207,888	6,199,981	(5,992,093)	0
Organisation Support	2013–14	719,689	6,669,815	(7,389,504)	7,356,826
	2014–15	719,689	5,268,984	(5,988,673)	2,180,465
	2015–16	719,689	5,008,913	(5,728,602)	2,180,465
	2016–17	719,689	6,332,461	(7,052,150)	2,180,465
	Total	2,878,756	23,280,173	(26,158,929)	13,898,221

FINANCE & GOVERNANCE

Responsibility: Chief Financial Officer and Business Development

Delivery Program 2013–17

Manage Council's financial assets and provide accurate, timely and reliable financial information to support decision making processes and operations.

Maintain a sound governance framework within which Council operates.

Operational Plan 2013–14

Service Description

Our Finance & Governance service oversees Council's financial obligations and ensures that the organisation promotes ethical behaviour, risk management, transparent decision making and meets governance standards.

Functions

- Provide reliable and timely financial information
- Provide integrated corporate accounting and financial management systems and procedures
- Provide internal support and training
- Monitor and measure financial performance
- Manage cash flow and working capital
- Levying and collection of rates and charges
- Coordinate Audit Committee
- Prepare Quarterly Budget Reviews
- Undertake forward budgeting in preparing the Delivery Program and Operational Plan and Long Term Financial Plan
- Manage borrowing and investments
- Coordinate Enterprise-wide Risk Management and insurances
- Manage delegations, policy register, pecuniary interests and governance procedure
- Review and maintain register of strategic legislative tasks
- Implement and monitor governance registers
- Oversee the delivery of Council's internal audit function
- Probity and investigations
- Coordinate Corporate Governance Committee
- Provide a Public Officer role to support the organisation
- Government Information (Public Access) Act (GIPA)

Key Projects 2013–14

Project	Responsibility
Development of an Internal Auditor role for Council	DM Finance & Governance

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result
Env. General Rates & Revenue	\$860,986		\$860,986
Finance	\$247,351	\$4,082,031	(\$3,834,680)
General Rates & Revenues	\$28,768,023	\$255,157	\$28,512,866
Governance	\$2,086	\$189,020	(\$186,934)
Risk Management & Insurance	\$2,086	\$1,358,714	(\$1,356,628)
TOTAL	\$29,880,532	\$5,884,922	\$23,995,610

Measures and Targets

Measure	Target
Audit report	Unqualified
Unrestricted current ratio	Within DLG Guidelines
Debt service ratio	Within DLG Guidelines
Rates & Annual Charges coverage ratio	Within DLG Guidelines
Rates outstanding	Within DLG Guidelines
Building and Infrastructure renewal ratio	Within DLG Guidelines
GIPA, privacy & related legislation	Meet compliance
Risk Management Plan	Complying with Australian Standard

ORGANISATION SUPPORT

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

Delivery Program 2013–17

Deliver transparent and accountable support functions of Council.

Operational Plan 2013–14

Service Description

Our Organisation Support service incorporates our Corporate and Technical services teams who provide support services to assist Council in achieving efficient and successful ongoing operations.

Functions

- Customer service including
 - ~ Customer service centre
 - ~ After hours service
 - ~ Facility booking
 - ~ Internal support
 - ~ Customer service request survey
 - ~ Customer service charter
- Information technology systems and support
- Records management and information access
- Technical services
- Depots, workshops, electrical and building trades
- Offices
- Asset information support
- Private works
- Procurement
 - ~ Stores and purchasing
 - ~ Plant and fleet management
 - ~ Contract management
 - ~ Management committees

Key Projects 2013–14

Project	Responsibility
Air conditioning upgraded to main office building	DM Technical Services
Agreed Asset Management Plan improvements	DM Technical Services
Information Technology Review	DM Corporate Services

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Asset Management		\$152,712	(\$152,712)	
Corporate Overheads		(\$17,709,785)	\$17,709,785	
Customer and Information Services	\$12,600	\$892,685	(\$880,085)	
Depots & Workshops	\$125,601	\$3,178,223	(\$3,052,623)	\$2,218,465
General Administration	\$3,834	\$339,587	(\$335,753)	
Information, Communications and Technology	\$4,342	\$1,918,620	(\$1,914,278)	\$3,215,108
Management Committees	\$113,930	\$424,591	(\$310,661)	
Office Buildings		\$1,271,019	(\$1,271,019)	\$1,923,253
Private Works	\$436,745	\$331,119	\$105,626	
Technical Services	\$22,637	\$2,531,413	(\$2,508,776)	
TOTAL	\$719,689	(\$6,669,815)	\$7,389,504	\$7,356,826

Capital Program 2013–14

Capital Item	Cost
Depots & Workshops	
Batemans Bay Depot– Security Fencing	\$35,000
Narooma Depot – Washdown Bay/Minor Improvements	\$35,000
Fleet Purchases	\$1,999,465
Radio Base – Gollarabee Mountain	\$149,000
Total for Depots & Workshops	\$2,218,465
Information, Communications and Technology	
Computer Purchases	\$155,000
Corporate Information Systems Review	\$2,718,108
PABX Replacement	\$342,000
Total for Information, Communications and Technology	\$3,215,108
Office Buildings	
ESC Admin Building - Airconditioning & refurbishment	\$1,888,253
ESC Admin Building – Internal/External Improvement	\$10,000
Public Building Renewals – Narooma OOSH Air Conditioning	\$7,000
Public Building Renewals – Batemans Bay OOSH Replace Deck	\$8,000
Furniture Purchases	\$10,000
Total for Office Buildings	\$1,923,253
TOTAL	\$7,356,826

Measures and Targets

Measure	Target
Correspondence & customer service requests	Meet corporate targets
Internal & External customer satisfaction	Increase
Asset register & revaluations	Meet legislative requirements
15% profit on overall private works	Achieved

ORGANISATION DEVELOPMENT

Responsibility: Divisional Manager Organisational Development

Delivery Program 2013–2017

Develop and maintain an efficient and effective workforce that is responsive to the needs of the community.
Manage and minimise risks to health and safety of staff.

Operational Plan 2013–14

Service Description

Our Organisation Development service attracts, develops and retains people with required capabilities both for current requirements and in the future.

Functions

- Workforce planning
- Learning and development
- Industrial Relations
- Recruitment
- Workplace health and safety
- Workers compensation and injury management
- Payroll
- Performance feedback process
- Rewards and recognition scheme
- Long service awards
- Human Resources statistical reporting
- Salary systems development and maintenance
- Equal Employment Opportunities and Diversity
- Public Interest Disclosure Coordination
- Staff complaints and disciplinary investigations
- Policy development and review

Key Projects 2013–14

Project	Responsibility
Purchase and implementation of a Workplace Health and Safety management system	DM Organisational Development

Budget 2013–14

Cost Centre	Income	Expenditure	Net Result
Personnel Services	\$51,972	\$1,535,797	(\$1,483,825)
TOTAL	\$51,972	\$1,535,797	(\$1,483,825)

Measures and Targets

Measure	Target
Corporate training programs and participants	Increase
Number of worker's compensations claims for staff	Decrease
Lost time injury hours by age bracket	Decrease
Staff turnover rates	Stabilise or decrease



813
Facebook followers

2,288
subscribers to online news

Budget 2013–14

Budget 2013–14

This section of the document outlines how Council's budget for the 2013–14 period was prepared and includes detailed information on income, expenditure, capital programs, as well as key budget assumptions.

While this budget is for the 2013–14 period it is important to keep in mind that Council also prepares a Long Term Financial Plan (LTFP) with a 10 year horizon. The LTFP is a decision making and problem solving tool to guide future action. 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.

In preparing the budget for 2013–14, Council has focused on finding efficiencies and savings to reduce the \$6.5million deficit projected in year two of the Delivery Program, while ensuring the continued delivery of a broad range of works, services and programs to the community. By implementing a new budget process we have made some progress and the results for the budget are as follows:

- **Total Income – \$90 million**
(\$93 million including capital grants and contributions)
- **Total Expenses – \$94 million**
- **Total Capital Program – \$32 million**
- **Net Operating Result for the Year – \$(804,760) Deficit**
- **Net Operating Result for the Year before Capital Grants & Contributions – \$(3.9) million Deficit**
- **Cash Position – \$3.9 million increase in unrestricted funds**

While each of the above results has specific value, Council's view is that the Net Operating Result for the Year before Capital Grants & Contributions best reports the financial result for 2013–14. It is fundamental to the ongoing financial sustainability of the Council that the Net Operating Result for the Year before Capital Grants & Contributions is a surplus, but this will not be achieved in 2013–14. Rate pegging, our growing infrastructure gap and cost shifting from other levels of government have limited Council's capacity to achieve a surplus in the 2013–14 year.

While improvements can be seen from the above results, we know there is more work to do. To improve our financial sustainability we either need to increase our operating revenue, by increasing rates and other fees and charges; or reduce our operating expenditure by decreasing the level of service we provide to our community; or some combination of the above.

To this aim, an organisation service review has been identified as a priority for the Council for the coming years. Once completed the service review will enable Council in consultation with the community to make an informed decision about service delivery priorities and its financial future.

Budget considerations

Some of the key considerations in preparing the budget were:

Rate pegging

A key consideration outside of the control of Council is the rate pegging environment unique to New South Wales Councils. The Independent Pricing & Regulatory Tribunal (IPART) determines the rate peg amount, or the allowable annual increase in general income for Councils. They also review and determine Council applications for increases in general income above the rate peg, known as 'Special Rate Variations'. The rate peg amount applied for 2013–14 is the IPART approved increase of 3.4%. Council has not sought a special rate variation for the 2013–14 year given the service review that is to be undertaken, and that there must be extensive consultation and clear community support for such an application to be successful.

Infrastructure backlog

A primary concern of Council is the increasing gap in the cost of maintaining and replacing infrastructure and the rate pegged revenue increase allowed. As per the Department of Local Government Guidelines, the ideal Building & Infrastructure Renewal Ratio is 100%. Currently Council is budgeted to achieve only 51% for the current financial year. This result is not dissimilar to other like Councils, and is due to an expected increase in depreciation of over 12% per annum for the first three years of the Delivery Program (noting that this falls back to 8% in the last year of the Delivery Program as assets are fully depreciated or impaired and written off). This position is not expected to improve within the Delivery Program 2013–17, nor in the Long Term Financial Plan period of 10 years if we increase rates by only the rate pegging amount and maintain the current levels of service provided to our community.

New budgeting approach

For the first time, the budget for 2013–14 has been prepared using a Zero Base Budgeting approach. This approach involved looking at how to continue to deliver the many services and works as outlined in the Delivery Program 2012–16, while reducing the projected cost to Council.

Budget position

Operating and Capital Position

The original consolidated budget position for 2013–14 was a deficit of \$6.5 million before capital grants and contributions, with a deficit of \$3.5 million after these grants and contributions. Directors and Divisional Managers however were asked to implement a new budget process and worked hard to find efficiencies and savings this time round. In doing so, they have reduced these respective deficits to \$3.9 million and \$0.8 million. Capital expenditure this year is budgeted at \$32 million with the largest specific spends, in the following service areas: Transport (\$8.1 million); Sewer (\$5.6 million); Parks, Foreshores and Community Facilities (\$4.8 million); Water (\$3.1 million); Information Systems (\$2.7 million); Waste (\$2.0 million); and Fleet (\$2 million).

Cash/Fund Flow Position

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

To implement this Operational Plan 2013–14 and Delivery Program 2013–17 in its current form will require additional borrowings of \$18 million in year one and \$17 million in year two, with \$14 million and \$10 million in years three and four respectively. This cumulative borrowing of \$59 million is directly linked to the total capital expenditure of \$107 million over the four year period.

Over the four year Delivery Program the net consolidated unrestricted cash funds are expected to increase by \$5 million with the intention to maintain conservative debt service ratios and appropriate unrestricted cash. The majority of this unrestricted cash is specific to the water and sewer funds. Unrestricted cash means that these monies are available for any ordinary operating activities undertaken by the relevant areas within Council. Restricted funds are those that are quarantined or reserved for specified activities.

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

Consolidated Financial Budgets

INCOME STATEMENT	2013–14	2014–15	2015–16	2016–17
Revenue				
Rates & Annual Charges	49,936,753	50,300,675	50,652,101	50,787,117
User Fees and Other	21,895,347	21,895,212	21,826,425	21,826,187
Investment Revenues	2,476,171	2,476,171	2,476,171	2,476,171
Grants	15,786,321	15,495,762	15,349,310	15,332,290
Total Revenue	90,094,592	90,167,820	90,304,007	90,421,765
Less Expenses				
Interest	4,862,390	5,201,463	5,920,276	6,238,412
Depreciation	27,103,948	29,037,511	29,683,540	28,447,508
Employee Costs	35,158,253	35,036,344	34,888,915	34,849,541
Other Costs (inc materials & contracts)	26,784,059	25,652,204	25,345,019	25,604,000
Total Expenses	93,908,650	94,927,522	95,837,749	95,139,461
Net Ordinary Surplus (–Deficit)	(3,814,059)	(4,759,702)	(5,533,742)	(4,717,696)
Developer Contributions	2,715,796	2,715,796	2,715,796	2,715,796
Capital Grants & Contributions	356,828	2,014,902	2,576,828	126,828
Net Surplus (–Deficit)	(741,435)	(29,004)	(241,118)	(1,875,072)

CASH/FUND FLOW STATEMENT				
Operations				
Net Surplus (–Deficit) From Above	(741,435)	(29,004)	(241,118)	(1,875,072)
Adjusts for Non Cash/Fund Flows	27,103,948	29,037,511	29,683,540	28,447,508
	26,362,514	29,008,507	29,442,422	26,572,436
Investing				
Proceeds from Asset Sales	535,200	535,200	535,200	535,200
Repayments from Deferred Debtors	19,400	19,400	19,400	19,400
Purchase of Assets	(31,769,518)	(26,807,125)	(28,082,356)	(20,274,602)
	(31,214,918)	(26,252,525)	(27,527,756)	(19,720,002)
Financing				
Proceeds from Borrowings	17,948,876	17,436,649	13,978,612	10,078,534
Repayments of Borrowings	(13,476,063)	(12,477,884)	(11,183,264)	(10,330,014)
	4,472,813	4,958,765	2,795,348	(251,480)
Net Inc (–Dec) in Funds Before Transfers	(379,591)	7,714,747	4,710,014	6,600,954
Transfers From (To) Restricted Investments	4,364,482	(1,284,003)	(1,551,245)	(1,507,748)
Net Inc (–Dec) in Unrestricted Funds	3,984,891	6,430,744	3,158,769	5,093,206

General Fund Financial Statement

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
Revenue				
Rates & Annual Charges	21,996,086	22,035,674	22,075,097	22,114,347
User Fees and Other	9,145,643	9,145,508	9,076,721	9,076,483
Investment Revenues	1,973,171	1,973,171	1,973,171	1,973,171
Grants	15,006,308	14,720,238	14,561,798	14,532,548
Total Revenue	48,121,208	47,874,591	47,686,787	47,696,549
Less Expenses				
Interest	2,587,004	2,995,162	2,916,884	2,769,269
Depreciation	14,930,127	16,829,072	17,266,746	16,038,392
Employee Costs	26,786,206	26,614,528	26,473,712	26,434,338
Other Costs (inc materials & contracts)	7,733,170	7,434,056	7,126,871	7,185,852
Total Expenses	52,036,507	53,872,818	53,784,213	52,427,821
Net Ordinary Surplus (-Deficit)	(3,915,299)	(5,998,227)	(6,097,426)	(4,731,272)
Developer Contributions	945,796	945,796	945,796	945,796
Capital Grants & Contributions	266,828	76,828	76,828	76,828
Net Surplus (-Deficit)	(2,702,675)	(4,975,602)	(5,074,802)	(3,708,648)
CASH/FUND FLOW STATEMENT				
Operations				
Net Surplus (-Deficit) from Above	(2,702,675)	(4,975,603)	(5,074,802)	(3,708,648)
Adjusts for Non Cash/Fund Flows	14,930,127	16,829,072	17,266,746	16,038,392
	12,227,452	11,853,469	12,191,944	12,329,744
Investing				
Proceeds From Asset Sales	535,200	535,200	535,200	535,200
Repayments From Deferred Debtors	19,400	19,400	19,400	19,400
Purchase of Assets	(21,075,438)	(11,298,045)	(11,278,276)	(11,160,522)
	(20,520,838)	(10,743,445)	(10,723,676)	(10,605,922)
Financing				
Proceeds from Borrowings	11,246,330	1,663,277	855,639	4,195,449
Repayments of Borrowings	(7,096,494)	(3,280,870)	(2,224,684)	(5,753,440)
	4,149,836	(1,617,593)	(1,369,045)	(1,557,991)
Net Inc (-Dec) in Funds Before Transfers	(4,143,550)	(507,569)	99,223	165,831
Transfers From (To) Restricted Investments	4,363,096	(1,1083,968)	(1,282,437)	(1,473,588)
Net Inc (-Dec) in Unrestricted Funds	219,546	(1,591,537)	(1,183,214)	(1,307,757)

Environment Fund Financial Statement

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
Revenue				
Rates & Annual Charges	840,207	841,151	842,082	843,002
User Fees and Other	227,623	227,623	227,623	227,623
Grants	191,420	175,594	176,018	176,450
Total Revenue	1,259,250	1,244,368	1,245,723	1,247,075
Less Expenses				
Depreciation	123,870	125,661	126,627	128,627
Employee Costs	779,611	821,549	818,631	818,631
Other Costs (inc materials & contracts)	681,945	606,204	606,204	606,204
Total Expenses	1,585,426	1,553,414	1,551,462	1,553,462
Net Ordinary Surplus (-Deficit)	(326,176)	(309,046)	(305,739)	(306,387)
Capital Grants & Contributions	60,000	50,000	50,000	50,000
Net Surplus (-Deficit)	(266,176)	(259,046)	(255,739)	(256,387)
CASH/FUND FLOW STATEMENT				
Operations				
Net Surplus (-Deficit) from above	(266,176)	(259,046)	(255,739)	(256,387)
Adjusts for Non Cash/Fund Flows	123,870	125,661	126,627	128,627
	(142,306)	(133,385)	(129,112)	(127,760)
Investing				
Purchase of Assets	(100,000)	(100,000)	(100,000)	(100,000)
	(100,000)	(100,000)	(100,000)	(100,000)
Net Inc (-Dec) in Funds Before Transfers	(242,306)	(233,385)	(229,112)	(227,760)
Transfers From (To) Restricted Investments	242,306	233,385	229,112	227,760
Net Inc (-Dec) in Unrestricted Funds	0	0	0	0

General and Environment Fund explanatory notes

- The rate peg amount applied this year is IPART's Local Government Cost Index of 3.4% which includes a 0.1% deduction to partially offset the carbon price advance of 0.4% that was included in the rate peg last year.
- The budgeted income statement position for the general fund is a deficit of \$3.8 million. The deficit result is due to Council's challenge in maintaining our non-current assets (infrastructure gap) and current levels of service.
- General Fund continues to support the Environment Fund, with a transfer between the two of \$271k.
- The budgeted cash position presented for the combined funds is a deficit of \$29k subject to being committed to identifying further savings during the year ensuring it maintains liquidity at the year end.
- The Capital program is consistent with the LTFP with a strong focus on renewals and upgrades of existing assets and network deficiencies.

Waste Fund Financial Statement

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
Revenue				
Rates & Annual Charges	5,766,784	5,791,117	5,815,483	5,839,877
User Fees and Other	2,541,704	2,541,704	2,541,704	2,541,704
Investment Revenues	145,000	145,000	145,000	145,000
Grants	186,688	189,988	193,354	196,788
Total Revenue	8,640,176	8,667,809	8,695,541	8,723,370
Less Expenses				
Interest	172,177	256,292	436,586	564,061
Depreciation	713,377	777,015	900,810	1,005,079
Employee Costs	1,516,267	1,521,011	1,519,643	1,519,643
Other Costs (inc materials & contracts)	6,116,829	5,969,829	5,969,829	5,969,829
Total Expenses	8,518,650	8,524,147	8,826,868	9,058,612
Net Ordinary Surplus (-Deficit)	121,526	143,661	(131,328)	(335,243)
Developer Contributions	20,000	20,000	20,000	20,000
Net Surplus (-Deficit)	141,526	163,661	(111,328)	(315,243)

CASH/FUND FLOW STATEMENT				
Operations				
Net Surplus (-Deficit) from above	141,526	163,661	(111,328)	(315,243)
Adjusts for Non Cash/Fund flows	713,377	777,015	900,810	1,005,079
	854,903	940,676	789,483	689,836
Investing				
Purchase of Assets	(1,952,000)	(3,250,000)	(2,600,000)	(2,500,000)
	(1,952,000)	(3,250,000)	(2,600,000)	(2,500,000)
Financing				
Proceeds from Borrowings	2,085,081	2,679,000	2,211,000	2,043,750
Repayments of Borrowings	(1,117,572)	(450,318)	(586,016)	(773,720)
	967,509	2,228,682	1,624,984	1,270,030
Net Inc (-Dec) in Funds Before Transfers	(129,588)	(80,641)	(185,533)	(540,134)
Transfers From (To) Restricted Investments	148,000	55,500	(9,000)	227,000
Net Inc (-Dec) in Unrestricted Funds	18,412	(25,141)	(194,533)	(313,134)

Waste Fund explanatory notes

- The new contract price for the domestic collection has delivered a savings within the waste fund, resulting in a 6.6% reduction in the waste charges for 2013-14.
- The budgeted cash position is a surplus in the first year of \$18k.
- The capital program includes both landfill sites cell works and an upgrade of the Moruya Transfer Station for 2013-14. All future capital works are related to new and continued cell works.
- The increasing environmental constraints for waste disposal and implementing new sites remains a challenge.

Water Fund Financial Statement

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
Revenue				
Rates & Annual Charges	4,649,713	4,796,862	4,789,205	4,781,395
User Fees and Other	9,273,377	9,273,377	9,273,377	9,273,377
Investment Revenues	58,000	58,000	58,000	58,000
Grants	206,427	210,555	214,766	219,062
Total Revenue	14,187,517	14,338,794	14,335,348	14,331,834
Less Expenses				
Interest	654,346	611,319	618,249	606,013
Depreciation	5,384,101	5,361,884	5,354,319	5,125,205
Employee Costs	5,282,368	5,284,353	5,284,652	5,284,652
Other Costs (inc materials & contracts)	3,331,500	3,011,500	3,011,500	3,011,500
Total Expenses	14,652,315	14,269,056	14,268,720	14,027,370
Net Ordinary Surplus (-Deficit)	(464,798)	69,738	66,628	304,464
Developer Contributions	1,000,000	1,000,000	1,000,000	1,000,000
Net Surplus (-Deficit)	535,202	1,069,738	1,066,628	1,304,464

CASH/FUND FLOW STATEMENT				
Operations				
Net Surplus (-Deficit) from above	535,202	1,069,738	1,066,628	1,304,464
Adjusts for Non Cash/Fund flows	5,384,101	5,361,884	5,354,319	5,125,205
	5,919,303	6,431,622	6,420,947	6,429,669
Investing				
Purchase of Assets	(3,084,080)	(2,299,080)	(2,424,080)	(2,424,080)
	(3,084,080)	(2,299,080)	(2,424,080)	(2,424,080)
Financing				
Proceeds from Borrowings		5,445,000	1,350,000	
Repayments of Borrowings	(627,851)	(5,965,571)	(1,702,257)	(509,001)
	(627,851)	(520,571)	(352,257)	(509,001)
Net Inc (-Dec) in Funds Before Transfers	2,207,372	3,611,971	3,644,610	3,496,588
Transfers From (To) Restricted Investments	161,080	161,080	161,080	161,080
Net Inc (-Dec) in Unrestricted Funds	2,368,452	3,773,051	3,805,690	3,657,668

Water Fund explanatory notes

- Significant increases to water rates have been proposed in this budget to address the operating deficit within the water fund. The access charge increased to \$228 (36.5%) with an increase in the usage charge to \$3.40 per kilolitre (13.7%).
- This is consistent with best practice pricing, achieving 60% of revenue from residential metered charges and 40% from annual charges.
- The budgeted cash position is an increasing surplus, with \$2.4 million for 2013-14.
- Whilst appropriate maintenance continues on water infrastructure, renewals continue to be materially below annual depreciation which means future 'catch up' expenditure will be required.
- Council aims to provide for a dividend from this fund in 2014-15 subject to results.

Sewer Fund Financial Statement

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
Revenue				
Rates & Annual Charges	16,683,963	16,835,871	17,130,234	17,208,496
User Fees and Other	707,000	707,000	707,000	707,000
Investment Revenues	300,000	300,000	300,000	300,000
Grants	195,478	199,387	203,375	207,442
Total Revenue	17,886,441	18,042,258	18,340,609	18,422,938
Less Expenses				
Interest	1,448,863	1,338,690	1,948,557	2,299,099
Depreciation	5,952,473	5,943,878	6,035,037	6,150,206
Employee Costs	793,801	794,903	792,277	792,277
Other Costs (inc materials & contracts)	8,920,615	8,630,615	8,630,615	8,830,615
Total Expenses	17,115,752	16,708,086	17,406,487	18,072,197
Net Ordinary Surplus (-Deficit)	770,689	1,334,172	934,122	350,741
Developer Contributions	750,000	750,000	750,000	750,000
Capital Grants & Contributions	30,000	1,888,074	2,450,000	
Net Surplus (-Deficit)	1,550,689	3,972,246	4,134,122	1,100,741

CASH/FUND FLOW STATEMENT				
Operations				
Net Surplus (-Deficit) from above	1,550,689	3,972,246	4,134,122	1,100,741
Adjusts for Non Cash/Fund flows	5,952,473	5,943,878	6,035,038	6,150,206
	7,503,162	9,916,124	10,169,160	7,250,947
Investing				
Purchase of Assets	(5,558,000)	(9,860,000)	(11,680,000)	(4,090,000)
	(5,558,000)	(9,860,000)	(11,680,000)	(4,090,000)
Financing				
Proceeds from Borrowings	4,617,465	7,649,372	9,561,973	3,839,335
Repayments of Borrowings	(4,634,146)	(2,781,125)	(6,670,307)	(3,293,853)
	(16,681)	4,868,247	2,891,666	545,482
Net Inc (-Dec) in Funds Before Transfers	1,928,481	4,924,371	1,380,826	3,706,429
Transfers From (To) Restricted Investments	(550,000)	(650,000)	(650,000)	(650,000)
Net Inc (-Dec) in Unrestricted Funds	1,378,481	4,274,371	730,826	3,056,429

Sewer Fund explanatory notes

- The sewerage access charge has been increased by 3.4% (20mm connection access charge \$844) in this budget whilst business ratepayers will experience a 20% increase in their usage charge (\$1.66 per kilolitre), with 2013-14 being the final year in the five year transition to the business user charging as per the NSW Office of Water best practice pricing guidelines.
- The budget proposes a cash surplus of \$1.4 million.
- Council continues to include funding for the small village sewerage schemes of Bodalla and Rosedale/Guerilla Bay. Rosedale/Guerilla Bay is proposed to recommence 2013-14, with the major construction expected in 2014-15 subject to the availability of subsidy from the State Government.
- As with the water fund, renewals continue to be below annual depreciation which means future catch up expenditure will be required.
- Council will seek a dividend from this fund subject to results in 2014-15.

Accounting Policies and Notes

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



\$32m

cost of Councils 2013-14
capital works program

\$93m

total income Council will
manage in 2013-14

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 2013–14:

- Rating Structure
- Levies and Charges
- Pricing Policy
- Borrowings

Rating Structure

The rating structure for General Rates is based on a combination of a base amount for all properties with the remainder calculated on a rate in the dollar based on land value assigned by the Valuer-General.

Rate Pegging

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

Council has applied the Independent Pricing and Regulatory Tribunal of NSW (IPART) Local Government Cost Index of 3.4% to general rates for 2013–14.

Rating Categories

Each parcel of land in the shire 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 shire that satisfy the farmland criteria in the Act.

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 to 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 that 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 Local Government Act 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. The

Council funds the remaining 45% (up to \$191.25 per property).

Eurobodalla Shire Council has approximately 4,887 properties that receive a pensioner concession on their rates. Pensioner concessions are expected to total \$1.9 million in 2013–14. 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 the 2013–14 period is 9%. The interest rate in 2012–13 was 10% per annum. Council applies the same interest rate to other overdue debtor accounts.

Details on the General Fund can be found on can be found in the Budgets section of this document.

2013–14 Rates Income

Table 3.1 – Projected General Rates Income 2013–14

Category	Rate (cents in \$)	Base Charge (\$)	% of Total Rate	No. of Properties	No. of Pensioners	Rateable Value	Gross Yield
Residential	0.2116	400.00	49.95	23,174	4,887	4,388,000,000	18,554,678
Business	0.7835	400.00	13.96	1,212		381,079,720	3,470,561
Farmland	0.1665	400.00	32.05	286		145,700,860	356,992
Business Inactive	0.2116			10		650,000	1,300
Less Expenses				24,682			22,383,531

Levies & Charges

Infrastructure

Council established the Infrastructure Fund in 2003 to assist in addressing the significant gap in funding for asset maintenance and renewal. The Minister for Local Government approved a 10% increase in rates in 2003, 5% in 2005 and a further 5% in 2006. The fund now raises a total of \$3.7 million each year for the purpose of infrastructure maintenance and renewal.

Council recognises that maintenance and renewal of roads and community infrastructure is important to community wellbeing, the economy and tourism. Council allocates these funds across the Transport and Parks, Boating and Community Facilities programs. Details of how the Infrastructure Fund is allocated are available in the Budget's section of this document.

Infrastructure Fund

Service	Expenditure \$
Economic Development	
Visitor Centres	25,000
Libraries	
Libraries	35,000
Organisation Support	
Office Buildings	15,000
Technical Services	80,250
Parks, Foreshores & Community Facilities	
Boating Facilities	180,250
CBD Facilities	51,730
Parks & Reserves	180,000
Public Halls & Recreation Buildings	86,000
Public Toilets	240,000
Sporting Facilities	253,487
Swimming Pools	23,000
Transport	
Bridges	744,720
Bus Shelters	20,000
Footpaths	68,480
Local Rural Roads	578,870
Local Urban Roads	1,120,290
Total	3,702,077

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 Council's waste management system. Details of the Waste Fund can be found in the Budget's section of this document.

Table 3.2 – Projected Waste Income 2013–14

Charge	Description	Annual Charge (\$)	Number of Services	Gross Yield \$
Domestic Waste Availability Charge (Section 496 of the Act)	Applies to all rateable land (incl vacant land) served by the domestic waste collection service and to non rateable properties that utilise the service. The annual charge is levied whether the collection service is used or not.	16.30	21,486	350,221
Domestic Waste Collection Charge (Section 496 of the Act)	Covers the cost of domestic waste collection services. These services include the collection of a weekly 80 litre garbage bin, a fortnightly 240 litre recycling bin, a fortnightly 240 litre garden organics bin collection services and an annual hardwaste collection. This fee is charged to residents supplied with garbage bins by Council.	217.30	20,978	4,558,519
	+ Additional service 240 litre recycling bin	59.30		
	+ Additional service 240 litre garden organics bin	59.30		
Waste Management Charge (Section 501 of the Act)	All rateable assessments in the Shire pay this charge to cover the cost of waste management including tip operations and waste minimisation programs.	46.00	24,680	1,135,28
Total				6,044,021

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 for the levy to ensure that monies collected are accounted for separately from other activities of Council. Details of the Environment Fund can be found in the Budgets 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 state government and other grant contributions towards the protection of the environment. Details can be found on the Environment Fund page of the Budget's Section.

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

Table 3.3 – Projected Environmental Levy Income 2013–14

Category	Rate (cents in \$)	Base Charge (\$)	% of Total Rate	No. of Properties	No. of Pensioners	Rateable Value	Gross Yield \$
Environmental Levy	0.009061	17.50	49.22	24,672	4,887	4,914,812,320	877,091

Environment Fund

Service	Expenditure \$
Natural Environment & Sustainability	
Coastal & Estuary Management	91,638
Environmental Management	196,408
Environmental Protection	98,450
Invasive Species Management	298,394
Landcare Projects	36,484
Natural Resource Management	138,303
Sustainability	74,913
Regulatory Compliance	
Environmental Compliance	527,677
Stormwater & Flood Management	
Flood Mitigation	25,772
Lake Openings	2,871
Rock Walls & Sea Walls	94,516
Total	1,585,426

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 Drainage and Flood Mitigation Program as outlined in this document and is used to improve the performance of the storm water systems in terms of protecting private property from discharge from public lands and roads, and the quality of stormwater harvested and discharged into waterways.

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

Table 3.4 – Projected Stormwater Income 2013–14

Category	Charge (\$)	Number of Properties	Gross Yield \$
Residential	25	14,809	370,225
Residential Strata	12.50	2,456	30,700
Business	Land Area *	931	43,862
Total		18,196	444,787

For business the stormwater charges are as follows:

- 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 2012–13 level (\$167 for 20mm connection) to \$228 while the consumption charge increased by 41 cents to (\$3.40/KL). The charges were balanced to maintain Best Practice established by the NSW Office of Water.

Details of the Water Fund can be found in the Budget's section of this document.

Water Availability Charge

Residential

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

Type of residential connection	Charge (\$)
Metered, Unmetered, Strata Unit	228

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 signing a statutory declaration that the flat is not to be leased.

Business and Multi Residential (non-strata flats)

Business water availability charge is based on meter size.

Table 3.5 – Business water availability charges

Meter size (mm)	Charge (\$)
20	228
25	364
32	592
40	912
50	1,436
80	3,648
100	5,700

The water usage charge for eligible businesses as outlined in the Code of Practice. Eligible businesses will pay \$3.40 per kilolitre; the same water usage charges as all other customers for water usage up to the first 10 kilolitres per day (average daily water consumption). For consumption in excess of 10 kilolitres per day water usage will be charged at half the current water usage tariff \$1.70 per kilolitre. Water meters are required on all commercial and residential strata developments to assist demand management and assessment of consumption and discharges per property.

Dual occupancy developments with a single meter will be assessed at a single 25mm access charge of \$364.

Water Consumption Charge

- All water consumed will be charged for by volume at \$3.40 per kilolitre from the July 2013 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.

Table 3.6 – Projected Water Consumption Income 2013–14

Category	Access Charge	Consumption Charge	No of Properties	No of Pensioners	Gross Yield \$
Residential	Meter size	3.40	19,807	4,192	11,670,470
Business	Meter size	3.40	1,048	–	2,411,634
Total					14,082,104

Sewer

Council is responsible for the sewerage services within the shire. 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's section of this document.

Residential

Residential properties pay an access fee based on the size of the water connection. The proposed rate for 2013–14 is \$844

Table 3.7 – Sewer residential charges

Charge	Residential (\$)
General Service – Metered, Unmetered, Strata Unit	844
Turlinjah General Service (85%)	717.40

Dual occupancy developments with a single meter will be assessed at a single 25mm availability charge of \$1,350 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 2013–14 will be \$1.66 per kilolitre.

Sewer access charges are proposed to increase in 2013–14 from \$816 for a single 20mm connection to \$844 and for larger meters the fees will rise by a proportional amount.

Business properties will be levied charges based on water meter size. As the meter size increases the availability charge increases to more accurately reflect Council's costs in providing for larger capabilities of discharge.

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

Table 3.8 – Water Meter Size, availability and Charges 2013–14

Water meter size (mm)	Availability Factor	2013–14 Charge (\$)
20	1.0	844
25	1.6	1,350
32	2.6	2,194
40	4.0	3,376
50	6.3	5,317
80	16.0	13,504
100	25.0	21,100
Vacant	1.0	844
Strata	1.0	844

Special Sewer Charges

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

Table 3.9 Special Sewer Charges expected income for 2013–14.

Category	Sewer Charge (\$)	No of Properties	No of Pensioners	Gross Yield \$
Residential General Service	844	18,113	3972	15,593,880
Bodalla Sewer	200	162		32,400
Business Meter size		1013		1,963,097
Business Trade waste		440		107,000
Total Yield				17,696,377

Liquid Trade Waste Charges

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

Liquid Trade Waste Discharge fee

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

Table 3.10 Liquid Trade Waste Charges 2013–14

Liquid Trade Waste annual fee	\$90
Liquid Trade Waste Annual Fee (Large discharger)	\$496
Discharge	\$1.33kl
Discharge (without appropriate treatment)	\$12.40/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

Pricing Methodology

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

The pricing principles recognise a 'community service obligation' where full recovery of costs through fees may make some services or facilities 'financially out of reach' of 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 life-cycle 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 2013–14 are available in the separate Fees and Charges Document.

Debt Recovery

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

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

Borrowings

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

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

Council avoids borrowing for 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

Table 3.11 Statement of Proposed Borrowings (Loans) by Fund 2013–17

Purpose	2013–14	2014–15	2015–16	2016–17
New Loans				
General Fund				
Bridges	305,000			
Road Infrastructure	1,368,000	100,000	500,000	500,000
Streetscaping & Foreshore Works	2,515,000	175,000		
Parks & Recreational Facilities	565,000	150,000		
Council Administration Building	825,000			
Other	412,000		150,000	
General Fund Sub-total	5,990,000	425,000	650,000	500,000
*Waste Fund	1,310,000	2,679,000	2,211,000	2,044,000
*Sewer Fund	1,700,000	6,529,000	4,900,000	3,000,000
All Funds Total New Loans	8,999,000	9,633,000	7,761,000	5,544,000

Renewal Loans				
General Fund	5,257,000	1,238,000	206,000	3,695,000
Waste Fund	776,000			
Sewer Fund	2,917,000	1,120,000	4,662,000	839,000
Water Fund		5,445,000	1,350,000	
All Funds Total Renewal Loans	8,950,000	7,803,000	6,218,000	4,535,000
All Funds Grand Total All Loans	17,949,000	17,437,000	13,979,000	10,079,000

*Please refer to detailed capital plan for additional information.

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

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

Rating Categorisation Maps

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

Rate Samples

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

23,174
rateable residential properties

1,212
rateable business properties

286
rateable rural properties



Council's suite of Integrated Planning and Reporting documents are prepared by our Community Planning Team.

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



To contact Council and for more information

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