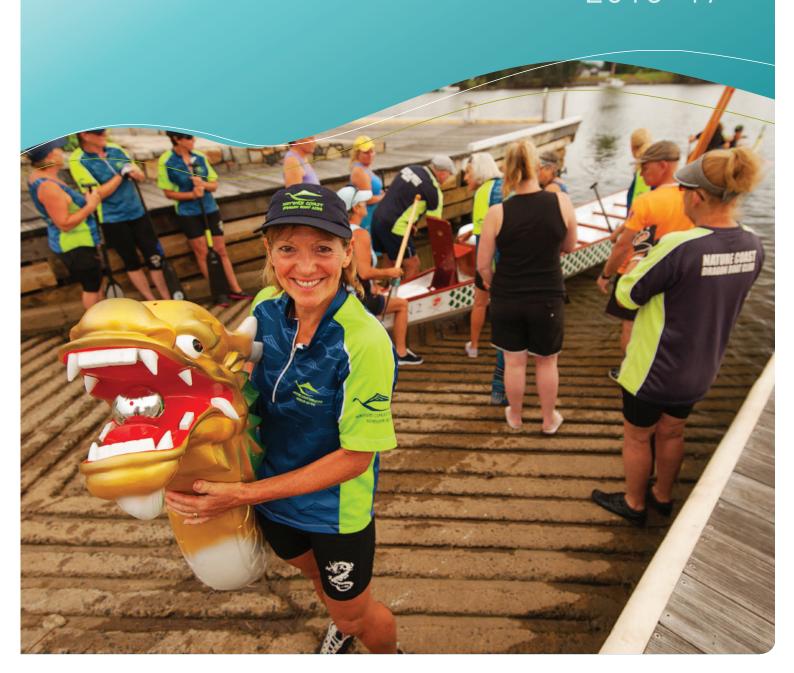


Delivery Program 2013–17

Operational Plan & Budget 2016–17



How will we stay in touch with you

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





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



How to contact us

In person Eurobodalla Shire Council

Corner Vulcan & Campbell Streets, Moruya

Monday to Friday, 8.30am to 4.30pm

Phone 02 4474 1000

For after-hours emergencies call 1800 755 760

Fax 02 4474 1234

Mail PO Box 99, Moruya NSW 2537

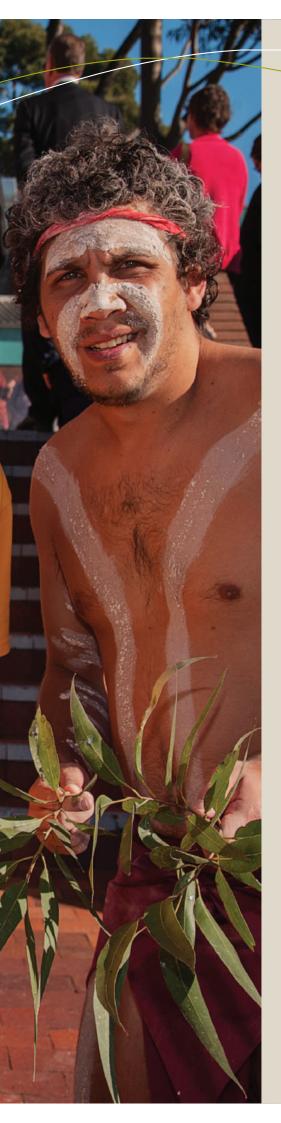
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Email council@esc.nsw.gov.au

Web www.esc.nsw.gov.au and click "Your Say"

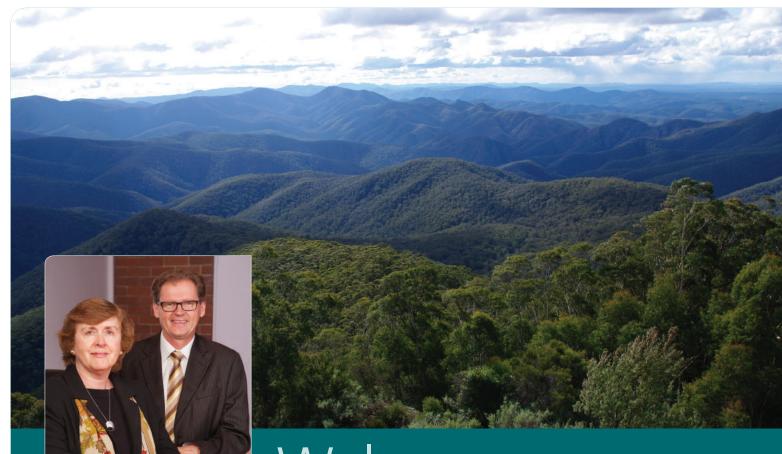
Delivery Program 2013–17 Operational Plan & Budget 2016–17





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Welcome

A message from our Mayor and General Manager

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

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

of these as we move towards a more sustainable future.

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

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

In preparing for this review we

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

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

We will continue to focus on building our economy through sustainable economic and business growth. It will be exciting times for Eurobodalla with the development of our Integrated Economic Growth and Development Strategy, new international tourism opportunities, a comprehensive program of business development workshops and the extension of our popular streetscaping works in Batemans Bay.

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

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

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

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

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

Councillor Lindsay Brown
Mayor
Dr Catherine Dale
General Manager

About this plan

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

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

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

Fit for the Future





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

^{*} Original – as adopted in Fit for the Future Improvement Proposal



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

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

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

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

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

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

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

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

Our action plan

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

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

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

Financial sustainability

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

Action	Resp.*
Balance the cost of service delivery with income levels	
Implement Community Engagement Strategy for Integrated Planning & Reporting suite review	CARS
Prepare and publish End of Term Report.	CARS
Prepare, exhibit and adopt revised Community Strategic Plan.	CARS
Prepare, exhibit and adopt Delivery Program 2017-21 and Operational Plan 2017-18 informed by community engagement outcomes.	CARS
Develop implementation plan for property strategy.	FBD
Undertake audit of Council operational land.	FBD
Continued implementation of Moruya Airport Master Plan.	FBD
Ongoing review of commercial lease agreements.	FBD
Ongoing benchmarking and review of Council fees and charges.	FBD
Develop, exhibit and adopt policy for donations and discounts.	FBD
Implement actions from audit of Council community facilities.	CARS
Continued pursuit of grant opportunities for ongoing service delivery, infrastructure renewals program and new capital works.	All
Undertake annual audit of compliance with best practice for Council Water and Sewer businesses.	IS
Optimise infrastructure financing	
Revise, document and implement a detailed financial strategy.	FBD
Review Council's borrowing policy, capacity and program in conjunction with development on financial strategy.	FBD
Ongoing targeted use of debt to meet infrastructure requirements in line with financial strategy.	FBD

Action	Resp.*
Increase capacity and focus on long term plan and sustainability	nning
Implement endorsed community engagement framework.	All
Develop and implement education program on Integrated Planning & Reporting and Fit for the Future for councillors and new employees.	CARS
Ongoing detailed reporting on Fit for the Future performance.	CARS/ FBD
Develop revised Long Term Financial Plan that reflects engagement outcomes and financial strategy.	FBD
Identify and explore options for more effective enhanced financial and budgeting software.	FBD
Review budget methodology and systems and adopt preferred budgeting approach.	FBD
Revise Council's fiscal responsibility policy and code of practice.	FBD
Develop and implement finance training program for staff.	PSS/FBD
Develop Integrated Economic Growth and Development Strategy.	GM
Exhibit and adopt revised Development Contributions Plan for Section 94 and 94a contributions.	PSS
Prepare, exhibit and adopt revised Developer Servicing plans for Water and Sewer section 64 contributions.	IS
Actively participate as an effective member of the South East Joint Organisation.	GM
Promote accessible tourism products and experiences.	СТ
Improve and expand digital tourism marketing activities, and tourism partnerships and marketing programs with the Canberra region.	СТ
Promote Eurobodalla as the place to invest and do business.	FBD

Infrastructure and service management

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

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

Efficiency

Efficiency is measured by the real operating expenditure per capita ratio

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

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







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



Public toilets program \$407,200

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

- Durras Lake boat ramp
- Lvons Park, Batemans Bay
- Casev's Beach North
- Malua Bay foreshore
- Jack Bucklev Park. Tomakir
- Coronation Drive, Broulee
- Main beach, Moruya Heads
- Tilba Oval



Batemans Bay street scaping \$1.01 million

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

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



Playground expansions \$625,960

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



Roads program \$1.08 million

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

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

Capital program

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

^{*} Community and Transport Infrastructure Program

\$26.5 million

new capital works

\$32.5 million

renewal works

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



Batemans Bay Link Road \$5 million

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

Construction is expected to be completed in early 2018.



Bridge renewals \$3.2 million

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



Surf Beach landfill \$5.5 million

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

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



Moruya arts facility \$897,950

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

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



Your rates for 2016-17

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

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

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

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

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

Did you know?

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

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

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

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

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

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

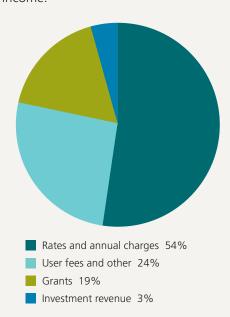
^{*} Based on an average farmland property value of \$509,512

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

^{*}Based upon 440 kilolitres consumption pa. Liquid trade waste discharge factor of 30%. Sewer Discharge factor of 30% and an average business property value of \$297,178

What do my rates pay for?

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



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

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

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

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

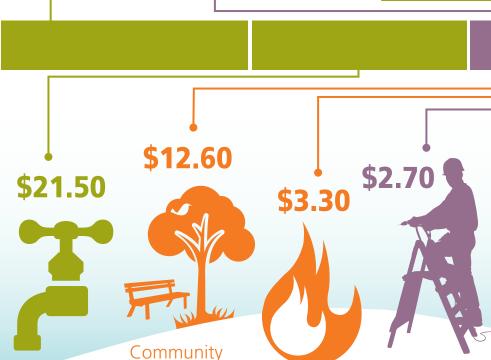


Sewer Services

- Bodalla sewerage scheme
- Bingie sewerage treatment plant upgrade
- Manhole restoration program
- Tyrone bridge repalcement
- Runnyford bridge replacement
- Hanging Rock roundabout

Management

- Emission reduction program
- Specialty waste centre Surf Beach
- Household waste and recycling guide



Water Services

- Deep creek dam drainage
- Water refill stations
- Water meter replacement program
- Corrigans reserve inclusive playground

spaces

- Hanging Rock basketball stadium new roof
- Public toilet improvement program

Public & environmental health & safety

- Estuary Health Project Pre-lodgement advice
- Fire mitigation worksPaperless development on Council land
- On site Sewage Management System inspection program

Development services

- Builders and develope forum
- assessment Stage 1



\$2.60 \$0.30 \$0.80 \$1.80 00

Executive services

- Develop strategic partnerships
- 2016 elections

nt

 Civic functions and events

Tourism

- review
- Marketing campaigns
- Drive leads to tourism business

Communication

- Destination Management Plan Community engagement training for staff
 - Living in Eurobodalla magazine
 - Mobile responsive web project



Support services

- Paperless office project
- Customer Service Charter review



Community connections

- Involve, Revolve, Evolve project
- Supported accommodation
- Deliver Community Transport service



planning • Strategic Services service

Integrated

- review • Community Strategic
- Plan review

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





Delivery Program 2013–17

Operational Plan & Budget 2016–17

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

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

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

The Operational Plan and Budget 2016-17 follows directly from the Delivery Program and details individual projects and services Council will provide in a financial year to directly address key activities in the Delivery Program.

Each service shows the responsible manager and the actions of the service, as well as a group of measures that allow us to track how the service has performed in the 2016-17 year.

Finally, the document includes Council's Revenue Policy which includes the proposed rates, fees and charges for the next year. Council's fees and charges for the 2016-17 period are outlined in a separate document.

The Delivery Program

Council's commitment to the community

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

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

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

Community vision

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

Friendly: We are happy, supporting and welcoming Responsible: Our choices benefit the community and the environment

Thriving: We are successful and sustainable in

growth and development

Proud: We build community spirit and our

Eurobodalla leads the way



Lindsay Brown, Mayor

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

Advisory committees

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

External committees

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



Rob Pollock OAM, Deputy Mayor

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

Advisory committees

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

Ministerial Appointments

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



Peter Schwarz

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

Advisory committees **Audit Committee**

External committees

Southern Tablelands and South Coast Regional Noxious Plants Committee



Neil Burnside

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

Advisory committees

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

External committees

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



Gabi Harding

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

Advisory committees

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

External Committee representation

Floodplain Management Association of NSW



Liz Innes

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

Advisory committees

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



Milton Leslight

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

Advisory committees

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



Danielle Brice

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

Advisory committees

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

External Committees

Police Liaison Committee Eurobodalla Bushfire Management Committee

The Community Strategic Plan – One Community

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

Liveable communities

Objective 1: We are healthy and active

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

Objective 2: Our community is a great place to live

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

Sustainable communities

Objective 3: Our community and environment are in harmony

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

Objective 4: We use and manage our resources wisely

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

Productive communities

Objective 5: We help our local economy grow

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

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

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

Collaborative communities

Objective 7: We are an engaged and connected community

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

Objective 8: We work together to achieve our goals

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

The Operational Plan

How will we implement the Plan

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

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



Our Values

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

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

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

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

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

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

by example

The Executive Leadership Team, along with Divisional Managers and Co-ordinators, are responsible for service delivery across all areas of Council.

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

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

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

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



Integrated Planning & Reporting Framework

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

This plan, which includes the Delivery Program 2013–17, Operational Plan and Budget for 2015-16 is a key document to meet these legislative requirements.

Community Strategic Plan – One Community

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

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

Resourcing Strategy

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

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

Delivery Program

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

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

Operational Plan

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

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

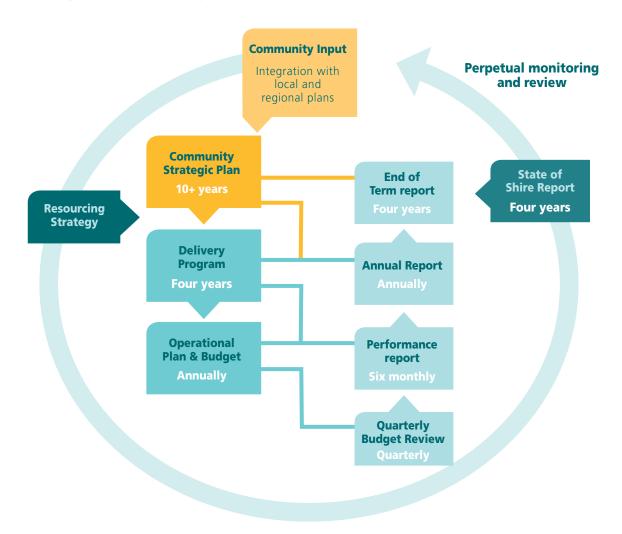
How we will report on progress?

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

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

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

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



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

Budget Review

- Quarterly
- Budget only

Performance Report

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

Annual Report

- Annually
- Reports on progress in implementing the Delivery Program activities through outcome measures and operational plan projects and works
- Also includes state of the environment report, audited financial reports and other statutory information

End of Term Report

- Four yearly in line with end of Council term
- Shows progress in implementing the goals of the Community Strategic Plan – one Community during Councillor's term of office through high level community or population indicators





liveable communities

Our community priorities

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

Objectives and strategies for a liveable community include:

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

Council's role

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





Improving accessibility of our amenities

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

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

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

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

A healthy active Eurobodalla

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

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

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

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

Enriching cultural life

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

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

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

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

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





Hanging Rock road upgrade

This year Council will complete works to provide a new upgraded entrance Complex.

access to and from Beach Road but also improve traffic and pedestrian safety ramp, sailing club, skate park, basketball courts and other recreational activities.

The works will include an upgrade to the road between the new roundabout field, formalising car parking, speed

These works build on Council's actions over the last few years to rebuild sporting complex.

Get involved at your local library

As well as keeping to their conventional role as the keeper of our stories, your exciting program of community events and activities.

different streams, ensuring there is

The Exhibitions and Performance stream gives local visual artists, crafts people, musicians and performers the chance to show off their talent and

The Creating and Learning stream photography to self-publishing and

Imaginactive sparks the imagination and inspires library goers to connect

History and heritage fosters and

All of this, along with featured events, storytelling, School holiday programs, author talks and book launches ensures our libraries continue to

Beautifying Batemans Bay

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

will be similar to the Clyde Street outdoor eating opportunities, new paving treatments, additional trees and

as a new pedestrian crossing across Orient Street built at pathway level, a

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

Delivery Program activities

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

Activities

Social inclusion

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

- L1.1 Develop and provide essential care services to children and families
- L1.2 Plan for and provide opportunities services and activities for youth
- L1.3 Implement recreation and community development initiatives
- L1.4 Undertake advocacy activities to improve collaboration, health, service availability, development and funding

Community connections

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

- L2.1 Provide access and social participation opportunities
- L2.2 Provide case management and accommodation support
- L2.3 Provide support and information for carers
- L2.4 Undertake advocacy activities to improve collaboration, service availability, development and funding

Libraries, arts & culture

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

- L3.1 Provide quality library services, programs and resources
- L3.2 Support and deliver enhanced cultural experiences and programs
- L3.3 Plan for and collaborate to develop increased opportunities to engage in cultural appreciation

Public & environmental health & safety

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

- L4.1 Conduct regulatory compliance and enforcement activities
- L4.2 Monitor recreational waters
- L4.3 Conduct food safety and public health programs
- L4.4 Provide support for emergency management and response
- L4.5 Assist with planning for and coordination of emergency services
- L4.6 Collaborate with agencies and services to deliver coordinated management and response

Community spaces

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

- L5.1 Implement Council's recreation and open space strategy and priority plans of management and master plans
- L5.2 Manage and maintain a safe, sustainable and accessible range of community spaces
- L5.3 Provide and develop Council's shared pathway and cycleway network

Delivery Program measures

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

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

Delivery Program budget

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

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

SOCIAL INCLUSION

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

Actions

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

^{*}Full list of responsible officer codes detailed on page 90

Budget

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

Capital program

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

^{*}Community and Transport Infrastructure Fund

COMMUNITY CONNECTIONS

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

Actions

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

^{*}Full list of responsible officer codes detailed on page 90

Budget

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

LIBRARIES, ARTS & CULTURE

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

Actions

Activity	Action	Measure (target)	Resp. officer*
L3.1 Provide quality library services, programs and	L3.1.1 Provide lending collections, reference, information and online services	customer satisfaction (>80%); loans (230,000); membership (50% of population); new members (1,000); visits (200,000)	LC
resources	L3.1.2 Provide access to information via a range of technologies and formats		LC
	L3.1.3 Maintain and improve library infrastructure including buildings and collections	program complete (on time and within budget)	LC
	L3.1.4 Collection Development program	items shelf ready (85%); e-collection (increase 20%)	LC
L3.2 Support and deliver enhanced	L3.2.1 Deliver community programs and events through the libraries	events (60); author talks (30); children's activities (150)	CAC
cultural experiences and programs	L3.2.2 Support the conduct of exhibitions, talks, seminars, workshops and other initiatives	major arts event (1); exhibitions (30); workshops (40); floor talks (20)	CAC
L3.3 Plan for and collaborate to	L3.3.1 Collaborate with and participate in network partnerships	internal and external partnerships (evidence of); arts exchange (52)	CAC
develop increased opportunities to	L3.3.2 Support capacity building the creative industry sector	support (evidence of)	CAC
engage in and develop cultural	L3.3.3 Coordinate the Public Art Advisory Committee	meetings (2)	CAC
appreciation	L3.3.4 Cultural Plan review	project milestones (met)	CAC

^{*}Full list of responsible officer codes detailed on page 90

Budget

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

Capital program

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

^{*}Community and Transport Infrastructure Fund

PUBLIC & ENVIRONMENTAL HEALTH & SAFETY

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

Actions

Activity	Action	Measure (target)	Resp. officer*
L4.1 Conduct regulatory compliance and enforcement	L4.1.1 Monitor, inspect, enforce and investigate complaints in relation to public safety	animals rehomed, released, returned and sold (%); customer service requests attended to within response times (>85%)	DMES
activities	L4.1.2 Monitor, inspect, enforce and investigate complaints in relation to public and environmental health	customer service requests attended to within response times (>85%)	DMES
	L4.1.3 Undertake the on-site sewage management system program	inspections (#); compliance (>90%); mean determination approval time (<40days)	DMES
L4.2 Monitor recreational waters	L4.2.1 Undertake public pool inspection program	inspections (#); compliance (>90%)	DMES
	L4.2.2 Undertake estuary monitoring program	biannual estuary report card rating (maintain or improve)	DMES
	L4.2.3 Undertake Beach Watch program	beach watch ratings (maintain or improve)	DMES
	L4.2.4 Estuary health project	project milestones (met)	DMES
L4.3 Conduct food safety	L4.3.1 Undertake food inspection program	inspections (#); compliance (>90%)	DMES
and public health programs	L4.3.2 Conduct other health education and training programs	program complete (on time and within budget)	DMES
L4.4 Provide support for emergency	L4.4.1 Provide and maintain Rural Fire Service and State Emergency Service buildings	program complete (on time and within budget)	SSE
management and response	L4.4.2 Provide financial contributions to Rural Fire Service, NSW Fire & Rescue and State Emergency Service	legislative requirements (met)	SSE
	L4.4.3 Provide funding to support local volunteer rescue services	funding (provided)	SSE
L4.5 Assist with planning for and coordination of emergency services	L4.5.1 Collaborate with agencies and volunteers to undertake local disaster planning	Local Disaster Plan (reviewed); Local Emergency Management Committee meetings (3); Local Rescue Committee meetings (3)	SSE
	L4.5.2 Assist development, and implementation of Bushfire Risk Management plan	Bushfire Management Committee meetings (3)	SSE
	L4.5.3 Local Emergency Management and Bushfire Management Committees	meetings(3)	SSE
L4.6 Collaborate with agencies and	L4.6.1 Emergency Operations Centre (EOC) Management as required	EOC (established/operational upon request)	SSE
services to deliver coordinated management and response	L4.6.2 Undertake fire mitigation on Council land	program complete (on time and within budget)	DMW

^{*}Full list of responsible officer codes detailed on page 90

Budget

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

COMMUNITY SPACES

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

Actions

Activity	Action	Measure (target)	Resp. officer*
L5.1 Implement Council's recreation	L5.1.1 Deliver capital and renewal works program	program complete (on time and within budget)	DMW
and open space strategy, prioity plans of management and master plans	L5.1.2 Seek grant funding and partnership opportunities to develop community spaces	partnerships (evidence of); unbudgeted grant funding achieved (\$)	DMTS
L5.2 Manage and maintain a safe, sustainable and accessible range of community spaces	L5.2.1 Undertake maintenance program	program complete (on time and within budget)	DMTS
L5.3 Provide and develop Council's	L5.3.1 Deliver capital and renewal works program	program complete (on time and within budget)	DMW
shared pathway and cycleway network	L5.3.2 Seek grant funding and parnershi opportunities to develop network	partnerships (evidence of); unbudgeted grant funding achieved (\$)	DMTS

^{*}Full list of responsible officer codes detailed on page 90

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

Capital item			Fundin	ig source			Total
	C&TIF*	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
Boating facilities							
BR953: South Durras timber fishing platform	-	-	-	37,111	-	-	37,111
BR928: Nelligen boat ramp upgrade & carpark	-	-	-	-	-	160,000	160,000
BR940: Durras Lake boat ramp car park	-	-	-	-	-	50,000	50,000
BR9402: Durras Lake boat ramp renew ramp/carpark	-	-	-	-	80,000	-	80,000
Total for boating facilities	-	-	-	37,111	80,000	210,000	327,111
CBD facilities							
PA525: Batemans Bay CBD works - North St to Beach Rd	763,500	250,000	-	-	-	-	1,013,500
PA599: Batemans Bay CBD works	-	78,704	-	-	-	-	78,704
PA630: Disablity access works	-	31,137	-	-	-	-	31,137
Total for CBD facilities	763,500	359,841	-	-	-	-	1,123,341
Cemeteries							
PA049: Cemetery improvement program	-	42,934	-	-	-	-	42,934
Total for cemeteries	-	42,934	-	-	-	-	42,934
Pathways							
TR6533: George Bass (Ridge Rd-Link Rd)	-	75,000	-	-	-	-	75,000
TR6741: Beach Rd - Surf Beach South	-	65,000	-	-	-	-	65,000
TR6371: Broulee - Airport track	-	50,000	-	25,000	-	-	75,000
Total for pathways	-	190,000	-	25,000	-	-	215,000
Footpaths							
TR602: Footpath renewals	-	-	-	-	69,000	-	69,000
TR6311: Peninsula Dr, Surfside (Highway East)	-	-	-	37,000	-	-	37,000
TR6731: Edward Rd, Batehaven	51,000	-	-	-	-	-	51,000
TR6732: Crag Rd, Batehaven (Corrigans - Joseph)	-	-	-	14,500	-	-	14,500
TR6821: Murray St, Moruya (Evans - Thomas St)	-	-	-	100,000	-	-	100,000
TR6923: Princes Hwy, Narooma (Southlands Plaza)	-	9,000	-	3,000	-	-	12,000
Total for footpaths	51,000	9,000	-	154,500	69,000	-	283,500
Parks & reserves							
RC008: Litter collection contract	-	10,500	-	-		-	10,500
RS003: Playgrounds	61,080	-	-	-	75,000	-	136,080
RS0031: Sports fields - topdressing/renovation	61,080	-	-	-	146,000	-	207,080
RS023: Parks facilities - seats/tables	61,080	-	-	-	100,000	-	161,080
RSO472: Rotary Park, Narooma - playground expansion	101,800	-	-	-	-	-	101,800
RS050: Parks & reserves improvements	-	35,062	-	-	-	-	35,062
RS0905: Plantation Point, Tuross Head - upgrades	40,720	-	-	-	-	-	40,720
RS091: Carters Headland, Kianga - viewing platform	40,720	-	-	-	-	-	40,720
RS092: Gundary Oval, Moruya - playground expansion	101,800	-	-	-	-	-	101,800
RS084: Corrigans Reserve inclusive playground	-	36,280	-	250,000	-	-	286,280
Total for parks & reserves	468,280	81,842	-	250,000	321,000	-	1,121,122

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

^{*} Community and Transport Infrastructure Fund

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

^{***}Sporting facilities shows projects and expenditure for 'sporting & recreation' and 'sporting facilities' cost centres.





sustainable communities

Our community priorities

Community priorities are expressed as objectives in the Community

Objectives for a sustainable community include:

3. Our community and environment are in harmony

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

4. We use and manage our resources wisely

- 4.2 Use our water wisely
- 4.4 Identify and make best use of our resource land

Council's role

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





Bodalla sewerage scheme

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

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

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

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

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

Surf Beach specialty waste centre

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

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

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

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

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

Local Landcare Coordinator iniative

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

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

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

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





Integrated Economic Growth and Development Strategy

growth and development, increase investment and expand employment and services,.

The strategy will identify drivers of local stakeholders with clear priorities stakeholders themselves.

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

- In regional centres community development is economic development.
- •Successful strategies are guided by a broadly held local vision.
- Innovative local governance, partnerships and organisations
- celebrate short-term success to sustain
- package of strategies and tools, rather

The process is expected to be

Narooma coastal inlets flood management plan

Following completion of the Narooma, Kianga and Dalmeny Flood Study, management plan which is the next

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

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

identified to look at cost effective solutions involving infrastructure improvements and planning controls. The process is expected to commence months to complete.

Streetlighting

the use of LED street lights and this year Council plans to upgrade existing, inefficient street lighting lamps.

and reducing greenhouse gas emissions from electricity by an estimated 403 tonnes of CO2e per year. The LED lamps will also provide ongoing maintenance and operational savings given they last much longer and will require less maintenance.

including improved road safety and have also been shown to improve public safety and reduce crime in public places.

success of the project. They conduct a bulk lamp replacements every 4 years with the next replacement due in mid-2016. This will be the optimal contractors will already be in cherry-

The project, which will cost \$1.19 payback period of 6.1 years taking into account the operational savings.

Delivery Program activities

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

Activities

Sewer services

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

- \$1.1 Provide and renew sewer infrastructure
- S1.2 Operate and maintain Council's sewerage systems
- S1.3 Plan to meet our community's future sewer needs

Water services

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

- S2.1 Provide and renew water infrastructure
- S2.2 Operate and maintain Council's water supply systems
- S2.3 Plan to meet our community's future water needs

Waste management

Provide waste and recycling management services, infrastructure and initiatives

- S3.1 Provide and renew waste infrastructure
- S3.2 Operate and maintain Council's waste management and collection service
- S3.3 Plan to meet our community's future waste needs
- S3.4 Provide community education on waste minimisation and recycling

Sustainability

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

- S4.1 Undertake environmental protection and restoration works
- S4.2 Provide invasive species management services
- S4.3 Review and coordinate implementation of the Greenhouse Action Plan
- S4.4 Encourage and support community sustainability and environmental projects

Strategic planning

Plan for and support sustainable growth and development

- S5.1 Review and prepare planning strategies, policies and studies
- S5.2 Maintain, update and communicate planning information and issues
- S5.3 Manage and promote our Aboriginal and Non-Aboriginal Heritage
- S5.4 Plan for the protection and enhancement of our natural environment
- S5.5 Plan for the impact of climate change on settlement including coastal hazard, flood impacts and bushfire

Delivery Program measures

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

Measure	Target
Community satisfaction with:	Maintain or improve
• Water services	
• Sewer services	
Council management of the natural environment	
Council management of waterways and beaches	
Council operates in a sustainable way	
Managing residential development	
Protection of heritage values and buildings	
Enhancing the built environment	
Management of recycling and waste	
Compliance with NSW Best Practice Management Guidelines for water & sewer	Achieve
Energy consumption per ML – water supply	Reduce
Recycling rates	% Increase
Waste to landfill	% Decrease
Council CO ₂ emissions	Reduce
Organisational sustainability	Increase

Delivery Program budget

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

²⁰¹³⁻¹⁴ 2014-15 Complete Complete

²⁰¹⁵⁻¹⁶ In progress (shows revised budgets as at March Review 2016)

²⁰¹⁶⁻¹⁷ Forward budget estimates only

²⁰¹⁷⁻¹⁸ Final year of community & transport infrastructure program - outside current Delivery Program term 2013-17 (forward budget estimates only) Total shows total for the four year term of current Delivery Program 2013-17

SEWER SERVICES

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

Actions

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

^{*}Full list of responsible officer codes detailed on page 90

Budget

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

Capital expenditure
10,136,000
-
-
10,136,000

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

^{*} Community and Transport Infrastructure Fund

WATER SERVICES

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

Actions

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

^{*}Full list of responsible officer codes detailed on page 90

Budget

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

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

^{*} Community and Transport Infrastructure Fund

WASTE MANAGEMENT

Provide waste and recycling management services, infrastructure and initiatives

Actions

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

^{*}Full list of responsible officer codes detailed on page 90

Budget

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

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

SUSTAINABILITY

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

Actions

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

^{*}Full list of responsible officer codes detailed on page 90

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

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

STRATEGIC PLANNING

Plan for and support sustainable growth and development

Actions

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

^{*}Full list of responsible officer codes detailed on page 90

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





productive communities

Our community priorities

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

Objectives for a productive community include:

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

Council's role

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





Paperless assessment process

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

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

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

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

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

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

Building on our Award winning campaign

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

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

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

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

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

Looking after our gravel roads

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

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

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

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

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

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





Helping local business boom

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

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

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

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

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

Property Strategy

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

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

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

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

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

International **opportunities**

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

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

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

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

Delivery Program activities

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

Activities

Business development & events

To develop the Eurobodalla as a destination of choice to live, work, invest & visit

- P1.1 Facilitate growth and development of our business community
- P1.2 Undertake advocacy activites to deliver major initiatives and infrastructure to support future growth
- P1.3 Seek and support the development and hosting of events

Tourism

To develop the Eurobodalla as a destination of choice to visit

P2.1 Provide tourism destination marketing and visitor services

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

- P3.1 Undertake advocacy activities to further the development of transport infrastructure and support future growth
- P3.2 Develop, renew and maintain the road network
- P3.3 Provide road safety and traffic management planning, programs and infrastructure
- P3.4 Provide, maintain and renew stormwater and flood management infrastructure

Development services

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

- P4.1 Provide development assessment services
- P4.2 Provide advice and information to industry and applicants

Delivery Program measures

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

Measure	Target
Number of businesses supported through direct contact with Council's Business Development Service including factors of attraction, job creation and investment value	New measure (establish benchmark)
Return on investment from Council's contribution to major events held	\$ returned as % of total investment
Community satisfaction with: Local and regional roads Sealed and unsealed roads Street lighting Bus shelters Car parking Traffic management Capacity of infrastructure at peak times Road safety	Maintain
 Community satisfaction with: Council's assistance to local businesses and support of growth Council's tourism service and promotion of area 	Maintain or Improve
Customer satisfaction with development assessment services	Improve

Delivery Program budget

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

²⁰¹³⁻¹⁴ Complete

²⁰¹⁴⁻¹⁵

Complete
In progress (shows revised budgets as at March Review 2016) 2015-16

Forward budget estimates only

²⁰¹⁶⁻¹⁷ 2017-18 2017-18 Final year of community & transport infrastructure program - outside current Delivery Program term 2013-17 (forward budget estimates only)
Total shows total for the four year term of current Delivery Program 2013-17

BUSINESS DEVELOPMENT & EVENTS

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

Actions

Activity	Action	Measure (target)	Resp. officer*
P1.1 Facilitate growth and development of our business community	P1.1.1 Strengthen partnerships between Council and the business community	Business Advisory Committee meetings (4); businesses engaged (50); networking activities and partnerships (evidence of)	DMBDE
	P1.1.2 Provide business support and development activities	workshops, courses, seminars (20); attendance (600); small business start- ups assisted (24); Renew Eurobodalla participants (12)	DMBDE
	P1.1.3 Promote Eurobodalla as the place to invest and do business	collateral developed and circulation (evidence of); webpage visits (15% increase)	DMBDE
P1.2 Undertake advocacy activities to deliver major initiatives and	P1.2.1 Advocate for improved infrastructure and funding to support regional initiatives	unbudgeted grant funding achieved (\$); submissions (10)	DMBDE
infrastructure to support future growth	P1.2.2 Provide and manage the Eurobodalla Regional Botanic Gardens	plant revenue (\$75,976); visitors (48,856); volunteer hours (20,860); financial efficiency (improve)	DMBDE
P1.3 Seek and support the development and	P1.3.1 Support event organisers in the delivery of a range of events	events assisted (30); event workshops (3); total supported events value (\$1.75 million)	DMBDE
hosting of events	P1.3.2 Secure new events in targeted areas	• •	DMBDE

^{*}Full list of responsible officer codes detailed on page 90

Budget

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

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

^{*} Community and Transport Infrastructure Fund

TOURISM

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

Actions

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

^{*}Full list of responsible officer codes detailed on page 90

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

TRANSPORT

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

Actions

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

^{*}Full list of responsible officer codes detailed on page 90

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

Capital item			Funding	source			Tota
	C&TIP*	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
Bridges							
BR303: Bridge maintenance	-	-	-	165,000	-	-	165,00
BR310: Bridge renewals	-	264,000	-	-	257,000	-	521,00
BR320: Runnyford bridge - renewal	-	51,500	-	850,000	48,500	-	950,00
BR622: Tyrone bridge - renewal	-	-	-	1,250,000	-	-	1,250,00
BR725: Corrugated pipe culverts	150,000	-	-	-	-	-	150,00
BR726: Cullendulla Drive, Long Beach - box culvet widening	50,000	-	-	-	-	-	50,00
BR729: Cadgee bridge	500,000	-	-	470,000	-	-	970,00
BR327: Mogendoura bridge - renewal	-	341,510	-	-	-	258,490	600,00
Total for bridges	700,000	657,010	-	2,735,000	305,500	258,490	4,656,00
Bus shelters							
TR811 - Bus shelters	-	-	-	-	23,000	-	23,000
Total for bus shelters	-	-	-	-	23,000	-	23,000
Carparking							
RS7202: Moruya pool carpark	-	-	-	40,000	-	-	40,000
TR7761: Tilba carpark	-	-	-	-	-	175,000	175,00
TR776: Mogo carpark	-	-	-	15,000	-	-	15,00
TR799: Carparking	-	15,500	-	-	-	-	15,50
Total for carparking	-	15,500	-	55,000	-	175,000	245,50
Drainage & stormwater							
PA121: Drainage renewals	391,449	50,000	-	-	-	-	441,44
PA2601: Stormwater piping - Island View Rd, Tuross Head	-	130,000	-	-	-	-	130,00
PA2621: Stormwater piping - Hillside Crescent, Kianga	-	50,000	-	-	-	-	50,00
PA2671: Stormwater piping - Bay Lane, Narooma	-	80,000	-	-	-	-	80,00
Total for drainage & stormwater	391,449	310,000	-	-	-	-	701,44
Local rural roads							
TR024: Guardrail	-	-	-	70,000	-	-	70,00
TR501: Drainage culvert improvements	-	50,000	-	-	-	-	50,00
TR525: Congo Road South	-	-	-	520,000	-	-	520,00
TR5371: Old South Coast Road, Narooma	549,720	-	-	-	-	-	549,72
TR553: Ridge Road, Tilba	-	-	-	500,000	-	-	500,00
TR956: South Batemans Bay Link Road	-	-	-	5,000,000	-	-	5,000,00
Gravel resheet program	121,800	220,000	-	210,000	567,000	-	1,118,80
Total for local rural roads	671,520	270,000	-	6,300,000	567,000	-	7,808,52
Local urban roads							
TR111: Reseals	407,200	555,000	-	250,000	521,000	-	1,733,20
TR4772: Princess Highway, Narooma	-	350,249	-	65,751	-	-	416,00
TR4791: Shell Street, Tuross Head	-	378,875	-	71,125	-	-	450,00
TR4851: Hanging Rock Place (Beach Rd to AFL carpark)	-	378,875	-	71,125	-	-	450,00
TR498: Road reserves acquisition	-	30,000	-	-	-	-	30,00
Pavement rehabilitation program	-	342,500	-	398,509	593,000	-	1,334,00
Total for local urban roads	407,200	2,035,500	-	856,509	1,114,000	-	4,413,20

^{*} Community and Transport Infrastructure Fund

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

^{*} Community and Transport Infrastructure Fund

Pavement rehabilitation program

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

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

Gravel resheet program

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

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

Further information on projects within the program can be found on Council's website www.esc.nsw.gov.au or by contacting our Infrastructure Services team.

DEVELOPMENT SERVICES

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

Actions

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

^{*}Full list of responsible officer codes detailed on page 90

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





collaborative communities

Our community priorities

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

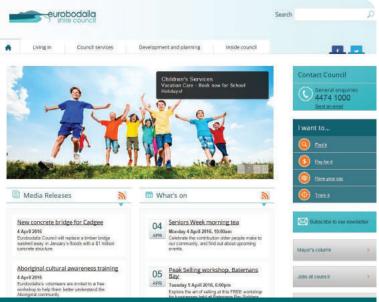
Objectives for a collaborative community include:

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

Council's role

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





Delivering on our vision for the future

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

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

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

Working in partnership

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

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

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

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

Improved web access for smart phone and tablet users

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

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

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

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

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

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

Delivery Program activities

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

Activities

Executive services

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

- C1.1 Conduct the business of council in an inclusive, responsive and transparent manner
- C1.2 Manage the organisation to effectively and efficiently meet our statutory obligations
- C1.3 Undertake advocacy and collaborative activities to further local issues

Communication

Ensure effective community engagement and communication

C2.1 Provide quality, timely and accessible information to the community

Integrated planning

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

- C3.1 Coordinate the delivery of the Integrated Planning and Reporting Framework across the organisation
- C3.2 Undertake organisation service review

Delivery Program measures

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

Measure	Target
Community satisfaction with:	Maintain or improve
 Council's overall performance Councillor performance Value for money of Council services Communication from Council Opportunity to participate in decision forming processes Long term planning 	
Community participation in local issues and events	Maintain or improve
Knowledge of Council services programs and outcomes	Maintain or improve

Delivery Program budget

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

2013-14 Complete

2014-15

2015-16 In progress (shows revised budgets as at March Review 2016)

Forward budget estimates only

2016-17 2017-18 Final year of community & transport infrastructure program - outside current Delivery Program term 2013-17 (forward budget estimates only) Total shows total for the four year term of current Delivery Program 2013-17

Operational Plan & budget 2016-17 EXECUTIVE SERVICES

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

Actions

Activity	Action	Measure (target)	Resp. officer*
C1.1 Conduct the business of Council in an inclusive,	C1.1.1 Support the Councillors in meeting their statutory obligations and roles as community representatives	community events (effective coordination of); councillor newsletters (45)	GM
responsive and transparent manner	C1.1.2 Support the conduct of effective Council meetings	minutes published on website (100%); council agendas available prior to scheduled meetings (100%); council meetings (10)	GM
	C1.1.3 Facilitate and support civic functions including: Australia Day, Anzac day and Citizenship ceremonies.	civic functions (effective coordination of)	GM
C1.2 Manage the organisation to effectively and efficiently meet our statutory obligations	C1.2.1 Respond to legislative and policy requirements set by the Department of Local Government	legislative requirements (met)	GM
C1.3 Undertake advocacy and collaborative activities to further local issues	C1.3.1 Retain membership and involvement with Local Government Association. Canberra Region Joint Organisation, South East Australian Transport Strategy (SEATS) and other relevant groups.	Participate in and report on major initiatives	GM
	C1.3.2 Continuation of Memorandum of Understanding with Bega Valley Shire Council	Participate in and report on major initiatives	GM

^{*}Full list of responsible officer codes detailed on page 90

Budget

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

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

^{*} Community and Transport Infrastructure Fund

Donations

Recipient	Amount
Safety	
Surf Life Saving clubs (S298)	21,116
Voluntary rescue squads (S298)	8,354
Voluntary coastal patrols (S298)	8,364
Total safety	37,834
Schools & education	31,000
School speech night award	2,150
University of Wollongong scholarships	3,735
St Celia Music Scholarship	2,153
Total schools & education	8,038
Sports & recreation	5,000
Moruya Batemans Bay Pistol Club - rates	579
Batemans Bay Sporting Shooters Association - rates	489
South East Region Academy of Sport	14,818
Moruya Sport Shooters - rates	782
Total sports & recreation	16,668
Community & health	10,000
Southcare Helicopter Service	3,527
Wreaths	1,500
Civic receptions	5,212
Citizenship ceremonies	730
Christmas decorations	5,000
Jeff Britten Achievement award	662
Australia Day celebrations	10,665
CWA Hall - Narooma - rates	1,755
CWA Hall - Batemans Bay - rates	2,455
CWA Hall - Moruya - rates	1,528
Moruya Historical Society - rates	3,201
Mayoral donations	4,394
Total community & health	40,629
Healthy communities grants	12,455
Total communities grants	12,455
Cultural	12,433
Aboriginal arts exhibition	4,250
Eurobodalla Arts Council - rates	1,477
Regional Arts Development Board	12,130
Bay Theatre Players - rates	1,760
School of Arts - Narooma	6,000
School of Arts - Narooma - rates	3,677
School of Arts - Central Tilba - rates	1,791
Moruya & District Brass Band	1,098
Basil Seller's art prize	15,000
Other art & cultural	4,036
Total cultural	51,221
Other	51,221
Donations - other	8,630
Total other	8,630
Total	175,475

[•] The table above is a total of proposed donations across all Council service areas.

Operational Plan & budget 2016-17 COMMUNICATION

Ensure effective community engagement and information

Actions

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

^{*}Full list of responsible officer codes detailed on page 90

Budget

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

Operational Plan & budget 2016-17 INTEGRATED PLANNING

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

Actions

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

^{*}Full list of responsible officer codes detailed on page 90

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





SUPPORt services

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

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

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





Moving to an electronic, paperless office

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

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

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

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

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

Council's procurement roadmap

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

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

Corporate Business System

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

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

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

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

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

Delivery Program activities

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

Activities

Finance & governance

Oversee Councils financial and governance obligations

- SS1.1 Manage Council's financial assets and obligations
- SS1.2 Maintain a sound governance framework within which Council operates

Organisation development

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

- SS2.1 Provide and manage frameworks for the development and maintenance of an effective and motivated workforce
- SS2.2 Provide and maintain a framework for the management and minimisation of risks to health and safety of staff

Organisation support

Support all areas of Council in achieving efficient and successful ongoing operations

- SS3.1 Provide quality customer service
- SS3.2 Provide efficient information and records management systems
- SS3.3 Provide administrative, technical, professional and trade services
- SS3.4 Plan for the sustainable management of Council assets

Delivery Program measures

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

Measure	Target
Staff engagement and job satisfaction	Improve
Workplace Health and Safety Audit	# of actions implemented
Community satisfaction with:Council's customer serviceManagement of Council's finances	Maintain or improve
Implementation of Council's Asset Management Strategy	# of actions completed

Delivery Program budget

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

²⁰¹³⁻¹⁴ Complete 2014-15 Complete

²⁰¹⁵⁻¹⁶ In progress (shows revised budgets as at March Review 2016)

²⁰¹⁶⁻¹⁷ Forward budget estimates only
2017-18 Final year of community & transport infrastructure program - outside current Delivery Program term 2013-17 (forward budget estimates only)
Total shows total for the four year term of current Delivery Program 2013-17

The Resourcing Strategy

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

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

Long Term Financial Plan

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

Asset Management Strategy and Plans

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

Workforce Management Plan

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

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

Measuring corporate performance

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

Function	Measure(target)
Customer service & records management*	Number of calls received Reception calls answered within 40sec (90%) Cash balance (nil discrepancies) Call abandonment rate (<5%)
Organisational customer service**	Correspondence (85% within agreed timeframes) Customer service requests (85% within agreed timeframes) Customer service skills as assessed against local government industry benchmarks Customer Service Index (LGA benchmark: 179) Greeting skills (LG Benchmark: 100) Manner (LG Benchmark: 100) Enquiry resolution skills (LG Benchmark: 100) Communication skills (LG Benchmark: 98)
Organisation development	Staff retention rate Youth positions (maintain or increase) Workers lost time injury incidents (5% decrease) Equivalent fulltime staff (EFT) Population per EFT Staff costs as % of total budget Staff turnover New workers compensation claims
Governance	Government Information(Public Access) Act 2009 (GIPA) • Formal GIPA access applications received • Formal GIPA access application determined Code of conduct • Number of code of conduct complaints • Complaints investigated requiring action • Cost of dealing with code of conduct complaints

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

^{**} Organisational customer service refers to the level of service delivery provided by the whole organisation to the community

Budget & capital program 2016–17 SUPPORT SERVICES

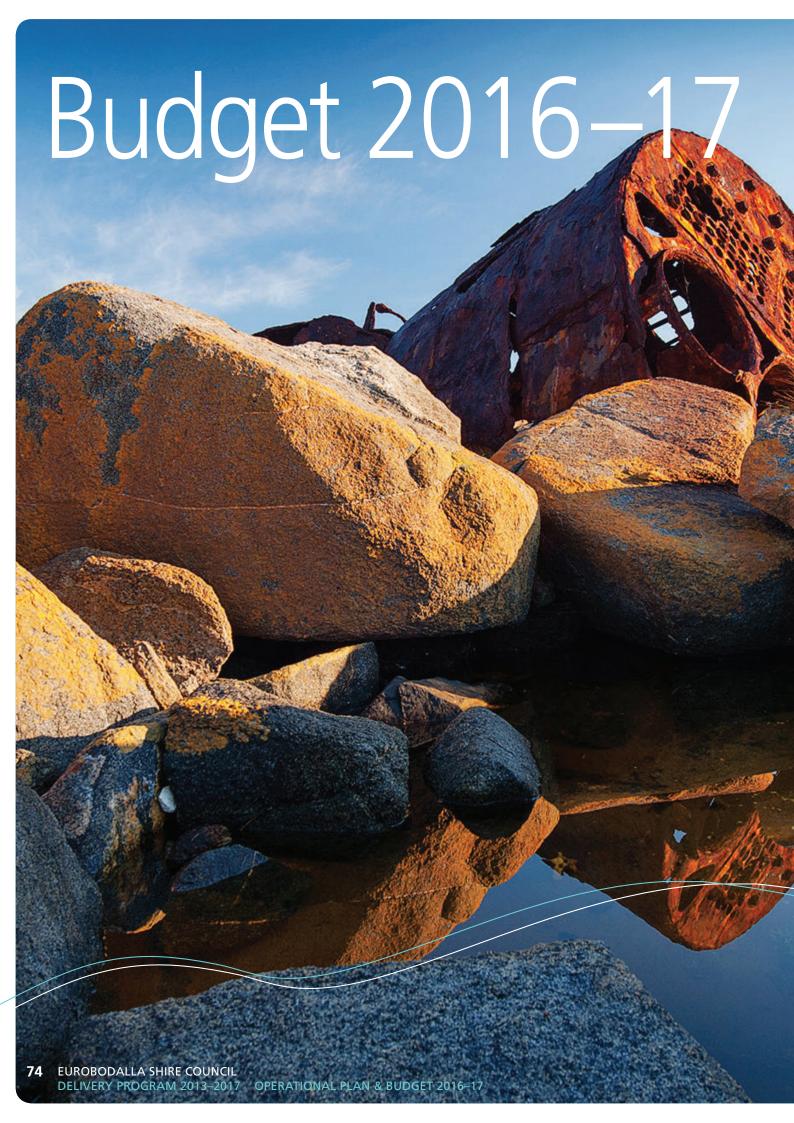
Budget

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

Capital program

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

^{*} Community and Transport Infrastructure Fund





Operational Plan Budget 2016-17

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

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

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

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

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

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

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

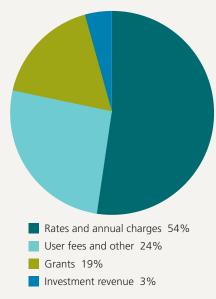
While this budget is for the 2016–17 period it is important to note that Council also prepares a Long Term Financial Plan (LTFP) with a 10 year horizon. The LTFP is a decision making and problem solving tool to guide future action. It is updated annually and reviewed in detail every four years. The LTFP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

Where does our money come from?

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

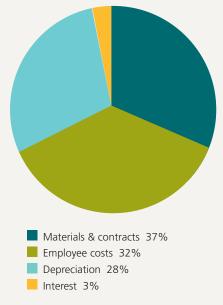
Over half of this will come from ratepayers. The rest is from user fees and charges, grants, development contributions and investments.

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



Where does our money go?

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



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

Budget considerations

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

Fit for the future

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

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

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

Rate revenue

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

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

Treasury management strategy

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

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

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

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



Budget position

Operating performance

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

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

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

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

Financing program

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

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

Cash/fund flow position

The cash position of Council is different to the operating position as it excludes non cash movements. Non cash movements include things such as depreciation and provision for employee entitlements. These are costed to Council's operating result but do not represent actual cash paid. The operating result does not include funds received from borrowings.

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

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

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

Capital program

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

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

Consolidated financial budgets

2013–14	2014–15	2015–16	2016–17
	,	·	
50,031,764	52,569,658	55,039,599	57,697,930
24,181,608	24,081,327	24,750,941	25,277,960
3,200,407	3,311,535	3,102,287	3,240,923
16,678,407	19,034,008	24,103,597	19,771,782
(2,639,060)	(3,069,137)	126,596	-
91,453,126	95,927,391	107,123,020	105,988,595
4,082,597	3,976,894	3,282,466	3,002,313
27,319,854	29,109,882	28,898,480	29,806,210
32,552,775	32,129,986	32,726,627	34,198,243
30,426,590	29,137,651	41,296,725	39,096,580
94,381,816	94,354,413	106,204,297	106,103,346
(2,928,690)	1,572,977	918,722	(114,751)
1,935,005	2,089,594	3,875,000	2,595,000
4,536,216	4,369,139	6,357,670	10,187,243
3,542,531	8,031,710	11,151,392	12,667,492
100,563,407	105,455,260	117,229,093	118,770,838
(67,027,985)	(65,143,908)	(77,305,818)	(76,297,136)
33,535,423	40,311,352	39,923,276	42,473,702
695,494	1,282,516	1,363,985	727,430
(14,000)	(15,500)	20,000	20,000
(27,118,456)	(26,615,294)	(42,231,683)	(59,026,102)
(26,436,962)	(25,348,278)	(40,847,698)	(58,278,672)
13,007,297	5,739,349	10,577,748	16,706,795
	(11,032,437)	(11,075,853)	(9,856,690)
252,393	(5,293,088)	(498,105)	6,850,105
7,350,853	9,669,986	(1,422,528)	(8,954,865)
3,633,664	(2,315,581)	1,084,224	6,058,924
10,984,517	7,354,405	(338,304)	(2,895,941)
	50,031,764 24,181,608 3,200,407 16,678,407 (2,639,060) 91,453,126 4,082,597 27,319,854 32,552,775 30,426,590 94,381,816 (2,928,690) 1,935,005 4,536,216 3,542,531 100,563,407 (67,027,985) 33,535,423 695,494 (14,000) (27,118,456) (26,436,962) 13,007,297 (12,754,904) 252,393 7,350,853 3,633,664	50,031,764 52,569,658 24,181,608 24,081,327 3,200,407 3,311,535 16,678,407 19,034,008 (2,639,060) (3,069,137) 91,453,126 95,927,391 4,082,597 3,976,894 27,319,854 29,109,882 32,552,775 32,129,986 30,426,590 29,137,651 94,381,816 94,354,413 (2,928,690) 1,572,977 1,935,005 2,089,594 4,536,216 4,369,139 3,542,531 8,031,710 100,563,407 105,455,260 (67,027,985) (65,143,908) 33,535,423 40,311,352 695,494 1,282,516 (14,000) (15,500) (27,118,456) (26,615,294) (26,436,962) (25,348,278) 13,007,297 5,739,349 (12,754,904) (11,032,437) 252,393 (5,293,088) 7,350,853 9,669,986 3,633,664 (2,315,581)	50,031,764 52,569,658 55,039,599 24,181,608 24,081,327 24,750,941 3,200,407 3,311,535 3,102,287 16,678,407 19,034,008 24,103,597 (2,639,060) (3,069,137) 126,596 91,453,126 95,927,391 107,123,020 4,082,597 3,976,894 3,282,466 27,319,854 29,109,882 28,898,480 32,552,775 32,129,986 32,726,627 30,426,590 29,137,651 41,296,725 94,381,816 94,354,413 106,204,297 (2,928,690) 1,572,977 918,722 1,935,005 2,089,594 3,875,000 4,536,216 4,369,139 6,357,670 3,542,531 8,031,710 11,151,392 100,563,407 105,455,260 117,229,093 (67,027,985) (65,143,908) (77,305,818) 33,535,423 40,311,352 39,923,276 695,494 1,282,516 1,363,985 (14,000) (15,500) 20,000 (27,118,456) (26,615,294) (42,231,683) (26,436,962) (25,348,278) (40,847,698) 13,007,297 5,739,349 10,577,748 (12,754,904) (11,032,437) (11,075,853) 252,393 (5,293,088) (498,105) 7,350,853 9,669,986 (1,422,528) 3,633,664 (2,315,581) 1,084,224

2013-14 2014-15

2015-16 Year one of rate variation- in progress (shows revised budgets as of March Review 2016)

Year two of rate variation (forward budget estimates only)

Consolidated fund explanatory notes

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

General fund (including Environment and Waste) financial statement

INCOME STATEMENT	2013–14	2014–15	2015–16	2016–17
Revenue				
Rates & annual charges	28,623,282	29,456,691	31,241,106	33,264,255
User fees and other	13,417,657	13,723,562	14,442,829	14,527,294
Investment revenues	2,673,477	3,018,613	2,657,465	2,563,023
Grants	16,284,912	18,603,074	23,701,692	19,369,879
Profit/(loss) on disposal of assets	(2,177,151)	(1,600,161)	11,379	-
Total revenue	58,822,177	63,201,779	72,054,471	69,724,451
Less expenses				
Interest	2,077,249	2,165,936	2,016,902	2,007,940
Depreciation	14,997,402	16,671,614	16,225,107	17,342,212
Employee costs	27,501,720	26,433,501	26,809,849	28,455,666
Other costs (incl materials & contracts)	17,030,447	17,861,341	27,834,030	23,729,788
Total expenses	61,606,818	63,132,391	72,885,888	71,535,605
Net surplus (-deficit) before capital revenue	(2,784,641)	69,388	(831,417)	(1,811,155)
Developer contributions	864,266	941,529	975,000	795,000
Capital grants & contributions	3,844,604	2,961,838	4,314,670	7,387,243
Net surplus (-deficit) after capital revenue	1,924,229	3,972,754	4,458,253	6,371,088
CASH/FUND FLOW STATEMENT				
Operations				
Receipts	65,708,198	68,705,307	77,332,761	77,906,694
Payments	(46,575,438)	(46,360,154)	(56,660,781)	(54,193,394)
Net cash provided (or used in) operations	19,132,759	22,345,152	20,671,980	23,713,300
Investing				
Proceeds from asset sales	656,951	1,271,726	1,363,985	727,430
Repayments from deferred debtors	(14,000)	(15,500)	20,000	20,000
Purchase of assets	(20,376,993)	(20,106,339)	(29,887,886)	(45,645,102)
Net cash provided (or used in) investing	(19,734,042)	(18,850,113)	(28,503,901)	(44,897,672)
Financing				
Proceeds from borrowing	10,091,487	4,619,277	4,987,527	11,467,460
Repayments of borrowings	(3,812,829)	(2,942,482)	(2,942,483)	(6,602,685)
Net cash provided (or used in) financing	6,278,658	1,676,796	2,045,044	4,864,775
		5 474 026	(5,786,877)	(16,319,597)
Net increase/(decrease) in cash/funds	5,677,375	5,1/1,836	(3,700,077)	(10,515,551)
Net increase/(decrease) in cash/funds Transfers from (to) restricted investments	5,677,375 2,510,285	5,171,836 (755,210)	341,047	6,998,924

General fund explanatory notes

- The budgeted income statement position for 2016-17 is a deficit of \$1.81 million before capital revenue.

 The budgeted cash position is a deficit of \$9.32 million. This deficit reflects the Treasury Management Strategy designed to minimise borrowings by using cash reserves.

²⁰¹⁴⁻¹⁵

²⁰¹⁵⁻¹⁶ Year one of rate variation- in progress (shows revised budgets as of March Review 2016)

Year two of rate variation (forward budget estimates only)

Water fund financial statement

INCOME STATEMENT	2013–14	2014–15	2015–16	2016–17
Revenue				
Rates & annual charges	4,648,541	5,861,762	6,037,656	6,197,303
User fees and other	9,972,228	9,592,580	9,548,112	9,990,666
Investment revenues	302,136	423,925	428,407	567,000
Grants	201,495	200,546	206,427	206,426
Profit/(Loss) on disposal of assets	(309,795)	(1,031,757)	67,716	-
Total revenue	14,814,605	15,047,057	16,288,318	16,961,395
Less expenses				
Interest	622,155	583,725	161,562	62,183
Depreciation	6,069,874	6,076,833	6,184,009	5,872,328
Employee costs	4,260,213	4,839,896	5,007,069	4,854,173
Other costs (incl materials & contracts)	4,010,419	3,083,655	4,135,209	5,347,653
Total expenses	14,962,661	14,584,108	15,487,848	16,136,337
Net surplus (-deficit) before capital revenue	(148,055)	462,949	800,470	825,058
Developer contributions	589,812	1,148,065	1,600,000	1,000,000
Capital grants & contributions	120,254	243,466	113,000	-
Net surplus (-deficit) after capital revenue	562,011	1,854,479	2,513,470	1,825,058
CASH/FUND FLOW STATEMENT				
Operations				
Receipts	15,834,466	17,470,344	17,933,602	17,961,395
Payments	(8,892,787)	(8,507,275)	(9,303,840)	(10,264,009)
Net cash provided (or used in) operations	6,941,679	8,963,069	8,629,762	7,697,386
Investing				
Proceeds from asset sales	38,543	10,790	-	-
Purchase of assets	(2,300,516)	(2,566,784)	(2,826,000)	(3,245,000)
Net cash provided (or used in) investing	(2,261,973)	(2,555,994)	(2,826,000)	(3,245,000)
Financing				
Repayments of borrowings	(5,965,523)	(1,509,603)	(1,509,603)	(69,603)
Net cash provided (or used in) financing	(5,965,523)	(1,509,603)	(1,509,603)	(69,603)
Net increase/(decrease) in cash/funds	(1,285,817)	4,897,472	4,294,159	4,382,783
Transfers from (to) restricted investments	613,253	(662,518)	(1,045,000)	(280,000)
Net increase (decrease) in unrestricted funds 2013-14 Complete	(672,564)	4,234,954	3,249,159	4,102,783

2013-14 2014-15 Complete

Complete

Year one of rate variation- in progress (shows revised budgets as of March Review 2016) 2015-16

Year two of rate variation (forward budget estimates only) 2016-17

Water fund explanatory notes

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

Sewer fund financial statement

INCOME STATEMENT	2013–14	2014–15	2015–16	2016–17
Revenue				
Rates & annual charges	16,759,941	17,251,205	17,760,837	18,236,372
User fees and other	791,723	765,184	760,000	760,000
Investment revenues	224,793	(131,003)	16,415	110,900
Grants	192,001	230,388	195,478	195,477
Profit/(Loss) on Disposal of Assets	(152,114)	(437,219)	47,501	-
Total revenue	17,816,344	17,678,554	18,780,231	19,302,749
Less expenses				
Interest	1,383,193	1,227,234	1,104,002	932,190
Depreciation	6,252,578	6,361,435	6,489,364	6,591,670
Employee costs	790,842	856,590	909,709	888,405
Other costs (incl materials & contracts)	9,385,724	8,192,654	9,327,486	10,019,139
Total expenses	17,812,338	16,637,913	17,830,561	18,431,404
Net surplus (-deficit) before capital revenue	4,006	1,040,641	949,670	871,345
Developer contributions	480,928	910,010	1,300,000	800,000
Capital grants & contributions	571,357	253,825	1,930,000	2,800,000
Net surplus (-deficit) after capital revenue	1,056,292	2,204,477	4,179,670	4,471,345
CASH/FUND FLOW STATEMENT				
Operations				
Receipts	19,020,743	19,279,609	21,962,730	22,902,749
Payments	(11,559,759)	(10,276,478)	(11,341,197)	(11,839,734)
Net cash provided (or used in) operations	7,460,984	9,003,131	10,621,533	11,063,015
Investing				
Purchase of assets	(4,440,947)	(3,942,172)	(9,517,797)	(10,136,000)
Net cash provided (or used in) investing	(4,440,947)	(3,942,172)	(9,517,797)	(10,136,000)
Financing				
Proceeds from borrowings	5,892,361	1,120,072	5,590,221	5,239,335
Repayments of borrowings	(2,976,551)	(6,580,353)	(6,623,767)	(3,184,402)
Net cash provided (or used in) financing	(60,742)	(5,460,281)	(1,033,546)	2,054,933
Net increase/(decrease) in cash/funds	2,959,296	(399,322)	70,190	2,981,948
Transfers from (to) restricted investments	(510,125)	(897,853)	1,013,444	(660,000)
Net increase (decrease) in unrestricted funds	3,469,421	(1,297,174)	1,083,634	2,321,948
2013-14 Complete				

2014-15 Complete

Year one of rate variation- in progress (shows revised budgets as of March Review 2016) 2015-16

2016-17 Year two of rate variation (forward budget estimates only)

Sewer fund explanatory notes

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

Revenue Policy

Our Revenue Policy is prepared annually in accordance with Section 405 of the Local Government Act 1993. The Revenue Policy includes the following statements for the year 2016-17:

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

Rating structure

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

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

Rate pegging

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

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

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

Rating categories

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

Residential

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

Farmland

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

Business

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

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

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

Business (subcategory: inactive)

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

Pensioner rebates

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

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

Eurobodalla has approximately 4,847 properties that receive a pensioner concession on their rates. Pensioner concessions are expected to total \$1.9 million in 2016-17. The 55% pensioner subsidy received from the NSW Government will amount to approximately \$1 million, leaving approximately \$900,000 to be funded by Council and the community.

Charges on overdue accounts

In accordance with s566(3) of the Local Government Act 1993, the Minister for Local Government determines the maximum rate of interest payable on overdue rates and charges each year.

The applicable rate for 2016–17 will be the same as the 2015-16 interest rate which is 8% per annum. Council applies the same interest rate to other overdue debtor accounts. Details on the general fund can be found in the Budget section of this document.

Rates income

Table 3.1 – Projected general rates income

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

Levies & charges

Infrastructure

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

The Minister for Local Government approved a 10% increase in rates in 2003, 5% in 2005 and a further 5% in 2006. The fund now raises a total of \$3.6 million each year for the purpose of infrastructure maintenance and renewal.

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

Infrastructure Fund Table 3.2 - Infrastructure fund

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

Waste

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

Table 3.3 – Projected waste income

Charge	Description	Annual charge (\$)	No. of services	Gross yield (\$)
Domestic waste availability charge (Section 496 of the Act)	Applies to all rateable land (incl vacant land) served by the domestic waste collection service and to non rateable properties that utilise the service. The annual charge is levied whether the collection service is used or not.	17.60	21,869	384,894
Domestic waste collection charge (Section 496 of the Act)	Covers the cost of waste collection services. These services include weekly collection of an 80 litre garbage bin, fortnightly collection of a 240 litre recycling bin and a 240 litre garden organics, and an annual hardwaste collection. This fee is charged to residents supplied with garbage bins by Council.	234.95	21,652	5,029,339
	+ Additional service 240 litre recycling bin	64.10	123	7,884
	+ Additional service 240 litre garden organics bin	64.10	85	5,448
Waste management charge (Section 501 of the Act)	All rateable assessments in Eurobodalla pay this charge to cover the cost of waste management including tip operations and waste minimisation programs.	49.75	25,049	1,246,187
Total				6,673,752

Environment

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

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

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

Table 3.4 – Projected environmental levy income

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

Environment fund

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

Stormwater

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

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

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

Table 3.5 – Projected stormwater income

Category	Charge (\$)	Number of properties	Gross yield (\$)
Residential	25	15,286	382,150
Residential strata	12.50	2,528	31,600
Business	Land area *	937	36,927
Total		18,751	450,677

^{*}Land Area:

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

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

Water

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

This year, the availability charge has increased from the 2015-16 level (\$289 for 20mm connection) to \$294 while the consumption charge has increased to \$3.52 per kilolitre. The charges are balanced to maintain Best Practice established by the NSW Office of Water. Details of the Water Fund can be found in the Budget's section of this document.

Water Availability Charge

Residential

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

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

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

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

Business and multi residential (non-strata flats)

Business water availability charge is based on meter size.

Table 3.6 – Business and muti residential water availability charges

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

Eligible businesses will pay \$3.52 per kilolitre; the same water usage charges as all other customers for water usage up to the first 10 kilolitres per day (average daily water consumption). For consumption in excess of 10 kilolitres per day water usage will be charged at half the current water usage tariff \$1.76 per kilolitre.

Water meters are required on all commercial and residential strata developments to assist demand management and assessment of consumption and discharges per property. Dual occupancy developments with a single meter will be assessed at a single 25mm access charge of \$470.

Table 3.7 – Projected water consumption income

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

Water consumption charge

- All water consumed will be charged for by volume at \$3.52 per kilolitre from the July 2016 reading.
- A service fee of \$10 will apply to all accounts with consumption between 0 and 2 kilolitres.
- Water usage fees are charged three times each year based on meter readings undertaken in July / August, November / December and March / April and bills are issued in the following month.

Sewer

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

Residential

Residential properties pay an access fee based on the size of the water connection. The proposed rate for 2016-17 is \$902.

Table 3.8 – Sewer residential charges

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

Dual occupancy developments with a single meter will be assessed at a single 25mm availability charge of \$1,443. Properties identified as granny flats are assessed at the same level as residential if:

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

Business & multi residential (non-strata flats)

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

Depending on the type of business, properties are charged a usage fee relevant to the ratio of the estimated volume discharged into the sewer system. The sewerage discharge factor is the ratio of the estimated volume of sewerage discharged into the sewerage system to the customer's total water consumption. This fee will be sent three times a year following meter readings on the same account as the water usage and trade waste usage fees. The business sewer usage charge for 2016-17 will be \$1.78 per kilolitre.

Sewer access charges are proposed to increase in 2016-17 from \$886 for a single 20mm connection to \$902 and for larger meters the fees will rise by a proportional amount. Business and Multi Residential properties will be levied charges based on water meter size. As the meter size increases the availability charge increases to reflect Council's costs in providing for larger capabilities of discharge.

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

Table 3.9 – Water meter size, availability and charges

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

Special sewer charges

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

Table 3.10 Special sewer charges expected income

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

Liquid trade waste charges

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

Liquid trade waste discharge fee

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

Table 3.11 Liquid trade waste charges

Liquid trade waste annual fee	\$96.20
Liquid trade waste annual fee (large discharger)	\$516.00
Compliant discharge	\$1.42/Kl
Non-compliant discharge (failure to comply with Council's conditions of approval)	\$13.25/Kl

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

Pricing methodology

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

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

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

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

Council's Pricing Policy and full range of Council Fees and Charges for 2016-17 are available in the separate Fees and Charges document.

Debt recovery

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

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

Borrowings

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

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

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

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

Table 3.12: Statement of proposed borrowings by fund

Purpose	2016–17
New loans	
General fund	
Bridges	1,105,455
Road infrastructure	2,300,612
Airport	4,946
Streetscaping & foreshore works	1,981,434
Open space land & recreational facilities	1,767,743
Council administration building	-
Boatramps, wharves, jetties and rockwalls	277,422
Other	490,165
General fund Sub-total	7,927,776
*Waste fund	1,757,000
*Sewer fund	4,400,000
*Water fund	-
All funds total new loans	14,084,776

Renewal loans	
General fund	1,782,684
Waste fund	-
Sewer fund	839,335
Water fund	-
All funds total renewal loans	2,622,019
All funds grand total all loans	16,706,795

^{*}Please refer to detailed capital plan for additional information.

Accounting policies and notes

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

Rating categorisation maps

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

23,518 rateable residential properties

Rate samples

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

rateable farmland properties

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

Key for responsible officer codes

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