



Delivery Program 2017-22 Operational Plan 2021-22

Eurobodalla Shire Council recognises
Aboriginal people as the original inhabitants
and custodians of all the land and water in
the Eurobodalla and respects their enduring
cultural and spiritual connection to it.

How to contact us

In person	Customer Service Centre 89 Vulcan Street, Moruya Monday to Friday, 8.30am to 4.30pm
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Web	www.esc.nsw.gov.au
Councillors	See contact details on our website, and on Council's Noticeboard page in local papers

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Due to the COVID-19 pandemic, the Local Government elections were postponed for 12 months. As per Office of Local Government circular 20-15 (1 May 2020) Council's existing Delivery Plan 2017-21 is to be extended for a further 12 months and include the Operational Plan 2021-22.



CONTENTS

Welcome	04
About this Plan	06
The Integrated Planning and Reporting Framework	07
About Eurobodalla	08
Community Vision	10
Our Mayor and Councillors	12
Our Organisation	13
Three Levels of Government	14
Your Rates and Charges	16
Council Services	18
What do my Rates pay for?	22
Our Community's Council Managed Infrastructure	23
Bushfire Recovery	24
Delivery Program 2017-22 and Operational Plan 2021-22	28
1.Strong communities, desirable lifestyle	30
2.Celebrated creativity, culture and learning	34
3.Protected and valued natural environment	38
4.Sustainable living	42
5.Vibrant and diverse economy	46
6. Responsible and balanced development	50
7. Connected and accessible places	52
8.Collaborative and engaged community	56
9. Innovative and proactive leadership	60
2021-22 Budget	66
2021-22 Capital Program	70
2021-22 Community Grants	74
Delivery Program 2017-22 Budget	76
Revenue Policy	80

WELCOME

This plan has been developed to ensure that we continue to deliver essential community infrastructure in addition to the physical and financial rebuilding works required as a result of the black summer bushfires and COVID-19 whilst realising the community's vision of friendly, responsible, thriving and proud.

The \$69 million Batemans Bay Regional Aquatic, Arts and Leisure Centre development, co-funded by NSW and Australian governments and Council is underway. This exciting project is due to be delivered in this plan and will provide a range of modern aquatic and arts facilities for the Eurobodalla community.

Council is proud of its abilities in securing and delivering on grant funding and we will continue to source funding for essential transport and community infrastructure projects. Council will deliver more than \$4.6M on upgrades to Observation Point at Batehaven, Riverside Park in Moruya and the commencement of the Mogo Trail Adventure Hub thanks to funding by the NSW Government. These projects will enhance visitor experiences within our Shire, boosting the local economy.

We plan to undertake upgrades to sporting fields, marine facilities, parks and reserves ensuring quality facilities are provided for our sporting groups and organisations.

Council, along with the Friends and volunteers at the Eurobodalla Regional Botanic Garden, have worked to rehabilitate and renew the Garden after the devastating fires. A new Sensory Playspace, funded by the Australian Government, will create an environment that leads to a greater appreciation and connection with our natural world for people of all abilities.

Council's tourism team will continue to work on ensuring that visitors to our Shire are provided with authentic, personalised information enabling greater visitor experience. With restrictions on international travel, our staff are working on strategies to grow domestic tourism.

Council continues to work with the NSW Government to plan for the delivery of the Nelligen bridge, Eurobodalla hospital and Moruya bypass. The commitment by the NSW Government to deliver critical infrastructure projects within our Shire ensures the future needs of our community will be supported. The Government has complemented these works with community infrastructure funding for the Batemans Bay Coastal Headland Walking Trail, Narooma foreshore infrastructure works and Light up the Bay activation works.



Council's commitment to improving road safety and the connectivity of our communities continues. We have allocated \$8.7M to renewing, rebuilding and resealing our local transport network. Council will continue to work on the replacement of bridges and roads damaged by the bushfires and floods in 2020 and 2021. These works are funded under disaster funding by the NSW Government.

We will continue to advocate to the NSW Government for better resilience outcomes for Eurobodalla. We are progressing the Eurobodalla Southern Water Supply Storage, this \$105M project will consist of off-stream water storage and associated ancillary facilities to ensure long term water security for Eurobodalla. We are also continuing to advocate for a Regional Integrated Emergency Services centre to co-locate emergency services and strengthen local emergency management capabilities.

Council has a strong record of acting on emission reduction and we will continue to act towards mitigation and adaptation into the future. To achieve this, Council will review and develop the Emissions Reduction and Variable and Changing Climate Adaptation Strategy.

It is evidenced that our community is strong and resilient and with the support from Council, the Australian and NSW governments, and not-for-profit organisations we will stand together to create a better future for those in our community who are rebuilding.

We look forward to working with our community as we continue to rebuild, recover and thrive.

Liz Innes
Eurobodalla Mayor

Dr Catherine Dale
General Manager



ABOUT THIS PLAN

This plan combines Council's Delivery Program 2017-22 and Operational Plan 2021-22. Together they show how Council will contribute to delivering on our community's vision and objectives outlined in the Community Strategic Plan 2017 – One Community.

The plan meets our NSW Government legislative requirements. The *Local Government Act 1993* requires all councils to engage the community in preparing integrated plans and strategies to support the achievement of sustainable futures in their local government areas. Ongoing feedback from the community underpins how this plan has been developed and how activities are prioritised.

The Delivery Program 2017-22 and Operational Plan 2021-22 is structured around the nine outcomes in the Community Strategic Plan 2017 – One Community.

1. Strong communities, desirable lifestyle
2. Celebrated creativity, culture and learning
3. Protected and valued natural environment
4. Sustainable living
5. Vibrant and diverse economy
6. Responsible and balanced development
7. Connected and accessible places
8. Collaborative and engaged community
9. Innovative and proactive leadership

The plan outlines the five-year activities and annual actions Council will undertake to contribute to achieving our community's vision. Each service that assists in achieving the outcome is identified with each action allocated to a service. Measures to track and report on progress in achieving each activity is also provided.

This document also includes Council's financial information that supports the Delivery Program 2017-22 and Operational Plan 2021-22, including the budgets, capital program and revenue policy. The 2021-22 fees and charges are provided in a supplementary document and is available on Council's website www.esc.nsw.gov.au.

THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

Under the NSW Integrated Planning and Reporting legislation, councils are required to prepare the following plans and strategies.

COMMUNITY STRATEGIC PLAN

This plan identifies the community's priorities and aspirations for the future. Council's Community Strategic Plan 2017 – One Community includes our community's vision, nine outcomes and 34 strategies for all Eurobodalla stakeholders to consider in their planning and activities.

RESOURCING STRATEGY

The Strategy identifies the resources Council has available to respond to the Community Strategic Plan 2017 - One Community over the next 10 years. It includes the Long-Term Financial Plan, Asset Management Strategy and the Workforce Management Strategy.

DELIVERY PROGRAM

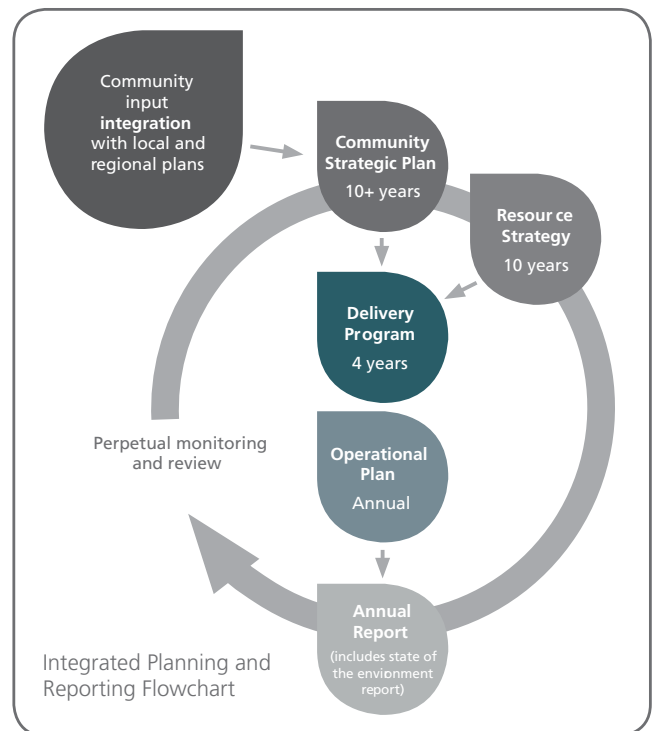
Aligning with the five-year term of the council, this program is Council's response and commitment to implementing, within available resources, the priorities and aspirations of the community as expressed in the Community Strategic Plan 2017 – One Community.

OPERATIONAL PLAN

This plan is Council's annual service delivery action plan and includes projects, budgets, fees and charges.

ANNUAL REPORT

Monitoring and reporting performance is an important element of the framework. Each year Council is required to report its performance against progress toward achieving the community's priorities and aspirations in its Annual Report.



ABOUT EUROBODALLA

Eurobodalla is a vibrant community with strong rural and coastal heritage and indigenous culture. Our local industry, once based primarily on dairying, forestry and fishing, is now a diverse economy built around tourism, agriculture, aquaculture, retail, property and health services.

With 143km of coastline, 83 beaches and four major river systems, Eurobodalla is known as the land of many waters. Over three-quarters of our land area is open space, consisting of 10 national parks and 15 state forests. Eurobodalla is also known for its beauty, wilderness and wildlife. This natural environment is cared for by our community, who are passionate advocates when it comes to protecting and enhancing our beautiful landscape.

Our population is spread along the coastline, in the regional centre of Batemans Bay, the main towns of Moruya and Narooma and smaller villages and rural areas. Our long-term land-use plans allow for growth through increased density in select areas, and urban expansion in key centres such as Sunshine Bay, Lilli Pilli, Rosedale and Broulee. We have made provision to increase employment lands in Batemans Bay, Moruya, Narooma and Dalmeny, as well as opening up opportunities for eco-tourism and increased rural and industrial production.

Our plans take account of coastal, bushfire and other risks, and aim to balance development, population growth, economic opportunity and environmental impacts.

Our key transport linkages are via the Princes and Kings Highways. Moruya Airport provides daily air service to Sydney and the Airport Masterplan will provide for continued enhancement of this facility. Council will continue to advocate and support improved transport linkages including our waterways.

Our Council infrastructure is well cared for, yet many challenges exist due to our ageing infrastructure, funding limitations, growth, changing community, environmental and transport needs and a desire to better support employment generation and tourism activities. Water security and providing sewerage services to smaller villages are emerging issues requiring resolution in the short to medium term.

In 2020 Eurobodalla's estimated resident population was 38,952 and based on current projections is expected to reach more than 44,000 by 2036. Our demographic profile and rate base are not aligned, with 38% of property owners having their principal address outside Eurobodalla and 31% of dwellings not permanently occupied. In addition, Eurobodalla attracts around 1.6 million visitors annually with higher visitation during the holiday peak seasons. Based on these estimates, in 2031 Eurobodalla can expect an average daily population of 55,000 and a peak population of more than 100,000.

The high seasonal variation in population due to tourism creates both opportunities and challenges. This results in a need to provide infrastructure capable of handling peak loadings, paid for by our ratepayers, and a lower ability to collect fees and charges relative to the scale of the infrastructure we require. These characteristics need to be planned for and considered by Council.

Located close to Canberra and Sydney, Eurobodalla offers an affordable alternative to city living. On offer is a growing local economy, access to education and health services, a relaxing outdoor lifestyle and a strong sense of community. All these elements make Eurobodalla an exciting place to live, work and do business.

3,422KM² WITH 143KM
COASTLINE AND
72% STATE FORESTS
AND NATIONAL PARKS

POPULATION OF 38,952 WITH
5.6% ABORIGINAL OR
TORRES STRAIT ISLANDER DECENT

MEDIAN AGE OF 54
WITH 30% AGED 65+

2,958 BUSINESSES
PROVIDING 14,243 JOBS*

25,663 RATEPAYERS
WITH 38% NON-RESIDENTS

AROUND 1.6 MILLION
VISITORS EACH YEAR
CONTRIBUTING TO \$385
MILLION TOURISM INDUSTRY

* Includes self-employed



| 10 |

COMMUNITY VISION



Our community vision reflects the kind of community that we aspire to in the future. The Community Strategic Plan 2017 – One Community outlines our community's vision to be friendly, responsible, thriving and proud.



FRIENDLY

We are happy, supportive and welcoming

A liveable community has pride of place, ease of access, community harmony, and a mobile and healthy population that is encouraged and motivated to participate in community life. There is a feeling of safety and security, a strong vibrant cultural base, and places to relax, study and play which means people are happy with their work life balance.



RESPONSIBLE

We make balanced decisions that benefit current and future generations

A sustainable community is characterised by appreciation of our natural surroundings that support our economy and lifestyle. It has responsible planning and management practices to maintain our biodiversity and unique character, and is supported by the actions we agree to, to minimise our impact and make best use of valuable resources.



THRIVING

We are successful and sustainable in growth and development

A productive community works together to enable positive investment and employment opportunities. An innovative, diverse and resilient economy ensures that funding, planning and support for infrastructure and economic development exists to grow and enhance business confidence, market strength and industry diversity.



PROUD

We build community spirit and our Eurobodalla leads the way

A collaborative community is engaged, informed, proactive and involved. It has responsible decision making and a sound financial position supported by capable leaders, functional assets and efficient operations to meet the changing needs of the community.



OUR MAYOR AND COUNCILLORS

Eurobodalla Shire Council has nine councillors, including a popularly elected Mayor. The roles and responsibilities of the Mayor and Councillors are explained in sections 226 and 232 of the *Local Government Act 1993*



Councillor Liz Innes (Mayor)

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Councillor Anthony Mayne

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Councillor Robert Pollock OAM (Deputy Mayor)

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Councillor Jack Tait

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Councillor Phil Constable

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Councillor Lindsay Brown

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Councillor Patrick McGinlay

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Councillor Maureen Nathan

Mobile: 0429 957 403
clrmaureen.nathan@esc.nsw.gov.au

OUR ORGANISATION

The staff of Eurobodalla Shire Council are led by our Executive Leadership Team which is made up of the General Manager and senior staff.

Section 335 of the *Local Government Act 1993* explains the functions of the General Manager.



Executive Leadership Team

Dr Catherine Dale
General Manager

Kathy Arthur
Director Community,
Arts and Recreation

Warren Sharpe OAM
Director Infrastructure Services

Lindsay Usher
Director Planning and
Sustainability Services



THREE LEVELS OF GOVERNMENT

Australia has three levels of government that work together to provide residents with the services that they need.

Each level of government is responsible for providing services and each level collect money through taxes, rates or charges to pay for those services. Each level may be fully responsible for providing certain services, but often two or three levels of government share the responsibility.

The table below provides some examples of the different responsibilities and levels of service provision between Australia's three levels of government.

1. The Australian Government has broad national powers.

2. State and territory governments each has its own government and its own constitution, and have the power to look after laws not covered by the federal government.

3. Local governments are responsible for providing services and infrastructure within its local area. The council responds to federal and state legislation and makes decisions based on identified community need.

Australian Government responsibilities include:

- Defence
- Bankruptcy and insolvency
- Trade and commerce
- Census and statistics
- Postal and telecommunications services
- Quarantine
- Foreign policy
- Currency
- Taxation
- Copyright
- Immigration

State Government responsibilities include:

- Education including schools, curriculums and coordination of higher education
- Health including public hospitals and nursing
- Transport including railways, main roads, registrations and public transport
- Emergency services including police, fire and ambulance
- Public housing and rental assistance
- Utilities such as electricity
- Mining and agriculture
- Consumer affairs
- Prisons
- Forests
- NSW Government marine infrastructure

Local Government responsibilities include:

- Local and regional roads, footpaths and cycleways, street signage, lighting and parking
- Services such as childcare and aged care
- Waste management including rubbish collection and recycling
- Domestic animal regulation
- Recreation facilities including parks, gardens, sports fields and swimming pools
- Water supply and sewerage
- Stormwater and drainage
- Libraries
- Land and coast care programs
- Town planning, building approvals and inspections
- Local boating and marine infrastructure

For more details on Eurobodalla Shire Council service delivery programs please refer to the Eurobodalla Citizens' Jury Briefing Book. Source: Parliamentary Education Office www.peo.gov.au



YOUR RATES AND CHARGES

This year Council is proposing to increase the General Rate and the Environmental Levy by 2.0% in accordance with Rate Pegging approved by the Independent Pricing and Regulatory Tribunal (IPART).

General changes to rates in 2021-22 and the implications for our ratepayers include:

- a 2.0% increase to the General Rate in all rating categories (residential, farmland and business);
- a 2.0% increase to the Environmental Levy;
- waste collection charges increasing by 2.0%;
- average water charges increasing by 2.1% with the access charge increasing by 2.9% to \$350 and the usage charge by 1.3% to \$3.80 per kilolitre; and

- sewer access charge increasing by 2.0% to \$1,010, the usage charge by 2.0% to \$2.00 per kilolitre and the liquid trade waste usage charge increasing by 2.6% to \$1.60 for compliant discharge.

Further information regarding Council's rating structure and the levies and charges can be found in the Revenue Policy on pages 80-90.

The following tables show the impact of the proposed Council rates and charges for 2021-22.

RESIDENTIAL			
AVERAGE RESIDENTIAL RATE IMPACT	2020-21 (\$)	2021-22 (\$)	CHANGE (%)
General Rate	1,056.66	1,077.87	2.0%
Environmental Levy	40.82	41.62	2.0%
Garbage Collection Service	312.60	318.85	2.0%
Water – Residential 20mm	340.00	350.00	2.9%
Average Water Bill*	450.00	456.00	1.3%
Sewer – Residential 20mm	990.00	1,010.00	2.0%
Stormwater Charge	25.00	25.00	0.0%
Estimated Total Rates	3,215.08	3,279.34	2.0%
Change in average annual Rates and Charges		64.26	
Extra cost per week for average ratepayer		1.24	

* Based on 120 kilolitres annual consumption and average property value of \$237,953

BUSINESS			
AVERAGE BUSINESS RATE IMPACT	2020-21 (\$)	2021-22 (\$)	CHANGE (%)
General Rate	3,716.49	3,790.81	2.0%
Environmental Levy	48.51	49.50	2.0%
Waste Management Charge	54.35	55.45	2.0%
Water - Business 20mm	340.00	350.00	2.9%
Average Water Bill*	1,650.00	1,672.00	1.3%
Sewer - Business 20mm	990.00	1,010.00	2.0%
Sewer Usage Charge**	819.28	836.00	2.0%
Liquid Trade Waste Base Charge	106.00	108.00	1.9%
Liquid Trade Waste Usage Charge**	343.20	352.00	2.6%
Stormwater Charge – Business (Medium area)	50.00	50.00	0.0%
Estimated Total Rates	8,117.83	8,273.76	1.9%
Change in average annual Rates and Charges		155.93	
Extra cost per week for average ratepayer		3.00	

* Based on 440 kilolitres average annual consumption and average property value of \$328,967

** Sewerage Usage Discharge Factor 95% and Liquid Trade Waste Discharge Factor 50%

FARMLAND			
AVERAGE FARMLAND RATE IMPACT	2020-21 (\$)	2021-22 (\$)	CHANGE (%)
General Rate	1,601.87	1,633.64	2.0%
Environmental Levy	78.72	80.46	2.2%
Waste Management Charge	54.35	55.45	2.0%
Estimated Total Rates	1,734.94	1,769.55	2.0%
Change in average annual Rates and Charges		34.61	
Extra cost per week for average ratepayer		0.67	

* Based on average property value of \$686,259

The above tables show the impact of Council levied rates and charges only and do not include any rates imposed by the NSW Government.

For further information on the rating structure please refer to the Revenue Policy section of this document on page 80, or contact Council's Rates Hotline on 4474 1355 or email council@esc.nsw.gov.au

COUNCIL SERVICES

Council is responsible for delivering a broad range of services for the community.

The following table lists all of Council's services, in alphabetical order, and provides a brief description of each service and its focus for the next four years.

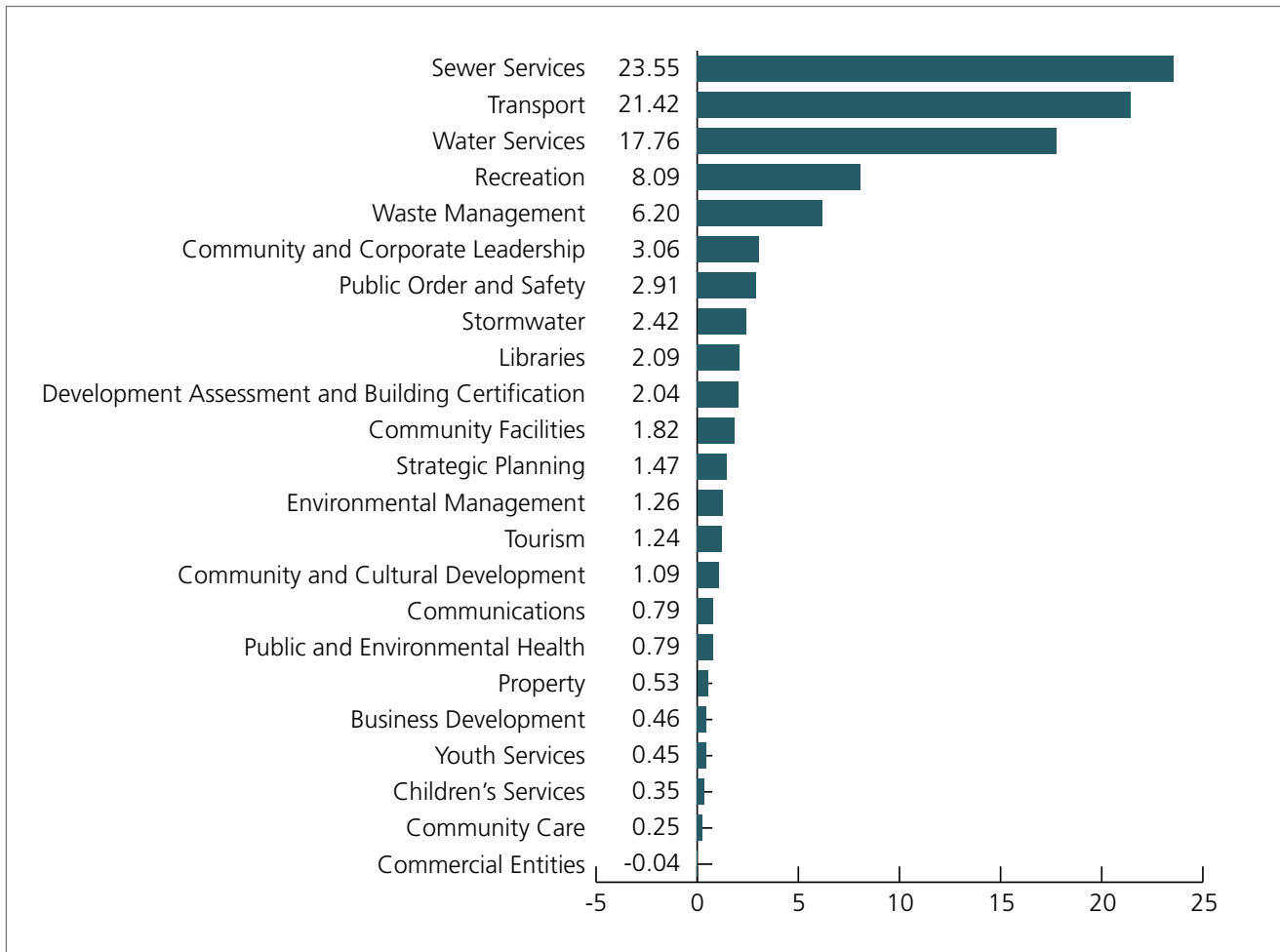
SERVICE	DESCRIPTION	DURING 2017-22 THIS SERVICE WILL FOCUS ON
Business Development	Provides advocacy, support, training, and advice to businesses, investors, employers and event organisers to assist economic growth and development.	<ul style="list-style-type: none"> Working with local businesses to foster the development of a diverse and vibrant local economy, including job creation. Advocating for infrastructure to support economic needs.
Children's Services	Provides education and care opportunities, support, resources and facilities to children aged 0-16 years and families.	<ul style="list-style-type: none"> Managing the service to meet demands in a manner consistent with a business-like approach. Work collaboratively with educators and families to promote the wellbeing, learning and development of children.
Commercial Entities	Supports diversification of the economy and tourism industries. Deliver a return to the community from Council controlled commercial entities.	<ul style="list-style-type: none"> Realising business opportunities in relation to Council assets to maximise economic returns. Developing and implementing business strategies and plans for commercial activities.
Communications	Provides timely information about Council's services, activities, events and opportunities, and oversees community engagement.	<ul style="list-style-type: none"> Delivering an effective and efficient corporate communications service. Engaging with the residents, businesses, government agencies and stakeholders.
Community and Cultural Development	Develops and implements programs that address identified social needs and shapes Eurobodalla's community identity through arts, cultural and creative experiences.	<ul style="list-style-type: none"> Developing and implementing plans in partnership with the NSW and Australian Governments and local providers to address community and social needs. Advocating for and supporting arts and cultural development activities. Enhancing the culture experience and opportunities for residents and visitors through the construction of the Moruya Arts Facility.
Community Care	Provides flexible, community-based services to support the independence and wellbeing of older people, people with a disability and their carers.	<ul style="list-style-type: none"> Providing flexible, community-based services to support older people, people with a disability and their carers. Advocating for people with a disability and older people.

SERVICE	DESCRIPTION	DURING 2017-22 THIS SERVICE WILL FOCUS ON
Community Facilities	Provides safe, accessible and affordable facilities to support community activities and events.	<ul style="list-style-type: none"> Planning and supporting vibrant, safe, accessible and well maintained community facilities through an integrated approach and partnering with the community.
Corporate and Community Leadership	Provides strategic leadership, advocacy and decision-making in the best interests of the community based on good governance and corporate outcomes.	<ul style="list-style-type: none"> Delivering effective and efficient corporate and council governance processes. Preparing and implementing integrated strategic plans that respond to key issues and challenges facing Eurobodalla. Facilitating service review, innovation and continuous improvement programs.
Customer Assistance and Records	Provides the first point of call for residents and visitors contacting Council via telephone, mail, email and face-to-face front counter enquiries.	<ul style="list-style-type: none"> Providing a one stop shop to address customer enquiries at point of contact. Managing Council records in accordance with legislative requirements.
Development Assessment and Building Certification	Applies Australian, NSW and local planning policies and codes to achieve sustainable development across Eurobodalla.	<ul style="list-style-type: none"> Continuing to provide efficient development assessments. Responding to changes in the legislative environment. Utilising available technology to provide a receptive and responsive service. Providing an efficient and affordable competitive building certification service.
Environmental Management	Provides information, education and action to conserve our natural environment and mitigate environmental impacts.	<ul style="list-style-type: none"> Maintaining the natural assets which support biodiversity, the tourism industry, community lifestyle, health and wellbeing. Promoting protection of the natural environment to the community through effective communication, engagement and partnerships.
Finance and Central Treasury	Responsible for Council's financial obligations, management and planning.	<ul style="list-style-type: none"> Maintaining the financial sustainability of Council guided by the Long Term Financial Plan. Providing statutory financial reporting in accordance with the <i>Local Government Act 1993</i>.
Fleet and Plant	Manages and maintains Council's vehicles, plant and equipment.	<ul style="list-style-type: none"> Providing a cost effective fleet and plant service that fulfils Council business requirements.
Information Technology	Provides advice and support to staff and Councillors.	<ul style="list-style-type: none"> Managing information systems in a strategic way that is aligned with business needs. Consolidating Council's business systems through the corporate e-connect project.

SERVICE	DESCRIPTION	DURING 2017-22 THIS SERVICE WILL FOCUS ON
Libraries	Provides information, education, recreation opportunities and resources for Eurobodalla residents and visitors.	<ul style="list-style-type: none"> • Providing experiences through a program of events that inspire creativity, connections and lifelong learning within the community. • Providing access to information and recreation material via a range of technologies and formats.
Property	Responsible for purchasing, developing and managing Council's property portfolio.	<ul style="list-style-type: none"> • Managing land under Council control to maximise the return for the community.
Public and Environmental Health	Delivers programs and activities to protect our community and the environment.	<ul style="list-style-type: none"> • Monitoring and managing public and environmental health through a range of inspections and surveillance programs.
Public Order and Safety	Contributes to the safety of the community and the environment in relation to pets, parking, beach patrol and emergency services.	<ul style="list-style-type: none"> • Providing efficient and effective ranger and lifeguard services to maintain public order and safety. • Building resilience by working with emergency service organisations, NSW and Australian Governments, industry, community organisations and the general public, to ensure emergency management is responsive to local needs and provides the best local outcome.
Recreation	Provides planning, programs, infrastructure and open space that enables residents and visitors to participate in recreational activities throughout the year.	<ul style="list-style-type: none"> • Providing safe, accessible and appropriate recreation facilities which support the community lifestyle, health and wellbeing. • Maximising community use and accessibility of the recreation facilities through the development of new programs targeting specific populations.
Risk and Insurance	Responsible for the management of strategic and operational risks and insurance for the organisation.	<ul style="list-style-type: none"> • Improving systems and practices to manage enterprise risk.
Sewer Services	Provision of a safe, reliable and sustainable sewer service.	<ul style="list-style-type: none"> • Operating sewerage systems in a sustainable manner.
Stormwater	Provides and maintains infrastructure that collects, controls and manages stormwater.	<ul style="list-style-type: none"> • Mitigate stormwater impacts on the natural environment and built infrastructure.
Strategic Planning	Plans for the housing, business and environmental needs and impacts of our current and future population.	<ul style="list-style-type: none"> • Maintaining and amending Council's land use planning instruments to provide the community with a consistent and rational framework for managing land use and development in Eurobodalla. • Managing the preparation of background studies and policy development for the translation into Council's land use planning legislation.

SERVICE	DESCRIPTION	DURING 2017-22 THIS SERVICE WILL FOCUS ON
Technical Services	Plans, designs, project manage and monitors infrastructure delivery and performance.	<ul style="list-style-type: none"> Developing, maintaining and implementing asset management strategies, policies and plans.
Tourism	Promotes Eurobodalla to attract new and repeat visitors both within Australia and internationally; provides visitor information services and advice and support to tourism businesses.	<ul style="list-style-type: none"> Providing support, promotion and networking opportunities to local tourism operators. Promoting Eurobodalla to key visitor markets.
Transport	Provides the infrastructure such as roads and paths that enables the movement of people, vehicles and goods into and throughout Eurobodalla.	<ul style="list-style-type: none"> Supporting the development of an integrated transport network that meets the needs of pedestrians, cyclists, vehicles, freight and public transport. Developing strategies, plans and policies to support the provision of transport infrastructure. Advocating for improved transport and marine links, services and infrastructure. Working with key partners to advocate for the progressive upgrade of the Princes and Kings Highways.
Waste Management	Responsible for waste collection, disposal, recycling, illegal dumping, infrastructure and education.	<ul style="list-style-type: none"> Providing sustainable waste services and infrastructure for the community. Participating in regional collaboration and develop strategic partnerships. Delivering community education on waste minimisation.
Water Services	Provision of a safe, reliable and secure town water supply.	<ul style="list-style-type: none"> Manage water as a valuable and sustainable resource. Continuing to implement the Integrated Water Cycle Management Strategy including the Southern Water Supply Storage.
Works and Operations	Coordinates, maintains and supplies facilities and equipment to assist service delivery across Council.	<ul style="list-style-type: none"> Delivering best value procurement. Providing point of contact for suppliers and coordinating the needs of staff to undertake projects.
Workforce Development	Responsible for human resource management, learning and development, payroll and work health and safety services to the organisation.	<ul style="list-style-type: none"> Driving our highly skilled and engaged workforce that can respond to the changing requirements of Council.
Youth Services	Provides opportunities and activities for young people aged 12-25.	<ul style="list-style-type: none"> Delivering programs and activities that engage with youth to encourage their participation and retention in our community. Planning for and providing development opportunities, services and activities for youth such as Youth cafés, youth network and coordinating the Youth Committee.

WHAT DO MY RATES PAY FOR?



*Commercial Entities is budgeted to provide a return to Council for 2021-22.

In 2021-22 rates and annual charges paid by our community will make up 56% of Council's total income. This includes the general rate, environmental levy and waste, water and sewer charges. The diagram above shows how \$100 of your rates and annual charges is spent across Council services for 2021-22. Please refer to page 67 which describes where our money comes from and where our money goes.

Corporate overheads

Corporate overheads include services that provide operational support functions for other services such as customer assistance and records, finance and central treasury, fleet and plant, information technology, risk and insurance, technical services, workforce development and works and operations.

The cost of the corporate overheads is \$21.5 million and are redistributed to the service areas that they support. Therefore they are not included in the above diagram.

OUR COMMUNITY'S COUNCIL MANAGED INFRASTRUCTURE



Council's service delivery is supported by infrastructure. Council will continue to manage over \$1.9 billion worth of community infrastructure including \$810 million water and sewer dedicated infrastructure. Asset revaluations occur annually which may result in the revised gross replacement cost of assets. Council's community infrastructure includes:


- 8,260 stormwater pits
- 949km headwalls
- 919km water mains
- 611km sealed roads
- 585km sewer mains
- 526km kerb and gutter
- 485 park benches
- 407km unsealed roads
- 190km stormwater pipes
- 149 carparks
- 137 sewage pumping stations
- 108 bridges
- 103 parks
- 82km footpaths
- 68 bus shelters
- 49km shared pathways
- 47 stand-alone public toilets
- 34 playgrounds
- 31 tennis courts
- 24 sports fields
- 22 boat ramps
- 15 water pumping stations
- 14 cricket pitches
- 11 cemeteries
- 9 public halls
- 9 netball courts
- 8 jetties
- 8 pontoons
- 6.9km rock wall
- 6 sewage treatment plants
- 5 skate parks
- 5 viewing platforms
- 4 wharves
- 4 surf clubs
- 3 libraries
- 3 waste management facilities
- 3 indoor basketball courts
- 3 fishing platforms
- 2 swimming centres
- 2 childcare buildings
- 2 water treatment plants
- 2 visitor information centres
- 1 bulk water supply

BUSHFIRE RECOVERY

The 2019-20 summer bushfires devastated Eurobodalla. More than 271,000 hectares of our 343,000 hectares, or 81% of our Shire, was directly fire impacted. These fires had devastating impacts on life, property, the environment and our community. Recovery is a long-term process that is different for everyone.

The recovery phase continues to involve the whole community, governments, business associations, private entities and not-for-profit organisations.

In early 2020, Council commenced the recovery phase. In collaboration with Office of Emergency Management (OEM), Council arranged the opening of a Bushfire Recovery Centre in Batemans Bay, and later Narooma. These centres provided a comprehensive range of services to assist our community during this critical and challenging time, with over 6,000 households registered during operation.

Council working alongside the Australian and NSW government agencies and other councils, continues to implement the actions listed in its Eurobodalla Recovery Action Plan. Actions in the 2021-22 Operational Plan that include recovery efforts are identified with a . This means that while working on delivering Council's ongoing service, recovery actions will be undertaken.

Social recovery

The Eurobodalla Bushfire Recovery Support Service is joint funded by the Australian and NSW governments and ensures that people who have been impacted by the fires can access the recovery support they need. The service offers a single point of contact with a Case Management Officer who will provide practical and personal support to help manage recovery needs, access relevant services and assist in decision making. The help provided has included: assisting with grant applications, housing and re-building issues, referrals to specialised mental health counselling services, referral to financial counsellors and explaining information on the progress of Development Applications (DA). This service will continue to be provided to the Eurobodalla community during 2021-22.

Built environment recovery

Council continues to experience an increase in development enquiries and applications associated with rebuilding following the bushfires. Council continues to provide dedicated staff to give priority to bushfire enquiries and applications. Eligible ratepayers can apply through the Eurobodalla Disaster Relief Fund for up to \$1,000 to assist with DA fees.

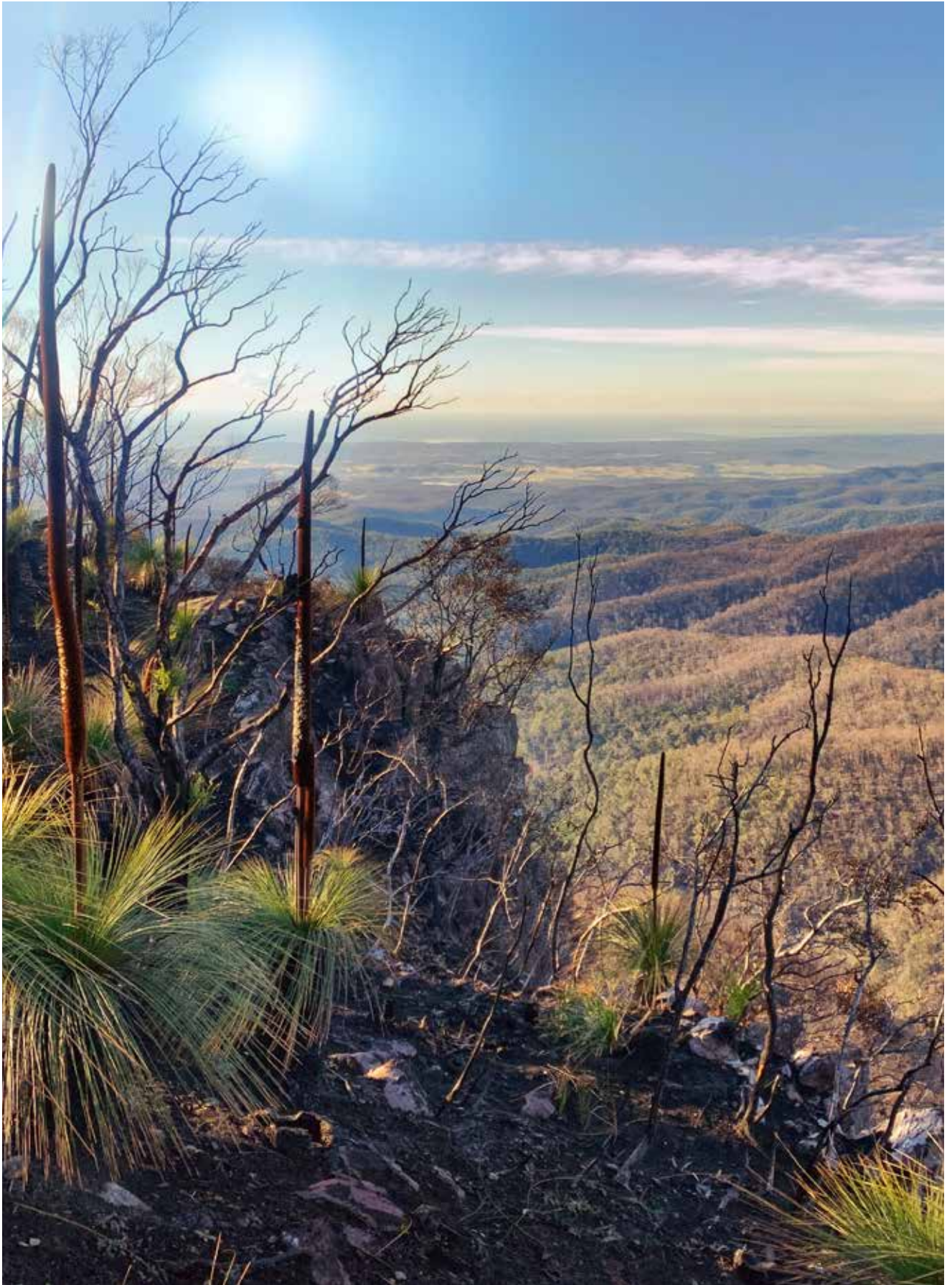
Council continues to work on replacing and rebuilding roads, bridges, sewer facilities, and other equipment to help communities get re-connected and back on track. With five natural disaster declarations within 18 months, there continues to be significant works to be undertaken throughout the Shire. Another key focus for 2021-22 will be placed on advocating to the NSW Government for critical resilience infrastructure projects to be identified and funded.

Economic recovery

Council continues to work with business chambers and industry representatives to understand and address the impacts on businesses and their needs. A regular Tourism and Business Industry newsletter is circulated to industry with a focus on financial assistance and support.

With the use of Spendmap data, Council is able to map visitor spending across the Shire to determine where visitors are spending their money. This data assists Council to determine priorities for tourism marketing and development.

Council's dynamic tourism marketing campaigns have assisted with economic recovery directly following the bushfires and continues to be implemented with appropriate and respectful messaging.



BUSHFIRE RECOVERY

Natural environment recovery

The natural environment was severely impacted by the bushfires. Council worked with multiple land managers, agencies and organisations on rehabilitation works, erosion control, revegetation priorities.

The Eurobodalla Regional Botanic Garden was significantly impacted by the bushfires. Council, working alongside the Friends, commenced re-establishing the much loved garden to ensure future preservation of native flora and fauna. Council has been successful in obtaining funding for a new sensory garden. The purpose of this garden is to create an environment that leads to a greater appreciation and connection with our natural world for people of all abilities.

Council is assisting with free weed control for eligible rural properties to assist with blackberry, crofton weed, bitou bush, African boxhorn and Lantana. This program is being funded under the Australian Government's Communities combating pest and weed impacts during drought program which totals \$249,988 during 2021-22.

Eurobodalla's Bushfire Recovery

Comprehensive information on Eurobodalla's Bushfire Recovery can be found on Council's website: www.esc.nsw.gov.au

It includes information about financial and practical support for different situations, Council's submissions to the Royal Commission into the National Natural Disaster Arrangements and to the NSW Independent Bushfire Inquiry, and the Eurobodalla Shire Council Bushfire Recovery Action Plan





DELIVERY PROGRAM 2017-22 AND OPERATIONAL PLAN 2021-22

The Delivery Program 2017-22 is Council's response and commitment to implementing, within available resources, the priorities and aspirations of the community as expressed in the Community Strategic Plan 2017 – One Community. The Delivery Program is aligned to the term of each elected council. Due to the COVID-19 pandemic, the Local Government elections were postponed for 12 months. As per Office of Local Government circular 20-15 (1 May 2020) Council's existing Delivery Plan 2017-21 is to be extended for a further 12 months and include the Operational Plan 2021-22.

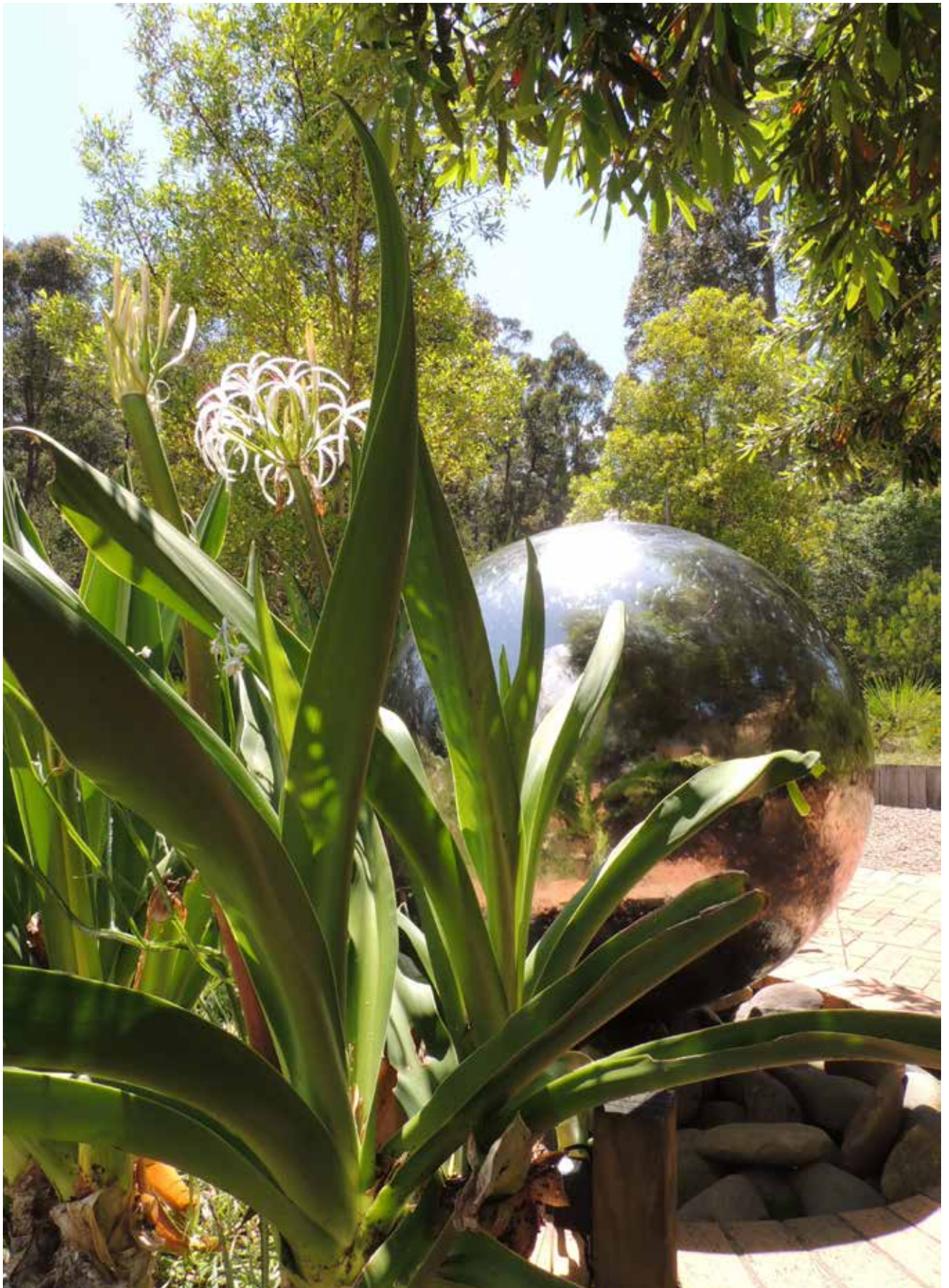
Our Councillors have taken an active role in the development of the Delivery Program through budget and priority setting workshops, and ongoing engagement with the community and Council staff about service delivery and key projects.

To ensure accountability, each outgoing council must report to the community all its achievements in delivering the Delivery Program in an End of Term Report. The Operational Plan 2017-22 provides details of the projects and works being undertaken in the year ahead. It identifies key actions that will contribute to maintaining financial sustainability. The Plan also allocates the service responsible for delivering the projects and services to our community.

To assess progress in implementing this Program and Plan, a range of measures will be used:

- **Delivery Plan Outcome Measures**
These measures are outcome focused and when tracked over time will report Council's progress towards implementing the strategies, outcomes and vision identified in the Community Strategic Plan – One Community.
- **Operational Plan Service Outputs**
These service outputs determine if Council has achieved its planned activities efficiently.

The results of these performance measures, and other service-based measures, will be reported to Council on a six-monthly and annual basis through the Annual Report as well as the State of the Shire and the End of Term Report, prepared at the end of each Council term.



1.STRONG COMMUNITIES, DESIRABLE LIFESTYLE



Our community is strong, safe and connected with equal access to services and facilities that enable a great quality of life for all ages. We have access to a diverse range of high quality health care services and are supported in living a healthy and active life and maintaining our enviable lifestyle.

This outcome focuses on the importance of encouraging health and wellbeing as well as community pride and a sense of belonging. It looks at maintaining a caring and connected community with high levels of volunteering and community participation. As well as the provision of a range of affordable facilities, programs, services and recreation and active living opportunities for target groups such youth, older people and people with a disability. All this contributes to a good work life balance and ensures our community retains and builds on its family, friendly, inviting and safe feel.

Strategies

- 1.1 Work in partnership to ensure safety at home and within the community
- 1.2 Improve local access to health services
- 1.3 Encourage and enable healthy lifestyle choices
- 1.4 Ensure activities, facilities and services meet changing community needs
- 1.5 Retain our unique identity, relaxed lifestyle options and strong community connections

Key Supporting Documents

- Eurobodalla Regional Botanic Gardens Strategic Plan 2013-18
- Youth Action Plan
- Recreational Facilities Asset Management Plan
- Disability Inclusion Action Plan 2017-21
- Building and Facilities Asset Management Plan
- Recreation and Open Space Strategy 2018

Delivery Program 2017-22



The principal activities of Council's Delivery Program, in response to Community Strategic Plan 2017 – One Community outcome 1 include collaboration with key partners to address safety, health and access issues, programs and activities to increase community participation and connections, the facilitation of healthy lifestyle activities and choice, and quality service provision to support community members of all ages and abilities.

Council services that contribute to this outcome:

- Community and Cultural Development
- Community Care
- Community Facilities
- Public Order and Safety
- Recreation
- Youth Services

Key Projects 2017-22

LINK	PROJECT	SERVICE	YEAR				
			17-18	18-19	19-20	20-21	21-22
1.1.2	Provide Companion Animal Management Services	Public Order and Safety	✓	✓	✓	✓	✓
1.3.1	Implement the Healthy Community Action Plan	Community and Cultural Development		✓	✓		
1.3.2	Implement the Recreation and Open Space Strategy 2018	Recreation		✓	✓	✓	✓
1.3.2	Prepare Plans of Management for Crown Reserves	Recreation			✓	✓	✓
1.3.3	Manage and develop the Eurobodalla Regional Botanic Gardens	Commercial Entities	✓	✓	✓	✓	✓

DELIVERY PROGRAM	OPERATIONAL PLAN	SERVICE
1.1 WORK IN PARTNERSHIP TO ENSURE SAFETY AT HOME AND WITHIN THE COMMUNITY		
1.1.1 Collaborate with key partners to address issues of community safety	1.1.1.1 Coordinate the Police Liaison	Community and Cultural Development
	1.1.1.2 Provide road safety programs	Transport
	1.1.1.3 Coordinate the management of beach safety	Public Order and Safety
1.1.2 Deliver legislated health protection and regulatory programs	1.1.2.1 Undertake the food inspection program	Public and Environmental Health
	1.1.2.2 Provide companion animal management services	Public Order and Safety
	1.1.2.3 Monitor, inspect and respond to issues in relation to public safety	Public Order and Safety
1.2 IMPROVE LOCAL ACCESS TO HEALTH SERVICES		
1.2.1 Work in partnership to improve local and regional health services	1.2.1.1 Advocate for improved local health services including mental health services 	Community and Cultural Development
1.3 ENCOURAGE AND ENABLE HEALTHY LIFESTYLE CHOICES		
1.3.1 Activate and motivate our community to embrace healthy lifestyles	1.3.1.1 Support community and recreation groups to manage and develop their clubs	Recreation
	1.3.1.2 Coordinate Healthy Communities and Seniors Week grants 	Community and Cultural Development
1.3.2 Plan for and provide a safe and accessible network of recreation and community facilities	1.3.2.1 Build, renew, operate and maintain recreation and community facilities	Recreation
	1.3.2.2 Progress the implementation of the Recreation and Open Space Strategy 2018	Recreation
	1.3.2.3 Seek grants and other funding to sustain and improve the network of recreational and community facilities	Recreation
	1.3.2.4 Prepare Plans of Management for Council managed Crown Reserves	Recreation
	1.3.2.5 Provide a booking service for recreation and community facilities and promote use of the facilities	Recreation
	1.3.2.6 Manage Moruya and Narooma public swimming pools	Recreation
	1.3.2.7 Commence management of the Batemans Bay Regional Aquatic and Performing Arts Centre	Recreation
	1.3.2.8 Provide, maintain and upgrade Council's cemeteries	Community Facilities

DELIVERY PROGRAM	OPERATIONAL PLAN	SERVICE
1.3.3 Develop and manage the Eurobodalla Regional Botanic Garden	1.3.3.1 Manage the visitor facilities, services and programs at the Eurobodalla Regional Botanic Garden	Commercial Entities
1.4 ENSURE ACTIVITIES, FACILITIES AND SERVICES MEET CHANGING COMMUNITY NEEDS		
1.4.1 Plan for and provide opportunities, services and activities for youth	1.4.1.1 Provide services and opportunities for young people	Youth Services
1.4.2 Provide flexible, community based services to support older people, people with a disability and their carers	1.4.2.1 Provide support services for National Disability Insurance Scheme participants	Community Care
	1.4.2.2 Provide support services for older people	Community Care
	1.4.2.3 Coordinate the Disability Inclusion Advisory Committee and associated projects	Community Care
	1.4.2.4 Identify and promote accessible features within town centres	Tourism
	1.4.2.5 Review the Disability Inclusion Action Plan	Community Care
1.5 RETAIN OUR UNIQUE IDENTITY, RELAXED LIFESTYLE OPTIONS AND STRONG COMMUNITY CONNECTIONS		
1.5.1 Strengthen community connections through community development initiatives	1.5.1.1 Implement volunteer programs and initiatives	Community and Cultural Development
	1.5.1.2 Develop and promote local community activities	Community and Cultural Development

DELIVERY PROGRAM MEASURES	OPERATIONAL PLAN SERVICE OUTPUTS
<ul style="list-style-type: none"> Number of services and support opportunities Council provides to people with a disability, the aged and their carers Community/customer satisfaction with <ul style="list-style-type: none"> Management and control of companion animals Cemeteries Eurobodalla Regional Botanic Garden Swimming pools Recreation facilities Public toilets Public halls Lifeguards Amount of funding secured from sources other than rates and charges 	<ul style="list-style-type: none"> Number of road safety programs Percentage of complying food inspections Number of bookings for recreation and community facilities Recreation capital renewal, upgrade and new works program >85% complete Visitation numbers at swimming pools Number of burials and inurnments Funding secured from sources other than rates and charges Visitation numbers at the Eurobodalla Regional Botanic Garden Youth café attendance Number of participants supported Number of community transport trips/clients Number of clients provided in-home care Number of volunteers



2. CELEBRATED CREATIVITY, CULTURE AND LEARNING



Our community is well educated, innovative and creative. We celebrate diversity and are aware of and embrace our history and culture. Our access to arts, events and life-long learning opportunities help us to create an incubator of creativity and community spirit.

This outcome focuses on the knowledge, diversity and creativity of our community. It looks at how our lives are enriched through access to community based lifelong learning and quality education at all levels. It recognises the need to respect and acknowledge our heritage and history and help to develop opportunities, activities and events that celebrate our diversity, culture and community.

Strategies

- 2.1** Support and encourage the expression of our vibrant creative arts sector
- 2.2** Improve local access to higher education and lifelong learning opportunities, facilities and services
- 2.3** Embrace and celebrate local history, cultural heritage and diversity
- 2.4** Strengthen community life through the delivery of a range of community events and activities

Key Supporting Documents

- Library Strategic Plan
- Youth Action Plan
- Aboriginal Action Plan
- Creative Arts Strategy
- Heritage Strategy

Delivery Program 2017-22

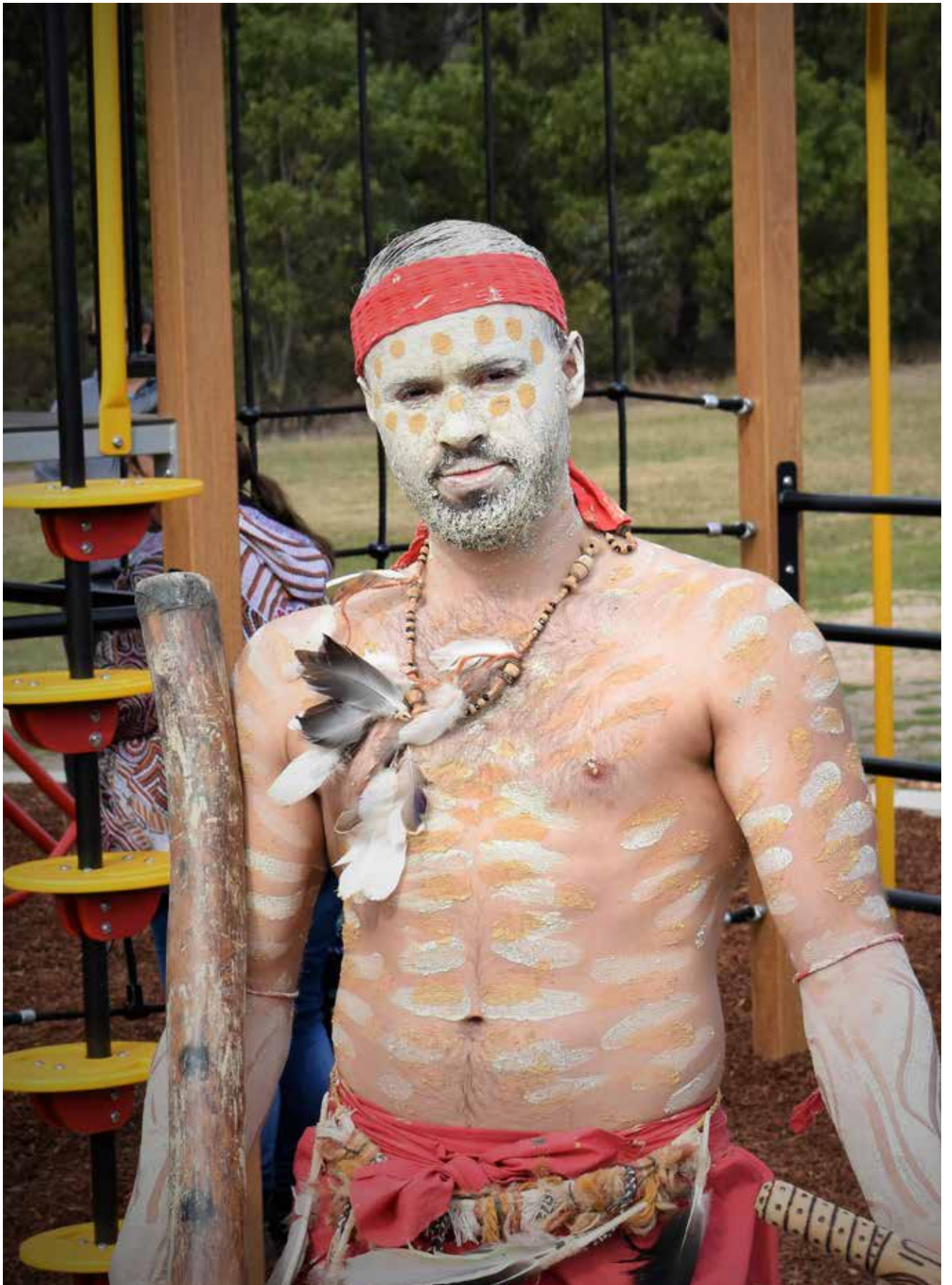
The principal activities of Council's Delivery Program, in response to Community Strategic Plan 2017 – One Community outcome 2 include developing and promoting creative arts activities and experiences for our community, celebrating heritage and our diverse culture, building the skills and capacity of industry practitioners, advocating for lifelong learning and educational opportunities, and quality service provision, including community development initiatives.


Council services that contribute to this outcome:

- Business Development
- Children's Services
- Community and Cultural Development
- Libraries
- Strategic Planning
- Tourism

Key Projects 2017-22

LINK	PROJECT	SERVICE	YEAR				
			17-18	18-19	19-20	20-21	21-22
2.1.1	Implement the Creative Arts Action Plan	Community and Cultural Development		✓	✓	✓	✓
2.1.2	Implement the Basil Sellers Exhibition Centre arts program	Community and Cultural Development			✓	✓	
2.2.2	Implement the Library Strategic Plan	Libraries			✓	✓	✓
2.2.2	Implement the Aboriginal Action Plan	Community and Cultural Development		✓	✓	✓	✓



DELIVERY PROGRAM	OPERATIONAL PLAN	SERVICE
2.1 SUPPORT AND ENCOURAGE THE EXPRESSION OF OUR VIBRANT CREATIVE ARTS SECTOR		
2.1.1 Develop and promote creative arts activities and industries	2.1.1.1 Coordinate the Public Art Advisory Committee and associated projects	Community and Cultural Development
	2.1.1.2 Progress the Creative Arts Strategy	Community and Cultural Development
2.1.2 Develop and promote the Moruya Library and Arts Centre Project	2.1.2.1 Implement the Basil Sellers Exhibition Centre arts program	Community and Cultural Development
2.2 IMPROVE LOCAL ACCESS TO HIGHER EDUCATION AND LIFELONG LEARNING OPPORTUNITIES, FACILITIES AND SERVICES		
2.2.1 Develop and provide early education services and programs	2.2.1.1 Provide support services for children and families 	Children's Services
2.2.2 Provide quality library services, programs and resources	2.2.2.1 Provide lending collections, reference, information and online services	Libraries
	2.2.2.2 Progress the Library Strategic Plan	Libraries
2.2.3 Work in partnership to improve educational opportunities	2.2.3.1 Collaborate with stakeholders to address the local educational needs	Community and Cultural Development
2.3 EMBRACE AND CELEBRATE LOCAL HISTORY, CULTURAL HERITAGE AND DIVERSITY		
2.3.1 Acknowledge and involve traditional owners and members of the Aboriginal community	2.3.1.1 Coordinate the Aboriginal Advisory committee and associated projects	Community and Cultural Development
	2.3.1.2 Progress the Aboriginal Action Plan	Community and Cultural Development
2.3.2 Manage and promote our heritage	2.3.2.1 Progress the Eurobodalla Heritage Strategy	Community and Cultural Development
2.4 STRENGTHEN COMMUNITY LIFE THROUGH THE DELIVERY OF A RANGE OF COMMUNITY EVENTS AND ACTIVITIES		
2.4.1 Support and promote opportunities for people to be engaged in an active, vibrant and inclusive lifestyle	2.4.1.1 Deliver community programs and events through the libraries	Libraries

DELIVERY PROGRAM MEASURES	OPERATIONAL PLAN SERVICE OUTPUTS
<ul style="list-style-type: none"> Community/customer satisfaction with <ul style="list-style-type: none"> Library service Creative Arts service Youth service Children's services Comparison with State Library of NSW best practice and benchmarks Participation in creative arts activities 	<ul style="list-style-type: none"> Number of Family Day Care educators Number of Family Day Care attendees Number of Out of School attendees Number of Vacation Care attendees Visitation numbers at the Libraries Number of library borrowings Youth week program attendance Number of community events and programs at libraries



3. PROTECTED AND VALUED NATURAL ENVIRONMENT



Our natural environment is valued and respected for the lifestyle and economic benefits it provides.

We make wise environmental management decisions that enable us to support growth and change, retain balance and address impacts and issues in a measured way.

This outcome seeks to recognise the importance of our diverse natural environment. It involves protecting our rivers, creeks, waterways, mountains, bushland and ecological communities. Maintaining our natural assets ensures we are able to retain and enhance our current lifestyle, visitor experiences and support our growing economy.

Strategies

- 3.1** Respond to our changing environment and build resilience to natural hazards
- 3.2** Value, protect and enhance our natural environment and assets
- 3.3** Maintain clean healthy waterways and catchments
- 3.4** Develop community awareness of environmental opportunities, issues and impacts

Key Supporting Documents

- Eurobodalla Local Environment Plan
- Various Estuary Management Plans
- Batemans Bay Coastline Hazard Management Plan 2001
- Flying Fox Management Plan

Delivery Program 2017-22

The principal activities of Council's Delivery Program, in response to Community Strategic Plan 2017 – One Community outcome 3 include planning for and managing coastal and estuary use and hazards, collaboration with other agencies to coordinate emergency management, value, protect and enhance the natural environment and natural assets, and monitor and manage public and environmental health.



Council services that contribute to this outcome:

- Business Development
- Development Assessment and Building Certification
- Environmental Management
- Public and Environmental Health
- Stormwater and Drainage
- Strategic Planning
- Tourism
- Waste Management

Key Projects 2017-22

LINK	PROJECT	SERVICE	YEAR				
			17-18	18-19	19-20	20-21	21-22
3.1.1	Prepare the Eurobodalla Coastal Management Program	Strategic Planning		✓	✓	✓	✓
3.1.3	Advocate for the strategic review of emergency services	Public Order and Safety	✓	✓	✓	✓	✓
3.2.2	Implement the Eurobodalla Flying Fox Management Plan	Environmental Management			✓	✓	✓
3.2.3	Prepare the Biodiversity Strategy	Strategic Planning		✓	✓	✓	✓

DELIVERY PROGRAM	OPERATIONAL PLAN	SERVICE
3.1 RESPOND TO OUR CHANGING ENVIRONMENT AND BUILD RESILIENCE TO NATURAL HAZARDS		
3.1.1 Manage coastal use and hazards	3.1.1.1 Prepare the Eurobodalla Coastal Management Program	Strategic Planning
	3.1.1.2 Manage lake openings	Stormwater
3.1.2 Minimise the impact of flooding on development and people	3.1.2.1 Continue to develop Shire flood risk management plans	Strategic Planning
3.1.3 Collaborate with agencies and emergency services to support coordinated emergency management	3.1.3.1 Advocate for strategic review of emergency and recovery services including the transfer of the annual cost for the Rural Fire Service, State Emergency Service and NSW Fire and Rescue to the NSW Government	Public Order and Safety
	3.1.3.2 Advocate for Government to fully fund and deliver the proposed Eurobodalla Regional Integrated Emergency Services Precinct in Moruya	Public Order and Safety
	3.1.3.3 Pursue increased grant funding and undertake fire mitigation program on Council controlled land	Public Order and Safety
	3.1.3.4 Advocate for implementation of the recommendations made in Council's submissions to the NSW Bushfire Inquiry and Royal Commission	Public Order and Safety
	3.1.3.5 Support emergency service agencies in planning and responding to disasters through the Local Emergency Management, Local Rescue, Regional Emergency Management and Eurobodalla Bushfire Risk Management Committees	Public Order and Safety

DELIVERY PROGRAM	OPERATIONAL PLAN	SERVICE
3.2 VALUE, PROTECT AND ENHANCE OUR NATURAL ENVIRONMENT AND ASSETS		
3.2.1 Provide education on and manage the impacts associated with invasive species	3.2.1.1 Undertake biosecurity programs (weeds and pest management) 	Environmental Management
3.2.2 Work in partnership to provide natural resource management	3.2.2.1 Assist Landcare and community groups and projects	Environmental Management
	3.2.2.2 Plan and implement environmental protection and restoration program	Environmental Management
	3.2.2.3 Progress the Eurobodalla Flying Fox Management Plan 	Environmental Management
	3.2.2.4 Seek grants and other funding to sustain and improve the natural environment	Environmental Management
3.2.3 Plan to improve the quality of the natural environment	3.2.3.1 Continue the preparation of the Biodiversity Strategy	Strategic Planning
3.3 MAINTAIN CLEAN HEALTHY WATERWAYS AND CATCHMENTS		
3.3.1 Undertake estuary planning and management	3.3.1.1 Undertake estuary management projects	Strategic Planning
3.3.2 Monitor and manage impacts on our waterways	3.3.2.1 Participate in Beachwatch program	Public and Environmental Health
	3.3.2.2 Undertake estuary monitoring	Public and Environmental Health
	3.3.2.3 Deliver the Onsite Sewage Management System inspection program	Public and Environmental Health
	3.3.2.4 Undertake water, sewer and waste monitoring	Public and Environmental Health
3.4 DEVELOP COMMUNITY AWARENESS OF ENVIRONMENTAL OPPORTUNITIES, ISSUES AND IMPACTS		
3.4.1 Monitor and manage public and environmental health	3.4.1.1 Monitor, inspect and respond to public and environmental health matters	Public and Environmental Health
	3.4.1.2 Undertake the commercial public pool water quality inspection program	Public and Environmental Health

DELIVERY PROGRAM MEASURES	OPERATIONAL PLAN SERVICE OUTPUTS
<ul style="list-style-type: none"> Community satisfaction with <ul style="list-style-type: none"> natural environment management emergency services support invasive species management waterways management public health and safety management/programs Office of Environment and Heritage State of Beaches report 	<ul style="list-style-type: none"> Percentage of complying biosecurity inspections Number of volunteer hours in natural resource management Estuary report cards Percentage of complying onsite sewage management system inspections Percentage of public and environmental health matters responded within timeframe Estuary report cards



4. SUSTAINABLE LIVING



Our community choose to lead sustainable lifestyles in harmony with our natural environment. We take responsibility for the management and consumption of our valuable resources and recognise the impact that our actions have both today and for future generations.

This outcome involves supporting our community to make sustainable lifestyle choices, to use materials, energy and water resources efficiently and to work together to recognise, manage and strive to reduce our impact on the natural environment.

Strategies

- 4.1** Maximise the efficient use and reuse of our water resources
- 4.2** Targeted reduction of waste with an emphasis on resource recovery and waste minimisation
- 4.3** Support and encourage sustainable choices and lifestyles
- 4.4** Work together to reduce our environmental footprint and develop a clean energy future

Key Supporting Documents

- Waste Strategy
- Integrated Water Cycle Management Strategy 2017
- Emissions Reduction Plan

Delivery Program 2017-22

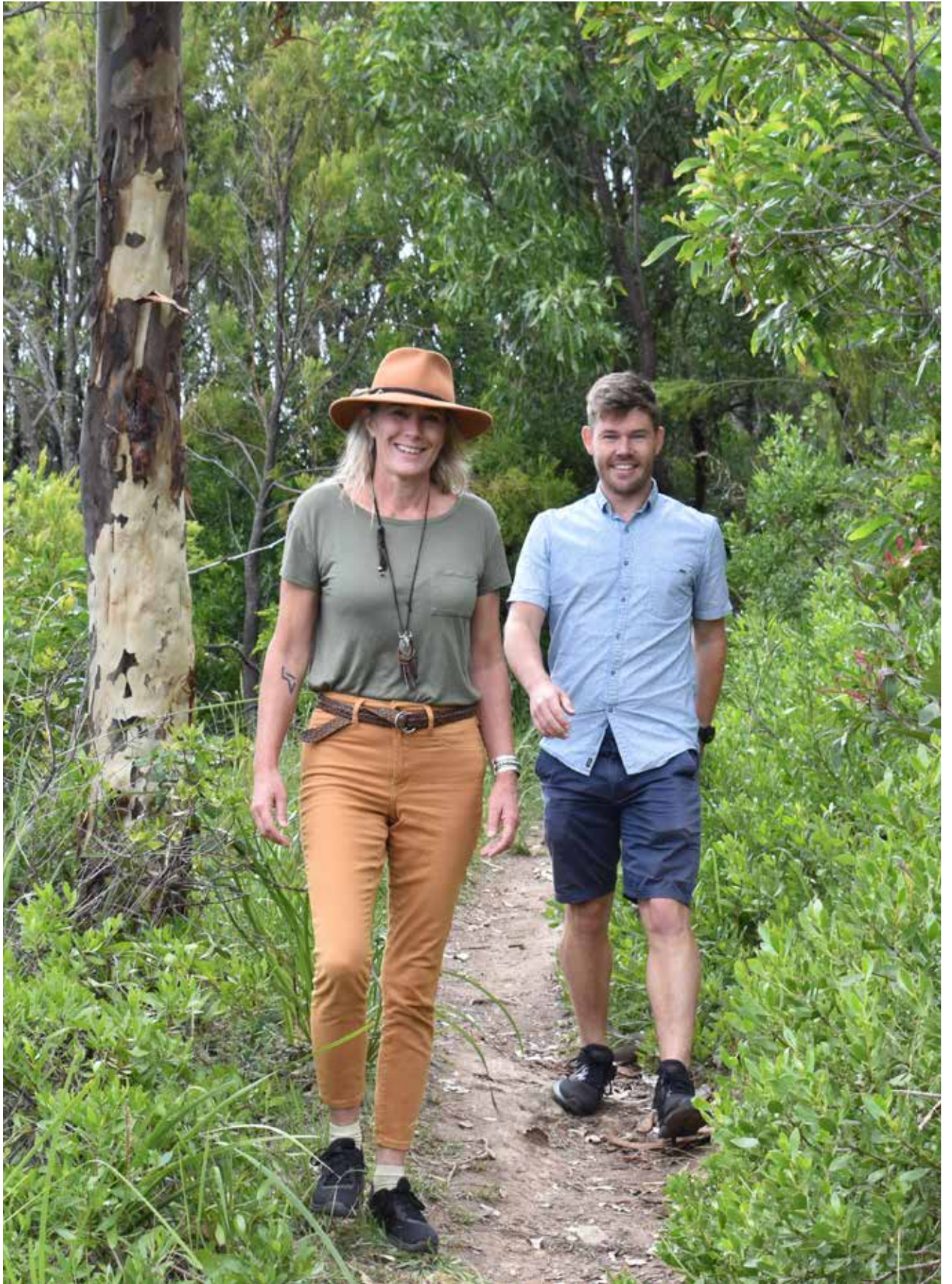
The principal activities of Council's Delivery Program, in response to Community Strategic Plan 2017 – One Community outcome 4 include the provision of safe, reliable and sustainable town water supply, sewerage and waste services, waste mitigation initiatives, partnering with schools and the community to deliver environmental education programs and working together to reduce Council's environmental footprint.


Council services that contribute to this outcome:

- Business Development
- Development Assessment and Building Certification
- Environmental Management
- Recreation
- Sewer Service
- Transport
- Waste Management
- Water Service

Key Projects 2017-22

LINK	PROJECT	SERVICE	YEAR				
			17-18	18-19	19-20	20-21	21-22
4.1.3	Construction of the proposed Southern Water Supply Storage	Water Services	✓	✓	✓	✓	✓
4.2.2	Deliver community education on waste minimisation	Waste Management	✓	✓	✓	✓	✓
4.4.1	Implement the Emissions Reduction Plan	Environmental Management	✓	✓	✓	✓	✓



DELIVERY PROGRAM	OPERATIONAL PLAN	SERVICE
4.1 MAXIMISE THE EFFICIENT USE AND REUSE OF OUR WATER RESOURCES		
4.1.1 Provide a safe, reliable and sustainable town water supply and sewerage services	4.1.1.1 Build, renew, operate and maintain water supply systems	Water Services
	4.1.1.2 Build, renew, operate and maintain sewerage systems 	Sewer Services
	4.1.1.3 Undertake liquid trade waste inspections	Public and Environmental Health
4.1.2 Promote and implement programs for the efficient use of water resources	4.1.2.1 Provide treated effluent for reuse in the community	Sewer Services
	4.1.2.2 Provide incentives to encourage use of water saving devices in homes	Water Services
4.1.3 Advance planning for and development of the Southern Water Supply Storage	4.1.3.1 Progress the Southern Water Supply Storage project	Water Services
4.2 TARGETED REDUCTION OF WASTE WITH AN EMPHASIS ON RESOURCE RECOVERY AND WASTE MINIMISATION		
4.2.1 Provide sustainable waste services and infrastructure	4.2.1.1 Build, renew, operate and maintain waste landfill sites and transfer stations	Waste Management
	4.2.1.2 Manage kerbside collection	Waste Management
	4.2.1.3 Undertake annual hazardous waste collection	Waste Management
4.2.2 Work in partnership to provide natural resource management	4.2.2.1 Participate in regional collaboration and develop strategic partnerships	Waste Management
	4.2.2.2 Deliver community education on waste minimisation	Waste Management
4.2.3 Plan to improve the quality of the Natural Environment	4.2.3.1 Coordinate Clean Up Australia day activities	Waste Management
	4.2.3.2 Investigate and manage illegal dumping incidents	Waste Management

DELIVERY PROGRAM	OPERATIONAL PLAN	SERVICE
4.3 SUPPORT AND ENCOURAGE SUSTAINABLE CHOICES AND LIFESTYLES		
4.3.1 Partner with schools and community to deliver environmental education programs and projects	4.3.1.1 Provide environmental and sustainability education programs	Environmental Management
4.4 WORK TOGETHER TO REDUCE OUR ENVIRONMENTAL FOOTPRINT AND DEVELOP A CLEAN ENERGY FUTURE		
4.4.1 Plan for and work towards reducing Council's environmental footprint	4.4.1.1 Review and develop the Emissions Reduction Plan and a Variable and Changing Climate Adaption Strategy	Environmental Management
4.4.2 Work in partnership to explore clean energy opportunities	4.4.2.1 Explore clean energy options	Environmental Management

DELIVERY PROGRAM MEASURES	OPERATIONAL PLAN SERVICE OUTPUTS
<ul style="list-style-type: none"> Community satisfaction with: <ul style="list-style-type: none"> – Water services – Sewerage services – Waste services – Environmental Management Compliance with NSW Best Practise Management Guidelines for Water and Sewer Funding secured from sources other than rates and charges Number of water customers Percentage of water meters replaced Volume of water treated (ML) Council's energy consumption and CO2 emissions Community recycling rates Amount of waste to landfill/remaining life of landfills 	<ul style="list-style-type: none"> Water capital renewal, upgrade and new works program >85% complete Length of water mains maintained Number of water pump stations maintained Sewer capital renewal, upgrade and new works program >85% complete Length of sewer mains maintained Number of sewage pump stations and treatment plants maintained Number of sewer spills Number of customers on reticulated sewer Number of water rebates issued Waste capital renewal, upgrade and new works program >85% complete Kerbside collection customer requests attended to within timeframe Number of illegal dumping incident Participation in sustainability education programs Reduction in the amount of Council's emissions

5.VIBRANT AND DIVERSE ECONOMY



Our business and industry sector is smart, innovative, and resilient and is supported and prepared for future growth and challenges. Our workforce is skilled and has access to local job opportunities. We recognise and leverage our unique competitive advantages to ensure Eurobodalla is the choice to live, visit and invest.

This outcome looks at how we attract strategic investment and facilitate employment diversity and growth. It includes strengthening and diversifying our economy by targeting new industries as well as building on our existing strengths such as tourism, local food production and our diverse and unique natural assets.

Strategies

- 5.1** Diversify the region's economy, attract investment and target new and emerging employment sectors
- 5.2** Support our business community and assist in building capacity
- 5.3** Focus on the development of sustainable tourism and quality events and visitor experiences
- 5.4** Ensure businesses have access to supportive public and technology infrastructure

Key Supporting Documents

- Eurobodalla Destination Action Plan 2018-21
- Advancing Eurobodalla
- Tourism and Wayfinding Signage Strategy
- Nature Based Tourism Strategy
- Events Strategy

Delivery Program 2017-22

The principal activities of Council's Delivery Program, in response to Community Strategic Plan 2017 – One Community outcome 5 include encouraging and attracting new business, investment and employment opportunities, supporting sustainable industries, developing the capacity of local business and working in partnership to continue developing the tourism industry, with events and infrastructure to support activity.

Council services that contribute to this outcome:

- Business Development
- Children's Services
- Commercial Entities
- Community Facilities
- Development Assessment and Building Certification
- Strategic Planning
- Tourism

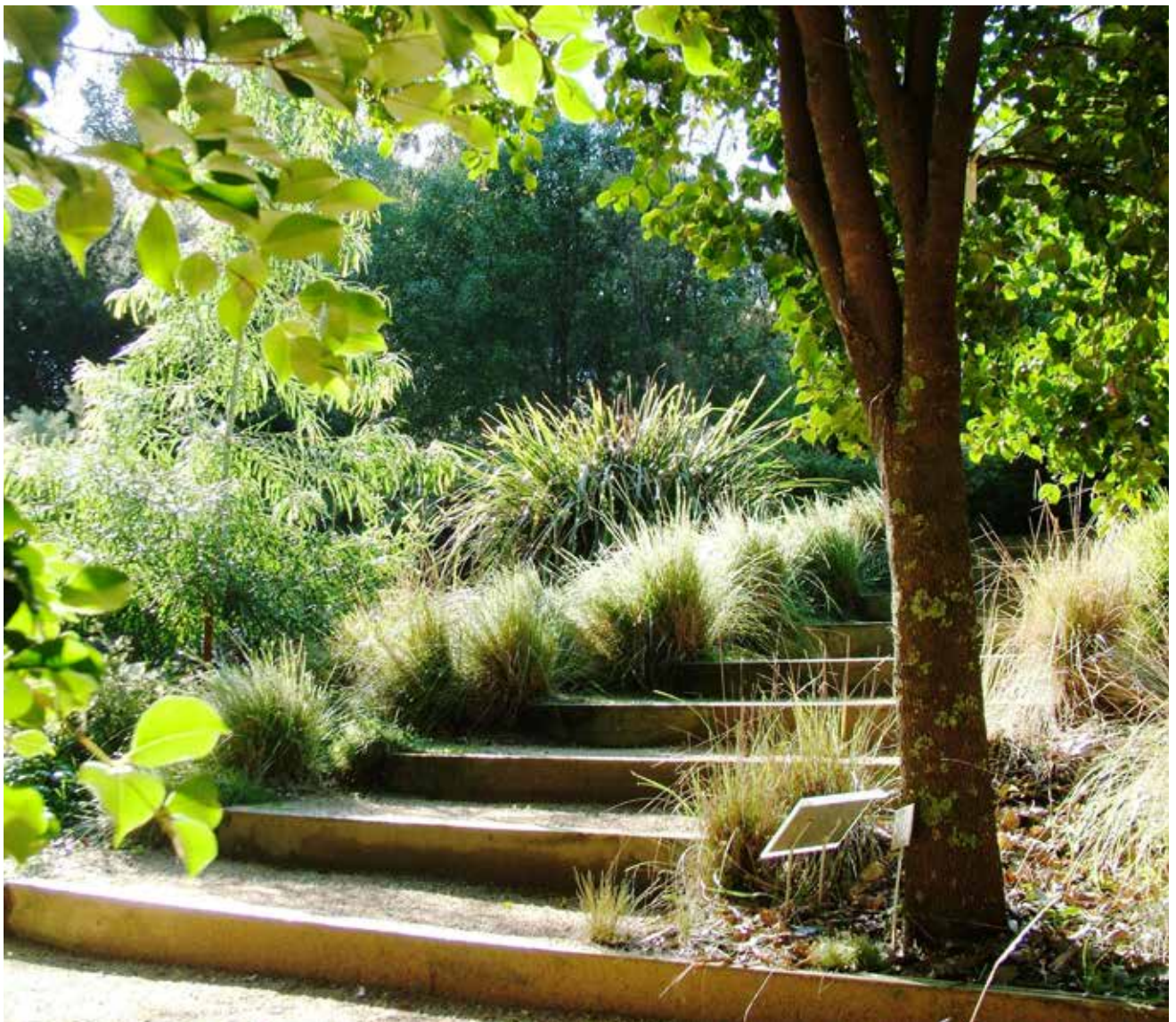
Key Projects 2017-22

LINK	PROJECT	SERVICE	YEAR				
			17-18	18-19	19-20	20-21	21-22
5.1.1	Implement Advancing Eurobodalla	Strategic Planning	✓	✓	✓	✓	✓
5.1.3	Plan for the development of the Batemans Bay Mackay Park Precinct	Strategic Planning	✓	✓	✓	✓	✓
5.3.1	Implement the Eurobodalla Tourism Wayfinding and Signage Strategy	Tourism		✓	✓	✓	✓
5.3.1	Implement the Eurobodalla Destination Action Plan	Tourism			✓	✓	✓



DELIVERY PROGRAM	OPERATIONAL PLAN	SERVICE
5.1 DIVERSIFY THE REGION'S ECONOMY, ATTRACT INVESTMENT AND TARGET NEW AND EMERGING EMPLOYMENT SECTORS		
5.1.1 Encourage and attract new business industry, investment and employment opportunities	5.1.1.1 Facilitate business, education and employment partnerships and employment generating initiatives	Business Development
	5.1.1.2 Progress Advancing Eurobodalla	Business Development
5.1.2 Support the growth of a sustainable rural industry	5.1.2.1 Seek grant funding for the development of a Eurobodalla Food Systems/ Production Plan	Business Development
	5.1.2.2 Progress the Shellfish Hatchery project	Business Development
5.1.3 Plan for the development of the Batemans Bay Mackay Park Precinct	5.1.3.1 Finalise the construction of the Regional Aquatic, Arts and Leisure Centre Batemans Bay, subject to all Council and Development Application approvals	Strategic Planning
	5.1.3.2 Progress the Expression of Interest process for the redevelopment of the northern precinct of Mackay Park	Strategic Planning
5.2 SUPPORT OUR BUSINESS COMMUNITY AND ASSIST IN BUILDING CAPACITY		
5.2.1 Strengthen partnerships with the business community	5.2.1.1 Work with industry and Chambers of Commerce to facilitate project-based working groups and economic development projects	Business Development
5.2.2 Support the business community to build capacity	5.2.2.1 Identify local business needs in terms of business training, design and promote capacity building programs	Business Development
5.3 FOCUS ON THE DEVELOPMENT OF SUSTAINABLE TOURISM AND QUALITY EVENTS AND VISITOR EXPERIENCES		
5.3.1 Work in partnership to continue to develop the tourism industry	5.3.1.1 Progress the Eurobodalla Tourism Wayfinding and Signage Strategy	Tourism
	5.3.1.2 Progress the Eurobodalla Destination Action Plan	Tourism
	5.3.1.3 Progress the Nature Based Tourism Study	Tourism
5.3.2 Actively seek and support the development and hosting of events	5.3.2.1 Progress the Events Strategy 2020-2024	Business Development
	5.3.2.2 Continue to seek grant funding and commence development of the Mogo Adventure Trail	Business Development
5.4 ENSURE BUSINESSES HAVE ACCESS TO SUPPORTIVE PUBLIC AND TECHNOLOGY INFRASTRUCTURE		
5.4.1 Advocate and plan for infrastructure to support economic growth	5.4.1.1 Advocate for improved transport and telecommunications services (mobile and NBN)	Business Development

DELIVERY PROGRAM MEASURES	OPERATIONAL PLAN SERVICE OUTPUTS
<ul style="list-style-type: none">• Community satisfaction with<ul style="list-style-type: none">– Support provided to local business– Tourism service– Tourism infrastructure– Support provided to events• Employment levels• Tourism sector employment as a percentage of overall employment• Accreditation of visitor information centres	<ul style="list-style-type: none">• Invest Eurobodalla website visits/sessions• Number of capacity building sessions held• Funding secured from sources other than rates and charges• Number of event applications processed• Number of events provided with support



6. RESPONSIBLE AND BALANCED DEVELOPMENT



Our community develops sustainably to support growth while retaining balance between economic, development and environmental outcomes. Our housing options are varied and affordable. The important aspects our community value are not lost and we retain our unique sense of place.

This outcome seeks to ensure planning and development to support our future growth, protects our environment and rural lands, respects our heritage and provides housing choice that meets community need with regard to supply, variety, type, design quality, sustainability and affordability.

Strategies

- 6.1** Plan for growth and encourage increased investment and development outcomes
- 6.2** Ensure development is sustainable, and reflects community values and the desired local setting
- 6.3** Encourage and support the development of a more diverse, innovative and affordable range of housing

Key Supporting Documents

- Advancing Eurobodalla
- Integrated Water Cycle Management Strategy 2017

Delivery Program 2017-22

The principal activities of Council's Delivery Program, in response to Community Strategic Plan 2017 – One Community outcome 6 include ensuring development is sustainable and well planned, encouraging a more diverse and innovative range of housing options, engaging and educating the building industry and providing a responsive development assessment service.

Council services that contribute to this outcome:

- Community Facilities
- Development Assessment and Building
- Certification
- Sewer Service
- Strategic Planning
- Transport
- Water Service

Key Projects 2017-22

LINK	PROJECT	SERVICE	YEAR				
			17-18	18-19	19-20	20-21	21-22
6.1.2	Batemans Bay Visioning Project	Strategic Planning		✓	✓	✓	✓
6.1.2	Review Infrastructure Contributions Plan	Strategic Planning	✓	✓	✓	✓	✓
6.1.2	Revise Development Servicing Plans for water and sewerage	Water and Sewer Services	✓	✓	✓		

DELIVERY PROGRAM	OPERATIONAL PLAN	SERVICE
6.1 PLAN FOR GROWTH AND ENCOURAGE INCREASED INVESTMENT AND DEVELOPMENT OUTCOMES		
6.1.1 Investigate and communicate planning opportunities and impacts	6.1.1.1 Prepare input into policy and legislative reviews	Strategic Planning
	6.1.1.2 Advocate and seek funding for Strategic Town Planning in towns and villages	Strategic Planning
6.1.2 Review and prepare planning strategies, policies and studies	6.1.2.1 Ongoing review and update of planning controls	Strategic Planning
	6.1.2.2 Progress the Batemans Bay Waterfront Masterplan and Activation Strategy	Strategic Planning
	6.1.2.3 Continue to review Infrastructure Contributions Plans	Strategic Planning
6.2 ENSURE DEVELOPMENT IS SUSTAINABLE, AND REFLECTS COMMUNITY VALUES AND THE DESIRED LOCAL SETTING		
6.2.1 Engage and educate industry and community on development processes, roles and outcomes	6.2.1.1 Share information through builder and developer forums	Development Assessment and Building Certification
	6.2.1.2 Provide pre-lodgement advice and assistance to applicants	Development Assessment and Building Certification
6.2.2 Provide receptive and responsive development assessment services	6.2.2.1 Assess and determine development applications	Development Assessment and Building Certification
	6.2.2.2 Assess and determine construction certificates	Development Assessment and Building Certification
	6.2.2.3 Assess and determine complying development applications	Development Assessment and Building Certification
	6.2.2.4 Provide certification inspection services	Development Assessment and Building Certification
	6.2.2.5 Undertake pool fence inspection compliance program	Development Assessment and Building Certification
6.3 ENCOURAGE AND SUPPORT THE DEVELOPMENT OF A MORE DIVERSE, INNOVATIVE AND AFFORDABLE RANGE OF HOUSING		
6.3.1 Enable housing choice through responsive planning instruments	6.3.1.1 Implement the Local Strategic Planning Statements	Strategic Planning

DELIVERY PROGRAM MEASURES	OPERATIONAL PLAN SERVICE OUTPUTS
<ul style="list-style-type: none"> Community/customer satisfaction with <ul style="list-style-type: none"> Development assessments Building certification service 	<ul style="list-style-type: none"> Percentage of 10.7 planning certificates issued within agreed timeframe Number of construction certificates issued Number of development assessments received Number of development assessments determined Percentage of inspections carried out within 24 hours of request Percentage of complying pool fence inspections

7. CONNECTED AND ACCESSIBLE PLACES



Our integrated accessible transport system grows to ensure social and economic needs are met now and into the future.

This outcome targets the delivery of effective transport options for our community. This involves the continual development of connections into and around Eurobodalla including local and regional roads, traffic congestion at peak times, footpaths, shared pathways, public transport, and freight and tourism connections.

Strategies

- 7.1** Work in partnership to provide an integrated transport network
- 7.2** Improve provision and linkages of our pathway network
- 7.3** Explore and develop public transport options and systems
- 7.4** Enhance connectivity into and out of Eurobodalla through improved air, road and marine transport links

Key Supporting Documents

- Infrastructure – Driving the NSW Economy (Eurobodalla Shire Council Advocacy)
- Disability Inclusion Action Plan
- Moruya Airport Master Plan
- Asset Management Strategy
- Pathways Strategy
- Marine Asset Management Plan

Delivery Program 2017-22

The principal activities of Council's Delivery Program, in response to Community Strategic Plan 2017 – One Community outcome 7 include advocating for the provision of local and regional transport infrastructure, building, renewing and maintaining the road, stormwater and pathway networks and enhancing connectivity and access through improved air, road and marine transport networks.


Council services that contribute to this outcome:

- Business Development
- Commercial Entities
- Community and Corporate Leadership
- Strategic Planning
- Technical Services
- Transport

Key Projects 2017-22

LINK	PROJECT	SERVICE	YEAR				
			17-18	18-19	19-20	20-21	21-22
7.1.1	Seek grant and other funding to sustain and improve the local and regional transport network	Transport	✓	✓	✓	✓	✓
7.1.2	Investigate technology options to monitor and manage parking demand and compliance	Transport	✓	✓	✓	✓	✓
7.4.1	Implement the Moruya Airport Master Plan	Commercial Entities	✓	✓	✓	✓	✓
7.4.3	Advocate for NSW Government boating and marine infrastructure and ongoing dredging of navigation channels	Transport	✓	✓	✓	✓	✓



DELIVERY PROGRAM	OPERATIONAL PLAN	SERVICE
7.1 WORK IN PARTNERSHIP TO PROVIDE AN INTEGRATED TRANSPORT NETWORK		
7.1.1 Advocate for improved transport links, services and infrastructure	7.1.1.1 Partner with peak bodies to advocate for improved and on-going funding programs for local transport infrastructure	Transport
	7.1.1.2 Seek grant and other funding to sustain and improve the local and regional transport network	Transport
7.1.2 Provide a safe efficient and integrated transport network	7.1.2.1 Build, renew and maintain a safe efficient and integrated transport network 	Transport
	7.1.2.2 Build, renew and maintain the stormwater network	Stormwater
	7.1.2.3 Provide traffic management and transport planning	Transport
	7.1.2.4 Coordinate the Local Traffic Committee	Transport
	7.1.2.5 Investigate technology options to monitor and manage parking demand and compliance	Transport
7.2 IMPROVE PROVISION AND LINKAGES OF OUR PATHWAY NETWORK		
7.2.1 Provide and enhance the pathway network	7.2.1.1 Build, renew and maintain pathway network	Transport
	7.2.1.2 Seek grant funding to accelerate expansion of the network	Transport
7.3 EXPLORE AND DEVELOP PUBLIC TRANSPORT OPTIONS AND SYSTEMS		
7.3.1 Work in partnership to improve local and regional public transport	7.3.1.1 Advocate for improved public transport	Transport
7.4 ENHANCE CONNECTIVITY INTO AND OUT OF EUROBODALLA THROUGH IMPROVED AIR, ROAD AND MARINE TRANSPORT LINKS		
7.4.1 Provide and enhance the Regional Airport	7.4.1.1 Operate and maintain the Moruya Airport	Commercial Entities
	7.4.1.2 Review the implementation of the Moruya Airport Master Plan	Commercial Entities
7.4.2 Advocate for improved road and freight access into and out of Eurobodalla	7.4.2.1 Work with key partners to advocate for the progressive upgrade of the Princes and Kings Highways and the electric highway	Transport
	7.4.2.2 Advocate to the NSW Government to optimise outcomes from delivery of the new upgrade of the Princes Highway including the Moruya Bypass	Transport

DELIVERY PROGRAM	OPERATIONAL PLAN	SERVICE
7.4.3 Work in partnership to develop marine infrastructure	7.4.3.1 Advocate for NSW Government boating and marine infrastructure and ongoing dredging of navigation channels	Transport
	7.4.3.2 Seek additional funding for local boating and marine infrastructure	Recreation
	7.4.3.3 Maintain, renew and upgrade boating and marine infrastructure	Recreation

DELIVERY PROGRAM MEASURES	OPERATIONAL PLAN SERVICE OUTPUTS
<ul style="list-style-type: none"> Community satisfaction with: <ul style="list-style-type: none"> Local and regional sealed roads Local unsealed roads Traffic management Pathways Stormwater Boating and marine infrastructure Airport Amount of funding secured from sources other than rates and charges Growth of pathway network Airport traffic 	<ul style="list-style-type: none"> Funding secured from sources other than rates and charges Transport capital renewal, upgrade and new works program >85% complete Length of local and regional road maintained Stormwater capital renewal, upgrade and new works program >85% complete Length of local and regional stormwater maintained Number of car parks maintained Pathways capital renewal, upgrade and new works program >85% complete Length of new pathways constructed Length of local and regional pathways maintained Number of landings at the airport Number of passengers Moruya Airport Master Plan progress

8. COLLABORATIVE AND ENGAGED COMMUNITY



Our community works together and is actively involved. Our thoughts and ideas are valued, we are empowered with knowledge and have the opportunity to participate in decision making.

This outcome focuses on building a collaborative, connected community that actively participates and engages to improve outcomes for Eurobodalla. This involves being informed, having access to up to date information about local issues, and a variety of options to easily and readily engage in an open dialogue with community leaders and organisations to express their views.

Strategies

- 8.1** Encourage an informed community
- 8.2** Provide opportunities for broad and meaningful engagement to occur
- 8.3** Work together to enhance trust, participation and community pride

Key Supporting Documents

- Eurobodalla Community Engagement Framework
- Eurobodalla Disability Inclusion Action Plan

Delivery Program 2017-22

The principal activities of Council's Delivery Program, in response to Community Strategic Plan 2017 – One Community outcome 8 include the coordinated delivery of effective and accessible communication regarding Council activities and services, the provision of broad and meaningful community engagement within a clear engagement framework, and working with our community to enhance trust, participation and community pride.

Council services that contribute to this outcome:

- Communication
- Community and Corporate Leadership
- Strategic Planning

Key Projects 2017-22

LINK	PROJECT	SERVICE	YEAR				
			17-18	18-19	19-20	20-21	21-22
8.1.2	Migrate all Council websites to an alternative platform	Communications		✓			
8.1.2	Manage social media channels	Communications	✓	✓	✓	✓	✓
8.2.1	Implement the Community Engagement Framework	Communications	✓	✓	✓	✓	✓



DELIVERY PROGRAM	OPERATIONAL PLAN	SERVICE
8.1 ENCOURAGE AN INFORMED COMMUNITY		
8.1.1 Coordinate delivery of effective media coverage across a range of channels	8.1.1.1 Manage media relations and advice and respond to queries	Communications
	8.1.1.2 Prepare and distribute media releases	Communications
8.1.2 Proactively communicate information on Council services, activities and events	8.1.2.1 Assist to develop and implement communication strategies for key projects	Communications
	8.1.2.2 Prepare, design and publish Council's communications	Communications
	8.1.2.3 Manage corporate website	Communications
	8.1.2.4 Manage social media channels	Communications
8.2 PROVIDE OPPORTUNITIES FOR BROAD AND MEANINGFUL ENGAGEMENT TO OCCUR		
8.2.1 Provide and promote opportunities for the community to be engaged on decisions, policies and plans through the use of the community engagement framework	8.2.1.1 Support and provide advice to staff on effective community engagement	Communications
8.2.2 Work in partnership with the community on key projects	8.2.2.1 Develop effective communications that support quality engagement	Communications
8.3 WORK TOGETHER TO ENHANCE TRUST, PARTICIPATION AND COMMUNITY PRIDE		
8.3.1 Promote and support effective representation of our Mayor and Councillors	8.3.1.1 Publish regular Mayoral communications	Communications
	8.3.1.2 Facilitate and support civic functions	Corporate and Community Leadership
8.3.2 Provide advice and public relations management in response to issues	8.3.2.1 Manage media and public relations issues	Communications

DELIVERY PROGRAM MEASURES	OPERATIONAL PLAN SERVICE OUTPUTS
<ul style="list-style-type: none"> Community satisfaction with communication from Council Visits to Council's website 	<ul style="list-style-type: none"> Number of media queries Number of media releases distributed Number of Council News subscribers Website traffic Number of social media followers Number of Mayoral messages published



9. INNOVATIVE AND PROACTIVE LEADERSHIP



Our Community leaders listen to and act on our behalf, we value our community knowledge, experience and ideas and work together to plan for and implement our vision for the future. Our Council is open, accountable, and represents its constituents.

Our community leaders listen to and act on our behalf, we value our community's knowledge, experience and ideas and work together to plan for and implement our vision for the future. Our Council is open, accountable and represents its constituents. This outcome focuses on Council as a leader and the way we operate as an organisation. This involves ensuring Council practices sound, sustainable, ethical and transparent decision making, provides a fair and safe workplace and manages community finances and assets responsibly.

Strategies

- 9.1** Provide strong leadership and work in partnership to strategically plan for the future and progress towards the community vision
- 9.2** Ensure financial sustainability and support the organisation in achieving efficient ongoing operations
- 9.3** Leverage our skills, knowledge and systems to continually improve and innovate

Key Supporting Documents

- Eurobodalla Shire Council Property Strategy 2014
- Workforce Management Plan
- Financial Long Term Plan
- Asset Management Strategy

Delivery Program 2017-22

The principal activities of Council's Delivery Program in response to Community Strategic Plan 2017 – One Community outcome 9 include the provision of strong leadership, strategic planning and advocacy to progress towards achieving the community's vision and financial sustainability.

Council services that contribute to this outcome:


- All Council services

Key Projects 2017-22

LINK	PROJECT	SERVICE	YEAR				
			17-18	18-19	19-20	20-21	21-22
9.1.1	Review capacity and functionality upgrades of all asset classes	Technical Services	✓	✓	✓	✓	✓
9.1.3	Actively participate in a Joint Organisation	Corporate and Community Leadership	✓	✓	✓	✓	✓
9.2.2	Strategic management of Council's operational land	Property	✓	✓	✓	✓	✓
9.3.1	Progress the e-Connect project	Information Technology	✓	✓	✓	✓	✓



DELIVERY PROGRAM	OPERATIONAL PLAN	SERVICE
9.1 PROVIDE STRONG LEADERSHIP AND WORK IN PARTNERSHIP TO STRATEGICALLY PLAN FOR THE FUTURE AND PROGRESS TOWARDS THE COMMUNITY VISION		
9.1.1 Undertake sound, best practice long term community and corporate planning	9.1.1.1 Review and update Council's Integrated Planning and Reporting documents	Corporate and Community Leadership
	9.1.1.2 Prepare and table the Annual Report and End of Term Report	Corporate and Community Leadership
	9.1.1.3 Revalue water and sewer assets	Technical Services
9.1.2 Implement effective governance	9.1.2.1 Facilitate community grants and donations	Corporate and Community Leadership
	9.1.2.2 Assist the Council in meeting its statutory obligations and roles	Corporate and Community Leadership
	9.1.2.3 Provide professional development opportunities for Councillors	Corporate and Community Leadership
	9.1.2.4 Review Council policies	Corporate and Community Leadership
	9.1.2.5 Facilitate the Local Government elections	Corporate and Community Leadership
9.1.3 Advocate and collaborate to advance the region and address local issues	9.1.3.1 Actively participate in a Joint Organisation	Corporate and Community Leadership
	9.1.3.2 Seek sources of funding to implement community vision	Corporate and Community Leadership
	9.1.3.3 Develop and maintain strategic partnerships	Corporate and Community Leadership
9.2 ENSURE FINANCIAL SUSTAINABILITY AND SUPPORT THE ORGANISATION IN ACHIEVING EFFICIENT ONGOING OPERATIONS		
9.2.1 Provide effective, friendly, customer service and information	9.2.1.1 Provide customer assistance in main administration building and depots	Customer Assistance and Records
	9.2.1.2 Manage public access to Government Information and Privacy (GIPA)	Corporate and Community Leadership
	9.2.1.3 Provide effective records management	Customer Assistance and Records
9.2.2 Manage land under Council control to achieve a return for the community	9.2.2.1 Manage leases and licences	Property
	9.2.2.2 Facilitate property sales and development	Property
	9.2.2.3 Strategic management of Council's operational land	Property
	9.2.2.4 Manage the operation of Council's campgrounds and Batemans Bay Beach Resort	Commercial Entities

DELIVERY PROGRAM	OPERATIONAL PLAN	SERVICE
9.2.3 Provide administrative, technical and trade services to support the organisation	9.2.3.1 Provide information technology and geographic information systems services	Information Technology
	9.2.3.2 Provide depots and workshops	Works and Operations
	9.2.3.3 Manage fleet and procurement services	Fleet and Plant
	9.2.3.4 Provide risk and insurance services 	Risk and Insurance
	9.2.3.5 Provide technical services	Technical Services
	9.2.3.6 Undertake private works	Works and Operations
9.2.4 Responsibly manage Council's finances and maintain Fit for the Future status	9.2.4.1 Monitor and report on key financial results	Finance and Central Treasury
	9.2.4.2 Provide strategic financial management and reporting	Finance and Central Treasury
	9.2.4.3 Collect rates and charges	Finance and Central Treasury
9.2.5 Benchmark and review Council fees and charges	9.2.5.1 Review commercial services fees and charges	Finance and Central Treasury
9.3 LEVERAGE OUR SKILLS, KNOWLEDGE AND SYSTEMS TO CONTINUALLY IMPROVE AND INNOVATE		
9.3.1 Identify and implement innovative and creative projects	9.3.1.1 Capitalise on opportunities to acknowledge and celebrate Council's achievements	Corporate and Community Leadership
	9.3.1.2 Finalise the e-connect project	Information Technology
	9.3.1.3 Coordinate the internal audit program and the implementation of recommendations	Finance and Central Treasury
9.3.2 Continue to be an organisation people want to work for	9.3.2.1 Continue to develop performance and capabilities frameworks	Workforce Development
	9.3.2.2 Provide employee learning and development opportunities	Workforce Development
	9.3.2.3 Provide human resource management	Workforce Development
	9.3.2.4 Progress the Work, Health and Safety Strategy	Workforce Development
	9.3.2.5 Undertake youth employment	Workforce Development

DELIVERY PROGRAM MEASURES	OPERATIONAL PLAN SERVICE OUTPUTS
<ul style="list-style-type: none"> • Community satisfaction with <ul style="list-style-type: none"> – Council's overall performance – Councillor performance – Value for money of Council services – Management of community assets – Customer assistance – Management of Council's finances • Level of staff engagement and job satisfaction • Return on investment from commercial activities • Customer service index • Staff turnover rate • Staffing age profile 	<ul style="list-style-type: none"> • Number of community grant applications • Number of Council meetings • Percentage of enquires addressed at point of contact • Number of GIPA applications received • Number of GIPA applications determined • Percentage of correspondence dealt with within timeframes • Income generated from leases and licences • Number of insurance claims processed • Annual Accounts lodged with Office of Local Government by statutory deadline • Quarterly budget review statements presented to Council within statutory timeframes • Number of learning and development opportunities provided • Staff participation rate in learning and development opportunities • Number of recruitment activities • Number of successful recruitment activities • Workers lost time injury incidents • Number of participants in Health and Wellbeing activities • Number of Work, Health and Safety inspections • Number of Youth positions provided • Completion rate of Youth Trainees



2021-22 BUDGET

This section of the document provides the financial information on Council's projected financial performance including:

- Operational Plan – key financial information, projections per service area of Council and a detailed one year capital program for the 2021-22 financial year. The proposed community grants program is also detailed in this section.
- Delivery Program - income statement and cash/fund flow result for each of Council's three funds and a consolidated fund combining the forecast figures for the 2017-18 to 2021-22 financial years.
- Revenue Policy - outlines the proposed changes for rates, levies and annual charges, pricing policies and proposed borrowings for 2021-22.
- All figures are subject to rounding and are generally rounded to the nearest dollar, unless otherwise stated. See page 90 for accounting policies and notes.

Council recognises recent events have impacted our community in a number of ways. Council's program of work and services (both operational and capital) will continue to develop and progress based on recovery and rebuild strategies.

In preparing the budgets a conservative approach was taken incorporating known factors, examining prior year performance and trends and making prudent assumptions for forecasting.

Council's operations are separated into three funds for financial purposes. The three funds are the General Fund (which includes waste and environment activities), the Sewer Fund and the Water Fund.

Council's General Fund performance and projections are in line with Council's Long Term Financial Plan to ensure financial sustainability and efficiency.

The key considerations for Council's Water and Sewer operations focus on ensuring a stable pricing path for ratepayer and meeting NSW Office of Water Best Practice requirements. Council's 30-year Integrated Water Cycle Management Strategy has informed the development of the Water and Sewer Funds' budgets.

The key projected financial results for each fund and a consolidated outlook is shown in the table below:

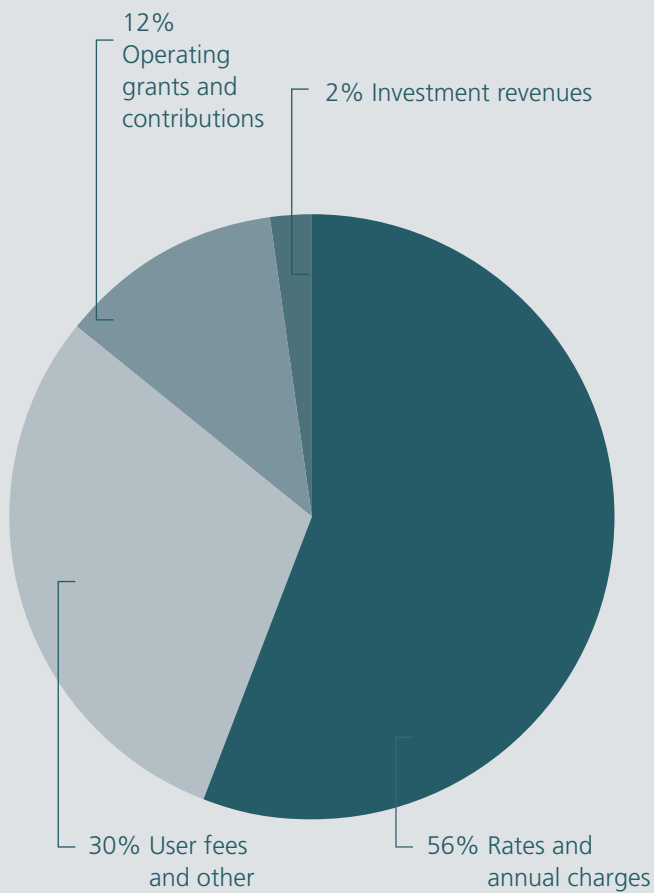
KEY RESULTS 2021-22 (\$'000)	GENERAL FUND	SEWER FUND	WATER FUND	CONSOLIDATED FUND
Total income (before capital grants and contributions)	80,715	22,515	20,153	123,383
Total expenses	85,594	22,307	16,887	124,788
Net operating result (before capital grants and contributions)	(4,879)	208	3,266	(1,405)
Net operating result (after capital grants and contributions)	21,576	2,159	9,865	33,600
Total capital program	56,325	22,220	9,790	88,335
Cash position – increase/(decrease) in unrestricted funds	2,451	(1,083)	6,262	7,630

A key financial objective when preparing this plan is to ensure a balanced net operating result for all of Council (consolidated entity) and within each of Council's separate funds (General, Sewer and Water).

All funds project an Operating Surplus after capital grants and contributions. The use of cash and level of unrestricted cash reserves are closely managed to ensure Council remains in a strong position to meet its obligations when they fall due.

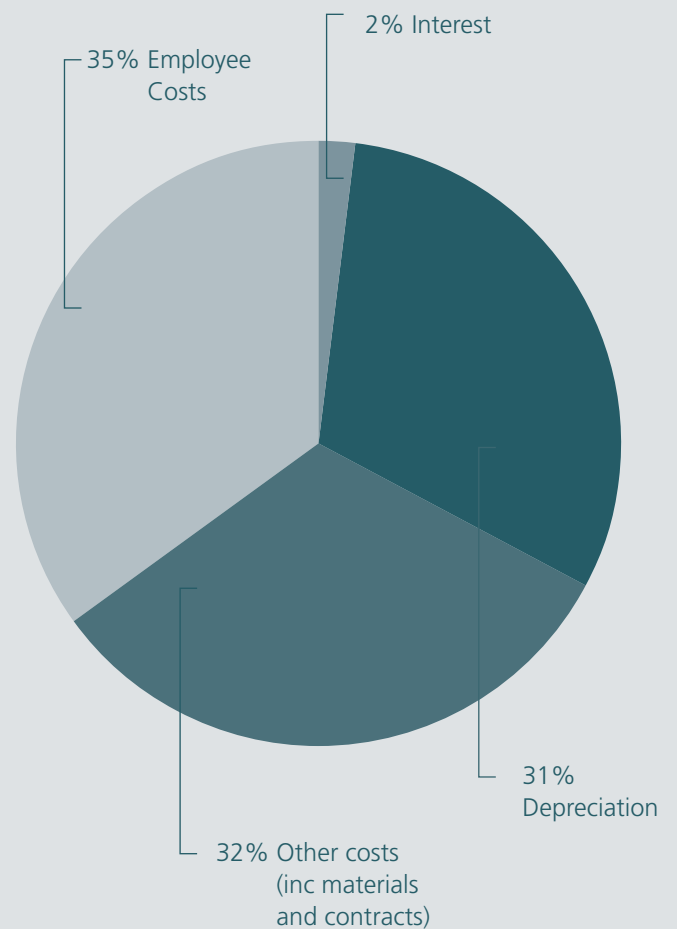
WHERE DOES OUR MONEY COME FROM?

In 2021-22, we estimate we will manage an income of over \$123 million (excluding capital grants and contributions). Over half of this will come from ratepayers. The remainder is from user fees and charges, grants, contributions and investments.



WHERE DOES OUR MONEY GO?

In 2021-22, we estimate our operating expenditure to be over \$125 million.



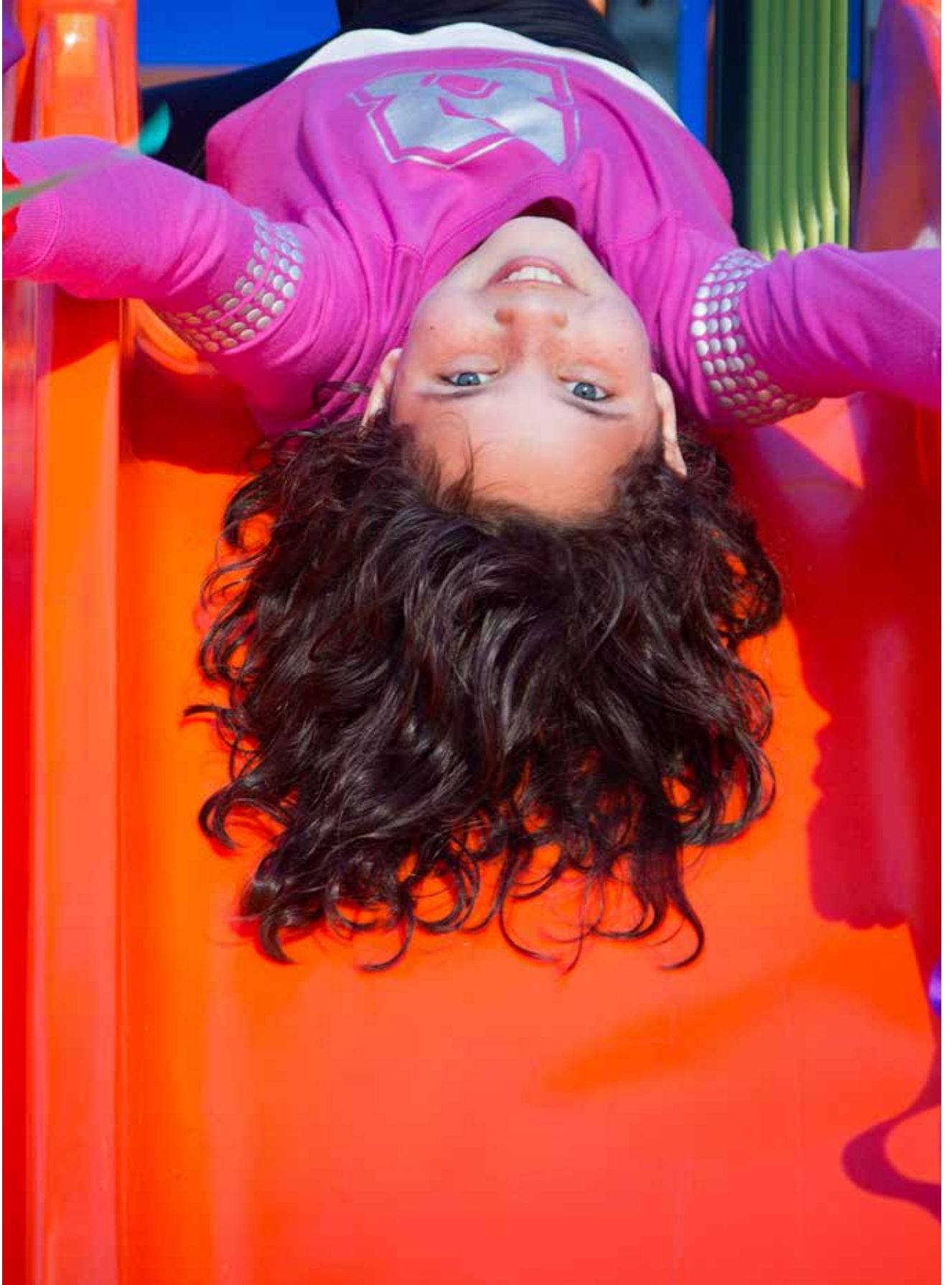
The following table shows the income, expenditure and net spend per service as well as the capital spend planned for each service in 2021-22.

SERVICE	INCOME	OPERATING EXPENSE	NET RESULT	CAPITAL SPEND
Business Development	8,000	425,278	(417,278)	-
Children's Services	1,394,593	1,709,540	(314,947)	25,000
Commercial Entities	5,489,749	5,452,543	37,206	815,966
Communications	-	720,910	(720,910)	-
Community and Cultural Development	93,212	1,087,688	(994,476)	8,365
Community Care	6,940,772	7,170,883	(230,111)	-
Community Facilities	377,212	2,035,296	(1,658,085)	636,519
Corporate and Community Leadership	1,047,536	3,833,761	(2,786,225)	26,142
Customer Assistance and Records	11,073	1,029,310	(1,018,238)	-
Development Assessment and Building Certification	2,181,433	4,034,623	(1,853,190)	-
Environmental Management	43,154	1,188,791	(1,145,637)	-
Finance and Central Treasury	201,701	3,718,225	(3,516,523)	-
Fleet and Plant	75,602	1,301,190	(1,225,588)	2,793,910
Information Technology	6,250	4,227,603	(4,221,353)	1,311,755
Libraries	194,416	2,096,715	(1,902,299)	179,284
Property	689,697	1,168,425	(478,728)	-
Public and Environmental Health	371,229	1,091,075	(719,846)	-
Public Order and Safety	459,424	3,111,843	(2,652,419)	25,000
Recreation	1,574,282	8,934,618	(7,360,337)	5,944,005
Risk and Insurance	200,000	1,264,680	(1,064,680)	-
Sewer Services	22,515,270	22,306,514	208,757	22,220,000
Stormwater	475,145	2,199,539	(1,724,393)	475,353
Strategic Planning	39,874	1,380,510	(1,340,636)	35,300,000
Technical Services	19,153	2,500,520	(2,481,367)	-
Tourism	3,000	1,133,087	(1,130,087)	-
Transport	5,242,261	24,738,622	(19,496,362)	8,734,942
Waste Management	13,440,430	11,700,404	1,740,026	-
Water Services	20,153,390	16,887,769	3,265,620	9,790,000
Workforce Development	76,957	1,884,427	(1,807,470)	-
Works and Operations	120,805	4,322,002	(4,201,197)	49,156
Youth Services	102,500	511,707	(409,207)	-
Corporate Overheads *	-	(21,493,774)	21,493,774	-
Rates and General Revenue **	39,835,382	1,114,327	38,721,055	-
Total	123,383,500	124,788,652	(1,405,151)	88,335,397

* Corporate Overheads include services that provide operational support functions for other services such as Customer Assistance and Records, Finance and Central Treasury, Fleet and Plant, Information Technology, Risk and Insurance, Technical Services, Workforce Development and Works and Operations.

** Rates and General revenues include rates income and financial assistance grants that cannot be directly attributed to a particular service.

Council's capital program for 2021-22 is \$88.3 million. This includes confirmed external funding (developer contributions and capital grants and contributions) of \$35 million. Based on previous years, we anticipate additional grants will be received during the year, which will offset Council costs. This will be detailed in the Annual Report.



70

2021-22 CAPITAL PROGRAM

Council is planning to spend \$88.3 million on capital projects in 2021-22. The following table shows the capital projects to be delivered in 2021-22 by service area. Projects marked with an* are partially or fully funded by grant funds Council has successfully received.

Council will continually advocate for grant funding throughout the year. Successful grants are included in the budget when specific timing and costing can be determined.

PROJECT	BUDGET (\$)
CHILDREN'S SERVICES	
Narooma After School Care Building Upgrades	25,000
Total Children's Services	25,000
COMMERCIAL ENTITIES	
Airport - Recurrent Capital Expenditure	63,682
Batemans Bay Beach Resort Capital specific	52,284
Moruya Airport - West Precinct Infrastructure Works	500,000
Batemans Bay Beach Resort - New Cabin Construction	200,000
Total Commercial Entities	815,966
COMMUNITY AND CULTURAL DEVELOPMENT	
Art Acquisition Program	8,365
Total Community and Cultural Development	8,365
COMMUNITY FACILITIES	
Cemetery Improvement Program	46,389
Disability Access Works	33,642
Hall General	114,998
Halls General - Minor Renewals	50,380
Public Halls Libraries, Centres, Stadiums - improvements	113,501
Public Toilets	277,609
Total Community Facilities	636,519
CORPORATE AND COMMUNITY LEADERSHIP	
Councillors - Phone and Tablets	26,142
Total Corporate and Community Leadership	26,142
FLEET AND PLANT	
General Fund Plant and Fleet Capital	2,793,910
Total Fleet and Plant	2,793,910

PROJECT	BUDGET (\$)
INFORMATION TECHNOLOGY	
Computer Purchases	191,045
e-connect General	990,000
Hardware - Mobile Smart Phones	52,284
Hardware - Tablet Devices	26,142
Hardware - Server/Network	52,284
Total Information Technology	1,311,755
LIBRARIES	
Library Collection	179,284
Total Libraries	179,284
PUBLIC ORDER AND SAFETY	
Eurobodalla Animal Pound Upgrade	25,000
Total Public Order and Safety	25,000
RECREATION	
Beach Road (Caseys Beach) Rockwall Stage 1	50,000
Marine Facilities Renewals	91,323
Litter Collection Contract	11,144
Observation Point, Batehaven Viewing Platform *	481,789
Parks Facilities Renewals - Seats/Tables	180,700
Playground Renewals	153,528
Riverside Park Improvements	212,032
Sporting Amenities - Minor Renewal Activities	259,951
Sporting Fields - Upgrades and Refurbishment	234,766
Parks and Reserves Improvements	38,671
Recreation and Open Space Strategy Works	202,720
Aquatic Facilities General - Minor Renewals	27,381
Mogo Adventure Trails Hub *	4,000,000
Total Recreation	5,944,005

PROJECT	BUDGET (\$)
SEWER SERVICES	
Tuross Sewer Treatment Plant Augmentation	2,000,000
Bay Sewer Treatment Plant Augmentation	10,000,000
Tomakin Sewer Treatment Plant Augmentation	500,000
Narooma Sewer Treatment Plant Augmentation	1,000,000
Sewerage Treatment Scheme - Akolele Sewerage Scheme	200,000
Sewerage Treatment Scheme - Potato Point Sewerage Scheme *	2,500,000
Sewerage Treatment Scheme - Nelligen Sewerage Scheme *	2,000,000
Sewer Asset Manhole Renewal	200,000
New Mains Service Connections	20,000
Renewal Mains and Service Connections	1,000,000
Telemetry Upgrades	50,000
Sewage Treatment Plants Asset Renewal	250,000
Sewer Pump Station and Transport Systems Upgrades	2,500,000
Total Sewer Services	22,220,000
STORMWATER	
Drainage Construction Program	275,353
Drainage Renewals - Shirewide	200,000
Total Stormwater	475,353
STRATEGIC PLANNING	
Batemans Bay Regional Aquatic, Arts and Leisure Centre *	35,300,000
Total Strategic Planning	35,300,000

PROJECT	BUDGET (\$)
TRANSPORT	
Footpath Renewal	76,995
Guardrail - Local Rural Roads	78,426
Gravel Resheet - Unsealed Roads Resheeting *	1,342,000
Pavement Rehabilitation - Rural Sealed Roads *	1,520,000
Local Urban - Road Reserves Acquisition	31,841
Local Urban - Roads Reconstruction Program *	1,422,798
Local Urban Sealed - Reseal Program *	1,943,315
Regional Roads - Renewals/Widening *	340,000
Rural Road Reconstruction *	946,339
Composite Bridge Renewals *	630,000
Pathways *	377,490
Bus Shelters - Capital Works	25,738
Total Transport	8,734,942
WATER SERVICES	
Water Meter Replacement	260,000
Water Pump Refurbishments	80,000
Replacement Telemetry Parts	50,000
Southern Water Storage Facility *	5,000,000
New Scheme Nelligen *	2,500,000
Water Services Asset Renewal	60,000
Valves and Hydrants Asset Renewal	200,000
Water Mains Asset Renewal	1,500,000
New Water Connections	140,000
Total Water Services	9,790,000
WORKS AND OPERATIONS	
Depot Renewals	27,928
Council Administration Building improvements	21,228
Total Works and Operations	49,156
Total Capital Program	88,335,397

2021-22 COMMUNITY GRANTS

Section 356 of the *Local Government Act 1993* allows Council to grant financial assistance for the purpose of exercising its functions. Council's Community Grants Policy provides a framework for delivering grant funding to the community with clear priorities to achieve the Community Strategic Plan 2017 – One Community outcomes and our community's vision to be friendly, responsible, thriving and proud.

This table outlines proposed community grants made by Council for 2021-22, categorised as per the Community Grants policy.

PROJECT	AMOUNT (\$)
Mayoral	10,639
Annual	
Healthy Communities and Seniors Week	13,219
NAIDOC	5,251
Youth	5,322
Use of Council Land by Not-for-Profit Groups	*
Waste Disposal	24,051
Local Heritage Places	26,142
Schools and Education	8,530
4-Yearly	
Waste Community Recycling Grants	*
Rates Subsidies	26,142
Safety and Emergency Services	44,019
Domestic Waste Collection	2,091
Event	
Events Support Program	52,284
Community Events	*
Total	217,690

* Community grant amounts unknown and will depend on availability of funding and applications.



DELIVERY PROGRAM

2017-22 BUDGET

CONSOLIDATED FUND

INCOME STATEMENT	2017-18	2018-19	2019-20	2020-21	2021-22
Revenue					
Rates and Annual Charges	61,122,223	63,165,796	64,968,316	67,061,342	68,825,159
User Charges and Other	28,939,746	33,484,765	37,433,192	37,676,917	37,015,747
Investment Revenues	3,164,000	3,108,981	2,909,883	3,119,777	2,162,983
Operating Grants and Contributions	14,207,314	13,699,240	14,408,906	14,196,999	15,379,611
Total Revenue	107,433,284	113,458,782	119,720,297	122,055,035	123,383,500
Less Expenses					
Employee Costs	35,245,925	37,639,516	41,789,654	42,400,117	44,216,218
Interest	2,881,556	2,826,791	2,774,638	2,034,870	2,317,669
Depreciation	29,511,689	30,018,273	33,046,135	33,558,450	38,125,355
Other Costs (incl materials and contracts)	35,801,617	37,814,554	38,076,233	38,508,385	40,129,409
Total Expenses	103,440,787	108,299,134	115,686,660	116,501,822	124,788,652
Operating Surplus/(Deficit) before Capital	3,992,497	5,159,648	4,033,637	5,553,213	(1,405,151)
Capital Income					
Developer Contributions	2,550,000	2,930,250	2,997,646	3,078,582	2,827,047
Capital Grants and Contributions	10,237,449	14,489,505	27,184,332	69,836,231	32,178,862
Operating Surplus/(Deficit) after Capital	16,779,946	22,579,403	34,215,615	78,468,026	33,600,758

CASH/FUND FLOW STATEMENT	2017-18	2018-19	2019-20	2020-21	2021-22
Operations					
Net Surplus/(Deficit) from Above	16,779,946	22,579,403	34,215,615	78,468,026	33,600,758
Adjust for Non Cash Fund Flows	29,511,689	30,018,273	33,046,135	33,558,450	38,125,355
Total Operations	46,291,635	52,597,676	67,261,750	112,026,477	71,726,113
Investing Fund Flows					
Asset Sales	286,743	797,678	915,728	779,869	787,394
Deferred Debtor Repayments	20,000	16,000	16,000	16,000	16,000
Purchase of Assets	(54,938,519)	(55,219,970)	(75,418,007)	(123,323,475)	(88,335,397)
Total Investing Fund Flows	(54,631,776)	(54,406,292)	(74,486,279)	(122,527,606)	(87,532,003)
Financing Fund Flows					
Proceeds from Borrowings	15,696,119	8,091,341	13,296,827	10,558,341	18,483,730
Repayments of Borrowings	(9,079,416)	(8,444,724)	(7,939,728)	(4,950,566)	(10,300,598)
Total Financing Fund Flows	6,616,703	(353,383)	5,357,099	5,607,775	8,183,132
Net Inc/(Dec) in Funds before Transfers	(1,723,438)	(2,162,000)	(1,867,430)	(4,893,354)	(7,622,758)
Reserve Movements					
Transfers from (to) Restricted Investments	1,107,594	1,769,725	414,820	(2,315,837)	15,253,906
Net Inc/(Dec) in Unrestricted Funds	(615,845)	(392,274)	(1,452,610)	(7,209,191)	7,631,148

2017-18 SHOWS ORIGINAL BUDGET AS ADOPTED JUNE 2017
2018-19 SHOWS ORIGINAL BUDGET AS ADOPTED JUNE 2018
2019-20 SHOWS ORIGINAL BUDGET AS ADOPTED JUNE 2019
2020-21 SHOWS ORIGINAL BUDGET AS ADOPTED JUNE 2020

GENERAL FUND (INCLUDING WASTE AND ENVIRONMENT FUNDS)

INCOME STATEMENT	2017-18	2018-19	2019-20	2020-21	2021-22
Revenue					
Rates and Annual Charges	35,299,289	36,421,812	37,380,685	38,523,358	39,470,519
User Charges and Other	17,985,705	21,457,735	25,147,141	24,993,108	24,170,087
Investment Revenues	2,868,100	2,938,176	2,877,879	3,086,909	2,091,088
Operating Grants and Contributions	13,802,344	13,299,808	14,007,699	13,800,414	14,983,146
Total Revenue	69,955,438	74,117,531	79,413,405	80,403,790	80,714,840
Less Expenses					
Employee Costs	29,082,500	31,128,592	34,836,934	34,986,236	36,719,509
Interest	2,002,572	1,899,561	1,820,208	1,296,869	1,483,627
Depreciation	16,811,801	17,681,156	18,385,538	19,026,930	23,025,203
Other Costs (incl materials and contracts)	21,546,412	23,312,962	23,308,281	23,400,202	24,366,029
Total Expenses	69,443,286	74,022,271	78,350,961	78,710,237	85,594,368
Operating Surplus/(Deficit) before Capital	512,153	95,260	1,062,444	1,693,553	(4,879,528)
Capital Income					
Developer Contributions	750,000	767,250	784,897	806,089	827,047
Capital Grants and Contributions	9,237,449	13,989,505	24,084,332	52,936,231	25,628,862
Operating Surplus/(Deficit) after Capital	10,499,602	14,852,015	25,931,673	55,435,873	21,576,381

CASH/FUND FLOW STATEMENT	2017-18	2018-19	2019-20	2020-21	2021-22
Operations					
Net Surplus/(Deficit) from Above	10,499,602	14,852,015	25,931,673	55,435,873	21,576,381
Adjust for Non Cash Fund Flows	16,811,801	17,681,156	18,385,538	19,026,930	23,025,203
Total Operations	27,311,403	32,533,171	44,317,211	74,462,803	44,601,584
Investing Fund Flows					
Asset Sales	286,743	797,678	915,728	779,869	787,394
Deferred Debtor Repayments	20,000	16,000	16,000	16,000	16,000
Purchase of Assets	(37,530,099)	(39,139,970)	(51,053,007)	(69,783,475)	(56,325,397)
Total Investing Fund Flows	(37,223,356)	(38,326,292)	(50,121,279)	(68,987,606)	(55,522,003)
Financing Fund Flows					
Proceeds from Borrowings	10,176,119	3,591,341	6,196,827	3,058,341	5,068,214
Repayments of Borrowings	(6,635,106)	(5,814,298)	(5,176,758)	(3,234,628)	(5,934,995)
Total Financing Fund Flows	3,541,013	(2,222,957)	1,020,069	(176,287)	(866,781)
Net Inc/(Dec) in Funds before Transfers	(6,370,940)	(8,016,078)	(4,783,999)	5,298,910	(11,787,200)
Reserve Movements					
Transfers from (to) Restricted Investments	1,517,594	1,961,725	707,259	(1,990,962)	14,238,453
Net Inc/(Dec) in Unrestricted Funds	(4,853,347)	(6,054,353)	(4,076,740)	3,307,948	2,451,253

2017-18 SHOWS ORIGINAL BUDGET AS ADOPTED JUNE 2017
2018-19 SHOWS ORIGINAL BUDGET AS ADOPTED JUNE 2018
2019-20 SHOWS ORIGINAL BUDGET AS ADOPTED JUNE 2019
2020-21 SHOWS ORIGINAL BUDGET AS ADOPTED JUNE 2020

SEWER FUND

INCOME STATEMENT	2017-18	2018-19	2019-20	2020-21	2021-22
Revenue					
Rates and Annual Charges	19,262,852	19,869,191	20,436,189	21,097,033	21,643,193
User Charges and Other	760,000	800,920	861,861	872,991	884,351
Investment Revenues	110,900	(59,000)	(195,810)	(201,097)	(205,119)
Operating Grants and Contributions	195,448	194,106	195,122	192,848	192,845
Total Revenue	20,329,200	20,805,217	21,297,362	21,961,775	22,515,270
Less Expenses					
Employee Costs	936,527	979,104	951,450	1,299,590	1,297,906
Interest	820,710	872,864	903,808	691,350	620,730
Depreciation	6,751,903	6,870,054	7,900,294	8,060,400	8,545,440
Other Costs (incl materials and contracts)	9,756,673	10,168,479	10,331,156	10,449,533	11,842,437
Total Expenses	18,265,812	18,890,501	20,086,708	20,500,873	22,306,513
Operating Surplus/(Deficit) before Capital	2,063,388	1,914,716	1,210,654	1,460,902	208,757
Capital Income					
Developer Contributions	800,000	976,000	998,448	1,025,406	1,000,000
Capital Grants and Contributions	1,000,000	500,000	600,000	1,800,000	950,000
Operating Surplus/(Deficit) after Capital	3,863,388	3,390,716	2,809,102	4,286,308	2,158,757

CASH/FUND FLOW STATEMENT	2017-18	2018-19	2019-20	2020-21	2021-22
Operations					
Net Surplus/(Deficit) from Above	3,863,388	3,390,716	2,809,102	4,286,308	2,158,757
Adjust for Non Cash Fund Flows	6,751,903	6,870,054	7,900,294	8,060,400	8,545,440
Total Operations	10,615,290	10,260,770	10,709,396	12,346,708	10,704,197
Investing Fund Flows					
Purchase of Assets	(13,140,420)	(12,460,000)	(16,070,000)	(20,220,000)	(22,220,000)
Total Investing Fund Flows	(13,140,420)	(12,460,000)	(16,070,000)	(20,220,000)	(22,220,000)
Financing Fund Flows					
Proceeds from Borrowings	5,520,000	4,500,000	5,850,000	-	12,919,612
Repayments of Borrowings	(2,374,707)	(2,560,823)	(2,693,367)	(1,646,335)	(3,501,835)
Total Financing Fund Flows	3,145,293	1,939,177	3,156,633	(1,646,335)	9,417,777
Net Inc/(Dec) in Funds before Transfers	620,163	(260,053)	(2,203,971)	(9,519,627)	(2,098,026)
Reserve Movements					
Transfers from (to) Restricted Investments	230,000	94,000	862	(11,475)	1,015,453
Net Inc/(Dec) in Unrestricted Funds	850,163	(166,053)	(2,203,109)	(9,531,102)	(1,082,573)

2017-18 SHOWS ORIGINAL BUDGET AS ADOPTED JUNE 2017
2018-19 SHOWS ORIGINAL BUDGET AS ADOPTED JUNE 2018
2019-20 SHOWS ORIGINAL BUDGET AS ADOPTED JUNE 2019
2020-21 SHOWS ORIGINAL BUDGET AS ADOPTED JUNE 2020

WATER FUND

INCOME STATEMENT	2017-18	2018-19	2019-20	2020-21	2021-22
Revenue					
Rates and Annual Charges	6,560,082	6,874,793	7,151,442	7,440,951	7,711,448
User Charges and Other	10,194,042	11,226,110	11,424,190	11,810,818	11,961,309
Investment Revenues	185,000	229,805	227,814	233,964	277,014
Operating Grants and Contributions	209,522	205,326	206,085	203,737	203,619
Total Revenue	17,148,646	18,536,034	19,009,530	19,689,470	20,153,390
Less Expenses					
Employee Costs	5,226,898	5,531,820	6,001,270	6,114,291	6,198,803
Interest	58,274	54,366	50,622	46,651	213,312
Depreciation	5,947,985	5,467,063	6,760,302	6,471,120	6,554,712
Other Costs (incl materials and contracts)	4,498,532	4,333,114	4,436,796	4,658,650	3,920,942
Total Expenses	15,731,689	15,386,362	17,248,990	17,290,712	16,887,769
Operating Surplus/(Deficit) before Capital	1,416,957	3,149,672	1,760,539	2,398,758	3,265,620
Capital Income					
Developer Contributions	1,000,000	1,187,000	1,214,301	1,247,087	1,000,000
Capital Grants and Contributions	-	-	2,500,000	15,100,000	5,600,000
Operating Surplus/(Deficit) after Capital	2,416,957	4,336,672	5,474,840	18,745,846	9,865,620

CASH/FUND FLOW STATEMENT	2017-18	2018-19	2019-20	2020-21	2021-22
Operations					
Net Surplus/(Deficit) from Above	2,416,957	4,336,672	5,474,840	18,745,846	9,865,620
Adjust for Non Cash Fund Flows	5,947,985	5,467,063	6,760,302	6,471,120	6,554,712
Total Operations	8,364,942	9,803,735	12,235,143	25,216,966	16,420,332
Investing Fund Flows					
Purchase of Assets	(4,268,000)	(3,620,000)	(8,295,000)	(33,320,000)	(9,790,000)
Total Investing Fund Flows	(4,268,000)	(3,620,000)	(8,295,000)	(33,320,000)	(9,790,000)
Financing Fund Flows					
Proceeds from Borrowings	-	-	1,250,000	7,500,000	495,904
Repayments of Borrowings	(69,603)	(69,603)	(69,603)	(69,603)	(863,768)
Total Financing Fund Flows	(69,603)	(69,603)	1,180,397	7,430,397	(367,864)
Net Inc/(Dec) in Funds before Transfers	4,027,339	6,114,132	5,120,540	(672,638)	6,262,468
Reserve Movements					
Transfers from (to) Restricted Investments	(640,000)	(286,000)	(293,301)	(313,400)	-
Net Inc/(Dec) in Unrestricted Funds	3,387,339	5,828,132	4,827,239	(986,038)	6,262,468

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 2021-22:

- Rating structure
- Levies and charges
- Pricing methodology
- 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 2019. The new valuations came into effect for the rating from 1 July 2020.

Rate Peg

The NSW Government introduced rate pegging in 1987. Rate pegging limits the amount by which the Council can increase its rate revenue from one year to the next. The amount of the rate peg is set by the Independent Pricing and Regulatory Tribunal of NSW (IPART). The rate peg amount for 2021-22 is 2.0%.

On behalf of the community, Council is responsible for ensuring that it is financially sustainable and able to generate sufficient funds to deliver the services and infrastructure that meet our community's needs and expectations.

Community and Transport Infrastructure Fund

In 2015 Council successfully applied for a rate variation under section 508A of the *Local Government Act 1993*. The rate variation approved was for an increase of 6.5% on the general rate, including the rate peg amount, for 2015-16, 2016-17 and 2017-18.

Council recognises that maintenance and renewal of infrastructure is important to community wellbeing, the economy and tourism and therefore Council allocates these funds across various services.

COMMUNITY AND TRANSPORT INFRASTRUCTURE FUND

COUNCIL SERVICE	COMMUNITY AND TRANSPORT INFRASTRUCTURE EXPENDITURE (\$)
Community Facilities	9,931
Finance and Central Treasury	705,405
Recreation	824,449
Risk and Insurance	194,658
Stormwater	194,940
Transport	654,640
TOTAL	2,584,023

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*.

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 Local Government Area.

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 and 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.

RATES INCOME

PROJECTED GENERAL RATES INCOME

CATEGORY	RATE (CENTS IN \$)	BASE CHARGE (\$)	% OF TOTAL INCOME FROM BASE PROPERTIES	NO. OF PROPERTIES	NO. OF PENSIONERS	RATEABLE VALUE (\$)	GROSS YIELD (\$)
Residential	0.2273	537.00	49.82	24,300	4,733	5,782,262,496	26,192,182
Business	0.9891	537.00	14.16	1,240		407,919,104	4,700,607
Farmland	0.1598	537.00	32.87	283		194,211,390	462,320
Business inactive	0.2273			9		554,840	1,261
Total				25,832			31,356,370

PENSIONER REBATES

Holders of a pensioner concession card who own and occupy a rateable property are eligible for a pensioner concession. The *Local Government Act 1993* 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 4,733 properties that receive a pensioner concession on their rates. Pensioner concessions are expected to total \$1.9 million in 2021-22. The 55% pensioner subsidy received from the NSW Government will amount to approximately \$1 million, leaving approximately \$900,000 to be funded by Council and the community.

CHARGES ON OVERDUE ACCOUNTS

In accordance with s566(3) of the *Local Government Act 1993*, the Minister for Local Government determines the maximum rate of interest payable on overdue rates and charges each year. The Minister has advised the maximum rate of interest payable on overdue rates and charges for 2021-22 will be 6.0% per annum. Details of the General Fund can be found in the Budget section of this document.

LEVIES AND CHARGES

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.

CHARGES	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.	19.60	22,750	445,900
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.	243.80	22,968	5,599,598
	+ Additional service 240 litre recycling bin	71.50	97	6,935
	+ Additional service 240 litre garden organics bin	71.50	330	23,595
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.	55.45	25,843	1,432,994
Total				7,509,022

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.

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.

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.

PROJECTED ENVIRONMENTAL LEVY INCOME

CATEGORY	RATE (CENTS IN \$)	BASE CHARGE (\$)	% OF TOTAL INCOME FROM BASE PROPERTIES	NO. OF PROPERTIES	NO. OF PENSIONERS	RATEABLE VALUE (\$)	GROSS YIELD (\$)
Environmental levy	0.008665	21.00	49.5	25,823	4,733	6,384,392,990	1,095,490

ENVIRONMENT FUND

COUNCIL SERVICE	AMOUNT (\$)
Environmental Management	1,173,566
Total	1,173,566

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 and 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 of the *Local Government Act 1993*.

PROJECTED STORMWATER INCOME

CATEGORY	CHARGE (\$)	NO. OF PROPERTIES	GROSS YIELD (\$)
Residential	25.00	16,167	404,175
Residential strata	12.50	2,677	33,462
Business	*Land area	935	36,560
Total		19,779	474,197

* Land Area:

- for land up to 1,050 square metres – \$25
- for land 1,051 to 2,100 square metres – \$50
- for land 2,101 to 3,150 square metres – \$75
- for land greater than 3,150 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 2020-21 level (\$340 for 20mm connection) to \$350 while the consumption charge has increased to \$3.80 per kilolitre. The charges are balanced to maintain Best Practice water pricing established by the NSW Office of Water. The base and user charges provide an equitable balance between having the infrastructure to meet peak demand periods and the need to maintain an affordable water usage charge for residents living in the Eurobodalla full-time.

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

Water availability charge

Residential

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

TYPE OF RESIDENTIAL CONNECTION	CHARGE (\$)
Metered, unmetered, strata unit	350

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

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

Business and multi residential (non-strata flats) water availability charge is based on meter size.

BUSINESS AND MULTI-RESIDENTIAL WATER AVAILABILITY CHARGE

METER SIZE (MM)	CHARGE (\$)
20	350
25	560
32	910
40	1400
50	2205
65	3710
80	5600
100	8750

Eligible businesses will pay \$3.80 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 \$1.90 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 \$560.

CATEGORY	ACCESS CHARGE	CONSUMPTION CHARGE (\$)	NO. OF PROPERTIES	NO. OF PENSIONERS	GROSS YIELD (\$)
Residential	Meter size	3.80	20,589	4,193	16,256,043
Business	Meter size	3.80	1,058		3,374,347
Total			21,647		19,630,390

Water consumption charge

- All water consumed will be charged for by volume at \$3.80 per kilolitre from the July 2021 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 2021-22 is \$1,010.

Dual occupancy developments with a single meter will be assessed at a single 25mm availability charge of \$1,616. 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
- the owner signs a statutory declaration that the flat is not to be leased.

SEWER RESIDENTIAL CHARGES

	CHARGE (\$)
General service – metered, unmetered, strata unit	1,010
Turlinjah general service (85%)	858.50

Business and 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 is charged three times a year following meter readings on the same account as the water usage and liquid trade waste usage fees. The business sewerage usage charge for 2021-22 will be \$2.00 per kilolitre.

Sewer access charges are proposed to increase in 2021-22 from \$990 for a single 20mm connection to \$1,010 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.

WATER METER SIZE (MM)	AVAILABILITY FACTOR	CHARGE (\$)
20	1.0	1,010
25	1.6	1,616
32	2.6	2,626
40	4.0	4,040
50	6.3	6,363
65	10.6	10,706
80	16.0	16,160
100	25.0	25,250
Vacant	1.0	1,010
Strata	1.0	1,010

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

SPECIAL SEWER CHARGES EXPECTED INCOME

CATEGORY	ACCESS CHARGE	NO. OF PROPERTIES	NO. OF PENSIONERS	GROSS YIELD (\$)
Residential general service	1,010	19,384	3,967	19,837,056
Business	Meter size	1,178	-	2,700,166
Business	Trade waste	439	-	177,412
Total		21,001		22,714,634

Liquid trade waste charge

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 reinspection 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 charged three times a year following meter readings on the same account as the water usage and sewerage usage fees.

LIQUID TRADE WASTE CHARGES

	CHARGE (\$)
Liquid trade waste annual fee	108
Liquid trade waste annual fee (large discharge)	580
Compliant discharge	1.60/kL
Non-compliant discharge (failure to comply with Council's conditions of approval)	15.00/kL

PRICING METHODOLOGY

All of Council's fees and charges that are not subject to statutory control are reviewed on an annual basis prior to finalisation of Council's annual operating budget. In determining which pricing methodology is appropriate for each type of service, Council is guided by principles of 'fair imposition' and 'user pays'. Council may raise funds for local purposes by fair imposition of rates, charges and fees, by income earned from investments, and when appropriate by borrowings and grants. 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 fees against rates, grants and other funding sources
- Manage financial risk
- Develop transparent pricing structures that can be administered simply and efficiently and be understood by the public
- Develop pricing structures that reflect real life-cycle and environmental costs
- Recognise pricing encourages or discourages and behaviours

DEBT RECOVERY

Commercial debt recovery procedures will be pursued in order to minimise 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 authorised 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.

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

PURPOSE	2021-22
General Fund	
Corporate Information Systems (e-connect)	990,000
Sewer Fund New Loans	10,500,000
All Funds Grand Total New Loans	11,490,000

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 and 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.
- 8) A conservative approach is taken when preparing budget forecasts. Council recognise capital income and expenditure supported by external funding when funding is secured and timing of projects can be reliably determined.
- 9) Forecasts reflect a proposed dividend payment from Water and Sewer Funds to General Fund. This is accounted for as Investment Revenue across all funds to facilitate the Consolidated presentation of the funds.

RATING CATEGORISATION MAPS

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

RATE SAMPLES

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

