

Delivery Program 2013–17

Operational Plan & Budget 2015–16



How will we stay in touch with you

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

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

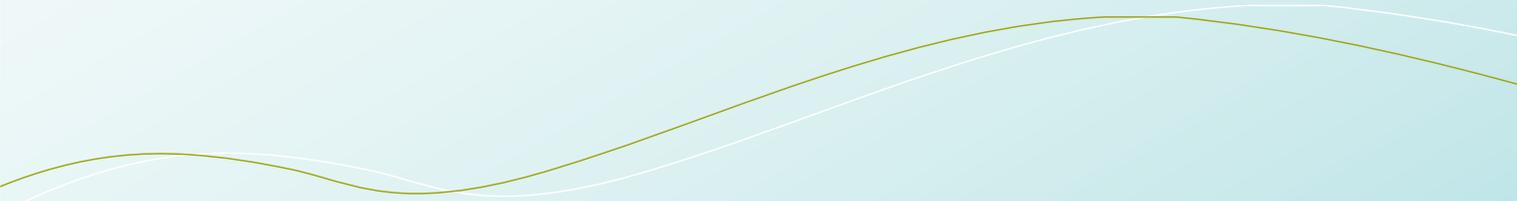
If you have any questions, your Councillors are always available and you can meet them and Council staff at local markets throughout the year.

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



How to contact us

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



Delivery Program 2013–17
Operational Plan & Budget 2015–16





Contents

Welcome	page vi
A message from our Mayor and General Manager	vi
Building a sustainable future	2
Fit for the Future	4
Capital program	12
Funding our Future	14
How will my rates change?	16
What do my rates pay for?	18
Delivery Program 2013–17 and Operational Plan 2015–16	page 20
Delivery Program	22
Operational Plan	24
How we will report on progress	27
Liveable communities	28
Sustainable communities	42
Productive communities	54
Collaborative communities	66
Support services	74
Budget 2015–16	page 82
Revenue Policy	page 94

Welcome



A message from our Mayor and General Manager

The news in May that Eurobodalla Shire Council's application for a rate variation was approved allows us to bring you a significantly upgraded Delivery Program 2013-2017 and Operational Plan 2015-16. The new income will fund a community and transport infrastructure program valued at \$26.7 million over ten years, providing social benefits as well as helping to drive the economy.

Our business sector will see the benefit of upgrades to CBDs, the airport and transport infrastructure; our drivers can rest assured that the region's roads and bridges will be maintained and renewed at an acceptable level; people who play sport will appreciate the quality of our fields; people with limited mobility and those living with disability will have better access to many facilities; and community groups using our halls will see improvements. On page 14 you will find a map showing each of the projects funded by the rate variation, coming soon to your community.

The independent Pricing and Regulatory Tribunal's approval demonstrates that Council has met a rigorous set of criteria and is successfully taking steps to improve productivity and contain costs. The rate variation will see Council's general rate increase above the rate cap by 6.5 per cent each year for three years including the rate peg amount. The increase will remain permanently in the rate base. Every dollar of the extra funds will be spent on addressing a backlog of infrastructure works, maintenance of existing assets, and new projects the community has asked for. Council's independent audit committee will monitor the new funds and ensure that after the program is delivered funds from the increase will be restricted to renew or upgrade existing infrastructure, including roads, bridges, stormwater, reserves and community facilities.

Our Operational Plan shows that we will deliver over \$50 million of capital and renewal works in 2015-16. These work will provide a significant boost to the local economy through provision of materials and services, support growth and local employment, and strengthen our community.

We have taken the strong view that it is our responsibility to show strength in leadership and demonstrate that we are fiscally and socially responsible with an eye on the future, not just this term of council. The rate variation will support growth and provide much needed facilities that will improve our community's way of life and ensure that future generations are not left with an unmanageable debt.

Our improved financial position also assists us to be 'Fit for the Future' under the NSW Government's reform package for local government. Fit for the Future provides support and financial incentives such as subsidised loans and prioritised funding access for councils to move towards a more sustainable future. Our Operational Plan enhances Council's ability to obtain these vital Fit for the Future incentives. The Improvement Proposal we will submit to the NSW Government in June 2015 will see us meet all Fit for the Future benchmarks in full within ten years while minimising impacts on the community and maintaining our focus on identified community needs and aspirations. We encourage you to read more about Council's Fit for the Future approach on the following pages.

Importantly, Council will continue to improve on what we do and how we do it to find efficiencies and make savings across all areas of our business. So far we have refined our purchasing practices, identifying ways to reduce supply costs through collaborative buying arrangements with neighbouring councils.

Our organisational service review program has examined libraries, swimming pools, public toilets and visitor information centres to ensure they provide value for money and meet community expectations. Reviews of our service areas – Development Services; Parks, Gardens and Buildings; Public and Environmental Health; and Organisational Development - are underway and place a focus on identifying efficiencies and achieving the quality outcomes our community expects, now and for the future.

Our path towards sustainability is a journey rather than a destination – a process of continuous learning, improvement and reflection on how we do business. Councillors and staff are committed to integrating these values into the organisation's culture and activities. We are incorporating economic, environmental and social considerations into our decision-making, balancing short term priorities with longer term needs, and listening to our community. These plans demonstrate our commitment and our determination to build a sustainable future for everyone who lives, works, visits, and invests in Eurobodalla.

Councillor Lindsay Brown
Mayor

Dr Catherine Dale
General Manager

Building a sustainable future

To be sustainable, Eurobodalla needs to satisfy the needs of our current community without diminishing the prospects of future generations.

Embedding sustainability

There are a number of principles universally recognised as underpinning and supporting the concept of sustainability. These principles will help guide Councillor and staff decision making and actions and include:

- Intergenerational equity – ensure equity between the generations
- Precautionary principle – act cautiously when there is a risk of serious or irreversible impacts on the environment or the community
- Conservation – provide for the conservation of biological diversity and ecological integrity
- Continuous improvement – continually strive to improve processes and service delivery
- Community engagement and partnerships – engage and encourage collaboration and partnerships to build an understanding of sustainability and promote collective responsibility



Sustainability is not a new principle for Council or our community. We have worked towards it for a number of years.

The introduction of the Integrated Planning and Reporting (IP&R) framework required Councils to adequately address social, environmental, economic and governance considerations in future planning. This ensures community priorities are addressed in a balanced, holistic and sustainable manner.

The development of our Community Strategic Plan – One Community encouraged Council to build on our first steps, develop a solution to meet community expectations and continue on the path to a more sustainable future. The Community Strategic Plan is supported by the Long Term Financial Plan, Asset Management Strategy and plans, and the Greenhouse Action Plan. Together these plans provide an integrated strategic response to issues, outline further steps towards our sustainable future and provide a range of measures to track our progress.

There is an increased focus on Council's future sustainability given the release of the NSW Government's Fit for the Future Program and the requirement for councils to measure financial sustainability against key performance indicators; and the range of very real challenges and pressures Council and the community face. Some of these challenges that have the potential to impact our community's sustainability as we move into the future include:

Social

- providing access to services and facilities
- supporting an ageing population
- planning for residential needs

Environmental

- conserving and protecting our natural assets
- sea level rise and climate change impacts
- use of finite resources

Economic

- providing, renewing and maintaining assets and infrastructure
- managing sea change and population pressures
- planning for sustainable development and balanced growth
- ensuring economic growth and development

Governance

- legislative review and change
- delivering on our community's vision
- financial sustainability
- community engagement and involvement

There is work to be done to foster a greater awareness of these issues and the impact they have on both current and future generations. Over the past few years Council has acted to address its financial sustainability, commenced a service review program to increase the efficiency and effectiveness of service delivery, and applied for and received a rate variation to strategically improve Council infrastructure. This has laid the foundation for a Council to be sustainable into the future and a community that will be friendly, responsible, thriving and proud. The following pages outline the actions that Council will undertake to increase focus on sustainability and meet all seven of the NSW Government's Fit for the Future benchmarks within reasonable timeframes.

The end result will be a stronger Council providing better services to our community more efficiently, and ultimately a more sustainable future with better outcomes, both now, and in the future.

Fit for the Future

A Fit for the Future council is one that is sustainable, efficient, effectively manages infrastructure, delivers services for communities, and has the scale and capacity to engage effectively across community, business and government. The following pages summarise Council's Improvement Proposal, to be submitted to the Independent Pricing and Regulatory Tribunal (IPART) in June 2015. The proposal outlines how Eurobodalla will be Fit for the Future.

Fit for the Future is the NSW Government's plan to revitalise and strengthen local government. It includes a range of new measures to help councils monitor and improve their performance and give communities the assurance that their councils' finances are being well managed.

Eurobodalla has been identified by the NSW Government as having the scale and capacity to remain as a standalone Council.

In accordance with the recommendations of the NSW Government, Council has prepared an Improvement Proposal outlining current and forecast performance against the Fit for the Future ratios and an Action Plan for improving or maintaining our performance.

Council welcomed Fit for the Future as an opportunity to review and assess the impact of the following initiatives:

- an ongoing organisational service review program to increase the efficiency and effectiveness of service delivery
- extensive independent community engagement processes and outcomes
- organisational focus on building a sustainable future
- implementation of the Greenhouse Action Plan and subsequent energy efficiency savings
- increased productivity savings targets through annual budget process
- rate variation to strategically improve Council's infrastructure and increase renewal works to meet community needs.

The development of Council's Improvement Proposal identifies that these initiatives have laid the foundation for Council to be sustainable into the future and to meet all Fit for the Future assessment criteria within five years as highlighted in the table on page 5.

Council's Improvement Proposal will be assessed by IPART with a determination to be received later this year.

The NSW Government has announced that councils which are assessed as Fit for the Future will have access to a range of benefits, including a streamlined rate variation process and a NSW Government borrowing facility, priority for other government funding and grants, and eligibility for additional devolved planning powers.

Council looks forward to working with the NSW Government to implement IPART's determination.

However, Council will not wait for this determination to take action. The first year of our Fit for the Future Improvement Action Plan has been incorporated in the Operational Plan 2015-16, providing the opportunity for further improvements in our performance in the coming year.

Council has used the extensive consultation undertaken in recent years to develop a comprehensive Improvement Action Plan. The plan will deliver within current resources to maximise results and community benefit.

The scope of Council's Improvement Action Plan, detailed on the following pages, is to:

- ensure community benefit
- work collaboratively with community and key stakeholders
- maintain scale and capacity
- drive social and economic growth
- address the Building and Infrastructure Asset Renewal and Infrastructure Backlog Ratios
- maintain and improve performance against all other Fit for the Future ratios.

As part of this process Council will continue to advocate for improved funding and financing arrangements, to meet community service and infrastructure needs and help grow the Eurobodalla community.

Council's performance against Fit for the Future ratios

This table shows Council's performance against the Fit for the Future ratios for 2013-14, 2016-17 and at 2019-20, which is the forecast year our Improvement Proposal will be assessed on.

In 2013-14 Council met three out of seven Fit for the Future benchmarks.

Our 2016-17 forecast shows we will meet five out of seven benchmarks due to an increased focus on sustainability, the rate variation commencing in 2015-16 and an increased renewals program.

Our 2019-20 forecast shows we will meet all seven Improvement Proposal assessment criteria by showing consistent improvement in addressing the Building and Infrastructure Asset Renewal and Infrastructure Backlog Ratios. This is a result of the implementation of our Fit for the Future Improvement Action Plan.

Council is forecast to meet all seven benchmarks in full by 2024-25.

Ratio Definition (benchmark) Improvement proposal assessment criteria	2013-14 Actual (benchmark)	2016-17 Forecast (benchmark)	2019-20 Forecast (assessment criteria)
Sustainability			
Operating Performance Ratio Indicates Council's capacity to meet ongoing operating expenditure requirements. (greater than or equal to break-even average over 3 years). Must meet within 5 years.	x	x	✓
Own Source Revenue Ratio Indicates Council's ability to control their own operating performance and financial sustainability. (greater than 60% average over 3 years). Must meet within 5 years.	✓	✓	✓
Building and Infrastructure Renewal Ratio Measures whether Council's assets are deteriorating faster than they are being renewed. (greater than 100% average over 3 years). Meet or improve within 5 years.	x	✓	✓ (Improving)
Infrastructure and service management			
Infrastructure Backlog Ratio Measures how effectively Council is managing its infrastructure.. (less than 2%). Meet or improve/inform within 5 years.	x	x	✓ (Improving)
Asset Maintenance Ratio Measures whether Council is spending enough on maintaining its assets to avoid increasing its infrastructure backlog. (greater than 100% average over 3 years). Meet or improve/inform within 5 years.	x	✓	✓
Debt Service Ratio Indicates whether Council is using debt wisely to share the life-long cost of assets and avoid excessive rate increases. (greater than 0% and less than or equal to 20% average over 3 years). Meet within 5 years.	✓	✓	✓
Efficiency			
Real Operating Expenditure per Capita Indicates how well Council is utilising economies of scale and managing service levels to achieve efficiencies. (decrease over time). Must demonstrate operational savings (net of IPR supported service improvements) over 5 years.	✓	✓	✓

It is important to note that Council's performance against Fit for the Future benchmarks are based on General Fund data and exclude the Water and Sewer funds. Results for each year are based on a three year average, as required by IPART.

Financial sustainability

As a Fit for the Future council, Eurobodalla will continue to be financially sustainable and generate sufficient funds over the long term to provide the agreed level and scope of services and infrastructure for our community as identified through the Integrated Planning and Reporting process.

Council's sustainability is measured by the Operating Performance Ratio, Own Source Revenue Ratio and Building and Infrastructure Asset Renewal Ratio.

Council currently meets the Own Source Revenue Ratio, will meet the Operating Performance Ratio by 2017-18 and will continue to do so into the future.

Council meets the Building and Infrastructure Asset Renewal Ratio for the next three years due to an increase in renewal works funded by the rate variation and grants. Consistent improvement will then be shown to meet and maintain the benchmark within ten years.

Council's Improvement Proposal outlines key objectives and strategies to strengthen sustainability, deliver best value for money for the community, and support the ongoing achievement of the Fit for the Future sustainability benchmarks, including:

Balance the cost of service delivery with income levels

We will collaborate with our community to review services as part of the Integrated Planning and Reporting process to achieve a clear plan for how Council will meet the needs of the community in a financially responsible way.

We will strengthen and diversify Councils revenue streams through a review of commercial operations, fees and charges and dividends, and ensure growth in revenue matches service delivery expectations.

Optimise infrastructure financing

We will develop a financial strategy and implement a prioritised renewals funding plan which will redirect surpluses into a new restricted infrastructure renewals fund to deliver an increased, targeted renewals program.

Increase capacity and focus on long term planning and sustainability

We will stimulate economic growth and development through a new Integrated Economic Growth and Development Strategy to increase regional focus on supporting population, business and tourism growth.

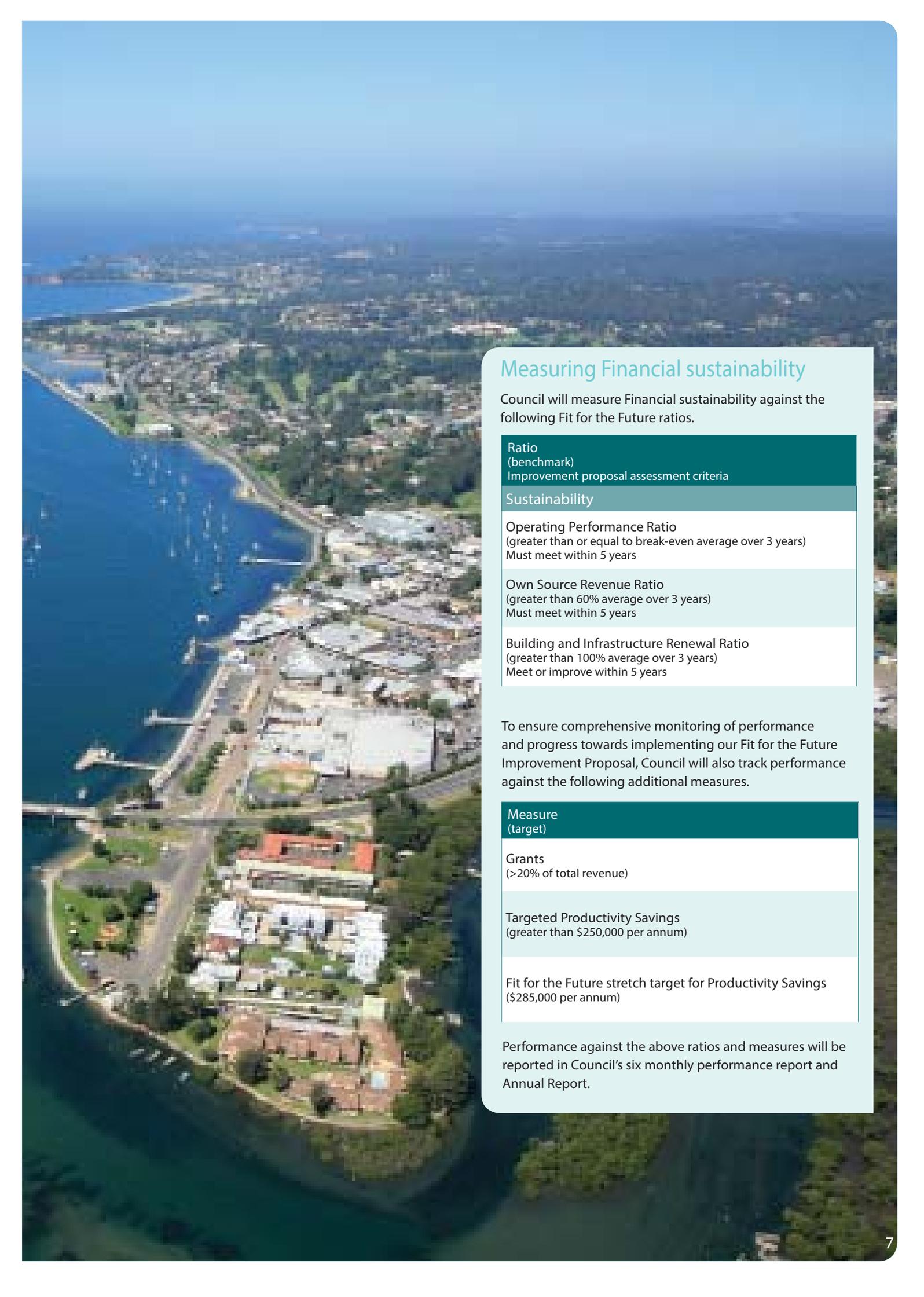
We will ensure collaborative, informed decision making and invest in better community relationships through a robust community engagement framework.

Our 2015-16 Improvement Action Plan

In preparing our Fit for the Future Improvement Proposal Council developed a detailed Improvement Action Plan for 2015-16 and 2016-17. The key actions that Council will deliver in 2015-16 contribute to delivering on Financial Sustainability outcomes are outlined in the table below.

Action	Resp.*
Balance the cost of service delivery with income levels	
Develop, exhibit, adopt and commence implementation of the Community Engagement Strategy for Community Strategic Plan Review and Delivery Program development process.	CARS
Undertake preliminary work to inform the Community Strategic Plan development including: <ul style="list-style-type: none"> Statistically reliable independent community visioning and service delivery survey Prepare, exhibit and adopt State of the Shire Report to establish and explore current and future issues 	CARS
Develop and endorse business case process for new or expanded services.	CARS
Develop implementation plan for property strategy.	FBD
Undertake audit of Council operational land and identify opportunities for rationalisation or increased return on investment to Council.	FBD
Continued implementation of Moruya airport Master Plan.	FBD
Review Commercial lease agreements.	FBD
Undertake comprehensive benchmarking and review of Council Fees and Charges.	FBD
Develop, exhibit and adopt policy for donations and discounts.	FBD
Undertake an audit of Council community facilities and identify opportunities for investment to increase use.	CARS
Undertake audit of Council operational land.	FBD
Optimise infrastructure financing	
Revise, document and implement a detailed financial strategy to achieve, maintain and monitor Fit for the Future ratios and ensure ongoing financial sustainability.	FBD
Create the Infrastructure Renewal Reserve fund.	FBD
Ongoing targeted use of debt to meet infrastructure requirements inline with financial strategy.	FBD
Review Council's borrowing policy, capacity and program in conjunction with development on financial strategy.	FBD
Increase capacity and focus on long term planning and sustainability	
Develop Community engagement framework in consultation with the community.	CT
Develop an Integrated Economic Growth and Development Strategy	GM
Actively participate as an effective member of the South East Joint Organisation	GM
Ongoing detailed reporting on Fit for the Future performance	CARS
Develop and implement finance training program for management staff.	PSS/FBD

*GM: General Manager; CARS: Community Arts and Recreation; PSS: Planning and Sustainability Services; IS: Infrastructure Services; FBD: Finance and Business Development; CT: Communication and Tourism



Measuring Financial sustainability

Council will measure Financial sustainability against the following Fit for the Future ratios.

Ratio (benchmark) Improvement proposal assessment criteria
--

Sustainability

Operating Performance Ratio (greater than or equal to break-even average over 3 years) Must meet within 5 years

Own Source Revenue Ratio (greater than 60% average over 3 years) Must meet within 5 years

Building and Infrastructure Renewal Ratio (greater than 100% average over 3 years) Meet or improve within 5 years

To ensure comprehensive monitoring of performance and progress towards implementing our Fit for the Future Improvement Proposal, Council will also track performance against the following additional measures.

Measure (target)

Grants (>20% of total revenue)

Targeted Productivity Savings (greater than \$250,000 per annum)

Fit for the Future stretch target for Productivity Savings (\$285,000 per annum)

Performance against the above ratios and measures will be reported in Council's six monthly performance report and Annual Report.

Infrastructure & service management

Eurobodalla will seek to maximise the return on resources and minimise unnecessary burden on the community and business, while working strategically to leverage economies of scale and meet the needs of the community as identified through the Integrated Planning and Reporting process.

Council's effective infrastructure and service management is measured by the Infrastructure Backlog Ratio, Asset Maintenance Ratio and Debt Service Ratio. Council meets the Asset Maintenance and Debt Service Ratio benchmarks and will continue to do so into the future. Consistent improvement will be shown in the Infrastructure Backlog Ratio to meet the benchmark within ten years.

Council's Improvement Proposal outlines keys objectives and strategies to retain scale and capacity, improve infrastructure and service management, and deliver value for money to the community. This will support the ongoing achievement of the Fit for the Future effective infrastructure and service management benchmarks. Strategies include:

Optimise infrastructure to meet community need

We will continue to undertake revaluations of assets, implement key asset and infrastructure strategies and undertake an independent audit of Council's asset management position. This will provide an improved ability to plan and address the Building and Infrastructure Asset Renewal and Infrastructure Backlog ratios.

We will continue to adequately fund and undertake routine maintenance in accordance with asset management plans.

Optimise infrastructure financing

We will review and explore opportunities for more cost effective borrowing and debt management and review supporting policy documents. This will enable the strategic use of debt to address the Building and Infrastructure Asset Renewal and Infrastructure Backlog ratios.

Our 2015-16 Improvement Action Plan

In preparing our Fit for the Future Improvement Proposal Council developed a detailed Improvement Action Plan for 2015-16 and 2016-17. The key actions that Council will deliver this year to contribute to delivering on Infrastructure and Service Management outcomes are outlined in the table below.

Action	Resp.*
Optimise infrastructure to meet community need	
Undertake independent assessment of Council asset management practices.	IS
Review and update transport and stormwater asset management plans to take account of revaluations and condition assessments.	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
Review, exhibit and adopt the Pathways Strategy.	IS
Develop long term bridge replacement program.	IS
Develop renewal program for stormwater assets.	IS
Implement routine maintenance programs in accordance with asset management plans.	IS
Ongoing condition assessment of stormwater network.	IS

*GM: General Manager; CARS: Community Arts and Recreation; PSS: Planning and Sustainability Services; IS: Infrastructure Services; FBD: Finance and Business Development; CT: Communication and Tourism



Measuring infrastructure and service management

Council will measure Infrastructure and service management against the following Fit for the Future ratios.

Ratio (benchmark) Improvement proposal assessment criteria
--

Infrastructure and service management

Infrastructure Backlog Ratio (less than 2%) Meet or improve/inform within 5 years

Asset Maintenance Ratio (greater than 100% average over 3 years) Meet or improve/inform within 5 years
--

Debt Service Ratio (greater than 0% and less than or equal to 20% average over 3 years) Meet within 5 years

To ensure comprehensive monitoring of performance and progress towards implementing our Fit for the Future Improvement Proposal, Council will also track performance against the following additional measures.

Measure (target)

Renewal expenditure per annum (\$ and % of total capital program)
--

Asset maintenance expenditure per annum (\$)

Replacement value of infrastructure assets (\$)
--

Depreciation value (\$ and % of total budget expenditure)
--

Performance against the above ratios and measures will be reported in Council's six monthly performance report and Annual Report.

Efficiency

As a Fit for the Future council, Eurobodalla will continue to provide services and deliver infrastructure that deliver value for money for current and future ratepayers.

Council's efficiency is measured by the Real Operating Expenditure per capita ratio. Council currently meets the benchmark and will continue to do so into the future.

Council's Improvement Proposal includes key objectives and strategies to retain scale and capacity, enhance efficiency, continue to deliver value for money for the community, and support the ongoing achievement of the Fit for the Future Efficiency benchmark include:

Increase organisational efficiency

We will achieve and monitor efficiencies by implementing the Information Technology Strategy, Procurement Strategy, the Greenhouse Action Plan and developing a productivity and cost containment register to track total savings over time.

We will review and implement the Workforce Management Plan and Learning and Development Plan and continue to review our organisation structure to ensure we have skilled staff in an optimal organisation configuration to deliver services to our community.

Ensure ratepayers receive value for money in service delivery

We will continue to undertake organisational service reviews to ensure services are innovative, flexible, meet community need and represent value for money.

Council will work effectively as a full member of the South East Joint Organisation in partnership with NSW and Australian Government.

Our 2015-16 Improvement Action Plan

In preparing our Fit for the Future Improvement Proposal Council developed a detailed Improvement Action Plan for 2015-16 and 2016-17. The key actions that Council will deliver this year to contribute to delivering on Efficiency outcomes are outlined in the table below.

Action	Resp.*
Increase organisational efficiency	
Develop Information Technology Strategy.	FBD
Develop and implement savings, productivity improvement and cost containment register.	FBD
Review and analyse procurement delivery models.	IS
Develop and implement internal training program on procurement code of practice.	IS
Participate in and report on benchmarking and comparative data exercises.	CARS
Ongoing implementation of Greenhouse Action Plan.	PSS
Transition of streetlights to LED's.	IS
Implement internal audit program.	FBD
Ongoing installation of solar and battery storage on Council facilities.	IS
Review Procurement Strategy.	IS
Ensure ratepayers receive value for money in service delivery	
Ongoing implementation of service reviews and recommendations according to adopted program.	GM
Undertake advocacy in relation to emergency services in regional areas.	IS

*GM: General Manager; CARS: Community Arts and Recreation; PSS: Planning and Sustainability Services; IS: Infrastructure Services; FBD: Finance and Business Development; CT: Communication and Tourism

Measuring Efficiency

Council will measure Efficiency against the following Fit for the Future ratio.

Ratio (benchmark) Improvement proposal assessment criteria
Efficiency
Real Operating Expenditure per Capital (decrease over time) Must demonstrate operational savings (net of IPR supported service improvements) over 5 years

Performance against the above ratio will be reported in Council's six monthly performance report and Annual Report.

Measuring environmental sustainability

Council has a responsibility to protect, preserve, and enhance the natural environment for current and future generations. We deliver services and activities to improve amenity while protecting and enhancing natural assets. Council also plays a leadership role in reducing its own energy and water usage while encouraging the community to do the same. The guiding tool for this is the Greenhouse Action Plan.

This plan was developed with input from Councillors and the community. It takes a precautionary and risk based approach to climate change to ensure the protection of our community now and into the future. Data collection and monitoring is essential and Council's Sustainability Matrix Group was established to support the implementation and progress of the actions using the following measures and targets.

Measure (target)	Timeframe	Baseline	2013-14	2014-15
Council greenhouse gas emissions(reduce by 25% on baseline)	2020	2005-06	4.1% decrease	7.2% decrease
Council building energy use(reduce by 25% on baseline)	2020	2005-06	7.8% decrease	17.9% decrease
Energy intensity of water supply(reduce to less than 750kWh/ML)	2016	2005-06	1035 kWh/ML	data pending
Energy intensity of sewer services(reduce to less than 1000kWh/ML)	2016	2005-06	1046 kWh/ML	data pending
Demand for total water use(maintain at <90KL/resident/year)	n/a	2005-06	92kL	data pending
Fuel emissions (reduce by 20% on baseline)	2020	2005-06	17.7% decrease	17.7% decrease
Council facilities electricity sourced from renewable energy(25%)	2020	2005-06	12%	17.7%
Greenhouse emissions from waste to landfill (reduce by 25%)	2020	2005-06	2.1% decrease	3.3% decrease

2015–16 Capital program

In 2015-16 we will implement a capital works program valued at over \$50 million. The rate variation accounts for \$5 million to the program of works we aim to deliver. While Council's focus is on addressing our infrastructure and backlog, we are also required to meet current and emerging community needs which can require the construction of new infrastructure.

To achieve this significant program Council will employ additional resources including the use of contract design and construction for major water, sewer, waste and transport projects.

Service	Total
Transport	\$14.62 million
Sewer services	\$11.55 million
Waste management	\$7.71 million
Organisation support	\$5.94 million
Community spaces	\$5.12 million
Water services	\$3.29 million
Business development & events	\$1.88 million
Libraries, arts & culture	\$374,000
Public & environmental health & safety	\$110,000
Social inclusion	\$50,000

\$50.6 million

total capital and renewal works program

\$5 million

total capital and renewal works funded by rate variation



Batemans Bay CBD works

\$500,000

This project will build on previous works to revitalise Batemans Bay town centre and see the renewal of footpaving and streetscaping in Clyde Street between North Street and Beach Road.



Bridge program

\$4.5 million

The program, which is a significant increase on last year due to a number of successful grants, includes Candlagan bridge, Mogendoura bridge, and Joes Creek footbridge. The renewal work will reduce risk to users, lower maintenance costs and improve access.



Beach Road and Hanging Rock Junction

\$820,000

This project will improve access to Hanging Rock, one of our Regional sporting reserves. The proposed roundabout will improve road safety and traffic efficiency for both residents and visitors to the Eurobodalla.



Sportsfields renewals & upgrades

\$236,000

The undertaking of a major refurbishment program will improve the useability of our sportsfields. Works will include expansion of existing facilities, fencing, topdressing, drainage improvements and upgrading of amenities.



Bodalla sewerage scheme

\$200,000

This year Council will finalise the investigation and design stage of the Bodalla sewerage scheme project. There are minor works to be done to allow progression to construction stage in 2016-17.

Funding our future

In 2015 Council successfully applied for a rate variation under section 508A of the Local Government Act.

The rate variation will see an increase of 6.5% (on the general rate) each year for three years including the Independent Pricing and Regulatory Tribunal (IPART) rate peg amount. This increase will become a permanent part of the rate base after the third year and rates will return to increasing by the IPART rate peg amount only.

The estimated income generated from the rate variation is approximately \$0.9 million, \$1.8 million and \$2.8 million at years one, two and three respectively.

The additional income will fund a community and transport infrastructure program costing \$26.7 million over ten years, including approximately \$0.9 - \$1.4 million annually for ongoing renewals. The program will deliver:

- increased annual funding to help address the gap in funding for infrastructure renewal, particularly for short lived assets
- an enhanced capital works program that will stimulate economic and employment growth and development
- a capital renewal program for existing infrastructure in poor condition
- a capital program to upgrade existing infrastructure including funding for on-going 'whole of life costs'
- project management costs of \$750,000 to deliver the community and transport infrastructure package,
- approximately \$0.9 - \$1.4 million of annual renewal funding to further address the infrastructure backlog.

To leverage the benefit for the community and minimise the impact on ratepayers, the financing strategy for the rate variation includes:

- cash funding renewal of short lived infrastructure to address the annual infrastructure funding gap
- borrowings of \$11.6 million in the first four years to be repaid over 20 years to match the benefits and costs of long lived infrastructure to ratepayers
- utilise \$2 million of Council's cash reserves
- ensuring that the 'whole of life costs' of any new or upgraded assets are covered including maintenance, operations and depreciation costs.

The community and transport infrastructure package is detailed on the following page and will provide:

Transport infrastructure

- \$1.0 million for Casey's Beach Rock wall renewal.
- Approximately \$5.9 million for reconstruction and sealing of a number of higher use gravel roads and renewal and upgrading of bridges and culverts.

Community infrastructure

- Approximately \$3.1 million for upgrades and new infrastructure to sportsgrounds, local reserves, parks and associated amenities to increase year round use and capacity.
- \$560,000 to improve local community halls and associated amenities to increase year round use.
- \$50,000 additional recurrent funding for new pathways.
- \$300,000 upgrade to Corrigan's Beach Reserve Batehaven, Gundry Oval Moruya and Rotary Park Narooma to include playgrounds with special accessibility elements.

Economic and tourism infrastructure

- \$1.25 million to upgrade Batemans Bay CBD to increase town centre vitality.
- \$270,000 to upgrade Moruya Airport terminal building, car park and plane holding area to improve accessibility and user amenity.
- \$350,000 for the provision of accessible toilets at high profile public sites.
- \$300,000 for the provision of accessible viewing platforms and walks at high profile sites to improve visitor experiences and beach access.

\$2.46 million

total rate variation spend on community spaces in 2015-16

\$250k

total rate variation spend on support services in 2015-16

\$2.29 million

total rate variation spend on transport and economic development in 2015-16

Longbeach Surfside

- Cullendulla Drive major culvert widening
- New playground

Batemans Bay

- Batemans Bay streetscaping
- Hanging Rock: fencing
- New Playground, Korner's Park
- Accessible toilets, Clyde St West
- Holmes Lookout upgrade
- Beach Road box culvert repair

Caseys Beach

- Casey's Beach rock wall upgrade
- Accessible toilets

Broulee Mossy Point

- Candalagan Bridge upgrade
- Accessible toilets, Coronation Drive Broulee

Moruya

- Moruya airport upgrade
- MacKay Centre Moruya, upgrade stage 2
- Gundry oval: amenities upgrade, accessible playground
- Moruya showground: parking, shade structure
- Riverside Park: pavilion, parking
- Wamban Road upgrade

Moruya Heads

- Accessible toilets

Bodalla

- Bodalla hall – heating & lighting upgrade
- Bodalla oval: parking

Narooma

- Bill Smyth oval: fencing
- Accessible playground, Rotary Park
- Accessible toilets, Ken Rose Park
- Foreshore protection works, Quota Park
- Riverview Road and Old South Coast Road upgrades

Durras

- New toilet, Durras Lake boat ramp
- Durras Drive culvert upgrade
- Durras Bridge repair

Batehaven

- Corrigan's Beach reserve: parking, shelter, shade trees, markets area, accessible playground
- Accessible viewing platform, Observation Point
- Joes Creek footbridge

Malua Bay

- Accessible toilets, Malua Bay beach
- Accessible viewing platform, Burri Point Headland

Tomakin

- Tomakin Hall parking
- Accessible toilets

Congo

- Congo Road south Bingie upgrade
- New playground

Tuross Head

- Kyla Hall: deck, minor upgrade
- Kyla oval: storage & toilets upgrade
- Tuross foreshore reserve seating
- One Tree Point: upgrade beach access, foreshore protection works

Potato Point

- Complete Long Point Road stair

Dalmeny Kianga

- Dalmeny Hall upgrade
- Foreshore protection works, Mummaga Lake
- Accessible viewing platform, Carters Headland

In addition to some new community and transport infrastructure projects, the unfunded backlog of renewal and maintenance works that could be completed if this rate variation proposal went ahead include:

- Road reseals, gravelling unsealed road and upgrading bridges to improve road safety
- Maintaining the standard of our parks and reserves by renewing older playgrounds, park furniture, BBQs and stairs
- Renewing our sporting ovals through topdressing and field refurbishment and maintaining the standard of amenities
- Maintaining the current standard of our community centres, public halls, libraries, pathways, pools, and public toilets
- Pathways.





How will my rates change?

Eurobodalla Shire Council's rate variation was approved by the Independent Pricing and Regulatory Tribunal (IPART) in May 2015.

This means that the General Rate will increase by 6.5% each year for three years including the rate peg amount, with the increase to remain permanently in the rate base. Details of the rate variation are outlined on page 14 of this document.

General changes to rates in 2015-16 and the implications for our ratepayers include:

- 6.5% increase to the General rate in all rating categories (residential, farmland and business)
- 2.4% increase to fees and charges

The tables on page 17 summarise the impact of the proposed rates and charges for 2015-16 with the 6.5% rate variation including the rate peg amount for the average residential, business and farmland category ratepayer.

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	2014-15 (\$)	2015-16 (\$)	Change (%)
General rate	817.82	870.86	6.49
Environmental levy	34.62	35.45	2.40
Garbage collection service	286.60	293.50	2.41
Sewer – residential 20mm	865.00	886.00	2.43
Water – residential 20mm	282.00	289.00	2.48
Average water bill*	340.00	348.00	2.35
Stormwater charge	25.00	25.00	-
Estimated total rates	2,651.04	2,747.81	3.65
Change in average annual rates and charges		\$96.77	
Extra cost per week for the average household		\$1.86	

* Based upon 100 kilolitres consumption pa and an average residential property value of \$185,095

Average farmland rate impact	2014-15 (\$)	2015-16 (\$)	Change (%)
General rate	1,272.14	1,352.79	6.34
Environmental levy	63.99	65.53	2.41
Waste charge	47.15	48.30	2.44
Estimated total rates	1,383.28	1,466.62	6.02
Change in average annual rates and charges		\$83.34	
Extra cost per week for the average household		\$1.60	

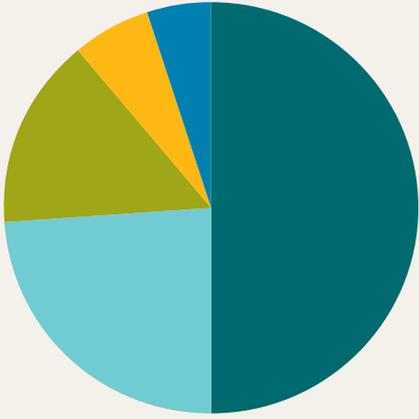
* Based on an average farmland property value of \$517,006

Average business rate impact	2014-15 (\$)	2015-16 (\$)	Change (%)
General rate	2,929.80	3,119.40	6.47
Environmental levy	46.03	47.13	2.39
Waste charge	47.15	48.30	2.44
Sewer – business 20mm	865.00	886.00	2.43
Sewer usage charge	224.40	229.68	2.35
Liquid trade waste base charge	92.25	94.50	2.44
Liquid trade waste usage charge	179.52	183.48	2.21
Water – business 20mm	282.00	289.00	2.48
Average water bill*	1,496.00	1,531.20	2.35
Stormwater charge	50.00	50.00	-
Estimated total rates	6,212.15	6,478.69	4.29
Change in average annual rates and charges		\$266.54	
Extra cost per week for the average business		\$5.13	

* 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 \$298,998

What do my rates pay for?

In 2015-16 Council will manage an income of more than \$107 million (including capital grants and contributions). Rates make up 51% or \$55 million of that income.



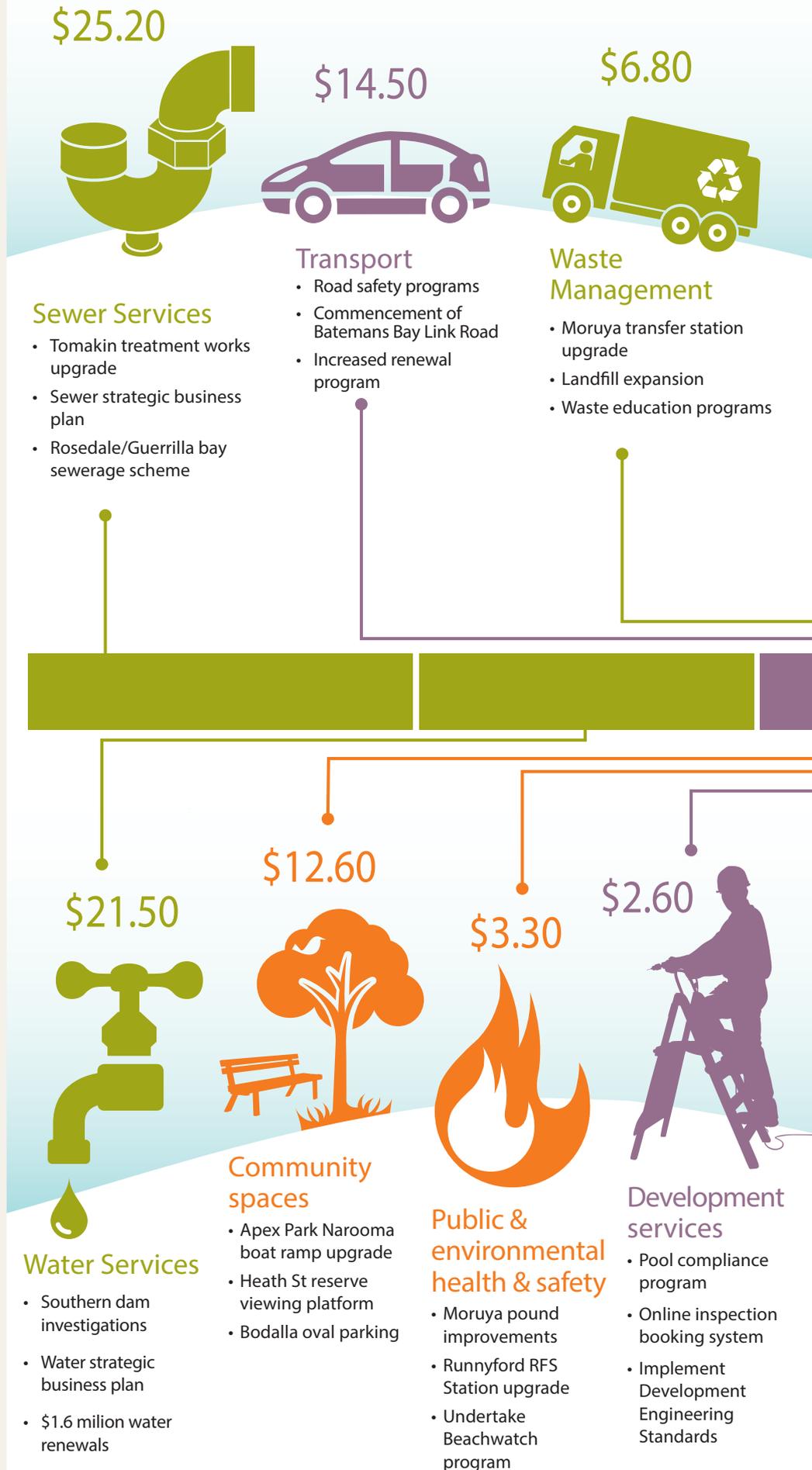
- Rates and annual charges 51%
- User fees and other 23%
- Grants 16%
- Capital grants and contributions 7%
- Investment revenue 3%

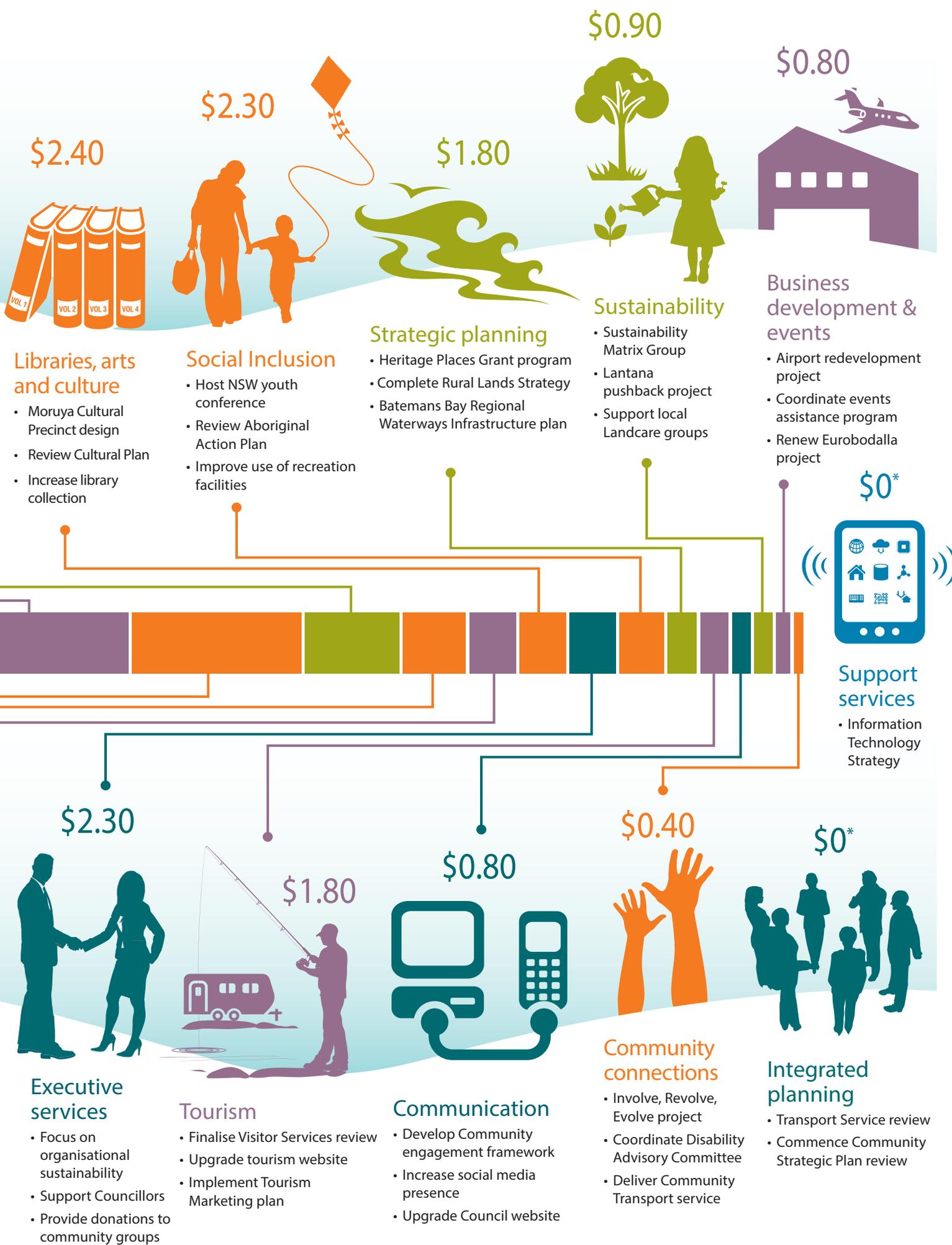
The role of local councils has come a long way since the days of roads, rates and rubbish. Today, we actively seek additional revenue and grants, and identify innovative ways to fund and deliver many more services to meet our community's needs and expectations.

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

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

In 2015–16 rates paid by our community will make up 51% of Council's total income. The diagram below shows how \$100 of your rates is distributed across the services Council delivers and some key projects that each service will deliver this year.





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





Delivery Program 2013–17

Operational Plan & Budget 2015–16

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 2015-16 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 2015-16 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 2015-16 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@eurocoast.nsw.gov.au

Advisory committees
Eurobodalla Employment Education Reference Group
Narooma Streetscaping Sunset Advisory Committee
Tourism Advisory Committee
Business Advisory Committee
Rural Lands Steering Committee

External committees
Community Safety Precinct Committee
South East Regional Organisation of Councils (SEROC)
South East Regional Academy of Sport
Ministerial Appointments
Batemans Marine Park Advisory Committee

Rob Pollock OAM, Deputy Mayor

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

Advisory committees
Eurobodalla Coastal & Environmental Management Advisory Committee
Moruya Racecourse Management Committee
Tuross Progress Hall Sunset Committee
Sports Liaison Committee
Tourism Advisory Committee
Business Advisory Committee
Kyla Park Management Committee
External committees
Kyla Hall Management Committee
Ministerial Appointments
Regional Development Australia Far South Coast



Fergus Thomson OAM

P: 4477 9312
clrfergusthompson@eurocoast.nsw.gov.au

Advisory committees
Eurobodalla Aboriginal Advisory Committee (alternate)
Eurobodalla Heritage Advisory Committee
External committees
Eurobodalla Bushfire Management Committee
South East Arts (SEA)
Ministerial appointments
Gulaga National Park Board of Management
LGNSW - Director Regional/Rural

Peter Schwarz

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

Advisory committees
Audit Committee

External committees
Southern Tablelands and South Coast Regional Noxious Plants Committee





Gabi Harding

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

Advisory committees
Eurobodalla 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
clrlizinn@eurocoast.nsw.gov.au

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



Milton Leslight

P: 4472 4777 M: 0418 491 264
clrmiltonleslight@eurocoast.nsw.gov.au

Advisory committees
Eurobodalla Local Traffic Committee
Eurobodalla Coastal & Environmental Management
Advisory Committee
Disability Advisory Committee
Eurobodalla Aboriginal Advisory Committee (alternate)



Neil Burnside

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

Advisory committees
Audit Committee
Public Art Advisory Panel
Eurobodalla Local Traffic Committee
Narooma Streetscaping Sunset Advisory Committee
External committees
South East Australian Transport Strategy Inc (SEATS)
South East Regional Academy of Sport (alternate)



Danielle Brice

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

Advisory committees
Disability Advisory Committee
Tuross Progress Hall Sunset Committee
Kyla Hall Management Committee
External Committees
Police Liaison Committee
Eurobodalla Bushfire Management Committee
(alternate)

The Community Strategic Plan - One Community

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

Liveable communities

Objective 1: We are healthy and active

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

Objective 2: Our community is a great place to live

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

Sustainable communities

Objective 3: Our community and environment are in harmony

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

Objective 4: We use and manage our resources wisely

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

Productive communities

Objective 5: We help our local economy grow

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

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

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

Collaborative communities

Objective 7: We are an engaged and connected community

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

Objective 8: We work together to achieve our goals

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

The Operational Plan

How will we implement the Plan

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

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



Our Values

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

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

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

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

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

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

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

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

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

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

Council's Resourcing Strategy, which consists of the Long Term Financial Plan, Asset Management Strategy and Workforce Management Plan provides for the long term planning and measurement of some of these corporate functions. The remaining functions are measured through Council's corporate performance measures detailed on page 75.



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

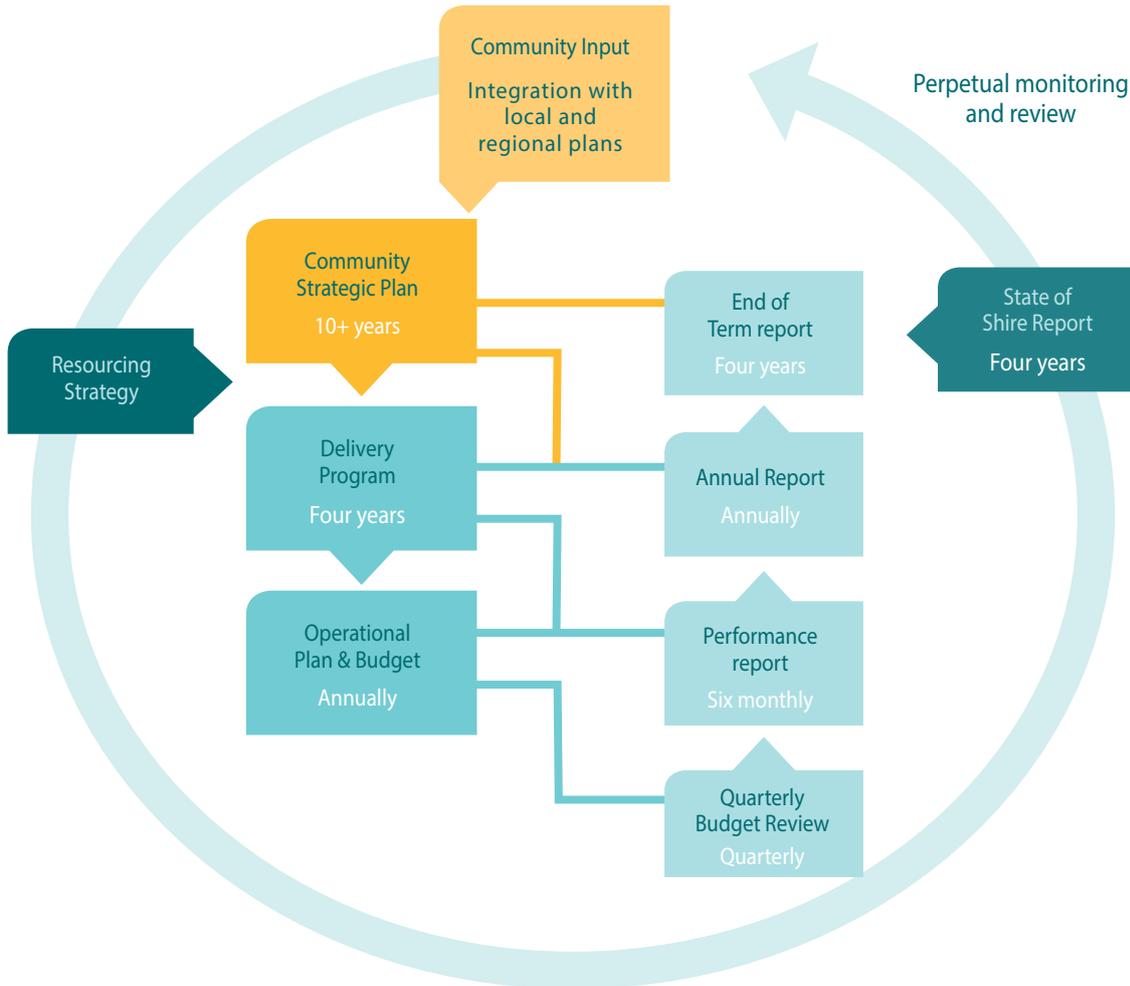
How we will report on progress?

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

<p>Budget Review</p> <ul style="list-style-type: none"> • Quarterly • Budget only 	<p>Performance Report</p> <ul style="list-style-type: none"> • Six monthly • Reports on progress in implementing the Operational Plan projects and works through service output measures 	<p>Annual Report</p> <ul style="list-style-type: none"> • 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 	<p>End of Term Report</p> <ul style="list-style-type: none"> • 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



Three B's (Belonging, Being, Becoming) supported playgroup project

For 25 years Council has been coordinating Family Day Care and After School and Vacation Care, for families with children aged 0-12 years. In 2015-16 local families will benefit from an addition to this service through the delivery of the Three B's supported playgroup project.

The project, funded by a grant from the Department of Social Services, recognises the role of parents as their child's first teacher and will deliver fortnightly supported playgroups across seven locations in the Eurobodalla from Batemans Bay to Wallaga Lake. The project is specifically aimed at reducing the number of children who are developmentally vulnerable in one or more domains of the national measures for child development, which for Eurobodalla, in 2012 was 21.2% compared to the NSW result of 19.9%.

The focus will be on building parent skills and confidence to engage in children's play and learning experiences, and provide a positive home learning environment prior to the transition to school.

Council's Community Care is preparing for the future

From July 2015 it will be individualising a large block grant of \$583,000 which currently provides Flexible Respite to more than 80 individuals with a disability. Participants will be afforded opportunities to self-manage, receive direct payments and 'bundle' funding dollars to maximise service, enabling more choice and control over the supports people require to live an active life. These changes will enable people with disability and their families to be better prepared when the National Disability Insurance Scheme (NDIS) rolls out.

Community Care recently undertook its 'Third Party Verification' audit against the NSW Disability Standards in March 2015. The auditors indicated that there were no improvements necessary and stated that it was evident that the team had good leadership, had developed a culture of continuous improvement and that the staff's "commitment, passion and respect shone through". This means that Community Care is now ready for the NDIS and eligible to provide services under the scheme in the future.

Building the Libraries future collections

Eurobodalla Libraries will be operating independently of the South Coast Cooperative Library Service from 1 July. The new model for delivering collection and lending services will allow greater input on resource selection locally, with the aim of an increased range of collections for all age groups.

The library collections are one of the core resources used in delivering library services to meet our community's lifelong learning needs. A key initiative is the e-book and e-reader service. Both have proven popular and resources in electronic format (books, audio) will be further expanded in the coming year.

The move to an independent library service, with the opportunity for greater flexibility in resource purchasing, and collections that more accurately reflect local needs, will provide a more sustainable foundation for library service delivery.



Apex boat ramp North Narooma

Council ensures access to waterways is local, easy and practical. Through the provision of regional boat ramps Council provides access to our beautiful and productive waterways and supports tourism and economic development within the Eurobodalla.

In May 2015, in partnership with the NSW Government and the Better Boating Program, Council undertook the renewal of the Apex Park boat ramp at North Narooma. These works will renew an ageing asset through the replacement of a new concrete double ramp and cater for a new centrally located pontoon to be constructed in the first half of this new financial year.

In addition to the boat ramp renewal and pontoon installation, the existing jetty will be retained and refurbished along with an upgrade of lighting and repairs to the pavement in the immediately adjacent carpark. This upgraded facility will cater for a wide range of boats and will increase capacity for what is a very busy boat ramp in peak times. The Apex Park boat ramp will provide a premier launching facility accessing the fishing waters of the nearby off-shore Montague Island.

Corrigans Reserve all inclusive playground

Corrigans Beach Reserve is set to become a focal point for children to interact together in a new All Inclusive Playground. In partnership with the NSW Government and local charity group, The Bay Push, Council has been able to secure grant funding of \$500,000 to expand the playground, building on the Liberty Swing and fencing already installed.

2015 will see the further enhancement of the play space into a vibrant inclusive play space that is fun, sparks the imagination and encourages active participation by children of all abilities. We will install specifically designed all-inclusive play equipment and appropriate rubber soft-fall. Colourful pathways will be laid within the playground area to improve accessibility to key play elements including a central family shelter space.

Upon completion, this project will provide inclusive social opportunities, for parents and carers to relax and socialise together and for children to enjoy a stimulating, accessible and fun play space.

Land sale in Tuross funds new infrastructure

Residents and holiday makers to Tuross Head will see new infrastructure constructed in 2015-16. Through the sale of land on the corner of Trafalgar Road and Jutland Avenue, funds have been realised for infrastructure projects that may otherwise have not been funded for many years.

It was agreed that all of the proceeds of the land sale, after costs, would be used for projects in the Tuross area and that these projects would be determined in consultation with the Tuross community.

Three major projects to be funded are the Nelson Parade boardwalk, One Tree Point Headland and reserve upgrade and an extension to the shared pathway network in Bridges Avenue.

The Nelson Parade boardwalk will complete a further section of the shared pathway along Nelson Parade. The project also includes a viewing platform that will provide a vantage point of the Tuross Lake inlet and south towards Potato Point.

The One Tree Point project will see a revamped viewing area and improvements to picnic facilities.

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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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 inclusion	2013-14	1,829,319	3,005,922	(1,176,603)	46,753
	2014-15	1,339,187	3,531,298	(2,192,111)	28,575
	2015-16	1,537,542	3,166,539	(1,628,997)	50,000
	2016-17	1,574,443	3,239,242	(1,664,799)	40,988
	Total	6,280,491	12,943,000	(6,662,509)	166,316
	2017-18	1,612,113	3,318,777	(1,706,665)	15,750
Community connections	2013-14	4,068,342	4,069,842	(1,500)	-
	2014-15	4,351,432	4,955,380	(603,948)	58,341
	2015-16	4,515,140	4,759,516	(244,376)	-
	2016-17	4,623,503	4,912,454	(288,950)	-
	Total	17,558,417	18,697,191	(1,138,774)	58,341
	2017-18	4,734,124	5,033,791	(299,667)	-
Libraries, arts & culture	2013-14	215,673	1,789,545	(1,573,872)	189,177
	2014-15	182,450	2,006,509	(1,824,059)	321,500
	2015-16	164,061	1,883,689	(1,719,628)	373,780
	2016-17	167,998	1,914,570	(1,746,572)	213,937
	Total	730,182	7,594,313	(6,864,131)	1,098,394
	2017-18	172,018	1,958,861	(1,786,843)	219,221
Public & environmental health & safety	2013-14	1,328,764	3,201,352	(1,872,588)	1,075,236
	2014-15	1,173,050	3,217,691	(2,044,641)	89,686
	2015-16	1,013,897	3,368,285	(2,354,388)	110,000
	2016-17	1,038,231	3,389,690	(2,351,460)	-
	Total	4,553,942	13,177,018	(8,623,077)	1,274,922
	2017-18	1,063,071	3,466,635	(2,403,564)	-
Community spaces	2013-14	2,110,562	10,913,335	(8,802,773)	3,719,595
	2014-15	1,328,986	10,298,803	(8,969,817)	5,787,979
	2015-16	1,185,328	10,108,633	(8,923,305)	5,118,014
	2016-17	993,616	10,466,888	(9,473,272)	5,943,274
	Total	5,618,492	41,787,658	(36,169,166)	20,568,862
	2017-18	1,017,389	10,960,283	(9,942,894)	3,596,299

2013-14 Complete - not affected by rate variation (shows actuals as per annual report and reflects endorsed structure at April 2015)

2014-15 In progress - not affected by rate variation (shows revised as per March Review)

2015-16 Year one of rate variation (forward budget estimates only)

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

2017-18 Final year of rate variation - 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 2015–16

SOCIAL INCLUSION

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

Actions

Activity	Action	Measure (target)	Resp. officer*
L1.1 Develop and provide essential care services to children and families	L1.1.1 Three Bees supported playgroup project	families provided with service (30); supported playgroups (6); funding requirements (met)	MSI
	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)	MSI
	L1.1.3 Provide and manage Vacation Care centres, activities and events	occasions of care (3,400); families provided with child care support (139)	MSI
	L1.1.4 Coordinate, support and expand Family Day Care Educators network	occasions of care (12,000); families provided with child care service (120); educators (21); gatherings (5); compliance training sessions (2)	MSI
L1.2 Plan for and provide opportunities, services and activities for youth	L1.2.1 Host NSW Youth Council Conference	attendees (120); local projects (5)	MSI
	L1.2.2 Provide and manage youth cafes	visits (3,200); activities (98)	
	L1.2.3 Coordinate Youth Committee and associated projects	meetings (10); major projects (3)	MSI
	L1.2.4 Coordinate youth events and youth week	events (15); attendance (1,000); community partners (6)	MSI
L1.3 Implement recreation and community development initiatives	L1.3.1 Implement volunteer programs and initiatives	volunteers (150); volunteer hours (23,500)	MSI
	L1.3.2 Toward a Healthier Eurobodalla Plan	implementation plan (developed); partnerships (5); meetings (4)	MSI
	L1.3.3 Provide healthy eating options and lifestyle programs at Council pools	options and programs (available)	MSI
	L1.3.4 Coordinate Healthy Communities, Seniors Week and NAIDOC Week grants	complete (on time and within budget); Seniors Week (6); Healthy Communities (14); NAIDOC Week (3)	MSI
	L1.3.5 Improve community awareness and usage of recreation facilities	website visits (15% increase); user survey (undertaken); improvement plan (developed); booking system (scoped)	MSI
	L1.3.6 Coordinate management of pools	contract conditions and KPI's (met)	MSI
	L1.3.7 Coordinate management of beach safety	contract conditions (met); number of rescues; independent audit (undertaken); Far South Coast Surf Life Saving meetings (2); Surfer Rescue training course (1)	MSI
	L1.3.8 Support capacity building of community and recreation groups	activities (40); contact database (developed)	MSI
L1.4 Undertake advocacy activities to improve collaboration, health, service availability and funding	L1.4.1 Coordinate Aboriginal Advisory Committee, Police Liaison Committee and associated projects	meetings (4 per committee)	MSI
	L1.4.2 Aboriginal Action Plan 2015-2020	plan (complete and adopted)	
	L1.4.3 Advocate for improved service delivery and increased funding	unbudgeted grant funding achieved (\$); advocacy (evidence of)	MSI
	L1.4.4 Participate in interagency collaborations and projects	collaboration (evidence of); meetings (6)	MSI

*Full list of responsible officer codes detailed on page 100.

Budget

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Beach control	-	350,010	(350,010)	-
Childrens services	1,381,854	1,572,189	(190,335)	50,000
Community and volunteer services	150,961	654,188	(503,227)	-
Recreation development	-	173,056	(173,056)	-
Social development	-	122,890	(122,890)	-
Youth services	4,727	294,206	(289,479)	-
Total	1,537,542	3,166,539	(1,628,997)	50,000

Capital program

Capital item	Funding source						Total
	Rate variation	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
CS407: Children services administration renewals	-	-	-	-	15,000	-	15,000
CS4011: Batemans Bay OOSH verandah & shade	-	-	-	-	15,000	-	15,000
CS4021: Moruya OOSH kitchen & floor	-	-	-	-	20,000	-	20,000
Total	-	-	-	-	50,000	-	50,000

Operational Plan & budget 2015-16

COMMUNITY CONNECTIONS

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

Actions

Activity	Action	Measure (target)	Resp. officer*
L2.1 Provide access and social participation opportunities	L2.1.1 Provide community transport service	trips (16,000)	MCC
	L2.1.2 Provide social support and participation programs such as Good Neighbour and Peer Support	social support (11,000 hrs); daycare (10,800 hrs)	MCC
	L2.1.3 Provide early intervention support for children with a disability aged 0-8yrs to enable them to access mainstream services	improved participation (evidence of); support (640hrs)	MCC
	L2.1.4 Develop and implement the Involve, Revolve, Evolve social enterprise project	employees (8); jobs (25); trade revenue (\$5,000); partnerships (2)	MCC
L2.2 Provide case management and accommodation support	L2.2.1 Provide case management and coordination services	case management (6,700 hrs)	MCC
	L2.2.2 Provide supported accommodation including drop in and 24 hour support	24hr support clients (5); drop in support (1,340 hrs)	MCC
	L2.2.3 Provide Compaks hospital discharge program	packages provided (134)	MCC
L2.3 Provide support and information for carers	L2.3.1 Provide individualised flexible respite packages to carers	respite support (23,000 hrs)	MCC
	L2.3.2 Provide resources, information and support to carers	support (evidence of)	MCC
L2.4 Undertake advocacy activities to improve collaboration, service availability, development and funding	L2.4.1 Advocate for improved service delivery and increased levels of funding	unbudgeted grant funding achieved (\$); International Day of People with a Disability and Seniors Week events (held); advocacy (evidence of)	MCC
	L2.4.2 Coordinate Disability Advisory Committee and associated projects to implement Disability Action Plan	meetings (6)	MCC
	L2.4.3 Participate in interagency collaboration and projects	collaboration (evidence of)	MCC

*Full list of responsible officer codes detailed on page 100.

Budget

Cost Centre	Income	Expenditure	Net Result
Aged and disability services	4,515,140	4,759,516	(244,376)
Total	4,515,140	4,759,516	(244,376)

Operational Plan & budget 2015-16

LIBRARIES, ARTS & CULTURE

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

Actions

Activity	Action	Measure (target)	Resp. officer*
L3.1 Provide quality library services, programs and resources	L3.1.1 Provide lending collections, reference, information and online services	customer satisfaction (>80%); loans (230,000); membership (50% of population); new members (1,000); visits (200,000)	LC
	L3.1.2 Provide access to information via a range of technologies and formats	internet/wifi bookings (20,000); e-book loans (5,000); online visits (10,000)	LC
	L3.1.3 Maintain and improve library infrastructure including buildings and collections	program complete (on time and within budget)	LC
	L3.1.4 Collection Development program	items shelf ready (85%); collection development policy (reviewed); e-collection (increase 20%)	LC
L3.2 Support and deliver enhanced cultural experiences and programs	L3.2.1 Deliver community programs and events through the libraries	artist exhibitions and floor talks (33); author talks (4); children's activities (150); community activities (30)	CAC
	L3.2.2 Support the conduct of exhibitions, talks, seminars, workshops and other initiatives	participation (increase)	CAC
L3.3 Plan for and collaborate to develop increased opportunities to engage in and develop cultural appreciation	L3.3.1 Collaborate with and participate in network partnerships	internal and external partnerships (evidence of); daily arts exchange (# of activities promoted)	CAC
	L3.3.2 Support capacity building the creative industry sector	support (evidence of)	CAC
	L3.3.3 Coordinate the Public Art Advisory Committee	meetings (2)	CAC
	L3.3.4 Cultural Plan review	plan (complete and adopted)	CAC

*Full list of responsible officer codes detailed on page 100.

Budget

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Arts and culture	15,000	184,675	(169,675)	100,000
Libraries	149,061	1,699,014	(1,549,953)	273,780
Total	164,061	1,883,689	(1,719,628)	373,780

Capital program

Capital item	Funding source						Total
	Rate variation	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
RC993: Batemans Bay Library information sign	-	16,000	-	-	-	-	16,000
RC964: Library audio books	-	2,500	-	-	-	-	2,500
RC952: Library books - collection grant	-	157,280	-	69,000	-	-	226,280
RC9842: Narooma Library - replace furniture & carpet	-	-	-	-	29,000	-	29,000
RC913: Moruya Cultural Precinct	-	-	-	-	-	100,000	100,000
Total	-	175,780	-	69,000	29,000	100,000	373,780

Operational Plan & budget 2015-16

PUBLIC & ENVIRONMENTAL HEALTH & SAFETY

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

Actions

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

*Full list of responsible officer codes detailed on page 100.

Budget

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Companion animals management	42,555	255,238	(212,683)	5,000
Emergency services	375,853	1,513,480	(1,137,627)	105,000
Environmental compliance	227,528	534,963	(307,435)	-
Public health	141,412	466,920	(325,508)	-
Regulatory services	226,549	597,684	(371,135)	-
Total	1,013,897	3,368,285	(2,354,388)	110,000

Capital program

Capital item	Funding source						Total
	Rate variation	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
Companion animals management							
PO1181: Moruya pound - security improvements	-	-	-	-	5,000	-	5,000
Total for companion animals management							5,000
Emergency services							
BE005: Runnyford Rural Fire Station	-	-	-	105,000	-	-	105,000
Total for emergency services							105,000
Total	-	-	-	105,000	5,000	-	110,000

Operational Plan & budget 2015-16

COMMUNITY SPACES

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

Actions

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

*Full list of responsible officer codes detailed on page 100.

Budget

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Boating facilities	-	389,632	(389,632)	711,000
CBD facilities	-	1,232,892	(1,232,892)	604,896
Cemeteries	190,112	131,533	58,579	42,175
Community centres	111,265	290,929	(179,664)	198,000
Community land management	219,395	298,158	(78,763)	-
Cycleways	145,000	57,028	87,972	360,000
Footpaths	5,000	751,141	(746,141)	213,000
Parks & reserves	410,919	3,342,845	(2,931,926)	1,237,942
Public halls & recreation buildings	13,200	151,130	(137,930)	185,000
Public toilets	-	847,175	(847,175)	120,000
Sporting & recreation	76,682	186,286	(109,604)	-
Sporting facilities	13,755	1,217,576	(1,203,821)	1,171,000
Swimming pools	-	1,212,307	(1,212,307)	275,000
Total	1,185,328	10,108,633	(8,923,305)	5,118,014

Capital program

Capital item	Funding source						Total
	Rate variation	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
Boating facilities							
BR951: Apex Park Narooma pontoon	-	-	-	150,000	20,000	-	170,000
BR940: Durras Lake boat ramp car park	-	-	-	-	-	5,000	5,000
BR9401: Durras Lake boat ramp investigation	-	-	-	-	25,000	-	25,000
BR928: Nelligen boat ramp and car park	-	-	-	-	-	308,000	308,000
BR912: Tomakin boat ramp and Carpark	-	-	-	173,000	-	-	173,000
BR9232: Tuross boat ramp dredging	30,000	-	-	-	-	-	30,000
Total for boating facilities							711,000
CBD facilities							
PA599: Batemans Bay CBD works	-	74,310	-	-	-	-	74,310
PA525: Batemans Bay CBD North st to Beach rd	500,000	-	-	-	-	-	500,000
PA630: Disability access works	-	30,586	-	-	-	-	30,586
Total for CBD facilities							604,896
Cemeteries							
PA049: Cemetery improvement program	-	42,175	-	-	-	-	42,175
Total for cemeteries							42,175
Community centres							
RS5102: Batemans Bay community centre floor, kitchen and painting	-	-	-	-	98,000	-	98,000
RS5303: Moruya community centre upgrade	100,000	-	-	-	-	-	100,000
Total for community centres							198,000
Cycleways							
TR699: Footpath and cycleway works	50,000	-	-	-	-	-	50,000
TR6921: Field Street, Narooma	-	-	-	25,000	-	-	25,000
TR6641: Nelson Parade, Tuross	-	115,000	-	-	-	-	115,000
TR6633: Shore Street, Moruya	-	-	-	50,000	-	-	50,000
TR6653: Sunshine Bay Rd, Sunshine Bay	-	75,000	-	-	-	-	75,000
TR6642: Bridge Avenue, Tuross	-	45,000	-	-	-	-	45,000
Total for cycleways							360,000
Footpaths							
TR6654: Beach Rd, Sunshine Bay	-	60,000	-	-	-	-	60,000
TR6731: Edward Rd, Batehaven	-	7,000	-	48,000	-	-	55,000
TR6804: Train Street, Broulee	-	8,000	-	22,000	-	-	30,000
TR602: Footpath renewal -general	-	-	-	-	68,000	-	68,000
Total for footpaths							213,000
Public halls & recreation buildings							
RS4507: Bodalla Hall heating and lighting	75,000	-	-	-	-	-	75,000
RS4104: Durras Hall recarpeting	-	-	-	-	7,000	-	7,000
RS4013: Halls renewals	-	-	-	-	13,000	-	13,000
RS4301: Tomakin Hall painting and repair	-	-	-	-	15,000	-	15,000
RS4303: Tomakin Hall parking	75,000	-	-	-	-	-	75,000
Total for public halls & recreation buildings							185,000
Public toilets							
PA453: Nangudga Lake toilet replacement	-	-	-	-	90,000	-	90,000
PA499: Renewals	-	-	-	-	30,000	-	30,000
Total for public toilets							120,000

Capital item	Funding source						Total
	Rate variation	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
Parks and reserves							
RS0841: Corrigans Reserve picnic facilities/trees	75,000	-	-	-	-	-	75,000
RS084: Corrigans Reserve accessible playground	100,000	210,000	-	-	-	-	310,000
RS050: Devt Funds for parks and reserves	-	34,442	-	-	-	-	34,442
RS0873: Heath Street Reserve viewing platform	40,000	-	-	-	-	-	40,000
RS083: Holmes Lookout upgrade	30,000	-	-	-	-	-	30,000
RC008: Litter bins	-	10,500	-	-	-	-	10,500
RS0902: One Tree Point Tuross beach access	25,000	-	-	-	-	-	25,000
RS0903: One Tree Point Tuross rockwall	45,000	-	-	-	-	-	45,000
RS0901: One Tree Point Tuross picnic facilities	-	30,000	-	-	-	-	30,000
RC138: One Tree Point Tuross viewing platform	-	85,000	-	-	-	-	85,000
RS023: Parks facilities renewals - seats/tables	60,000	-	-	-	120,000	-	180,000
RS003: Playgrounds	60,000	-	-	-	75,000	-	135,000
RS0906: Potato Point stairs	35,000	-	-	-	-	-	35,000
RS0031: Sports fields - topdressing/renovation	60,000	-	-	-	143,000	-	203,000
Total for parks and reserves							1,237,942
Sporting facilities							
RS1657: Bill Smyth Oval fencing	150,000	-	-	-	-	-	150,000
RS1558: Bodalla Oval parking	375,000	-	-	-	-	-	375,000
RS12573: Hanging Rock fencing AFL/cricket	150,000	-	-	-	-	-	150,000
RS12553: Hanging Rock function centre storage	-	-	-	-	-	60,000	60,000
RS1509: Kyla Oval toilet upgrade	25,000	-	-	-	-	-	25,000
RS15010: Kyla Oval storage and toilet extension	50,000	-	-	-	-	-	50,000
RS1507: Kyla Park Hall deck extension	30,000	-	-	-	-	-	30,000
RS1508: Kyla Park Hall internal upgrade	20,000	-	-	-	-	-	20,000
RS14604: Moruya Showground rodeo yards	75,000	-	-	-	-	-	75,000
RS180: Sporting amenities renewals	-	125,000	-	-	36,000	-	161,000
RS181: Sporting amenities and facilities	75,000	-	-	-	-	-	75,000
Total for sporting facilities							1,171,000
Swimming pools							
RS712: Batemans Bay pool architectural fees	-	-	-	-	-	100,000	100,000
RS7102: Batemans Bay pool clubhouse refurbishment	-	-	-	-	15,000	-	15,000
RS7101: Batemans Bay pool renewal	75,000	-	-	-	-	-	75,000
RS7203: Moruya pool renewal	75,000	-	-	-	-	-	75,000
RS706: Swimming pools renewals	-	-	-	-	10,000	-	10,000
Total for swimming pools							275,000
Total	2,460,000	952,014	-	468,000	765,000	473,000	5,118,014





sustainable communities

Our community priorities

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

Objectives for a sustainable community include:

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

Council's role

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



Employment Lands feasibility study

Opportunities for new industrial development in the Eurobodalla are becoming extremely limited because suitably zoned and serviced land is in short supply. Existing employment lands at Batemans Bay, Moruya, Dalmeny and Narooma are almost at full capacity.

To facilitate the delivery of new employment land to the market Council will undertake feasibility studies to determine the viability of development, having regard to environmental constraints, development costs and the potential development yield.

Council will then use this work to attract potential developer interest in the land and promote development opportunities to specific industries.

Work has already commenced on the feasibility of the rezoned land adjoining the North Moruya Industrial Estate. Additional feasibility studies for future employment lands identified in the Employment Lands Strategy will potentially open up new markets for employment generating developments in Eurobodalla, bringing new jobs and growing the local economy for a sustainable future.

Landfill

Landfill at Council's existing sites is not sustainable long term. Other options for new sites or technology to separate and treat waste will be investigated. Improving recycling in construction and demolition (C&D) and commercial and industrial (C&I) waste streams through a targeted waste education program will extend the life of the landfill cells.

The extension of an existing landfill cell at Brou will be completed in 2015-16. This extension should provide an additional seven years of landfill life, based on current levels of material received.

The new excavation, all stages, to commence at Surf Beach in 2015-16 is estimated to provide an additional twelve years of landfill life, based on current levels of material received.

There is always the potential for these timeframes to be varied by a large scale project that has no option for material other than landfill, such as growth in population including tourism pressure, the introduction of an innovative process or an opportunity for increased recycling. Such events could shorten or lengthen the estimated life of the landfill cells.

The extension of the life of these existing sites will continue to provide a local waste disposal option in the immediate future. The capital cost, operation and remediation of these new assets will make an increase in gate fees unavoidable in future years. Options outside a ten year window will be investigated to secure the ongoing provision of local waste disposal.

Planning for a sustainable Eurobodalla

Strategic planning is important for setting future directions and guiding sustainable growth. Council works with the community to plan for Eurobodalla's future. Strategic plans can take a number of years to complete. This is because it takes time to develop and analyse the relevant evidence and to consult widely with the community.

Council will continue to work with community members and relevant government agencies on a significant number of strategic land use and environmental projects. Many of these are set to be completed this year, including the Rural Land Strategy, the Batemans Bay Regional Waterways Infrastructure Plan, the Eurobodalla Coastal Hazard Management Plan and the Residential Lands Strategy.

This work will guide the future development of Eurobodalla in a sensitive and sustainable way, ensuring the ongoing development of Eurobodalla balances the need for growth in housing, recreation and employment opportunities with the protection of our valued natural resources.



Rosedale/Guerilla Bay Sewerage

Council will commence construction of the Rosedale/Guerilla Bay Sewerage Scheme in 2015-16, with works to be completed in 2016-17.

The project consists of two stages. The first stage, commencing July 2015, will see the construction of a new sewage pumping station near the intersection of Rosedale Parade and George Bass Drive and the construction of balance tank at the inlet works of the Tomakin Sewage Treatment Plant to transport the sewage from Rosedale to the Tomakin Sewage treatment Plant. The second stage will be the construction of a pressure sewer system in the villages of Rosedale and Guerilla Bay.

Southern Dam

Council's Integrated Water Cycle Management Strategy 2003 (IWCMS) is Council's 30 year plan for providing water and sewer infrastructure. It identifies an Off Stream Storage in the southern part of the Shire as the preferred long-term strategy for securing the region's water supply and catering for projected population growth in the future. A site has been chosen, environmental studies undertaken and a concept design developed for an off stream storage on Stony Creek, southwest of Bodalla. The development of more detailed designs was postponed until the NSW Government finalised Water Sharing Plans for the Shire's rivers, which restrict the amount of water able to be extracted during low flows to allow for environmental flows.

These plans have now been finalised. Recent modelling undertaken as part of the review of the IWCMS has confirmed that the introduction of the NSW Government Water Sharing Plans, combined with increased water demands due to projected population growth, will result in the forecast demand exceeding the Shire's current secure yield in the year 2023.

To ensure resilience to drought is continued into the future, Council is now proceeding with completion of detailed design and the purchasing of land for the southern off stream storage during 2015-16 and 2016-17. This will ensure the project is well developed and Council is in a strong position should appropriate funding opportunities arise.

Water Refill Stations

Council will be installing 16 refill stations across the Shire over the next three years, with three going in during 2015-16, which will be located around key recreation areas and will also feature a dog bowl, so our pooches can also easily enjoy tap water.

"Council's "Tap Water Please" campaign encourages residents to make the sustainable choice - to choose tap or tank water over bottled water where possible. The refill stations will make this choice easier when people are out and about.

A competition for community groups to come up with suitable photo and caption was launched during Water Week in 2013 and the winning entry from a Narooma High School student titled "Why drown in pollution, when the solution is at hand?", will feature on the new refill stations.

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
S1.1 Provide and renew sewer infrastructure
S1.2 Operate and maintain Council's sewerage systems
S1.3 Plan to meet our community's future sewer needs
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: <ul style="list-style-type: none"> • 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 	Maintain or improve
Compliance with NSW Best Practice Management Guidelines for water & sewer	Achieve
Energy consumption per ML – water supply	Reduce
Recycling rates	% Increase
Waste to landfill	% Decrease
Council CO ₂ emissions	Reduce
Organisational sustainability	Increase

Delivery Program budget

Service	Year	Income (\$)	Expenditure (\$)	Net Result (\$)	Capital Expenditure (\$)
Sewer services	2013-14	17,995,837	17,812,338	183,499	4,440,947
	2014-15	18,608,074	17,582,683	1,025,392	5,196,000
	2015-16	19,116,315	17,875,170	1,241,145	11,549,000
	2016-17	19,968,975	18,408,072	1,560,903	16,263,014
	Total	75,689,201	71,678,263	4,010,939	37,448,960
	2017-18	20,654,833	19,606,630	1,048,204	5,893,707
Water services	2013-14	14,845,619	14,962,661	(117,041)	2,300,516
	2014-15	15,772,800	15,022,575	750,225	2,946,000
	2015-16	16,182,768	15,384,399	798,369	3,289,000
	2016-17	16,597,780	15,396,440	1,201,340	4,173,603
	Total	63,398,967	60,766,075	2,632,893	12,709,119
	2017-18	17,022,241	15,929,022	1,093,219	6,964,717
Waste management	2013-14	9,273,720	7,992,842	1,280,878	200,871
	2014-15	9,080,536	8,109,780	970,757	769,276
	2015-16	10,353,129	9,973,193	379,936	7,708,000
	2016-17	10,709,584	10,930,228	(220,643)	2,561,750
	Total	39,416,970	37,006,042	2,410,928	11,239,897
	2017-18	11,127,909	11,467,344	(339,435)	2,625,025
Sustainability	2013-14	568,704	1,342,698	(773,994)	20,809
	2014-15	599,359	1,592,633	(993,274)	4,000
	2015-16	142,368	812,920	(670,552)	-
	2016-17	137,184	824,797	(687,613)	-
	Total	1,447,615	4,573,048	(3,125,433)	24,809
	2017-18	108,591	813,247	(704,656)	-
Strategic planning	2013-14	113,521	1,183,033	(1,069,512)	-
	2014-15	578,407	2,104,092	(1,525,685)	-
	2015-16	188,434	1,466,672	(1,278,238)	-
	2016-17	34,236	1,331,964	(1,297,728)	-
	Total	914,598	6,085,760	(5,171,162)	-
	2017-18	35,056	1,343,863	(1,308,808)	-

2013-14 Complete - not affected by rate variation (shows actuals as per annual report and reflects endorsed structure at April 2015)
 2014-15 In progress - not affected by rate variation (shows revised as per March Review)
 2015-16 Year one of rate variation (forward budget estimates only)
 2016-17 Year two of rate variation (forward budget estimates only)
 2017-18 Final year of rate variation - 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 2015–16

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
S1.3 Plan to meet our community's future sewer needs	S1.3.1 Sewer Strategic Business Plan	plan (complete)	DMWS

*Full list of responsible officer codes detailed on page 100.

Budget

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Sewer services	10,000	17,875,170	(17,865,170)	11,549,000
Sewerage rates & revenue	19,106,315	-	19,106,315	-
Total	19,116,315	17,875,170	1,241,145	11,549,000

Capital program

Capital item	Funding source						Total
	Rate variation	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
SR023: Sewer mains & connection renewals	-	674,981	-	75,019	-	-	750,000
SN05806: Batemans Bay sewerage treatment plant upgrade	-	89,997	-	10,003	-	-	100,000
SR058: Manhole restoration program	-	100,000	-	-	-	-	100,000
SN806: New service connections	-	17,999	-	2,001	-	-	20,000
SN0154: Northern Batemans Bay pump station upgrade	-	359,990	-	40,010	-	-	400,000
SN015201: Rosedale pump station	-	450,000	-	1,000,000	-	-	1,450,000
SN0153: Southern Batemans Bay pump station storage & modifications	-	359,990	-	40,010	-	-	400,000
SR037: Pump station and transport systems upgrades	-	395,989	-	44,011	-	-	440,000
SN081: Treatment plant renewal program	-	188,995	-	21,005	-	-	210,000
SA006: Bodalla sewerage scheme	-	99,995	-	20,005	-	80,000	200,000
SA00611: Rosedale/Guerilla Bay sewerage scheme	-	-	-	2,000,000	-	3,000,000	5,000,000
SN011: Telemetry upgrades	-	39,599	-	4,401	-	-	44,000
SR035: Tomakin treatment works upgrade stage 1	-	1,079,970	-	120,030	-	-	1,200,000
SA016: West Moruya sewerage	-	-	-	1,100,000	-	-	1,100,000
SSCTBS: Capital program design costs	-	121,497	-	13,503	-	-	135,000
Total	-	3,979,002	-	4,489,998	-	3,080,000	11,549,000

Operational Plan & budget 2015–16

WATER SERVICES

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

Actions

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

*Full list of responsible officer codes detailed on page 100.

Budget

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Water rates & revenue	16,086,131	-	16,086,131	-
Water services	96,637	15,384,399	(15,287,762)	3,289,000
Total	16,182,768	15,384,399	798,369	3,289,000

Capital program

Capital item	Funding source						Total
	Rate variation	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
WMTCE: Water meters	-	140,000	-	-	-	-	140,000
WMTRP: Water meters replacement program	-	213,388	-	46,612	-	-	260,000
WR117: Deep Creek Dam cathodic protection	-	32,829	-	7,171	-	-	40,000
WR09902: Pump refurbishments	-	86,997	-	19,003	-	-	106,000
WR299: Renewals & replacements	-	1,313,159	-	286,841	-	-	1,600,000
WR09901: Replacement telemetry parts	-	35,291	-	7,709	-	-	43,000
WDWSD: Southen Dam - investigation and design	-	350,000	-	150,000	-	-	500,000
WN030: Water refill station Corrigans Reserve	-	8,207	-	1,793	-	-	10,000
WN031: Water refill station Riverside Park	-	8,207	-	1,793	-	-	10,000
WN032: Water refill station Rotary Park Narooma	-	8,207	-	1,793	-	-	10,000
WSCTBS: Capital program design costs	-	139,523	-	30,477	-	-	170,000
WN081: Water treatment plants - sludge management facility	-	328,290	-	71,710	-	-	400,000
Total	-	2,664,098	-	624,902	-	-	3,289,000

Operational Plan & budget 2015–16

WASTE MANAGEMENT

Provide waste and recycling management services, infrastructure and initiatives

Actions

Activity	Action	Measure (target)	Resp. officer*
S3.1 Provide and renew waste infrastructure	S3.1.1 Deliver capital and renewal works program	program complete (on time and within budget)	DMWM
S3.2 Operate and maintain Council's waste management and collection service	S3.2.1 Manage and operate landfills and transfer station	landfill (% utilised) (remaining life); environmental compliance conditions (met)	DMWM
	S3.2.2 Manage kerbside collection	customer service requests attended to within response times (>85%); contractor (compliance)	DMWM
	S3.2.3 Undertake annual hazardous waste collection	hazardous waste collected (increase)	DMWM
S3.3 Plan to meet our community's future waste needs	S3.3.1 Brou landfill cell works	cell extension (complete)	DMWM
	S3.3.2 Surfbeach landfill additional cell	project (commenced)	DMWM
	S3.3.3 Participate in regional collaboration and develop strategic industry partnerships	collaboration and partnership projects (evidence of)	DMWM
S3.4 Provide community education on waste minimisation and recycling	S3.4.1 Deliver community education on waste minimisation	diversion from landfill (increase); education initiatives (20) and participation (500); Waste and Recycling Guide (distributed)	DMWM
	S3.4.2 Waste education program for construction and commercial industry	program (finalised and implemented)	DMWM
	S3.4.3 Targeted tourist waste management program	program (implemented)	DMWM

*Full list of responsible officer codes detailed on page 100.

Budget

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Landfills stations	3,567,645	3,099,930	467,715	7,468,000
Recycling centres	-	137,648	(137,648)	-
Transfer stations	114,013	390,389	(276,376)	240,000
Waste collection	5,190,599	4,218,279	972,320	-
Waste management	1,480,872	2,126,946	(646,074)	-
Total	10,353,129	9,973,193	379,936	7,708,000

Capital program

Capital item	Funding source						Total
	Rate variation	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
Landfills stations							
GA500: Brou landfill cell works	-	510,530	-	70,000	-	1,119,470	1,700,000
GA501: Brou landfill site operations	-	6,500	-	-	-	-	6,500
GA601: Surfbeach landfill site operations	-	6,500	-	-	-	-	6,500
GA653: Surfbeach leachate control system	-	750,000	-	-	-	-	750,000
GA356: Surfbeach landfill new cell	-	-	-	129,500	-	4,875,500	5,005,000
Total for landfills stations							7,468,000
Transfer stations							
GA376: Moruya transfer station upgrade	-	216,000	-	24,000	-	-	240,000
Total for transfer stations							240,000
Total	-	1,489,530	-	223,500	-	5,994,970	7,708,000

Operational Plan & budget 2015–16

SUSTAINABILITY

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

Actions

Activity	Action	Measure (target)	Resp. officer*
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 services	S4.2.1 Manage invasive species through an inspections schedule, issue of notices and fines	inspections (#); compliance (>90%)	DMES
	S4.2.2 Lantana pushback project - Year 2 of 3 year project	project milestones (met)	DMES
	S4.2.3 Coastal Weeds of National significance project	project milestones (met)	DMES
S4.3 Review and coordinate implementation of the Greenhouse Action Plan	S4.3.1 Implement energy, water and waste reduction initiatives within Council	council water savings (maintain or improve); council energy savings (maintain or improve)	DMES
	S4.3.2 Coordinate the Sustainability Matrix Group	meetings (4)	DMES
S4.4 Encourage and support community sustainability and environmental projects	S4.4.1 Provide environmental and sustainability advice and education	programs (#); participation (#)	DMES
	S4.4.2 Support community activities and groups such as Landcare and community gardens	number of groups supported (maintain or increase)	DMES
	S4.4.3 Deua River restoration project	project milestones (met)	DMES

*Full list of responsible officer codes detailed on page 100.

Budget

Cost Centre	Income	Expenditure	Net Result
Coastal & estuary management	-	73,084	(73,084)
Environmental management	9,455	136,281	(126,826)
Environmental protection	32,400	134,471	(102,071)
Invasive species management	100,513	262,849	(162,336)
Landcare projects	-	35,208	(35,208)
Natural resource management	-	148,063	(148,063)
Sustainability	-	22,965	(22,965)
Total	142,368	812,920	(670,552)

Operational Plan & budget 2015–16

STRATEGIC PLANNING

Plan for and support sustainable growth and development

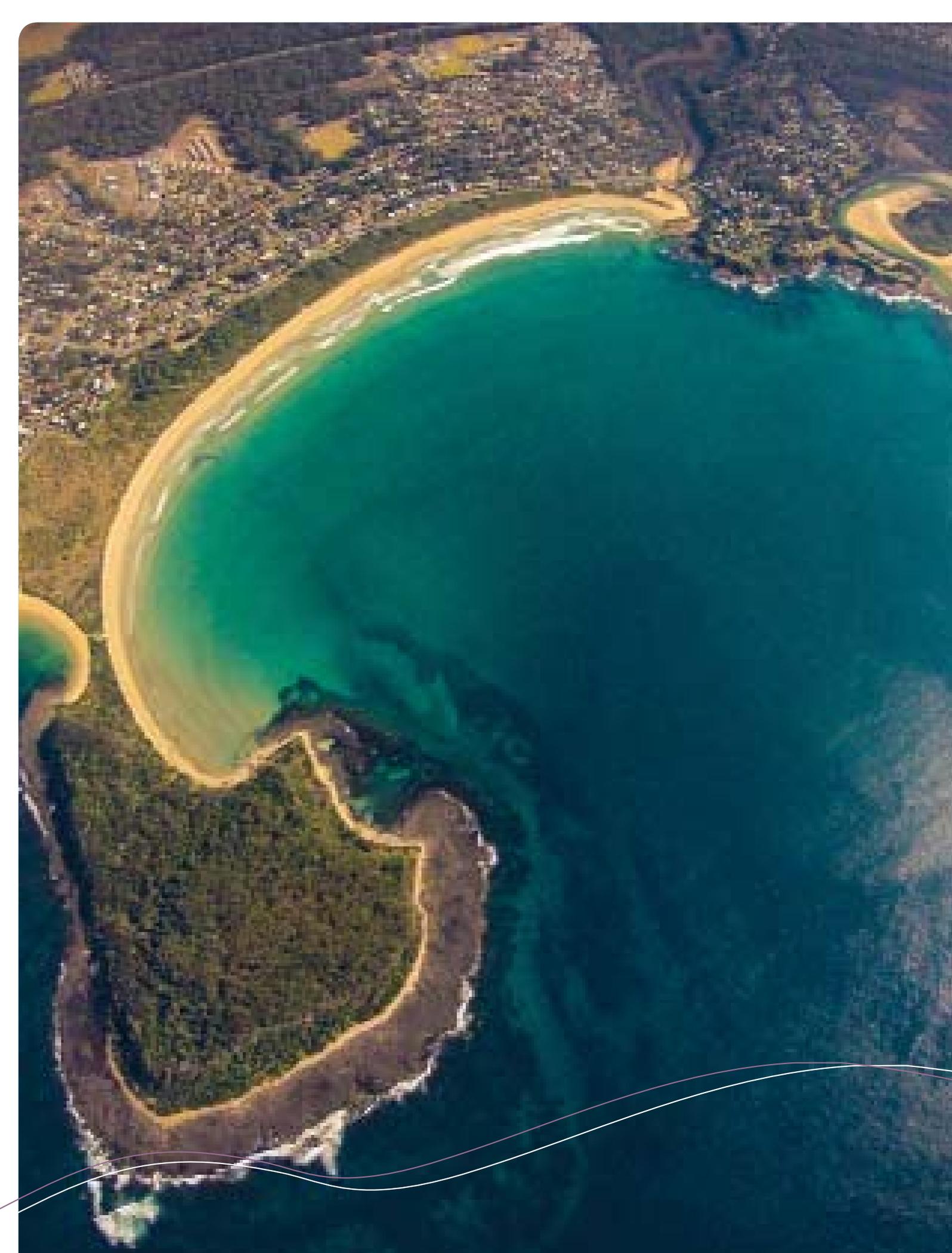
Actions

Activity	Action	Measure (target)	Resp. officer*
S5.1 Review and prepare planning strategies, policies and studies	S5.1.1 Rural Lands Strategy	strategy (complete and adopted)	DMSS
	S5.1.2 Residential Lands Strategy	strategy (complete and adopted)	DMSS
	S5.1.3 Recreation and Open Space Strategy	strategy (complete and adopted)	CPC
	S5.1.4 Infrastructure Contributions Plans review	plan (complete and adopted)	DMSS
S5.2 Maintain ,update and communicate planning information and issues	S5.2.1 Review housing, land supply and demographics and communicate changes and issues	changes (communicated)	DMSS/CPC
	S5.2.2 Participate in State and regional planning forums and environmental reviews and report on and communicate issues relating to strategic planning	participation and communication (evidence of)	DMSS/CPC
	S5.2.3 Coordinate the Recreation Matrix Group and associated projects	meetings (10)	CPC
S5.3 Manage and promote our Aboriginal and Non-Aboriginal Heritage	S5.3.1 Coordinate the Heritage Advisory Committee and associated projects	Meetings (3)	DMSS
	S5.3.2 Conduct the Local Heritage Places Grants Program	Program (complete)	DMSS
	S5.3.3 Coordinate the free Heritage Advisory Service	level of use of service (referrals) (advice)	DMSS
S5.4 Plan for the protection and enhancement of our natural environment	S5.4.1 South Moruya Biocertification Project	project (complete)	DMSS
S5.5 Plan for the impact of climate change on settlement including coastal hazard, flood impacts, bushfire	S5.5.1 Eurobodalla Coastal Hazard Management Plan	project (complete)	DMSS
	S5.5.2 Tomaga/Mogo River Catchment Flood Study	project (complete)	DMSS
	S5.5.3 Narooma Coastal Inlets Flood Studies	project (complete)	DMSS
	S5.5.4 Batemans Bay Regional Waterways Infrastructure Plan	project (complete)	DMSS
	S5.5.5 Tuross Estuary Management Plan review	project milestones (met)	DMSS
	S5.5.6 Coordinate the Coastal Management Advisory Committee	meetings (4)	DMSS

*Full list of responsible officer codes detailed on page 100.

Budget

Cost Centre	Income	Expenditure	Net Result
Land use planning	28,707	776,334	(747,627)
Natural environment planning	159,727	690,338	(530,611)
Total	188,434	1,466,672	(1,278,238)





productive communities

Our community priorities

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

Objectives for a productive community include:

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

Council's role

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



Airport Redevelopment

The Moruya Airport Master Plan was adopted by Council on 26 May 2015. The Plan sets out a series of development options, will support grant applications and once completed will be used to guide future investment decisions and funding applications.

Council intends to part fund the cost of implementing the plan with grant funding for various stages. Council is applying for a National Stronger Regions Fund grant from the Australian Government worth \$1.77 million. If successful, the grant will deliver additional business space to the south of the existing hangars and water, sewer and 3 phase electricity to existing businesses. This will deliver an increase in lease income to Council and additional jobs to the area, as well as strengthening business and tourism opportunities. Council has also applied for funding under the Regional Tourism Infrastructure Fund from the NSW Government to increase tourism facilities including accommodation at the airport precinct.

Development services

Community and transport infrastructure constructed by developers when undertaking certain private developments within Eurobodalla, need to be constructed so that it is safe, effective and maintainable. In 2014-15 Council's Engineering Assessment team, in consultation with adjoining Council's and other stakeholders, drafted a local 'Engineering Development Design Standard (EDDS)'.

The EDDS's reflects current design and construction practices, and sets the standard expected of the development community for the delivery of new infrastructure within Eurobodalla. This ensures that the assets received by Council are of acceptable quality.

2015-16 will see the EDDS's reviewed following community consultation and with input from the industry. Followed by adoption and implementation of these standards. The new manual will result in greater clarity and consistency for the development community, provide a clearer and more streamlined process, and allow certainty in planning and costing new developments. The EDDS also creates opportunities for more collaboration with neighbouring councils, better procurement practices, and training and staff development.

South Batemans Bay link road

The proposed south Batemans Bay Link Road is a key transport link between the Princes Highway and George Bass Drive. The project is a 2.2km road construction to link George Bass Drive to the Princes Highway and to extend Heron Road. The project will encourage economic development activity by opening links to employment lands at Surf Beach as well as servicing existing and proposed development lands. It will also be an alternative route for traffic to by-pass the Batemans Bay CBD and Beach Road and provide significant and much needed relief to current congestion.

The South Batemans Bay Link Road project will mean less congestion on Beach Road as traffic modelling indicates that an average of 5,000 vehicles per day will be diverted onto the Link Road, with higher figures at peak times, improved safety for residents and businesses, fewer heavy vehicles and less traffic noise on Beach Road. The road will allow the Batemans Bay Ambulance Station at Surf Beach to improve their call response time through direct access to the Princes Highway.



New tourism website

Council's new tourism website will be launched by July 2015 with the aim of providing an exceptional online customer service experience, and many reasons to encourage our visitors to 'stop stay and spend' in Eurobodalla. www.eurobodalla.com.au and the tourism free call 1800 phone are the two key call to actions in Council's tourism marketing activities. The number of people seeking information on this website continues to grow every year.

Dramatic use of imagery, simple navigation and relevant and up to date content will ensure the new website is a useful and motivational tool when planning a holiday or to find out information while our visitors are here, or if they are passing through. The new site is designed to be mobile responsive so that it can be viewed correctly and in the right scale on mobile phones, tablets and computers and an excellent search facility will make sure our visitors are finding what they need quickly.

The new website will support our tourism industry by generating leads to local tourism businesses and directing web traffic to their websites, or to their phone or emails. We will work closely with industry partners to make sure that local tourism businesses are represented in the best way possible on this high traffic website.

Destination marketing campaign

Eurobodalla will continue to partner in the successful 'Unspoilt South Coast NSW' marketing campaign with Destination NSW and South Coast Regional Tourism Organisation. The campaign will target important source markets in Sydney, Regional NSW, Canberra and Victoria. International markets will also be included in some of the strategies. The campaign will feature a strong digital direction including opportunities with prime booking engines such as stayz.com and Wotif.com, use of various social media platforms, mini billboards in highly visible places such as train stations and bus stations, public relations and media stories and much more. The campaign will be in market all year round with the aim of increasing visitation in the shoulder and low peak seasons.

Focus on asset renewals

Council continues to focus on addressing works required to sustain our infrastructure assets in a fit for purpose condition. A key strategy is to increase the emphasis and spend on asset renewals, particularly those with a short life span. We are also increasing the care of significant assets to ensure they meet reasonable customer and functionality needs. This approach allows Council to use annual renewal and maintenance funding on a targeted priority basis, effectively managing risk and providing an adequate level of service to the community.

Council needs to spend \$10.5 million per year on renewing its transport infrastructure assets such as roads and bridges. Some of these are large scale one off projects that if not renewed pose a significant risk to the community. One such project for the 2015-16 financial year is Candalagan Creek Bridge. Council has successfully secured grant funding for 90% of this project, essentially freeing up Council revenue for additional renewal works.

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 activities 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
Transport 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: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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 & events	2013-14	4,293,627	5,221,523	(927,897)	134,736
	2014-15	4,399,379	5,101,475	(702,096)	332,622
	2015-16	4,403,796	4,993,537	(589,741)	1,881,956
	2016-17	4,552,008	4,948,807	(396,800)	119,845
	Total	17,648,810	20,265,343	(2,616,533)	2,469,159
	2017-18	4,677,694	5,090,166	(412,472)	59,805
Tourism	2013-14	271,570	1,371,241	(1,099,671)	-
	2014-15	270,127	1,513,740	(1,243,613)	38,300
	2015-16	105,727	1,394,448	(1,288,721)	-
	2016-17	108,264	1,428,023	(1,319,758)	-
	Total	755,689	5,707,451	(4,951,763)	38,300
	2017-18	110,855	1,463,295	(1,352,440)	-
Transport	2013-14	3,065,954	16,412,562	(13,346,607)	10,031,427
	2014-15	6,303,227	18,164,891	(11,861,664)	9,365,697
	2015-16	5,412,026	15,727,902	(10,315,876)	14,620,009
	2016-17	4,414,889	15,609,791	(11,194,902)	16,116,743
	Total	19,196,096	65,915,145	(46,719,049)	50,133,876
	2017-18	4,516,220	15,859,588	(11,343,368)	16,716,699
Development services	2013-14	1,426,678	2,971,938	(1,545,260)	-
	2014-15	1,581,913	3,256,962	(1,675,049)	-
	2015-16	1,584,913	3,425,237	(1,840,324)	-
	2016-17	1,626,023	3,509,840	(1,883,817)	-
	Total	6,219,527	13,163,977	(6,944,450)	-
	2017-18	1,664,927	3,596,533	(1,931,607)	-

2013-14 Complete - not affected by rate variation (shows actuals as per annual report and reflects endorsed structure at April 2015)

2014-15 In progress - not affected by rate variation (shows revised as per March Review)

2015-16 Year one of rate variation (forward budget estimates only)

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

2017-18 Final year of rate variation - 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 2015–16

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 and seminars (12); attendance (600); small business start-ups assisted (20)	DMBDE
	P1.1.3 Promote Eurobodalla as the place to invest and do business	collateral developed and circulation (evidence of); info pack distribution (15% increase); webpage visits (15% increase)	DMDDBE
	P1.1.4 Renew Eurobodalla Project	participants (12)	DMDDBE
P1.2 Undertake advocacy activities to deliver major initiatives and infrastructure to support future growth	P1.2.1 Advocate for improved infrastructure and funding to support regional initiatives	unbudgeted grant funding achieved (\$); submissions (10)	DMDDBE
	P1.2.2 Provide and manage the Eurobodalla Regional Botanic Gardens	plant revenue (\$69,069); visitors (44,169); volunteer hours (19,867); financial efficiency (improve)	DMDDBE
P1.3 Seek and support the development and hosting of events	P1.3.1 Support event organisers in the delivery of a range of events	events assisted (24); event workshops (3); total supported events value (\$250,000)	DMDDBE
	P1.3.2 Secure new events in targeted areas	new events secured (6)	DMDDBW

*Full list of responsible officer codes detailed on page 100.

Budget

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Airport	304,142	564,580	(260,437)	1,766,956
Botanic gardens	140,440	535,345	(394,905)	-
Camping grounds	740,000	440,737	299,263	-
Caravan parks	3,201,792	2,727,490	474,302	115,000
Business development	9,455	484,705	(475,250)	-
Other economic services	4,727	193,419	(188,692)	-
Real estate development	-	6,285	(6,285)	-
Saleyards	3,240	18,761	(15,521)	-
Wallaga Lake Outreach Centre	-	22,216	(22,216)	-
Total	4,403,796	4,993,537	(589,741)	1,881,956

Capital program

Capital item	Funding source						Total
	Rate variation	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
Airport							
OE070: Runway reseal/maintenance	-	56,956	-	-	-	-	56,956
OE0783: Aircraft holding area	120,000	-	-	-	-	-	120,000
OE0782: Carpark upgrade	20,000	-	-	-	-	-	20,000
OE0781: Terminal upgrade	130,000	-	-	-	-	-	130,000
OEAE: Airport redevelopment	-	1,440,000	-	-	-	-	1,440,000
Total for airport							1,766,956
Caravan parks							
OE0054: Batemans Bay Beach Resort repairs and maintenance	-	-	115,000	-	-	-	115,000
Total for caravan parks							115,000
Total	270,000	1,496,956	115,000	-	-	-	1,881,956

Operational Plan & budget 2015–16

TOURISM

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

Actions

Activity	Action	Measure (target)	Resp. officer*
P2.1 Provide tourism destination marketing and visitor services	P2.1.1 Develop and implement destination marketing activities	brochures distributed (137,000); social media activities (200); visits to eurobodalla.com.au (190,000)	EMCT
	P2.1.2 Provide and manage Council's Visitor Information services	walk-ins (65,000); call to action contacts (15,000)	EMCT
	P2.1.3 Implement the Tourism Marketing Plan	plan (complete)	EMCT
	P2.1.4 Implement the Cooperative Destination Marketing campaign	benchmarks (met)	EMCT
	P2.1.5 Provide the tourism sector with support and learning opportunities	Tourism Advisory Committee meetings (4); E-newsletters (12); workshops (2)	EMCT
	P2.1.6 Complete Visitor Information Services review	review (complete), recommendations (implemented)	EMCT

*Full list of responsible officer codes detailed on page 100.

Budget

Cost Centre	Income	Expenditure	Net Result
Tourist promotion	10,727	636,162	(625,435)
Visitor information centres	95,000	758,286	(663,286)
Total	105,727	1,394,448	(1,288,721)

Operational Plan & budget 2015–16

TRANSPORT

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

Actions

Activity	Action	Measure (target)	Resp. officer*
P2.1 Undertake advocacy activities to further the development of transport infrastructure and support future growth	P2.1.1 Advocate for improved infrastructure and increased levels of funding	advocacy (evidence of); unbudgeted grant funding achieved (\$)	DIS
	P2.1.2 Coordinate the Local Traffic & Development Committees	meetings (9)	DMTS
P2.2 Develop, renew and maintain the road network	P2.2.1 Deliver capital and renewal works program	program complete (on time and within budget)	DMW
	P2.2.2 Undertake contract works for the Roads and Maritime Services on the Kings highway	contract and budget (compliance)	DMW
P2.3 Provide road safety and traffic management planning, programs and infrastructure	P2.3.1 Implement road safety programs and plans	grant funded program (met)	DMTS
P2.4 Provide, maintain and renew stormwater and flood management infrastructure	P2.4.1 Deliver capital and renewal program	program complete (on time and within budget)	DMW
	P2.4.2 Maintain stormwater and flood mitigation systems	program complete (on time and within budget)	DMW

*Full list of responsible officer codes detailed on page 100.

Budget

Cost Centre	Income	Expenditure	Net Result	Capital expenditure
Bridges	906,510	951,032	(44,522)	5,468,000
Bus shelters	-	31,365	(31,365)	20,000
Car parking	123,000	662,349	(539,349)	155,500
Drainage and stormwater	449,100	1,534,838	(1,085,738)	360,000
Flood mitigation	4,400	25,663	(21,263)	-
Lake openings	-	3,005	(3,005)	-
Local rural roads	1,105,000	3,899,000	(2,794,000)	3,092,000
Local urban roads	1,334,509	5,905,854	(4,571,345)	4,555,509
Roads & Maritime Services funded roads	1,332,000	1,595,172	(263,172)	820,000
Road safety	24,507	67,405	(42,898)	-
Rock walls and sea walls	-	94,976	(94,976)	149,000
Street lighting	51,000	657,720	(606,720)	-
Transport - development contributions	82,000	-	82,000	-
Transport local & arterial	-	292,280	(292,280)	-
Works at community request	-	7,244	(7,244)	-
Total	5,412,026	15,727,902	(10,315,876)	14,620,009

Capital program

Capital item	Funding source						Total
	Rate variation	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
Bridges							
BR310: Bridge renewals	-	259,000	-	-	244,000	-	503,000
BR303: Bridge maintenance	-	-	-	165,000	-	-	165,000
BR718: Candalagan bridge refurbishment	-	-	-	2,222,000	-	278,000	2,500,000
BR367: Joes Creek footbridge renewal	350,000	-	-	-	-	-	350,000
BR327: Mogendoura bridge renewal	-	-	-	741,510	-	258,490	1,000,000
PA6991: Rate variation renewal projects	950,000	-	-	-	-	-	950,000
Total for bridges							5,468,000
Bus shelters							
TR811: Bus shelters	-	-	-	-	20,000	-	20,000
Total for bus shelters							20,000
Car parking							
TR7985: Camp Street, Narooma	-	-	-	50,000	-	-	50,000
TR7851: Burrawang Street, Narooma	-	-	-	5,000	-	-	5,000
TR799: Car park general	-	15,500	-	-	-	-	15,500
RS7202: Moruya pool	-	-	-	85,000	-	-	85,000
Total for car parking							155,500
Local rural roads							
TR2921: Gravel resheet Horse Island Road	-	32,675	-	-	42,325	-	75,000
TR2228: Gravel resheet Araluen Rd(West of McGregors Ck)	-	18,298	-	-	23,702	-	42,000
TR2226: Gravel resheet Araluen Rd(West of Knowles Creek)	-	13,070	-	60,000	16,930	-	90,000
TR3172: Gravel resheet Belowra Rd	50,000	-	-	-	-	-	50,000
TR3171: Gravel resheet Belowra Rd (1km from Nerigundah)	-	15,248	-	50,000	19,752	-	85,000
TR2135: Gravel resheet Clouts Rd Moruya	-	30,496	-	-	39,504	-	70,000
TR2831: Gravel resheet Corunna Sportsground Road	-	16,555	-	-	21,445	-	38,000
TR2671: Gravel resheet Eurobodalla Rd (West Umbrella Ck)	-	23,961	-	-	31,039	-	55,000
TR278: Gravel resheet Lattas Point Road Batemans Bay	-	10,892	-	40,000	14,108	-	65,000
TR251: Gravel resheet Meringo	-	5,228	-	30,000	6,772	-	42,000
TR3021: Gravel resheet Moruya Reservoir Road	-	17,427	-	-	22,573	-	40,000
TR254: Gravel resheet Nerrigundah Mountain Road	-	9,149	-	-	11,851	-	21,000
TR206: Gravel resheet Old Bolaro Road	-	4,357	-	30,000	5,643	-	40,000
TR2016: Gravel resheet Reedy Creek Road	-	18,298	-	-	23,702	-	42,000
TR2117: Gravel resheet Runnyford Rd	50,000	-	-	-	-	-	50,000
TR211: Gravel resheet Runnyford Road	-	19,605	-	-	25,395	-	45,000
TR303: Gravel resheet spot gravelling	-	21,783	-	-	28,217	-	50,000
TR237: Gravel resheet River Road Nelligen	-	18,298	-	-	23,702	-	42,000
TR3191: Gravel resheet Wagonga Scenic Drive	-	32,675	-	-	42,325	-	75,000
TR024: Guardrail local rural roads	-	60,000	-	60,000	-	-	120,000
TR525: Congo Rd South	-	-	-	905,000	-	-	905,000
TR501: Drainage culvert improvements	-	50,000	-	-	-	-	50,000
TR508: Francis Street Moruya	-	-	-	50,000	-	-	50,000
TR537: Punkalla Rd Tilba	-	-	-	80,000	-	-	80,000
TR5051: Reconstruction Riverview Road Narooma	300,000	-	-	-	-	-	300,000
TR956: South Batemans Bay Link Road	-	-	-	-	-	500,000	500,000
TR246: Gravel Resheet Old Mill Road	-	30,496	-	-	39,504	-	70,000
Total for local rural roads							3,092,000

Capital item	Funding source						Total
	Rate variation	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
Local urban roads							
TR46912: Beatty Cr, Tuross Head	-	460,101	-	69,899	-	-	530,000
TR4910: Fosters Bay Rd, Narooma	-	276,929	-	42,071	-	-	319,000
TR4511: Karoo Cr, Malua Bay	-	381,971	-	58,029	-	-	440,000
TR446: Murray St, Moruya	-	-	-	250,000	-	-	250,000
TR498: Road reserves acquisition	-	30,000	-	-	-	-	30,000
TR1841: Pavement rehab Centenary Drive, Narooma	-	72,937	-	17,999	54,064	-	145,000
TR1694: Pavement rehab Clyde Boulevard, Nelligen	-	100,602	-	24,826	74,571	-	200,000
TR1831: Pavement rehab Evans St, Tuross	-	18,022	-	118,620	13,359	-	150,000
TR1832: Pavement rehab Grenville Avenue, Tuross	-	75,452	-	18,620	55,929	-	150,000
TR1693: Pavement rehab Maisies Lane, Nelligen	-	35,211	-	8,689	26,100	-	70,000
TR1971: Pavement rehab Peninsula Drive North Batemans Bay	-	48,202	-	126,068	35,730	-	210,000
TR1981: Pavement rehab Potato Point	-	70,422	-	17,378	52,200	-	140,000
TR1842: Pavement rehab Riverside Drive, Narooma	-	48,761	-	105,094	36,144	-	190,000
TR199: Pavement rehab general	-	32,449	-	8,008	24,053	-	64,509
TR1881: Pavement rehab Russell Street, Batemans Bay	-	25,151	-	6,207	18,643	-	50,000
TR111: Reseals	200,000	545,000	-	250,000	512,000	-	1,507,000
TR485: Orient St, Batemans Bay	-	-	-	110,000	-	-	110,000
Total for local urban roads							4,555,509
Roads & Maritime Services funded roads							
RTA209: Beach Road, Hanging Rock	-	-	-	300,000	-	-	300,000
RTA212: Hanging Rock Beach Road Junction	-	-	-	-	-	520,000	520,000
Total for Roads & Maritime Services funded roads							820,000
Rock walls & sea walls							
EN29411: Caseys Beach Rockwall investigation and design	-	-	-	-	34,000	-	34,000
EN0861: Dalmeny Lake Foreshore erosion protection	40,000	-	-	-	-	-	40,000
EN2942: Narooma Quota Park rockwall protection	75,000	-	-	-	-	-	75,000
Total for rock walls & sea walls							149,000
Drainage and stormwater							
PA121: Drainage renewals	-	60,000	-	-	-	-	60,000
PA284: Narooma Flat drainage improvements	-	30,000	-	-	-	-	30,000
PA298: Stormwater Fund analysis/investigation	-	40,000	-	-	-	-	40,000
PA283: Stormwater piping Grenville Avenue, Tuross	-	90,000	-	-	-	-	90,000
PA280: Stormwater piping Mitchell Pl, Narooma	-	90,000	-	-	-	-	90,000
PA282: Stormwater piping Narooma Bowling Club	-	50,000	-	-	-	-	50,000
Total for drainage and stormwater							360,000
Total	2,015,000	3,304,218	-	6,105,019	1,639,282	1,556,490	14,620,009

Operational Plan & budget 2015–16

DEVELOPMENT SERVICES

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

Actions

Activity	Action	Measure (target)	Resp. officer*
P3.1 Provide development assessment services	P3.1.1 Assess and determine development applications	mean determination time (<40days)	DMDS
	P3.1.2 Assess and determine construction certificates	determination time (90% <20days)	DMDS
	P3.1.3 Determine complying development applications	statutory requirements (met)	DMDS
	P3.1.4 Provide certification inspection services	compliance inspections (95% within 2 days of notification)	DMDS
	P3.1.5 Undertake pool compliance program	inspections (300)	DMDS
	P3.1.6 Development Engineering Standards	standards (adopted)	DMDS
	P3.1.7 Develop an online booking system for building and plumbing inspections	system (operational)	DMDS
P3.2 Provide advice and information to industry and applicants	P3.2.1 Distribute information to developers and builders	communication (evidence of)	DMDS
	P3.2.2 Provide prelodgement advice and assistance to applicants	advice provided (#); meetings (#)	DMDS

*Full list of responsible officer codes detailed on page 100.

Budget

Cost Centre	Income	Expenditure	Net Result
Building certificates & compliance	692,224	866,203	(173,979)
Development control	892,689	2,559,034	(1,666,345)
Total	1,584,913	3,425,237	(1,840,324)





collaborative communities

Our community priorities

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

Objectives for a collaborative community include:

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

Council's role

- Provide open clear lines of communication with the community
- Provide quality customer service
- Encourage community participation in planning and policy development
- Provide a diverse range of opportunities for the community to be involved and engaged
- Value and consider feedback
- Support community groups and organisations
- Work in partnership with Federal and State Government, other councils and regional organisations
- Support mayor and councillor's in their role
- 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



Improving community engagement

With input from a Community Reference Group and feedback from the wider community, we will develop a community engagement framework that will guide how and when we engage with our community. Members of the reference group and staff involved in the development of the drafts will consider the best way to plan, communicate and evaluate our community engagement activities, and how we define what level of engagement is suitable for different issues and projects that Council works on. The framework will also consider the cost and Council resources that different community engagement activities require.

This project will build on Council's Community Engagement Policy that supports the five levels of engagement activities advocated by the International Association for Public Participation (IAP2) which are to inform, consult, involve, collaborate and empower. This project will provide an opportunity for Council and the community to share ideas and agree on the best ways to engage our community. Once the drafts have been developed, Council will seek feedback through a public exhibition and everyone will be invited to have their say.

One of the outcomes of the project will be a new section on Council's website that will explain all the ways you can have your say about Council issues including meetings or other community engagement activities that you can attend, access to items on exhibition, and ways that you can give Council your feedback.

Improved Recreation Planning

The Recreation and Open Space Strategy will be reviewed from July, providing an opportunity for Council to consider current assets and plan for recreation facilities in relation to community needs and emerging recreational use opportunities. The planning process will include opportunities for community consultation, with individuals and sporting and recreational groups invited to contribute ideas to the process.

Recreation planning is supported by Council's Recreation Matrix Group, with staff from across council meeting monthly to consider recreation maintenance, events, sporting needs and issues raised by the community.

The Community Infrastructure Guidelines have been developed to assist the community. They are now available on Council's website. The guidelines outlines what Council considers when community members request recreation and sporting facilities and services, such as improvements to existing facilities or new equipment. Grant funding opportunities are also listed, providing recreation groups with useful information to support their activities. A one page application form is provided, simplifying the process. All applications received are then considered by the Recreation Matrix group.

Customer service online at www.esc.nsw.gov.au

Our website is a busy virtual customer service centre that receives around 700 enquiries every day, or more than 250,000 enquiries a year. With its round the clock opening hours we aim to make information about Council's activities, services and programs accessible to everyone. You can read the latest news in our media centre, see What's On, view the proposals on public exhibition and watch Council meetings.

In 2015-16 we will implement an improved search facility to make it easier for our customers to find the right information quickly. Additional resources will be allocated to meet the growing use of our online customer service centre, with a focus on developing staff to efficiently edit and manage useful and relevant content that meets customer needs.

Customers can expect to see improvements in the information available on planning and development, major projects, current and planned works, and community services. As Council's new tourism website is being developed in the same web environment as our corporate website, we will be sharing content across both websites and making features such as an extensive Eurobodalla Events Calendar easy to view.

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 Local Government
C1.1 Conduct the business of council in an inclusive, responsive and transparent manner
C1.2 Manage the organisation to effectively and efficiently meet our statutory obligations
C1.3 Undertake advocacy and collaborative activities to further local issues
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: <ul style="list-style-type: none"> • 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 	Maintain or improve
Community participation in local issues and events	Maintain or improve
Knowledge of Council services programs and outcomes	Maintain or improve

Delivery Program budget

Service	Year	Income (\$)	Expenditure (\$)	Net Result (\$)	Capital Expenditure (\$)
Executive services	2013-14	759,158	2,017,940	(1,258,782)	-
	2014-15	(557,017)	1,559,950	(2,116,967)	-
	2015-16	4,286	1,605,888	(1,601,602)	-
	2016-17	4,389	1,903,481	(1,899,092)	-
	Total	210,815	7,087,259	(6,876,443)	-
	2017-18	4,494	1,669,570	(1,665,076)	-
Communication	2013-14	-	423,085	(423,085)	-
	2014-15	-	513,370	(513,370)	-
	2015-16	-	581,509	(581,509)	-
	2016-17	-	628,663	(628,663)	-
	Total	-	2,146,626	(2,146,626)	-
	2017-18	-	604,290	(604,290)	-
Integrated planning	2013-14	3,431	348,798	(345,367)	64,200
	2014-15	6,618	404,908	(398,290)	-
	2015-16	6,618	294,482	(287,864)	-
	2016-17	6,777	134,539	(127,762)	-
	Total	23,444	1,182,727	(1,159,283)	64,200
	2017-18	6,939	137,862	(130,923)	-

2013-14 Complete - not affected by rate variation (shows actuals as per annual report and reflects endorsed structure at April 2015)

2014-15 In progress - not affected by rate variation (shows revised as per March Review)

2015-16 Year one of rate variation (forward budget estimates only)

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

2017-18 Final year of rate variation - 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 2015–16

EXECUTIVE SERVICES

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

Actions

Activity	Action	Measure (target)	Resp. officer*
C1.1 Conduct the business of Council in an inclusive, responsive and transparent manner	C1.1.1 Support the Councillors in meeting their statutory obligations and roles as community representatives	community events (effective coordination of); councillor newsletters (45)	GM
	C1.1.2 Support the conduct of effective Council meetings	accurate Council minutes kept (100%); council agendas available within 5 days of 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, South Eastern Regional Organisation of Councils (SEROC), SeaChange Taskforce, South East Australian Transport Strategy (SEATS) and other relevant groups to actively contribute to regional initiatives that benefit the local area	participate in/report on major initiatives	GM

*Full list of responsible officer codes detailed on page 100.

Budget

Cost Centre	Income	Expenditure	Net Result
Council & Committees	3,636	728,985	(725,349)
Donations	650	115,988	(115,338)
Executive	-	760,915	(760,915)
Total	4,286	1,605,888	(1,601,602)

Donations

Recipient	Amount
Safety	
Surf Life Saving clubs (S298)	20,742
Voluntary rescue squads (S298)	8,206
Voluntary coastal patrols (S298)	8,217
Total Safety	37,165
Schools & education	
School speech night award	2,150
University of Wollongong scholarships	3,669
St Celia Music Scholarship	2,115
Total schools & education	7,934
Sports & recreation	
Batemans Bay Sporting Shooters Association - rates	440
South East Region Academy of Sport	14,804
George Bass Marathon	5,530
Moruya Sport Shooters - rates	795
Total sports & recreation	21,569
Community & health	
Southcare Helicopter Service	3,465
Wreaths	2,000
Civic receptions	5,120
Citizenship ceremonies	717
Christmas decorations	5,000
Jeff Britten Achievement award	650
Australia Day celebrations	10,476
CWA Hall - Narooma - rates	1,606
CWA Hall - Batemans Bay - rates	2,063
CWA Hall - Moruya - rates	1,361
Moruya Historical Society - rates	3,004
Mayoral donations	4,316
Total community & health	39,778
Healthy communities grants	12,455
Total communities grants	12,455
Cultural	
Aboriginal arts exhibition	4,175
Eurobodalla Arts Council - rates	1,183
Regional Arts Development Board	15,916
Bay Theatre Players - rates	1,644
School of Arts - Narooma - rates	3,510
School of Arts - Central Tilba - rates	1,573
Moruya & District Brass Band	1,079
Basil Seller's art prize	30,112
Other art & cultural	4,000
Total cultural	63,192
Other	
Eurobodalla Shire Council Social Club	13,312
Donations - other	9,055
Total other	22,367
Total	204,460

- The table above is a total of proposed donations across all Council service areas.
- Council is currently reviewing its policy and processes relating to donations eligibility and the duration of funding. The above listing may be subject to change during 2015-16.

Operational Plan & budget 2015–16

COMMUNICATION

Ensure effective community engagement and information

Actions

Activity	Action	Measure (target)	Resp. officer*
C2.1 Provide quality, timely and accessible information to the community	C2.1.1 Manage Council's media relationships and provide timely and accurate information	media releases and media queries (400)	EMCT
	C2.1.2 Prepare and distribute regular issues of Living in Eurobodalla magazine, the Online News email newsletter and grow the subscriber base	magazines (4); online news issues (10); increase subscribers (5%)	EMCT
	C2.1.3 Manage Council's web and social media presence	social media activities (150); increase unique visits to esc.nsw.gov.au (5%)	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 Develop the community engagement framework	measurable framework (complete and adopted)	EMCT

*Full list of responsible officer codes detailed on page 100.

Budget

Cost Centre	Income	Expenditure	Net Result
Media & communications	-	581,509	(581,509)
Total	-	581,509	(581,509)

Operational Plan & budget 2015–16

INTEGRATED PLANNING

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

Actions

Activity	Action	Measure (target)	Resp. officer*
C3.1 Coordinate the delivery of the Integrated Planning and Reporting Framework across the organisation	C3.1.1 Prepare Council's Delivery Program and Operational Plan	statutory requirements (met)	CPC
	C3.1.2 Prepare the Annual Report and progress reports	statutory requirements (met)	CPC
	C3.1.3 Project manage cross council input into Integrated Planning and Reporting documents	project plan (prepared and implemented); resourcing strategy (updated annually)	CPC
	C3.1.4 Community Strategic Plan review	review (commenced)	CPC
	C3.1.5 Implement software and systems	implementation (complete)	CPC
C3.2 Undertake organisation service review	C3.2.1 Transport service review	review (complete)	SRPO
	C3.2.2 Social inclusion service review	review (complete)	SRPO

*Full list of responsible officer codes detailed on page 100.

Budget

Cost Centre	Income	Expenditure	Net Result
Community & corporate planning	6,618	294,482	(287,864)
Total	6,618	294,482	(287,864)



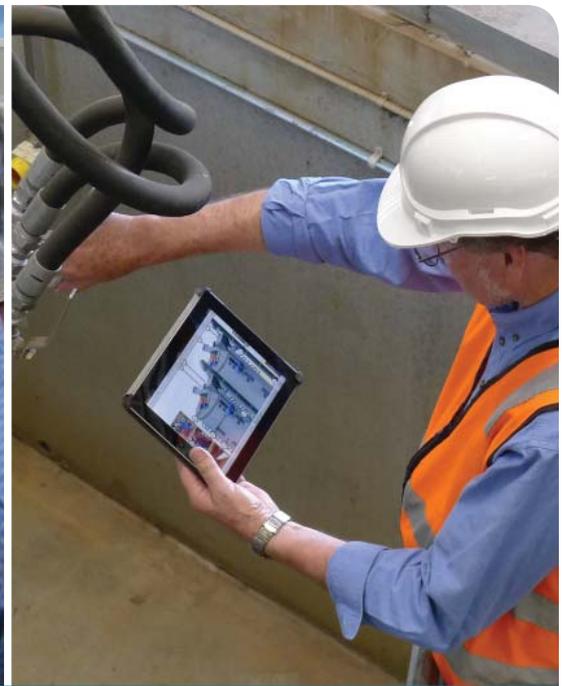


support services

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

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

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



Organisation Information Technology Review

We will continue to review options for our corporate software with the aim of improving efficiencies through a more streamlined and timely process, and being able to deliver more and better online services to the community.

Over many years, Council has developed different custom developed applications and many are quote old and no longer meet the changing needs of our service delivery. This review will determine the best 'all in one' industry solution that can provide benefits to the community and a more efficient way for Council to process information and manage its IT. An integrated system will reduce time and costs of staff training and allow skill sharing between departments. Further efficiency's will come from being able to share resources and service delivery with other council's with the same software.

The review will determine the best option for Council and be part of the way we can become more efficient as we progress towards out Fit for the Future goals.

Using Asset Management to Build a Sustainable Future

In recent times, significant effort has been placed into the identification of the performance of our assets to ensure that they are constructed of the right materials as well as not being replaced too early, which wastes resources and increases costs. By the measurement and review of the performance of our assets we have been able to better identify the potential for assets to last longer, through targeted maintenance and the replacement of key components.

Council has spent considerable effort identifying assets, their age and anticipated life. This is coupled with identifying service levels that the community is satisfied with. The result is the identification and allocation of a life that can be expected to be obtained from an asset.

Council has developed and utilised models to predict behaviour of assets based on known performance. For example, last year a laser based condition assessment of all of our sealed roads was undertaken and

compared to previous assessments to ensure that the predictions are realistic. As well structural performance of selected roads was undertaken. Council has used state of the art systems to record and manage this information and will undertake on-going refinement of these models to ensure the best decisions are made to ensure Council assets are managed sustainability into the future.

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 excellence
SS2.1 Provide and manage frameworks for the development and maintenance of an effective and motivated workforce
SS2.2 Provide and maintain a framework for the management and minimisation of risks to health and safety of staff
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 – Cone Community. They are reported each year in our Annual Report, and also in the End of Council Term report.

Measure	Target
Staff engagement and job satisfaction	Improve
Workplace Health and Safety Audit	# of actions implemented
Community satisfaction with: <ul style="list-style-type: none"> Council's customer service Management 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 development	2013-14	134,433	1,342,801	(1,208,368)	13,588
	2014-15	127,182	1,736,748	(1,609,566)	8,680
	2015-16	74,182	1,549,753	(1,475,571)	-
	2016-17	75,962	1,615,535	(1,539,572)	30,741
	Total	411,760	6,244,837	(5,833,077)	53,009
	2017-18	77,780	1,625,639	(1,547,859)	-
Organisation support	2013-14	864,396	(6,866,580)	7,730,976	4,866,152
	2014-15	1,751,694	(6,025,688)	7,777,382	4,626,165
	2015-16	901,033	(6,307,387)	7,208,420	5,939,227
	2016-17	943,700	(6,680,318)	7,624,018	3,396,817
	Total	4,460,823	(25,879,973)	30,340,796	18,828,361
	2017-18	944,733	(7,035,228)	7,979,960	3,186,524
Finance & governance	2013-14	28,283,028	4,879,503	23,403,524	-
	2014-15	30,896,397	5,596,932	25,299,465	-
	2015-16	32,894,101	6,226,347	26,667,754	-
	2016-17	34,631,177	6,928,644	27,702,533	-
	Total	126,704,703	23,631,427	103,073,276	-
	2017-18	36,516,276	7,548,543	28,967,733	-

2013-14 Complete - not affected by rate variation (shows actuals as per annual report and reflects endorsed structure at April 2015)
 2014-15 In progress - not affected by rate variation (shows revised as per March Review)
 2015-16 Year one of rate variation (forward budget estimates only)
 2016-17 Year two of rate variation (forward budget estimates only)
 2017-18 Final year of rate variation - 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.

Measure (target)
Staff retention rate (decrease)
Youth positions (maintain or increase)
Workers lost time injury incidents (5% decrease)
Equivalent fulltime staff (comparative data)
Population per EFT (comparative Data)
Staff costs as % of total budget
Staff turnover (%)
New workers compensation claims

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	Number of calls received
	Reception calls answered within 40sec (90%)
	Cash balance (nil discrepancies)
	Call abandonment rate (<5%)
	Customer wait times (<5min for initial acknowledgement)
	Customer service requests (85% within agreed timeframes)
	Customer service skills as assessed against local government industry benchmarks <ul style="list-style-type: none"> • Getting through (LGA benchmark: 88) • Service delivery (LGA benchmark: 100) • 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)
Information Technology and Records	IT down time (<72hours unplanned)
	Customer service charter targets (met)
Governance	Government Information(Public Access) Act 2009 (GIPA) <ul style="list-style-type: none"> • Formal GIPA access applications received • Formal GIPA access application determined
	Code of conduct <ul style="list-style-type: none"> • Number of code of conduct complaints • Complaints investigated requiring action • Cost of dealing with code of conduct complaints
	Governance and administration (expenditure per capita)

Budget & capital program 2015–16

SUPPORT SERVICES

Budget

Cost Centre	Income	Expenditure	Net Result	Capital Expenditure
Organisation support				
Asset management	4,727	540,665	(535,938)	-
Corporate overheads	-	(15,569,390)	15,569,390	-
Council land management	341,336	736,862	(395,526)	-
Customer services	10,100	687,728	(677,628)	-
Depots & workshops	142,546	2,798,954	(2,656,408)	2,418,119
General administration	-	110,435	(110,435)	-
Information technology	4,727	2,162,592	(2,157,865)	2,623,108
Management committees	66,415	253,987	(187,572)	-
Office buildings	-	737,249	(737,249)	220,000
Private works	317,000	250,941	66,059	-
Technical services	14,182	982,589	(968,407)	678,000
Total for organisation support	901,033	(6,307,387)	7,208,420	5,939,227
Organisation development				
Personnel Services	74,182	1,549,753	(1,475,571)	-
Total for organisation development	74,182	1,549,753	(1,475,571)	-
Finance & governance				
Env. general rates & revenue	907,653	-	907,653	-
Finance	406,227	4,534,691	(4,128,464)	-
General rates & revenues	31,575,493	261,257	31,314,236	-
Governance	2,364	223,782	(221,418)	-
Risk management & insurance	2,364	1,206,617	(1,204,253)	-
Total for finance & governance	32,894,101	6,226,347	26,667,754	-
Total	33,869,316	1,468,713	32,400,603	5,939,227

Capital program

Capital item	Funding source						Total
	Rate variation	Cash	Crown reserves	Grants & cont.	Inf. fund	Loans	
Depots and workshops							
ZO0663: Renewals	-	-	-	-	20,000	-	20,000
ZO0883: Moruya depot upgrade security	-	-	-	-	15,000	-	15,000
ZO068: Radio base Gollaribee Mountain	-	6,000	-	-	-	-	6,000
ZOWKPO: Fleet and plant purchases	-	2,377,119	-	-	-	-	2,377,119
Total for Depots and workshops							2,418,119
Information technology							
ZO075: Computer purchases	-	155,000	-	-	-	-	155,000
ZO701: Corporate information systems review	-	2,468,108	-	-	-	-	2,468,108
Total for Information technology							2,623,108
Office buildings							
ZO096: Energy efficiency projects	-	200,000	-	-	-	-	200,000
ZO017: Admin building improvements	-	10,000	-	-	-	-	10,000
ZO076: Furniture purchases	-	10,000	-	-	-	-	10,000
Total for Office buildings							220,000
Technical services							
ZOCSTS: Capital program design costs	250,000	428,000	-	-	-	-	678,000
Total for Technical services							678,000
Total	250,000	5,654,227	-	-	35,000	-	5,939,227

Budget 2015–16



Operational Plan Budget 2015–16

This section of the document outlines how Council's budget for the 2015–16 period was prepared and includes detailed information on income, expenditure, capital programs and key budget considerations.

In 2014-15 our original forecast operating result for 2015-16 was a deficit of \$3.5 million before capital grants and contributions. In preparing the budget for 2015–16 Council has been able to improve this forecast by approximately \$5 million to a surplus of \$1.49 million with a primary focus on building a sustainable future for our community.

Our executive leadership team again undertook a thorough line by line review of the budget and continued to find savings and efficiencies to improve the financial position while ensuring the continued delivery of a broad range of works, services and programs. Our finance and infrastructure teams reviewed current asset management practices which resulted in a move from aged based to condition based valuation and a positive impact of \$1.7 million to the operating result.

Another important impact in preparing the 2015-16 budget was Council's successful application to the Independent Pricing and Regulatory Tribunal (IPART) for a rate variation.

The following table shows the difference between the original consolidated 2015-16 budget and the revised budget including the impact of the rate variation.

	Original (\$'000)	Revised (\$'000)
Total Income (before capital grants and contributions)	\$95,592	\$99,785
Total Expenses	\$99,124	\$98,290
Net Operating Result (before capital grants and cont.)	(\$3,532)	\$1,494
Net Operating Result (after capital grants and cont.)	\$1,388	\$9,209
Total Capital Program	\$34,643	\$50,639
Cash Position – increase/(decrease) in unrestricted funds	\$3,491	(\$460)

The total capital program shows an increase of \$16 million on the original forecast due to major capital projects including Surfbeach Landfill new cell, Batemans Bay Link Road and Candalagan Bridge. These are largely grant funded which can be seen in the Net Operating result after capital grants and contribution.

The rate variation also increases the total capital program by \$5 million to deliver year one of the community and transport infrastructure program as identified on page 12.

The changes in the cash position reflects a strategic decision to make better use of available cash reserves to reduce both reliance on borrowings and the amount of interest council pays.

The successful rate variation increases total income by \$943,000 and does not impact expenses as all income from the rate variation will be spent on capital and renewal projects. Borrowing costs associated with delivering the community and transport infrastructure program will impact expenses in future years.

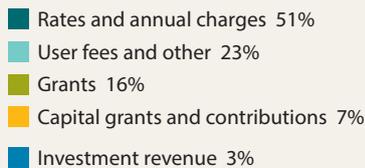
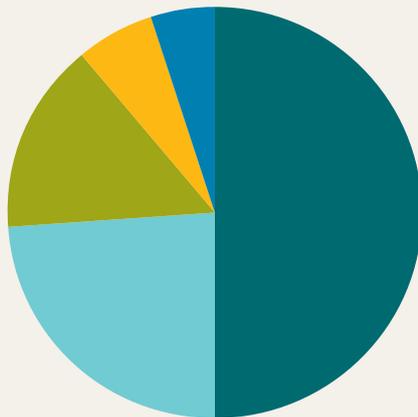
Our 2015-16 net operating result shows a significant improvement on original forecast and reflects Council's successful rate variation application and continued commitment to financial sustainability.

Where does our money come from?

In 2015-16, we estimate we will manage an income of more than \$107 million (including capital grants and contributions).

Over half of this will come from ratepayers. The rest is from user fees and charges; grants; contributions made in support of new developments; and investments.

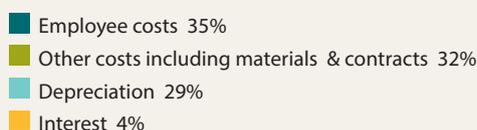
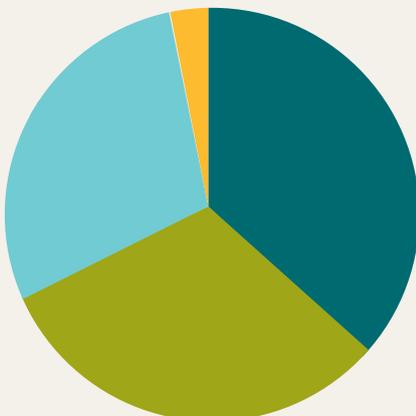
The rate variation increases income in 2015-16 by \$943,000



Where does our money go?

In 2015-16, we estimate our operating expenditure to be around \$98 million.

Council will also spend \$50.6 million on capital works. \$5 million of which will deliver year one of the community and transport program funded by the rate variation.



Budget considerations

Some of the key considerations in preparing the 2015-16 budget were:

Rate variation

The Independent Pricing & Regulatory Tribunal (IPART) determines the rate peg amount, or the allowable annual increase in general income for councils. The rate peg amount for 2015-16 is 2.4%.

IPART is also responsible for determining 'Special Rate Variations'. Council's application for a rate variation of 6.5% including the rate peg amount for three years, commencing in 2015-16, and to remain permanently in the rate base was approved.

In 2015-16 the rate variation will provide:

- An increase of \$943,000 to the consolidated operating result
- \$5 million community and transport infrastructure capital program.

Revised asset management practices

Depreciation on our \$1.9 billion (current replacement cost) of infrastructure assets makes up 29% of our total budgeted expenditure and it is therefore vital to have reliable estimates. In 2014-15 Council undertook a condition assessment and revaluation of our infrastructure assets improving the reliability of our asset information.

Our finance and infrastructure teams also reviewed current asset management practices, in particular our depreciation model which led to a move from aged based to condition based valuation data. This resulted in a significant positive impact of \$1.7 million to the consolidated operating result.

Addressing the infrastructure gap and backlog

A primary concern of Council is the increasing gap in the cost of maintaining and replacing its infrastructure. As per the Office of Local Government Guidelines and Fit for the Future benchmarks, the ideal Building & Infrastructure Renewal Ratio is 100%.

Currently Council is budgeted to achieve a result of 99.7% for its consolidated position in 2015-16. This is a significant improvement on the original budget performance of 53% and is due to the increase in renewal works funded by the rate variation, grant funded renewal works in the transport area and significant cell works in the Waste Fund.

Council recognises that renewal works can be 'lumpy' due to the long-lived nature of many council assets. However, in recent years Council has increased its focus on infrastructure renewal works through targeting short lived assets, a loan funding program to address high risk assets and directing other available funding towards renewals.

The Fit for the Future program will enable Council to continue to target this key indicator and improve financial sustainability.



Budget position

Cash position

The 2015-16 budget forecasts a \$460,000 deficit as Council has decided to operate small cash deficits in its General Fund to take advantage of the available cash reserves. This reduces the reliance on borrowings to finance capital programs, which reduces the amount of interest.

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

Implementing the 2015-16 Operational Plan requires new borrowings of \$12.2 million, \$1.96 million of this is to fund year one of the community and transport infrastructure program to be delivered by the rate variation.

Operating position

The original forecast consolidated budget for 2015-16 was an operating deficit of \$3.5 million (before capital grants and contributions). The revised consolidated budget for 2015-16 shows an improvement of this budget position to be a \$1.49 million surplus. Revision to interest revenue and the depreciation model, reduced borrowing costs, and additional income generated from the rate variation contribute to this surplus.

Capital expenditure this year is budgeted at \$50.6 million. This includes \$5 million relating to the Community and Transport Infrastructure program funded by the rate variation. Although this is a substantial increase from the 2014-15 capital program, Council is to receive grants from various government agencies and will utilise contractors for the design and construction of the major projects.

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

Consolidated financial budgets

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
Revenue				
Rates & annual charges	50,032,000	52,472,986	55,039,599	57,770,089
User fees and other	29,196,375	22,944,258	24,188,566	24,918,503
Investment revenues	3,201,000	3,180,371	3,490,066	3,573,828
Grants	11,667,625	18,336,017	17,067,433	15,946,322
Profit/(loss) on disposal of assets	(2,638,000)	860,169	-	-
Total revenue	91,459,000	97,793,801	99,785,664	102,208,741
Less expenses				
Interest	4,082,000	3,884,944	3,936,756	4,339,359
Depreciation	27,095,000	29,259,034	28,898,480	30,018,021
Employee costs	32,553,000	35,100,689	36,004,816	36,720,542
Other costs (incl materials & contracts)	30,652,000	32,000,064	29,450,679	29,763,428
Total expenses	94,382,000	100,244,731	98,290,730	100,841,349
Net ordinary surplus (deficit)	(2,923,000)	(2,450,930)	1,494,934	1,367,392
Developer contributions	1,948,000	3,155,000	2,615,000	2,677,760
Capital grants & contributions	4,523,000	2,137,878	5,099,000	6,931,456
Net surplus (deficit)	3,548,000	2,841,948	9,208,934	10,976,608
CASH/FUND FLOW STATEMENT				
Operations				
Net surplus (-deficit) from above	3,548,000	2,841,948	9,208,934	10,976,608
Adjusts for non cash/fund flows	29,066,000	28,398,865	28,898,480	30,018,021
	32,614,000	31,240,813	38,107,414	40,994,628
Investing				
Proceeds from asset sales	30,185,000	2,243,889	593,544	744,888
Repayments from deferred debtors	(23,000)	(43,000)	20,000	20,480
Purchase of assets	(64,444,000)	(29,572,821)	(50,638,986)	(48,860,712)
	(34,282,000)	(27,371,932)	(50,025,442)	(48,095,343)
Financing				
Proceeds from borrowing	13,007,297	7,076,973	17,082,072	22,329,784
Repayments of borrowings	(13,730,000)	(12,909,569)	(10,985,815)	(10,181,972)
	(722,703)	(5,832,596)	6,096,257	12,147,812
Net increase (decrease) in funds before transfers	(2,390,703)	(1,963,715)	(5,821,771)	5,047,097
Transfers from (to) restricted investments	578,773	2,009,684	5,361,388	(1,610,154)
Net increase (decrease) in unrestricted funds	(1,811,930)	45,969	(460,384)	3,436,943
2013-14	Complete - not affected by rate variation (shows actuals as per annual report and reflects endorsed structure at April 2015)			
2014-15	In progress - not affected by rate variation (shows revised as per March Review)			
2015-16	Year one of rate variation (forward budget estimates only)			
2016-17	Year two of rate variation (forward budget estimates only)			

Consolidated fund explanatory notes

- Operating result improved by \$943,000 as a result of additional income from rate variation
- Additional capital expenditure of \$5 million as a result of rate variation
- Borrowing costs related to rate variation to impact future years
- Utilisation of \$2 million cash reserves results in negative cash flow in 2015-16

General fund financial statement

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
Revenue				
Rates & annual charges	21,948,290	22,544,671	24,113,767	25,629,519
User fees and other	15,153,018	10,000,222	9,980,613	10,323,867
Investment revenues	2,255,542	2,103,029	2,419,335	2,477,399
Grants	10,534,182	17,113,637	16,337,788	15,196,007
Profit/(loss) on disposal of assets	(2,223,954)	860,169	-	-
Total revenue	47,667,078	52,621,727	52,851,503	53,626,793
Less expenses				
Interest	1,917,185	1,942,586	2,533,061	2,632,384
Depreciation	14,219,237	16,181,855	15,415,037	15,984,487
Employee costs	25,207,233	26,328,400	26,745,525	27,388,250
Other costs (incl materials & contracts)	10,347,241	12,884,255	8,892,819	8,599,827
Total expenses	51,690,896	57,337,095	53,586,442	54,604,948
Net ordinary surplus (deficit)	(4,023,818)	(4,715,368)	(734,939)	(978,155)
Developer contributions	754,561	940,000	805,000	824,320
Capital grants & contributions	3,848,129	1,600,178	2,969,000	5,190,656
Internal dividends received (paid)	210,507	530,000	280,000	512,000
Net surplus (deficit)	789,378	(1,645,190)	3,319,061	5,548,821
CASH/FUND FLOW STATEMENT				
Operations				
Net surplus (deficit) from above	789,378	(1,645,190)	3,319,061	5,548,821
Adjusts for non cash/fund flows	16,190,237	15,321,686	15,415,037	15,984,487
	16,979,615	13,676,496	18,734,098	21,533,308
Investing				
Proceeds from asset sales	30,136,457	2,243,889	593,544	744,888
Repayments from deferred debtors	(23,000)	(43,000)	20,000	20,480
Purchase of assets	(57,910,489)	(20,657,545)	(28,092,986)	(25,862,345)
	(27,797,032)	(18,456,656)	(27,479,442)	(25,096,977)
Financing				
Proceeds from borrowing	9,261,275	5,546,683	3,345,129	9,490,449
Repayments of borrowings	(3,319,480)	(3,499,008)	(2,520,853)	(6,110,738)
	5,941,795	2,047,675	824,276	3,379,711
Net increase (decrease) in funds before transfers	(4,875,622)	(2,732,485)	(7,921,068)	(183,957)
Transfers from (to) restricted investments	1,412,765	3,023,667	4,506,388	(883,114)
Net increase (decrease) in unrestricted funds	(3,462,857)	291,181	(3,414,680)	(1,067,072)

2013-14	Complete - not affected by rate variation (shows actuals as per annual report and reflects endorsed structure at April 2015)
2014-15	In progress - not affected by rate variation (shows revised as per March Review)
2015-16	Year one of rate variation (forward budget estimates only)
2016-17	Year two of rate variation (forward budget estimates only)

General fund explanatory notes

- The rate peg amount applied this year is Independent Pricing and Regulatory Tribunal's (IPART's) Local Government Cost Index of 2.47% less a productivity factor of 0.04% which IPART then rounded down to 2.4%
- The rate variation amount applied this year is 4.1% to achieve a total rate increase of 6.5% to the ordinary rates.
- The budgeted income statement position is a deficit of \$0.7 million. This deficit is due to Council's challenge in maintaining our non-current assets (infrastructure gap) and current levels of service, and is improved by additional rate variation income.
- The budgeted cash position is a deficit of \$3.4 million due to an increase in use of cash reserves to fund the community and transport infrastructure program under the rate variation.
- The capital program includes an additional \$5 million to deliver the community and transport infrastructure program under the rate variation.

Environment fund financial statement

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
Revenue				
Rates & annual charges	839,503	862,424	886,390	908,722
User fees and other	245,713	233,740	237,883	243,592
Grants	594,074	614,499	157,676	153,294
Total revenue	1,679,290	1,710,663	1,281,950	1,305,609
Less expenses				
Depreciation	124,269	124,822	124,812	128,629
Employee costs	867,840	675,312	722,208	741,708
Other costs (incl materials & contracts)	931,153	1,392,464	624,507	631,325
Total expenses	1,923,263	2,192,598	1,471,526	1,501,661
Net ordinary surplus (deficit)	(243,973)	(481,935)	(189,577)	(196,052)
Capital grants & contributions	79,956	-	-	-
Net surplus (deficit)	(164,017)	(481,935)	(189,577)	(196,052)
CASH/FUND FLOW STATEMENT				
Operations				
Net surplus (deficit) from above	(164,017)	(481,935)	(189,577)	(196,052)
Adjusts for non cash/fund flows	124,269	124,822	124,812	128,629
	(39,747)	(357,113)	(64,765)	(67,423)
Investing				
Purchase of assets	(42,280)	(4,000)	-	-
	(42,280)	(4,000)	-	-
Net increase (decrease) in funds before transfers	(82,028)	(361,113)	(64,765)	(67,423)
Transfers from (to) restricted investments	225,530	274,790	-	-
Net increase (decrease) in unrestricted funds	143,502	(86,323)	(64,765)	(67,423)
2013-14	Complete - (shows actuals as per annual report and reflects endorsed structure at April 2015)			
2014-15	In progress - (shows revised as per March Review)			
2015-16	Forward budget estimates only			
2016-17	Forward budget estimates only			

Environment fund explanatory notes

- The budgeted income statement position for 2015-16 is a deficit of \$0.2 million before capital revenue.
- The budgeted cash position presented for the fund is a deficit of \$0.06 million.

Waste fund financial statement

INCOME STATEMENT	2013-14	2014-15	2015-16	2016-17
Revenue				
Rates & annual charges	5,835,265	5,982,551	6,240,949	6,449,927
User fees and other	3,033,920	2,664,498	3,686,385	3,820,550
Investment revenues	208,173	260,420	255,731	261,869
Grants	148,294	173,068	170,064	177,239
Profit/(Loss) on Disposal of Assets	48,068	-	-	-
Total revenue	9,273,720	9,080,536	10,353,129	10,709,584
Less expenses				
Interest	159,660	105,453	93,188	438,460
Depreciation	429,042	449,117	685,258	1,127,352
Employee costs	1,426,871	2,175,999	2,202,269	2,261,730
Other costs (incl materials & contracts)	5,977,269	5,379,211	6,992,478	7,102,686
Total expenses	7,992,842	8,109,780	9,973,193	10,930,228
Net ordinary surplus (deficit)	1,280,878	970,757	379,936	(220,643)
Developer contributions	26,002	15,000	10,000	10,240
Net surplus (deficit)	1,306,880	985,757	389,936	(210,403)
CASH/FUND FLOW STATEMENT				
Operations				
Net surplus (deficit) from above	1,306,880	985,757	389,936	(210,403)
Adjusts for non cash/fund flows	429,042	449,117	685,258	1,127,352
	1,735,922	1,434,873	1,075,194	916,949
Investing				
Proceeds From Asset Sales	10,000	-	-	-
Purchase of assets	(200,871)	(769,276)	(7,708,000)	(2,561,750)
	(190,871)	(769,276)	(7,708,000)	(2,561,750)
Financing				
Proceeds from borrowing	830,213	149,768	5,994,970	2,500,000
Repayments of borrowings	(493,350)	(411,236)	(351,186)	(801,538)
	336,863	(261,468)	5,643,784	1,698,462
Net increase (decrease) in funds before transfers	1,881,914	404,129	(989,022)	53,661
Transfers from (to) restricted investments	63,857	59,712	225,000	(10,240)
Net increase (decrease) in unrestricted funds	1,945,771	463,841	(764,022)	43,421

2013-14 Complete - (shows actuals as per annual report and reflects endorsed structure at April 2015)

2014-15 In progress - (shows revised as per March Review)

2015-16 Forward budget estimates only

2016-17 Forward budget estimates only

Waste fund explanatory notes

- Waste collection charges increase by 2.4% for the typical household.
- The budgeted income statement position is a surplus before capital revenue in 2015-16 of \$0.38 million and deficits in the remaining Delivery Program years. Significant capital works funded from borrowings increases the depreciation charges and borrowing costs in outer years.
- All future capital works are related to cell works and will be loan funded.

Water fund financial statement

INCOME STATEMENT	2013–14	2014–15	2015–16	2016–17
Revenue				
Rates & annual charges	4,649,000	5,850,183	6,037,656	6,204,959
User fees and other	9,972,000	9,295,798	9,523,685	9,752,253
Investment revenues	333,000	420,392	415,000	424,960
Grants	201,495	206,427	206,427	215,608
Profit/(Loss) on Disposal of Assets	(310,000)	-	-	-
Total revenue	14,845,495	15,772,800	16,182,768	16,597,780
Less expenses				
Interest	622,155	586,630	161,562	63,719
Depreciation	6,069,874	6,109,624	6,184,009	6,074,972
Employee costs	4,260,213	5,216,425	5,425,439	5,462,886
Other costs (incl materials & contracts)	4,010,419	3,109,895	3,613,390	3,794,863
Total expenses	14,962,661	15,022,575	15,384,399	15,396,441
Net ordinary surplus (deficit)	(117,166)	750,225	798,369	1,201,340
Developer contributions	624,689	1,200,000	1,000,000	1,024,000
Capital grants & contributions	85,377	324,000	-	-
Internal Dividends Recd (-Paid)	(31,014)	-	-	-
Net surplus (deficit)	561,886	2,274,225	1,798,369	2,225,340
CASH/FUND FLOW STATEMENT				
Operations				
Net surplus (deficit) from above	561,886	2,274,225	1,798,369	2,225,340
Adjusts for non cash/fund flows	6,069,874	6,109,624	6,184,009	6,074,972
	6,631,760	8,383,849	7,982,377	8,300,312
Investing				
Proceeds From Asset Sales	38,543	-	-	-
Purchase of assets	(2,420,770)	(2,946,000)	(3,289,000)	(4,173,603)
	(2,382,227)	(2,946,000)	(3,289,000)	(4,173,603)
Financing				
Repayments of borrowings	(5,965,523)	(5,972,080)	(1,509,603)	(69,603)
	(5,965,523)	(5,972,080)	(1,509,603)	(69,603)
Net increase (decrease) in funds before transfers	(1,715,991)	(534,231)	3,183,774	4,057,106
Transfers from (to) restricted investments	(613,253)	(687,987)	(310,000)	(51,200)
Net increase (decrease) in unrestricted funds	(2,329,243)	(1,222,218)	2,873,774	4,005,906
2013-14	Complete - (shows actuals as per annual report and reflects endorsed structure at April 2015)			
2014-15	In progress - (shows revised as per March Review)			
2015-16	Forward budget estimates only			
2016-17	Forward budget estimates only			

Water fund explanatory notes

- The access charge increased to \$289 (2.4%) with the usage charge to increase also by 2.4% to \$3.48 per kilolitre.
- This is consistent with best practice pricing, achieving 55% of revenue from residential metered charges and 45% from annual charges.
- The budgeted income statement position before capital revenue is a surplus of \$0.8 million and \$1.8 million surplus after capital revenue. Surpluses are budgeted in the remaining Delivery Program year.
- The budgeted cash position is a surplus of \$2.8 million for 2015–16 and surpluses in the remaining years.
- 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 subject to results.

Sewer fund financial statement

INCOME STATEMENT		2013-14	2014-15	2015-16	2016-17
Revenue					
Rates & annual charges		16,759,941	17,233,157	17,760,837	18,576,963
User fees and other		791,723	750,000	760,000	778,240
Investment revenues		404,286	396,531	400,000	409,600
Grants		189,580	228,386	195,478	204,172
Profit/(Loss) on Disposal of Assets		(152,114)	-	-	-
Total revenue		17,993,417	18,608,074	19,116,315	19,968,975
Less expenses					
Interest		1,383,000	1,250,275	1,148,945	1,204,796
Depreciation		6,252,578	6,393,616	6,489,364	6,702,581
Employee costs		790,842	704,553	909,375	865,968
Other costs (incl materials & contracts)		9,385,917	9,234,239	9,327,486	9,634,727
Total expenses		17,812,338	17,582,683	17,875,170	18,408,073
Net ordinary surplus (deficit)		181,079	1,025,392	1,241,145	1,560,902
Developer contributions		542,749	1,000,000	800,000	819,200
Capital grants & contributions		509,536	213,700	2,130,000	1,740,800
Internal dividends received (paid)		(179,493)	(530,000)	(280,000)	(512,000)
Net Surplus (deficit)		1,053,872	1,709,092	3,891,145	3,608,902
CASH/FUND FLOW STATEMENT					
Operations					
Net surplus (deficit) from above		1,053,872	1,709,092	3,891,145	3,608,902
Adjusts for non cash/fund flows		6,252,578	6,393,616	6,489,364	6,702,581
		7,306,450	8,102,707	10,380,509	10,311,483
Investing					
Purchase of assets		(3,869,589)	(5,196,000)	(11,549,000)	(16,263,014)
		(3,869,589)	(5,196,000)	(11,549,000)	(16,263,014)
Financing					
Proceeds from borrowing		2,915,810	1,380,522	7,741,973	10,339,335
Repayments of borrowings		(2,976,551)	(3,027,245)	(6,604,173)	(3,200,093)
		(60,742)	(1,646,723)	1,137,800	7,139,242
Net increase (decrease) in funds before transfers		3,376,119	1,259,984	(30,691)	1,187,711
Transfers from (to) restricted investments		(510,125)	(660,497)	940,000	(665,600)
Net increase (decrease) in unrestricted funds		2,865,993	599,487	909,309	522,111
2013-14	Complete - (shows actuals as per annual report and reflects endorsed structure at April 2015)				
2014-15	In progress - (shows revised as per March Review)				
2015-16	Forward budget estimates only				
2016-17	Forward budget estimates only				

Sewer fund explanatory notes

- The sewerage access charge has been increased by 2.4% to \$886 (20mm connection access charge) with the usage charge to increase also by 2.4% to \$1.75 per kilolitre.
- The budgeted income statement position before capital revenue is a surplus of \$1.2 million and \$3.9 million surplus after capital revenue. Surpluses are budgeted in the remaining Delivery Program years.
- The budgeted cash position is a surplus of \$0.9 million for 2015-16 and surpluses in the remaining years.
- 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 2015-16 and future years.

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 2015-16:

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

Rating structure

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

Land valuations are based on market movements reviewed every three or four years. Eurobodalla local government area was recently valued in 2014. The new valuations come 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).

Council has applied the IPART Local Government Cost Index of 2.4% to general rates for 2015–16.

Council was also successful in its application to IPART for a 4.1% special rate variation above the 2.4% rate pegging amount.

The projected income yield from the general rate includes an extra \$943,000 raised through the rate variation. The tables below show the yield for the three general rate categories.

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 4,729 properties that receive a pensioner concession on their rates. Pensioner concessions are expected to total \$1.9 million in 2015-16. The 55% pensioner subsidy received from the NSW Government will amount to approximately \$1 million, leaving approximately \$900,000 to be funded by Council and the community.

Charges on overdue accounts

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

The applicable rate for 2015–16 will be the same as the 2014-15 interest rate which is 8.5% 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.

2015-16 Rates income

Table 3.1 – Projected general rates income 2015-16

Category	Rate (cents in \$)	Base charge (\$)	% of Total income from base charge	No. of properties	No. of pensioners	Rateable value (\$)	Gross yield (\$)
Residential	0.2371	432.00	49.60	23,333	4,729	4,318,841,165	20,319,845
Business	0.8988	432.00	13.84	1,216	-	363,582,295	3,793,189
Farmland	0.1781	432.00	31.90	284	-	146,829,920	384,192
Business inactive	0.2371	-	-	10	-	536,940	1,273
Total				24,843			24,498,499

Levies & charges

Infrastructure

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

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

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

Infrastructure Fund

Table 3.2 – Infrastructure fund 2015-16

Service	Expenditure (\$)
Libraries, arts & culture	
Libraries	29,000
Social inclusion	
Children services	50,000
Public & environmental health & safety	
Companion animals management	5,000
Organisation support	
Asset management	82,390
Depots & workshops	50,000
Community spaces	
Boating Facilities	50,530
CBD facilities	54,110
Community centres	98,000
Footpaths	72,760
Parks & reserves	338,000
Public halls & recreation buildings	35,000
Public toilets	120,000
Sporting facilities	46,010
Swimming pools	25,000
Transport	
Bridges	785,380
Bus shelters	20,000
Local rural roads	595,990
Local urban roads	1,171,650
Rock walls & sea walls	34,000
Total	3,647,820

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 2015-16

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.	17.10	21,694	370,967
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.	228.10	21,406	4,882,708
	+ Additional service 240 litre recycling bin	62.25	85	5,291
	+ Additional service 240 litre garden organics bin	62.25	101	6,287
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.	48.30	24,874	1,201,414
Total				6,466,668

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 2015-16

Category	Rate (cents in \$)	Base charge (\$)	% of Total income from base charge	No. of properties	No. of pensioners	Rateable value	Gross yield (\$)
Environmental levy	0.009898	17.95	48.25	24,833	4,729	4,829,253,380	923,753

Environment fund

Service	Expenditure (\$)
Sustainability	
Coastal & estuary management	73,084
Environmental management	136,281
Environmental protection	134,471
Invasive species management	262,849
Landcare projects	35,208
Natural resource management	148,063
Sustainability	22,965
Public & environmental health & safety	
Environmental compliance	534,963
Transport, stormwater & flood management	
Flood mitigation	25,663
Lake openings	3,005
Rock walls & sea walls	94,976
Total	1,471,526

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 2015-16

Category	Charge (\$)	Number of properties	Gross yield (\$)
Residential	25	15,187	379,675
Residential strata	12.50	2,528	31,600
Business	Land Area *	937	36,927
Total		18,652	448,202

*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 2014-15 level (\$282 for 20mm connection) to \$289 while the consumption charge has increased to \$3.48 per kilolitre. The charges were balanced to maintain Best Practice established by the NSW Office of Water. Details of the Water Fund can be found in the Budget's section of this document.

Water Availability Charge

Residential

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

Type of residential connection	Charge (\$)
Metered, unmetered, strata unit	289

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

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

Business and multi residential (non-strata flats)

Business water availability charge is based on meter size.

Table 3.6 – Business and multi residential water availability charges

Meter size (mm)	Charge (\$)
20	289
25	462
32	751
40	1,156
50	1,820
80	4,624
100	7,225

Eligible businesses will pay \$3.48 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 \$1.74 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 \$462.

Table 3.7 – Projected water consumption income 2015-16

Category	Access charge	Consumption charge(\$)	No of properties	No of pensioners	Gross yield (\$)
Residential	Meter size	3.48	19,830	4,271	13,036,166
Business	Meter size	3.48	987	-	2,564,806
Total					15,600,972

Water consumption charge

- All water consumed will be charged for by volume at \$3.48 per kilolitre from the July 2015 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 2015-16 is \$886

Table 3.8 – Sewer residential charges

Charge	Residential (\$)
General service – metered, unmetered, strata unit	886
Turlinjah general service (85%)	753

Dual occupancy developments with a single meter will be assessed at a single 25mm availability charge of \$1,417. 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 2015-16 will be \$1.75 per kilolitre.

Sewer access charges are proposed to increase in 2015-16 from \$865 for a single 20mm connection to \$886 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 2015–16

Water meter size (mm)	Availability factor	Charge (\$)
20	1.0	886
25	1.6	1,417
32	2.6	2,303
40	4.0	3,544
50	6.3	5,581
80	16.0	14,176
100	25.0	22,150
Vacant	1.0	886
Strata	1.0	886

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 for 2015-16

Category	Sewer Charge (\$)	No of Properties	No of Pensioners	Gross Yield \$
Residential general service	886	18,146	4047	16,376,791
Bodalla sewer	200	162	-	32,400
Business	Meter size	1034	-	2,161,575
Business	Trade waste	440	-	100,000
Total Yield				18,670,766

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 2015-16

Liquid trade waste annual fee	\$94.50
Liquid trade waste annual fee (large discharger)	\$507.00
Compliant discharge	\$1.40/Kl
Non-compliant discharge (failure to comply with Council's conditions of approval)	\$13.00/Kl

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

Pricing methodology

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

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

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

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

Council's Pricing Policy and full range of Council Fees and Charges for 2015-16 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 2013-19

Purpose	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
New Loans						
General fund						
Bridges	347,318	237,954	541,518	1,100,000	1,100,000	-
Road Infrastructure	1,188,385	1,809,586	806,330	1,060,000	780,000	840,000
Airport	0	-	164,931	-	-	-
Streetscaping & Foreshore Works	1,379,582	1,470,425	305,428	1,050,000	125,000	-
Open Space Land & Recreational Facilities	236,750	488,529	1,059,836	2,380,000	1,085,000	195,000
Council Administration Building	555,757	301,911	-	-	-	-
Boatramps, Wharves, Jetties and Rockwalls	-	-	261,447	205,000	1,105,000	-
Other	294,968	-	-	-	200,000	50,000
General fund Sub-total	4,002,760	4,308,406	3,139,490	5,795,000	4,395,000	1,085,000
*Waste fund	54,762	149,768	5,994,970	2,500,000	2,500,000	2,500,000
*Sewer fund	-	260,450	3,080,000	9,500,000	720,000	-
*Water fund	-	-	-	-	-	-
All funds Total new loans	4,057,522	4,718,624	12,214,460	17,795,000	7,615,000	3,585,000
Renewal loans						
General fund						
Waste fund	5,256,730	1,238,277	205,639	3,695,449	3,492,908	2,239,425
Sewer fund	775,581	-	-	-	-	-
Water fund	2,917,465	1,120,072	4,661,973	839,335	-	-
All funds total Renewal loans	8,949,775	2,358,349	4,867,612	4,534,784	3,492,908	2,239,425
All funds grand total All loans	13,007,297	7,076,973	17,082,072	22,329,784	11,107,908	5,824,425

*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.

23,333
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.

284
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 and Events
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
MSI	Manager Social Inclusion
RSO	Road Safety Officer
SRPO	Service review project officer
SSE	Support Services Engineer