

DRAFT Delivery Program Operational Plan & Budget 2019/20

DRAFT





Acknowledgment to country

We acknowledge the traditional owners and custodians of this country and their continuing connection to the land through culture and community. We pay our respects to Elders past, present and future.

All Council's Corporate Planning documents can be sourced from **shoalhaven.nsw.gov.au**

Published by Shoalhaven City Council 2019.
A printable version of this document can be found in TRIM 59908E



Contents

Message from the Mayor	04
Acting General Manager	05
Community Vision Statement & Our Values	07
Our Community	08
Our Councillors	10
Executive & Organisational Structure	12
Our Finances	14
Our Services	18
Planning & Reporting Framework	20
How to Read this Plan	22

Key Themes & Priorities

Resilient, safe & inclusive communities	26
Sustainable, liveable environments	36
Prosperous communities	44
Responsible governance	50

Budget 2019/20

Revenue Policy	66
Special Rate Variation	69
Council Special Rates	70

Capital Works 2019/20

Capital Works	96
---------------	----

Capital Works 2020/30

Working Document - Subject to annual confirmation	112
---	-----



Message from the Mayor

Each year the Delivery Program and Operational Plan processes reaffirms the goals that you our community have set for us through the Community Strategic Plan.

Our community have clearly asked for a City that is prosperous, that sustains our environment, creates a vibrant space and allows for the community to connect.

This years Delivery Program and Operational Plan supports Council in continuing to deliver on these goals for our community and to continue to provide essential services and facilities to support your needs.

I am excited to see the delivery of a number of significant projects throughout this financial year and the design and planning of others progressing well.

Key projects like Shoalhaven Waters REMs 1B project which supports the reuse of waste water, development of the Boongaree

District Park providing a unique and interesting play space in Berry, and the renewal of the Nowra Showground supporting a special community space and allowing for improved usage of the facilities.

The provision of reticulated sewer at Woollamia Village, St Andrews Way and Berrys Bay will continue to support the ongoing improvements to the provision of essential services throughout the City.

Planning for existing and future communities is also well under way with the review of Council's Growth Management Strategy, further planning on the Urban Release Areas particularly within the Moss Vale Rd area and a finalisation of the masterplan for Bendalong Boat Harbour. Focus has also been placed on our Coastal areas with the commencement of Coastal Management Plan scoping for open coast, lower Shoalhaven, St Georges Basin and Lake Conjola.

Also outlined in the plan is an ambitious capital works program which will deliver a range of

road upgrades, renewal and maintenance of Council assets and facilities.

Continued focus is on supporting a strong economy and our tourism industry, whilst ensuring that the place we all love is managed well.

Council will also continue to deliver the support services that allow for major projects and capital delivery to occur, providing regulatory services, customer service, governance, financial management and engaging with our community to seek ways to enhance our projects and programs.

The plan is supported by our Resourcing Strategy which provides a long term perspective on our financial future, resource needs and asset management planning.

Council is firmly set on the path to seek improvements, find efficiencies and to deliver for the community more effectively.

Amanda Findley
Mayor



General Manager (Acting) **Message**

I am very pleased to present the Delivery Program and Operational Plan for the 2019/20 financial year.

You will notice some changes to the way we have presented our program and budget this year including the additional detail that has been provided on our Capital Works Program. This plan has been created to help our community clearly understand what will be delivered for their local area in 2019/20 and future years and to demonstrate our commitment to providing more transparent and accountable governance for our community.

Council is committed to maintaining a financially sustainable organisation and to ensure that the future is secure. We have continued to strive towards meeting the standards set by IPART in delivering on our Fit for the Future measures. We have also worked hard to achieve the requirement for no deficit cash budgeting.

The 2019/20 budget includes the delivery of another ambitious works program with over \$58 million in city wide assets renewal, new assets, upgrades and delivery of priority projects. Projects identified in this years budget include the commissioning and opening of the new Shoalhaven Indoor Sports Centre at

Bomaderry, Nowra Showground renewal, Boongaree District Park, stormwater and drainage projects, cycleways, toilet and other facilities improvements. Council remains committed to creating a City that is a great place to live, work, stay and play and our detailed works program clearly shows where the money will be allocated.

The funds raised through the Special Rate Variation approved by IPART will continue to be dedicated to improving the city over the next 12 months. With funding allocated to additional maintenance, road programs, sportsground improvements and assets renewal.

At Council we are committed to making sure we are more efficient and deliver more effectively for our community. We are working on a range of internal improvement programs including the implementing of a suite of new technology and systems to improve the way we deliver our customer services and work together as a team.

In order to meet growing community needs and to continue to improve services, appropriate resources need to be in place. Attracting and retaining the right staff to deliver for the community is an imperative component of the overall success of our organisation. As part of ongoing organisation improvements and to ensure resources are available,

we have undertaken a review of our salary system. This is to ensure that Council remains competitive and in line with other similar organisations and that we as an organisation attract the best staff to provide efficient and effective infrastructure, services, governance and support to our community.

We will also continue to provide regular updates and reporting through our Annual and End of Term Reporting, as well as continue to publish the results of our Annual Community Satisfaction Survey, to further enhance the accountability and transparency of our organisation.

This is just a snapshot of the Delivery Program and Operational Plan. I encourage you to review the document and find out what has been planned for your local area and how Council is continuing to provide for the future of the Shoalhaven.

Stephen Dunshea
Acting General Manager



Community Vision Statement

"We will work together in Shoalhaven to foster a safe and attractive community for people to live, work, stay and play where sustainable growth, development and environmental protection are managed to provide a unique and relaxed lifestyle"

Our Values

Core Values are the fundamental beliefs of a person or organisation.

These guiding principles dictate behaviour and help organisations to determine if they are on the right path and fulfilling their goals by creating an unwavering guide for all to follow.

- **Collaboration**

We enjoy working together to deliver for our community

- **Adaptability**

We are ready for change and willing to embrace a new situation

- **Integrity**

We are committed to maintain high ethics and standards

- **Respect**

We are mindful of and care about the feelings, wishes and rights of others

Our Community

Shoalhaven is unique with its spectacular natural environment, growing population and robust economy. It is a wonderful place to live, work, stay and play. From Berry to Durras, the coastal strip sustains diversity of places, people and environments.

Shoalhaven is located on the south coast of New South Wales, with the regional centre of Nowra-Bomaderry located about 160 kilometres south of Sydney. Most of the population is concentrated along the coastal fringe, which is traversed by the Princes Highway. The major centres include Nowra-Bomaderry, Milton-Ulladulla, Huskisson-Vincentia, St Georges Basin District, Culburra Beach and Sussex Inlet. The area encompasses a total land area of about 4,531 square kilometres, including substantial areas of national park, state forest, bushland, beaches and lakes. The natural amenity of the area is a strong attractor, for both new residents, holiday makers and day trippers.

The original inhabitants of the Shoalhaven area are the Wodi Wodi, Wandandian and Murramarang Aboriginal people. European settlement dates from 1822 when land was taken up near the mouth of the Shoalhaven River.

The Shoalhaven is blessed with perhaps the most scenically beautiful landscapes on the east coast of Australia, ranging from the lush rainforests, woodlands, rocky terrain, coastal plains, farmland and floodplains. The area also has more than 165 kilometres of coastline, the longest of any local government area in NSW. The coast is very diverse in its character, with major estuaries, many coastal lakes, long wild beaches and small pocket beaches, extensive coastal dune systems,

towering sandstone headlands and rugged bluffs.

The Shoalhaven population has a strong sense of community, a desire to help one another, friendly, welcoming and caring. Community involvement in Council and community activities is reflective of the large numbers attending key events being held throughout the year.

This Integrated Plan aims to complement the wonderful place that is the Shoalhaven and to build priorities, goals and actions that provide direction for the community and Council into the future.



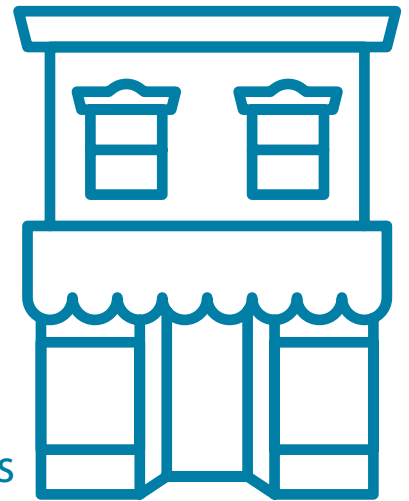


Population

104,371

Median Age

48



7031

Local Business



43%

part-time workers

54%

full-time workers

40,189

Labour Force

Irish

Australian

English

The three largest
ancestries in
Shoalhaven City



4531kms

Land area

9.3%

of the dwellings are
medium or high density



\$5.750

Billion (GRP)
Gross Regional
Product



21.6%

of households are made
up of couples with children

Our Councillors



Amanda Findley

Mayor

0434 151 730

findleya@
shoalhaven.nsw.gov.au



WARD 1

Annette Aldrick

Councillor

0428 657 026

Annette.Aldrick@
shoalhaven.nsw.gov.au



Nina Digiglio

Councillor

0428 629 147

Nina.Digiglio@
shoalhaven.nsw.gov.au



Andrew Guile

Councillor

0412 287 706

andrew.guile@
shoalhaven.nsw.gov.au



John Wells

Councillor

0412 676 159

John.Wells@
shoalhaven.nsw.gov.au



WARD 2

Joanna Gash

Councillor

0427 160 170

Jo.Gash@
shoalhaven.nsw.gov.au



John Levett

Councillor

0418 469 094

John.Levett@
shoalhaven.nsw.gov.au



Mitchell Pakes

Assistant Deputy Mayor

0432 557 516

Mitchell.Pakes@
shoalhaven.nsw.gov.au



Greg Watson

Councillor

0412 210 979

watsong@
shoalhaven.nsw.gov.au



WARD 3

Kaye Gartner

Councillor

0428 861 092

Kaye.Gartner@
shoalhaven.nsw.gov.au



Mark Kitchener

Councillor

0478 882 649

Mark.Kitchener@
shoalhaven.nsw.gov.au



Bob Proudfoot

Councillor

0428 970 086

Bob.Proudfoot@
shoalhaven.nsw.gov.au

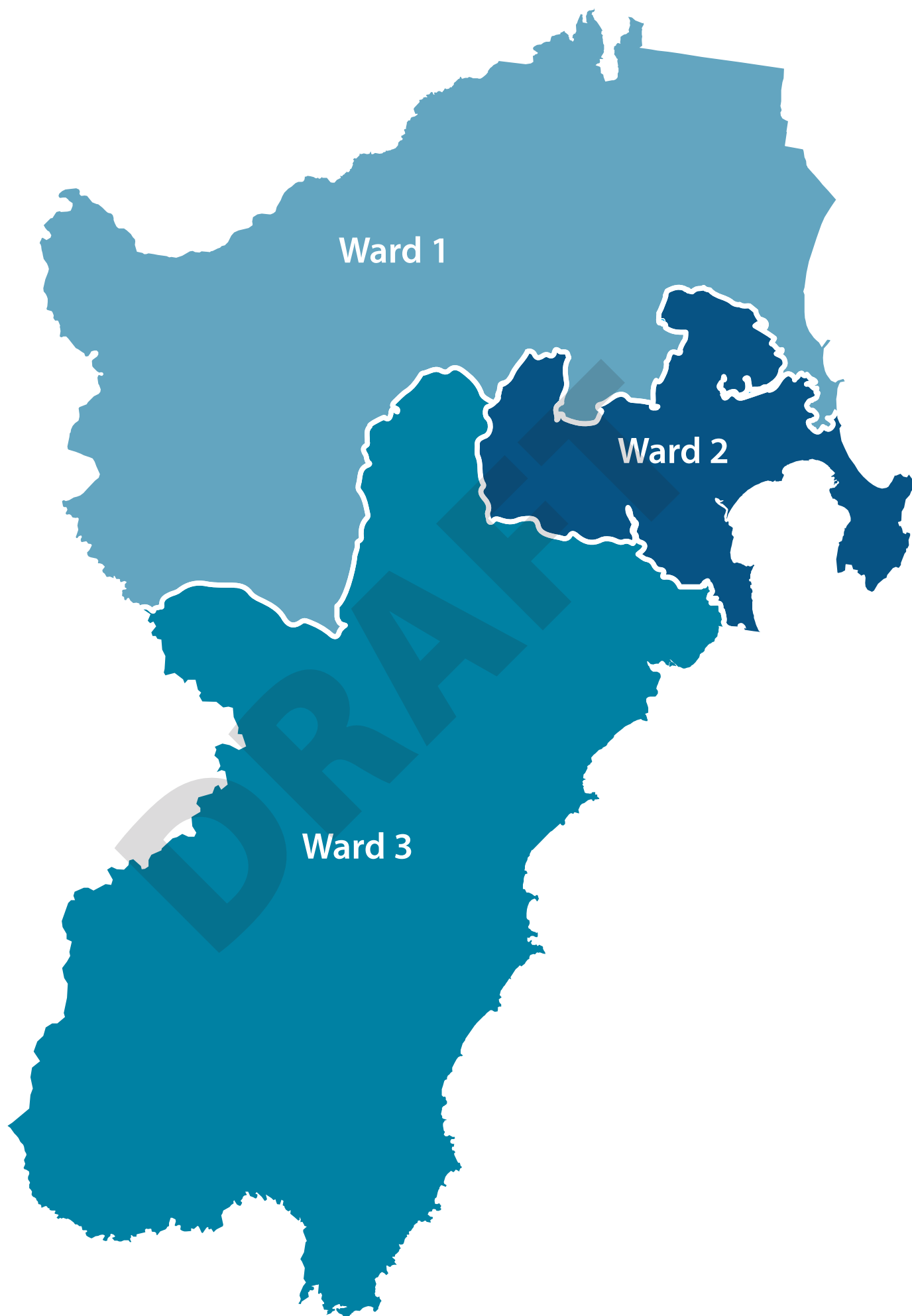


Patricia White

Deputy Mayor

0447 416 329

Patricia.White@
shoalhaven.nsw.gov.au



Executive & Organisational Structure





Our finances

The draft 2019/20 budget meets the requirement for no deficit cash budgeting and forecasts a net operating result for General Fund of a surplus of \$15,006K (including capital grants and contributions)

Adjusting for capital grants and contributions which are restricted for specific purpose expenditure, the revised net operating result for 2019/20 is projected to be a deficit of 3.1 million. Our longterm financial plan further projects the revised net operating result moving into surplus in 2020/21 consistent with the projections in our fit for the future submissions to IPART in previous years.

Our ambitious capital works program also details expenditure of \$58.2 million which includes

	2019/20 \$'000	2020/21 \$'000
Buildings and Property	2,592	6,539
Commercial Undertakings	6,511	8,843
Economic Development	3,370	1,270
Environmental Management	918	927
Fire Protection and Emergency Services	624	636
Internal Corporate Services	5,940	6,520
Land Use Planning	26	27
Open Space, Sport and Recreation	1,546	4,604
Regulatory Services	52	53
Roads and Transport	32,666	25,547
Waste and Recycling Program	3,755	8,295
Communications Towers	208	459
Total	58,207	63,718

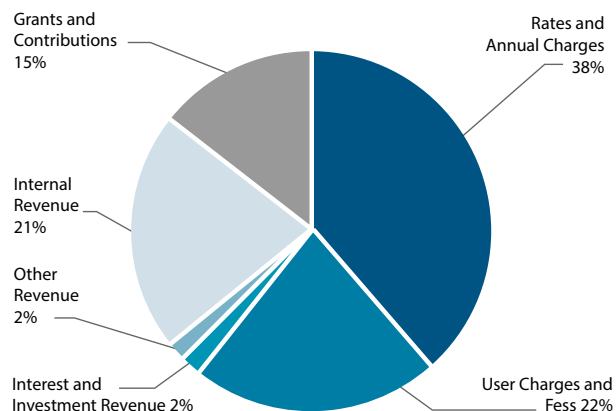
A range of significant projects/programs are also included in this years budget such as:

- \$4.3 million for SRV road renewals
- \$3.1 million for Waste Management
- \$3.2 million for Local Road Repair Programs
- \$2.9 million for Local Road Reseal and Re-sheet

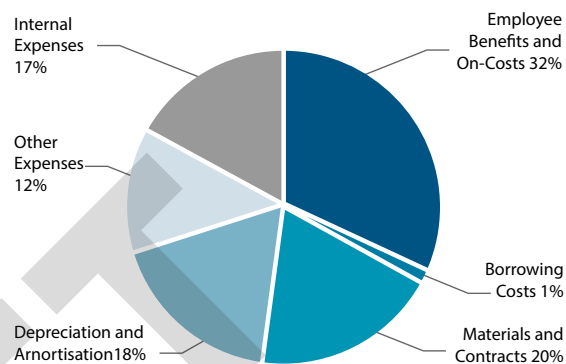
The charts provide an overview of the composition of budgeted income and expenditure for 2019/20

General Fund:

Revenue Breakdown 2019/20

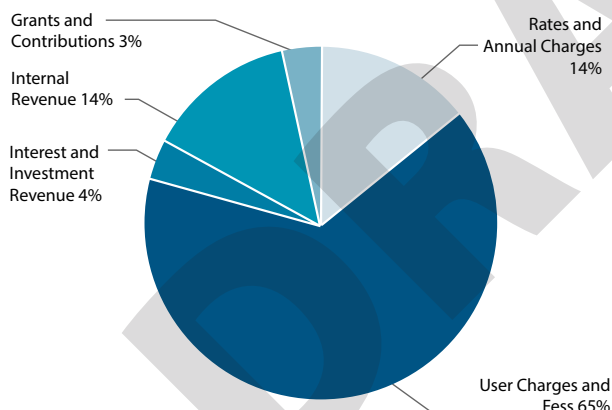


Operating Expenditure Breakdown 2019/20

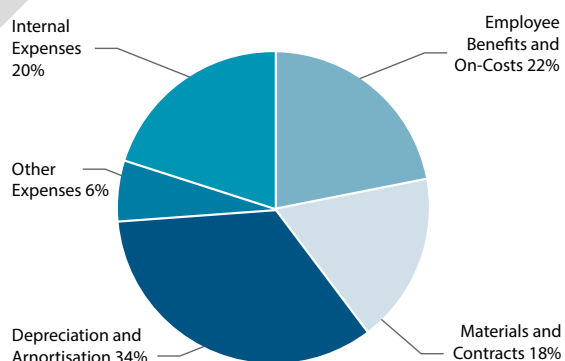


Water Fund:

Revenue Breakdown 2019/20

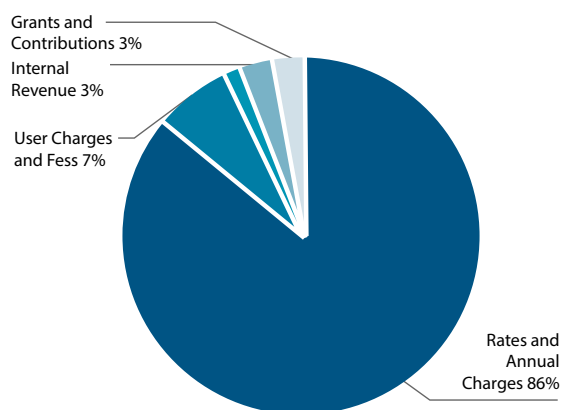


Operating Expenditure Breakdown 2019/20

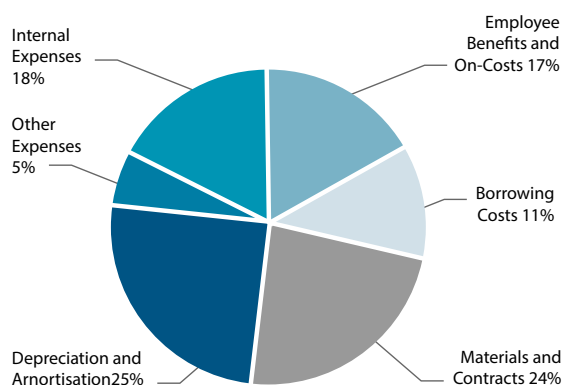


Sewer Fund:

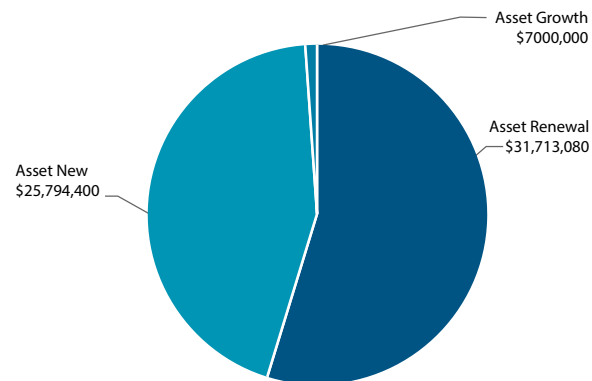
Revenue Breakdown 2019/20



Operating Expenditure Breakdown 2019/20

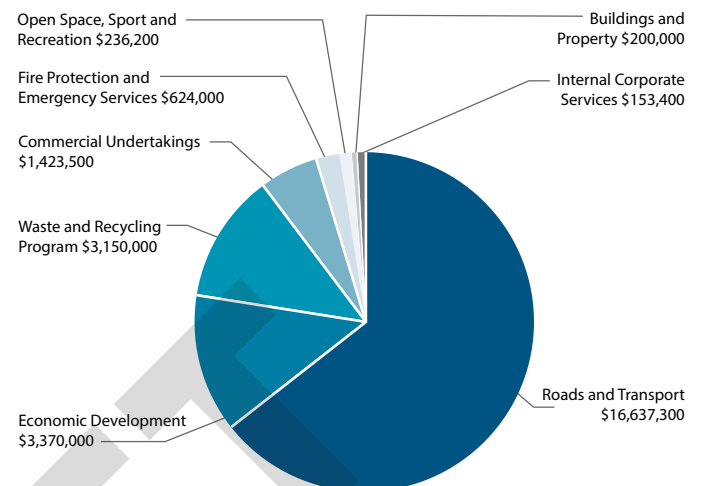


Capital Program 2019/20 General Fund



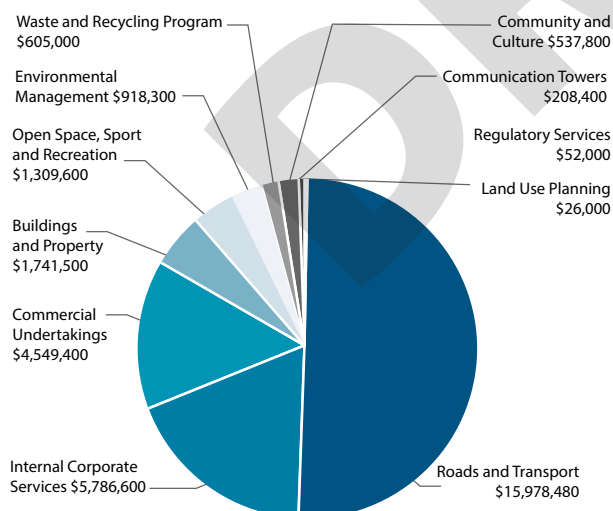
Asset New

Expenditure which creates new asset providing a new service/output that did not exist beforehand.



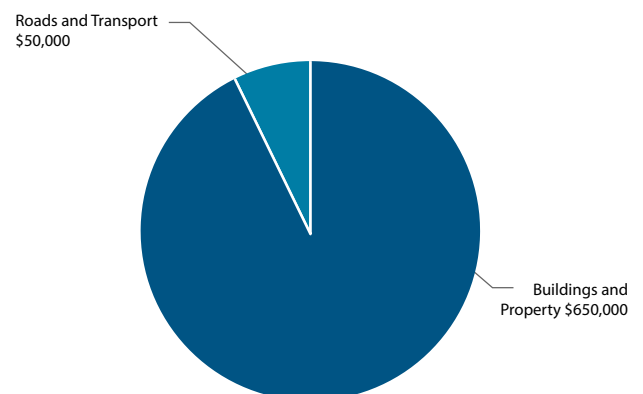
Asset Renewal

Expenditure on an existing asset, or on replacing an existing asset, which returns the service capacity of the asset up to that which it had originally or up to a lower service capacity.



Asset Growth

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users.





Our Services

We provide a vast range of services and facilities to our community and provide more than just the standard “roads, rates and rubbish”.

Council is part of your everyday life from the footpaths you walk on, the water that comes out of the tap, the roads that you drive on and the recreational activities that you enjoy.

Some of the services that we provide everyday include:

Footpaths, Roads and Traffic and Stormwater

- Service over 1771 km of Council maintained roads
- Manage 246 road and pedestrian bridges, culverts and causeways
- Maintain 82 roundabouts

Community Services, Events and Culture

- Organise, present and evaluate a program of events with and for community
- Support businesses to deliver high quality events throughout the region
- Facilitate and coordinate community grants programs
- Plan for and provide family day care services for children aged 0-6 years
- Provide 5 libraries including 2 mobile library
- Provide the Entertainment centre which provides a range of entertainment opportunities for over 51,700 attendees

Environment and Sustainability

- Manage 40 of the 109 beaches in Shoalhaven and manage over 220 beach access ways
- Protect 147 threatened species

Regulatory Services

- Process approximately 100 development applications, certificates and approvals per week
- Investigate over 700 incidents each year

Water and Waste Services

- Manage 10 waste depots
- Manage 4 water treatment plants and 1214km of pipes
- Provide 45 million litres of water each day to more than 48,000 households and businesses
- Collect and treat more than 18 million litres of wastewater each day

Community Safety and Community Groups

- Deliver, monitor and maintain 40 CCTV cameras in the Nowra, Sanctuary point, Bomaderry Areas
- Support 48 parkcare groups and 71 bushcare groups

Visitor Services

- Manage 12 holiday parks
- Support 3.1M visitors to the region
- Provide 2 visitor information centres

Corporate Support

Supporting the delivery of a range of services for our community is our efficient and effective Corporate support teams including:

- Finance
- Legal and Internal Audit
- Human Resources and Governance
- Communication and Engagement
- Information and Communications Technology
- Procurement and Fleet
- Customer Service and Information Management



17 telecommunication
towers



Protecting **147**
threatened species
in the area

Servicing **1,771km**
of Council maintained roads



An Entertainment
Centre with over

51,700
attendees

Arts Centre
attracts over
9,100
guests per year

5 libraries including
two
mobile library



82 roundabouts



246 road and pedestrian
bridges, culverts and causeways



Managing **220** **40** beaches &
beach access ways



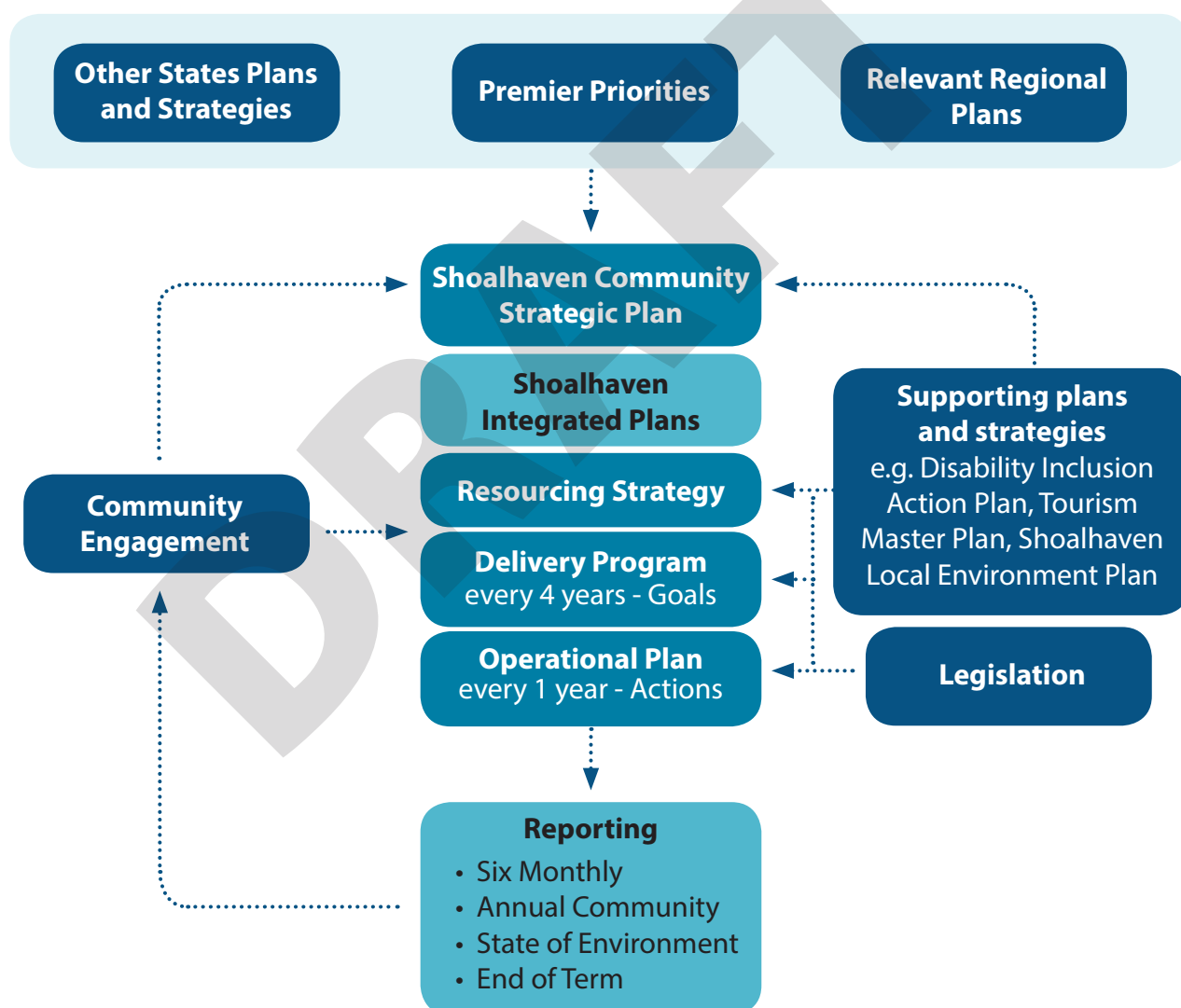
12 pools: 2 leisure,
5 village pools, 2 sea pools
and 3 aquatic centres –

3.1 million
people visiting each year

Planning & Reporting Framework

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 (Act) and the Local Government (General) Regulation 2005 (Regulation).

The Act and Regulation provides guidelines for councils to follow to ensure community involvement is central to the formation of strategic plans that drive council's long term planning and day to day operations. The Integrated Planning and Reporting Framework (Figure 1) is the name given to that section of the Act and Regulation that deals with Council's planning processes and the community's involvement.



(Figure 1): Intergrated Planning and Reporting Framework

Shoalhaven's Integrated Plan Structure

The Shoalhaven Integrated Plan is made up of four key components (Figure 1):

1. Shoalhaven Community Strategic Plan (CSP)
2. Delivery Program Goals
3. Operational Plan
Actions, Financials
Fees & Charges, Budget
4. Council's Resourcing Strategy

The Integrated Plan is developed in conjunction with State and Regional Plans, the Resourcing Strategy, other supporting plans, Councillors, staff and community. Monitoring and adjustment is carried out through six monthly and annual reports.

The community plan for the Shoalhaven over the next ten years is captured in the Community Strategic Plan (CSP). While Council will use the plan to develop its Goals and Actions, not everything in the plan is Council's responsibility. Other government and non-government organisations can and will use the CSP to align their activities to meet Shoalhaven's needs.

The Resourcing Strategy is critical to the successful development and completion of the Plan's Actions. It is used to address the budget needs through the Long Term Financial Plan, assets required through the Asset Plan and Council's workforce through the workforce plan.

The four-year Delivery Program Goals are Council's response to the Community Strategic Plan. The Goals are developed in conjunction with its Resourcing Strategy, supporting plans and legislation.

The one-year Operational Plan Actions details what will be completed over the next 12 months to address the Delivery Program Goals. Budget, staff resources and assets are allocated to ensure the Actions are undertaken.



How to Read this Plan

Community Strategic
Plan Code

Community Strategic
Plan Goal

Council Department
Responsible for Action

Priority 1.1

Build inclusive, safe and connected communities

Why is this priority important?

The health of our community members is reliant on and affected by how safe, included and connected they feel within their community. Being connected and feeling included in the lives of others has been proven to increase overall happiness and wellbeing.

How will we know we are making a difference?

- When people feel more connected to their community
- When people feel safer in their neighbourhood
- When Council has improved resilience and readiness capability in emergency management

What will Council focus on over the next two years?

Delivery Program Goal		Responsible Group
1.1.01	Undertake to prevent, prepare for, respond to and recover from natural disasters	<ul style="list-style-type: none"> • General Manager • Assets & Works • Planning, Environment & Development
1.1.02	Support communities to become safer and stronger through positive and effective planning, partnerships and programs	<ul style="list-style-type: none"> • Finance, Corporate & Community Services • General Manager
1.1.03	Develop plans and strategies which help to create an inclusive, caring and accessible community	<ul style="list-style-type: none"> • Finance, Corporate & Community Services
1.1.04	Provide solid waste and recycling collection, resource recovery and landfilling	<ul style="list-style-type: none"> • Assets & Works
1.1.05	Develop plans which enable a variety of housing options to be provided for the community and which helps to connect people and places.	<ul style="list-style-type: none"> • Planning, Environment & Development
1.1.06	Use Council's regulatory powers and government legislation to enhance community safety	<ul style="list-style-type: none"> • Planning, Environment & Development
1.1.07	Continue to maintain and improve emergency service facilities	<ul style="list-style-type: none"> • Assets & Works



Delivery Program Code and Action

Council Unit or Section Responsible for Action

What will Council do in 2019/20?

Operational Plan Action		Responsible Unit or Section
1.1.01 - Undertake to prevent, prepare for, respond to and recover from natural disasters		
1.1.01.01	Implement Bushfire Risk Management Strategies	• Natural Resources & Floodplains Unit
1.1.01.02	Execute the duties of the Local Emergency Management Officer (LEMO)	• Local Emergency Management Officer
1.1.01.03	Inspect Council owned/managed fire trails for condition assessment	• Natural Resources & Floodplains Unit
1.1.01.04	Inspect Council's managed fire trails for condition	• Natural Resources & Floodplains Unit
1.1.01.05	Implement high priority actions (0 -2 years) in the certified Coastal Zone Management Plan	• Natural Resources & Floodplains Unit
1.1.02 - Support communities to become safer and stronger through positive and effective planning, partnerships and programs		
1.1.02.01	Deliver Community Infrastructure Strategic Plan funded projects	• Community and Recreation Manager
1.1.02.02	Continue to work with stakeholders to implement initiatives from the Shoalhaven Aboriginal and Youth Employment Forum	• Human Resources, Governance & Customer Service - Section Manager



**I want a city
that has...**

Key Themes & Priorities

Each of the key Themes and Priorities that have been identified by the community have been allocated four-year goals and one-year actions. These are outlined in the following sections.

Each section explains why the priority is important, what goal has been set and actions that will be taken to meet each goal. Measurements are also outlined to ensure that Council continues to be accountable for the actions and goals that have been set to meet community priorities.



Resilient, Safe and Inclusive Communities

- 1.1 Build inclusive, safe and connected communities
- 1.2 Activate communities through arts, culture and events
- 1.3 Support active, healthy liveable communities



Sustainable, Liveable Environments

- 2.1 Improve and maintain road and transport infrastructure
- 2.2 Plan and manage appropriate and sustainable development
- 2.3 Protect and showcase the natural environment



Prosperous Communities

- 3.1 Maintain and grow a robust economy with vibrant towns and villages



Responsible Governance

- 4.1 Reliable services that meet daily community needs
- 4.2 Provide advocacy and transparent leadership through effective government and administration
- 4.3 Inform and engage with the community about the decisions that affect their lives



Resilient, safe & inclusive communities

The Shoalhaven community has a higher average age than many other areas in NSW.

An ageing population is a typical feature of coastal locations in NSW, given the high retiree population and the fact that younger people often migrate to other locations for educational or work pursuits. Approximately seven in every 10 Shoalhaven City households are a family, with two in 10 a single person. Nearly all occupied dwellings in the City are single houses, with most of the population living in detached low-density housing. Shoalhaven City has a rich Aboriginal cultural heritage, with nearly one in 20 residents identifying as Aboriginal or Torres Strait Islander. These strong links with Aboriginal culture are further reflected in Council's recognition of the strong spiritual ties that the traditional owners continue to have with the land.

Links to State and Regional Plans	What's important to the community:
<p>NSW Premier's Priorities for Resilient, safe and inclusive communities include:</p> <ul style="list-style-type: none">• Improving service levels in hospitals• Protecting our kids• Reducing domestic violence• Reducing youth homelessness• Tackling childhood obesity	<p>A broad range of issues were identified for this theme including:</p> <ul style="list-style-type: none">• Community safety, such as additional policing especially in the Bay and Basin area• Support for those struggling with substance abuse• Activities for youth and young families• A close and involved community• An inclusive community• Improved health care especially for the elderly• Homelessness and the need for affordable housing• Increased number of cultural events and improvements to Shoalhaven's arts• Improvements to our parks and reserves• Focus on better sporting facilities• Better facilities for children and youth• Provide more dog friendly areas
<p>Illawarra Shoalhaven Joint Organisation Strategic Priorities</p> <ul style="list-style-type: none">• Ensure regional focus on education and skills development, and link to job growth	



Priority 1.1

Build inclusive, safe and connected communities

Why is this priority important?

The health of our community members is reliant on and affected by how safe, included and connected they feel within their community. Being connected and feeling included in the lives of others has been proven to increase overall happiness and wellbeing.

How will we know we are making a difference?

- When people feel more connected to their community
- When people feel safer in their neighbourhood
- When Council has improved resilience and readiness capability in emergency management

What will Council focus on over the next two years?

Delivery Program Goal		Responsible Group
1.1.01	Undertake to prevent, prepare for, respond to and recover from natural disasters	<ul style="list-style-type: none">• General Manager• Assets & Works• Planning, Environment & Development
1.1.02	Support communities to become safer and stronger through positive and effective planning, partnerships and programs	<ul style="list-style-type: none">• Finance, Corporate & Community Services• General Manager
1.1.03	Develop plans and strategies which help to create an inclusive, caring and accessible community	<ul style="list-style-type: none">• Finance, Corporate & Community Services
1.1.04	Provide solid waste and recycling collection, resource recovery and landfilling	<ul style="list-style-type: none">• Assets & Works
1.1.05	Develop plans which enable a variety of housing options to be provided for the community and which helps to connect people and places.	<ul style="list-style-type: none">• Planning, Environment & Development
1.1.06	Use Council's regulatory powers and government legislation to enhance community safety	<ul style="list-style-type: none">• Planning, Environment & Development
1.1.07	Continue to maintain and improve emergency service facilities	<ul style="list-style-type: none">• Assets & Works

What will Council do in 2019/20?

Operational Plan Action		Responsible Unit or Section
1.1.01 - Undertake to prevent, prepare for, respond to and recover from natural disasters		
1.1.01.01	Implement Bushfire Risk Management Strategies	<ul style="list-style-type: none"> Natural Resources & Floodplains Unit
1.1.01.02	Execute the duties of the Local Emergency Management Officer (LEMO)	<ul style="list-style-type: none"> Local Emergency Management Officer
1.1.01.03	Inspect Council owned/managed fire trails for condition assessment	<ul style="list-style-type: none"> Natural Resources & Floodplains Unit
1.1.01.04	Inspect Council's managed fire trails for condition	<ul style="list-style-type: none"> Natural Resources & Floodplains Unit
1.1.01.05	Implement high priority actions (0 -2 years) in the certified Coastal Zone Management Plan	<ul style="list-style-type: none"> Natural Resources & Floodplains Unit
1.1.02 - Support communities to become safer and stronger through positive and effective planning, partnerships and programs		
1.1.02.01	Deliver Community Infrastructure Strategic Plan funded projects	<ul style="list-style-type: none"> Community & Recreation - Unit
1.1.02.02	Continue to work with stakeholders to implement initiatives from the Shoalhaven Aboriginal and Youth Employment Forum	<ul style="list-style-type: none"> Human Resources, Governance & Customer Service - Section Manager

Operational Plan Action		Responsible Unit or Section
1.1.03 - Develop plans and strategies which help to create an inclusive, caring and accessible community		
1.1.03.01	Conduct and Respond to annual WHS inspections at public halls and management committee facilities	<ul style="list-style-type: none"> Shoalhaven Swim Sport Fitness Unit
1.1.03.02	Shoalhaven Regional Gallery Art Educator will visit outlying Shoalhaven areas and deliver several Pop-Up Art Workshops, targeting Shoalhaven Disability Services and Care organisations	<ul style="list-style-type: none"> Shoalhaven Regional Gallery Unit
1.1.03.03	Begin implementation of new Shoalhaven Libraries Strategic Plan 2017-2021	<ul style="list-style-type: none"> Library Services Unit
1.1.04 - Provide solid waste and recycling collection, resource recovery and landfilling		
1.1.04.01	Provide recycling and waste management education, training and information to the community	<ul style="list-style-type: none"> Waste Services Manager
1.1.05 - Develop plans which enable a variety of housing options to be provided for the community and which helps to connect people and places		
1.1.05.01	Undertake projects in the Strategic Planning Works Program to meet community needs regarding housing and the built environment including continued implementation of the Shoalhaven Affordable Housing Strategy and other relevant plans/strategies/policies	<ul style="list-style-type: none"> Strategic Planning - Section Manager

Operational Plan Action		Responsible Unit or Section
1.1.06 - Use Council's regulatory powers and government legislation to enhance community safety		
1.1.06.1	Perform the duties required to ensure the satisfactory operation of on-site sewage management systems	<ul style="list-style-type: none"> On-site Sewage Management Unit
1.1.06.2	Implement strategies to ensure hygienic skin penetration procedures, hygienic public swimming pools and hygienic food preparation and handling throughout the City	<ul style="list-style-type: none"> Environmental Health Unit
1.1.06.3	Undertake swimming pool inspections in accordance with the adopted program	<ul style="list-style-type: none"> Compliance Unit
1.1.06.4	Provide ranger services that meet the needs of community and Council	<ul style="list-style-type: none"> Ranger Services
1.1.06.5	Restructure the Ranger Services Unit	<ul style="list-style-type: none"> Ranger Services
1.1.07 - Continue to maintain and improve emergency service facilities		
1.1.07.1	Conduct (Liaise with the committee, meeting in place) and deliver assigned and future projects for emergency service facilities	<ul style="list-style-type: none"> Asset Management - Section Manager
1.1.07.2	Renew the Asset Management Plan and continue to work with RFS in development of strategies	<ul style="list-style-type: none"> Asset Management - Section Manager

Priority 1.2

Activate communities through arts, culture and events

Why is this priority important?

Culture binds a community to past, present and future collective experiences of the physical surroundings and interactions with others. The Arts play a major role in creating those experiences and events enable communities to interact and have fun.

How will we know we are making a difference?

- When the number and / or variety of cultural activities/events is increasing
- Community satisfaction with Shoalhaven arts and culture is improving

What will Council focus on over the next two years?

Delivery Program Goal		Responsible Group
1.2.01	Bring the Arts to the community	<ul style="list-style-type: none">• Finance, Corporate & Community Services
1.2.02	Provide cultural facilities that meet the needs of the community	<ul style="list-style-type: none">• Finance, Corporate & Community Services
1.2.03	Recognise and protect our cultural heritage	<ul style="list-style-type: none">• Planning, Environment & Development

What will Council do in 2019/20?

Operational Plan Action		Responsible Unit or Section
1.2.01 - Bring the Arts to the community		
1.2.01.01	Shoalhaven Regional Gallery (SRG) deliver a diverse program of arts and arts activities that cater for audiences across the Shoalhaven and encourage engagement with arts and cultural activities to include major and touring exhibitions as well as community artist groups and exhibitions	<ul style="list-style-type: none"> Shoalhaven Regional Gallery Unit
1.2.01.02	Shoalhaven Entertainment Centre will curate and deliver an inclusive Annual Season of shows, events and public programs reflective of our diverse community	<ul style="list-style-type: none"> Shoalhaven Entertainment Centre Unit
1.2.02 - Provide cultural facilities that meet the needs of the community		
1.2.02.01	Shoalhaven Libraries will create opportunities for diverse communities to be welcomed and celebrated in appropriate ways through a range of events	<ul style="list-style-type: none"> Library Services Unit
1.2.02.02	Upgrade the HVAC system at Shoalhaven Regional Gallery to meet industry standards for artwork loans	<ul style="list-style-type: none"> Shoalhaven Regional Gallery Unit
1.2.02.03	Develop a Strategic Business & Marketing Plan to support the future growth and development of the Shoalhaven Entertainment Centre	<ul style="list-style-type: none"> Shoalhaven Entertainment Centre Unit
1.2.02.04	Develop a Shoalhaven Entertainment Centre asset management plan for Council's adoption	<ul style="list-style-type: none"> Shoalhaven Entertainment Centre Unit
1.2.02.05	Progress the building of a new Bay and Basin District Library at Sanctuary Point	<ul style="list-style-type: none"> Library Services Unit
1.3.02 - Recognise and protect our cultural heritage		
1.2.03.01	Undertake projects in the Strategic Planning Works Program to maintain and enhance Shoalhaven's cultural heritage, including continuing to run Council's annual local Heritage Assistance Grants	<ul style="list-style-type: none"> Strategic Planning - Section Manager

Priority 1.3

Support active and healthy communities

Why is this priority important?

Health is a key component to life expectancy and quality of life for our community. A community that is built to allow for activity to occur daily as part of everyday life, increases health outcomes. A more livable city attracts populations, tourists, businesses and improves economic outcomes.

How will we know we are making a difference?

- When people's perception of Shoalhaven as livable city is increasing
- Community satisfaction with parks, play grounds, sporting venues, aquatic centres, and public halls is improving

What will Council focus on over the next two years?

Delivery Program Goal		Responsible Group
1.3.01	Undertake maintenance and enhancements of Council parks and sporting fields	<ul style="list-style-type: none">• Assets & Works
1.3.02	Provide recreation and leisure facilities to meet community needs	<ul style="list-style-type: none">• Finance, Corporate & Community Services
1.3.03	Plan, manage and provide for the social and recreational infrastructure needs of the community to ensure access, equity and sustainability	<ul style="list-style-type: none">• Finance, Corporate & Community Services
1.3.04	Operate and maintain the water and sewer schemes	<ul style="list-style-type: none">• Shoalhaven Water

What will Council do in 2019/20?

Operational Plan Action		Responsible Unit or Section
1.3.01 - Undertake maintenance and enhancements of Council parks and sporting fields		
1.3.01.01	Undertake scheduled park servicing as listed in the Maintenance Management System at the commencement of the financial year	<ul style="list-style-type: none"> Works & Services - Section Manager
1.3.02 - Provide recreation and leisure facilities to meet community needs		
1.3.02.01	Complete installation of new point of sale system including online pre-booking and payment options for Swim, Sport & Fitness	<ul style="list-style-type: none"> Shoalhaven Swim Sport Fitness Unit
1.3.02.02	Commissioning fit-out and operation of Shoalhaven Indoor sports Centre	<ul style="list-style-type: none"> Shoalhaven Swim Sport Fitness Unit
1.3.03 - Plan, manage and provide for the social and recreational infrastructure needs of the community to ensure access, equity and sustainability		
1.3.03.01	Develop a Health and Wellbeing Strategy	<ul style="list-style-type: none"> Community & Recreation - Unit
1.3.03.02	Liase with Management Committees to meet their financial reporting requirements	<ul style="list-style-type: none"> Shoalhaven Swim Sport Fitness Unit
1.3.04 - Operate and maintain the water and sewer schemes		
1.3.04.01	Operate and Maintain the water and sewage schemes to meet statutory requirements	<ul style="list-style-type: none"> Water Operations & Maintenance - Section Manager



Sustainable, liveable environments

Shoalhaven's significant environmental qualities stem from its extensive natural areas, vast biodiversity and relatively small area of settlement.

The natural and rural landscapes form part of the cultural heritage and 'sense of connection' for the community and are an important tourism and economic assets. Nowra, regarded as the major regional centre of Shoalhaven, is located on the banks of the Shoalhaven River, providing administrative, commercial and other high order services for the area. Ulladulla and the Vincentia district (Bay and Basin area) are Shoalhaven's major towns. Shoalhaven's major settlement areas are Nowra-Bomaderry, Milton-Ulladulla and the Bay and Basin area.

Links to State and Regional Plans	What's important to the community:
<p>NSW Premier's Priorities for Sustainable, liveable environments include:</p> <ul style="list-style-type: none"> • Building infrastructure • Faster housing approvals • Keeping our environment clean 	<p>A broad range of issues were identified for this theme including:</p> <ul style="list-style-type: none"> • Road improvement, including maintenance, renewal and resealing programs • Improved public transport options • More paths and better maintenance of the ones we have • More cycleways and improved road shoulders for cycling • Protection and restoration of the natural environmental • Mitigate and adapt to climate change • Bypasses for Nowra and Milton/Ulladulla and a third bridge over the Shoalhaven River • Improved parking options • Maintain our infrastructure • Appropriate, sustainable development • Better use of the Shoalhaven river and foreshore • Improved planning controls • Continue to revitalise Shoalhaven's CBDs • Retain amenity of the area, keep the village feel • Restrict over-development in the coastal villages • Sustainable / renewable energy • Look after and where possible improve our unique environments • Development that is in keeping with our unique natural environment
<p>Illawarra Shoalhaven Regional Plan</p> <ul style="list-style-type: none"> • Economic development and employment growth • Housing and settlement • Natural environment and agriculture/resource lands • Transport and networks 	
<p>Illawarra Shoalhaven Joint Organisation Strategic Priorities</p> <ul style="list-style-type: none"> • Support the Illawarra Regional Transport Strategy 	



Priority 2.1

Improve & maintain our road & transport infrastructure

Why is this priority important?

Having the ability to move around the Shoalhaven, connect for personal and business reasons is essential in creating a vibrant, connected and economically viable Shoalhaven.

Improving our transport links and road networks enable the residents and visitors to easily move around the Shoalhaven complete business, social activities, family commitments and much more.

How will we know we are making a difference?

- When community satisfaction with roads is increasing
- When the number of complaints regarding road-condition is falling
- When the total length of pathways is increasing
- When our backlog of repair and renewal of community assets is falling

What will Council focus on over the next two years?

Delivery Program Goal		Responsible Group
2.1.01	Advocate for improvements to regional transport linkages	• General Manager
2.1.02	Manage and maintain administrative buildings, depots, jetties & boat ramps	• Assets & Works
2.1.03	Build and improve roads, bridges and drainage	• Assets & Works
2.1.04	Manage footpaths and cycle ways	• Assets & Works
2.1.05	Manage roads, drainage and bridges	• Assets & Works

What will Council do in 2019/20?

Operational Plan Action		Responsible Unit or Section
2.1.01 - Advocate for improvements to regional transport linkages		
2.1.01.01	Work with all levels of government and private organisations to improve Shoalhaven's transport links and continue to advocate for improvements to public transport in the Shoalhaven	• Economic Development Office

Operational Plan Action		Responsible Unit or Section
2.1.02 - Manage and maintain administrative buildings, depots, jetties & boat ramps		
2.1.02.01	Review asset management plans, apply for grants and program capital works	• Asset Management - Section Manager
2.1.02.02	Investigate design and funding options for the upgrade of Callala Bay Boat Ramp and report back to Council	• Asset Management - Section Manager
2.1.03 - Build and improve roads, bridges and drainage		
2.1.03.01	Complete the Stormwater Drainage Program as listed in the capital works program at commencement of the Financial Year	• Works & Services - Section Manager
2.1.03.02	Complete the Local Road Repair Program as listed in the capital works program at the commencement of the financial year	• Works & Services - Section Manager
2.1.03.03	Implement Council's Road Risk Management Procedure by ensuring reportable defects, identified through internal inspections, are repaired within the nominated timeframes and agreed procedure	• Works & Services - Section Manager
2.1.03.04	Report back to Council on design, costings and funding options for road improvements at Duffy Corner and Mt Scanzi Rd Budgong	• Traffic & Transport Asset - Unit
2.1.04 - Manage footpaths and cycle ways		
2.1.04.01	Review and apply a 10-year plan with the Pedestrian Access Mobility Plan (PAMP) for footpaths and cycle ways	• Asset Management - Section Manager
2.1.04.02	Investigate costings and funding options for a Shared User Path alongside the entry road and footpath into Holiday Haven at Lake Tabourie.	• Works & Services Section Manager
2.1.04.03	Identify improvements to footpaths and cycleways in Sussex Inlet for inclusion the revised PAMP (Pedestrian Access and Mobility Plan) to be considered by Council.	• Works & Services Section Manager
2.1.04.04	Report to Council early in 2019/20 on options to progress planning, design and funding for the repair and/or replacement of the Ulladulla Boardwalk	• Environmental Services
2.1.05 - Manage roads, drainage and bridges		
2.1.05.01	Apply for available funding to improve road safety and efficiency (including but not limited to blackspot, safer roads, savings lives on country roads, etc)	• Traffic & Transport Asset - Unit
2.1.05.02	Apply for funding under safe roads, community funding program	• Asset Management - Section Manager
2.1.05.03	Develop maintenance program in accordance with our asset register for the renewal of roads, drainage and bridges	• Works & Services - Section Manager

Priority 2.2

Plan & manage appropriate & sustainable development

Why is this priority important?

As the Shoalhaven grows it is important that any development that occurs is sustainable for the future. We need to all work together to plan for a future that will meet the needs of generations to come.

How will we know we are making a difference?

- When community satisfaction with the strategic planning process is improving
- When more people are involved in the strategic planning process
- When Development Applications assessment times are below the required times

What will Council focus on over the next two years?

Delivery Program Goal		Responsible Group
2.2.01	Develop quality land use plans	<ul style="list-style-type: none">• Planning, Environment & Development
2.2.02	Facilitate the provision of development that meets the changing needs and expectations of the community	<ul style="list-style-type: none">• Planning, Environment & Development
2.2.03	Manage development to ensure compliance with land use plans and approvals	<ul style="list-style-type: none">• Planning, Environment & Development
2.2.04	Provide strategic planning support services to the organisation and community	<ul style="list-style-type: none">• Planning, Environment & Development

What will Council do in 2019/20?

Operational Plan Action		Responsible Unit or Section
2.2.01 - Develop quality land use plans		
2.2.01.01	Prepare and maintain strategies and plans outlined in the Strategic Planning Works Program to support appropriate population growth or development, and environmental conservation in Shoalhaven, including the Shoalhaven Growth Management Strategy	<ul style="list-style-type: none"> Strategic Planning - Section Manager
2.2.02 - Facilitate the provision of development that meets the changing needs and expectations of the community		
2.2.02.01	Assess and determine development applications, modification applications, subdivision development applications and subdivision modifications within legislative timeframes.	<ul style="list-style-type: none"> Development Services
2.2.02.02	Resolve Subdivision Certificates to meet applicant and community expectations.	<ul style="list-style-type: none"> Development Services
2.2.02.03	Assess and determine development applications, modification applications, subdivision development applications and subdivision modifications within legislative timeframes and provide outcomes consistent with community expectations	<ul style="list-style-type: none"> Development Services - Section Manager
2.2.03 - Manage development to ensure compliance with land use plans and approvals		
2.2.03.01	Provide development compliance services to the community	<ul style="list-style-type: none"> Building Compliance Unit
2.2.03.02	Implement business processes across the Building and Compliance Section to make the most of the TechOne integration	<ul style="list-style-type: none"> Building Compliance Section
2.2.04 - Provide strategic planning support services to the organisation and community		
2.2.04.01	Provide graphics and cartography support to the organisation and issue Zoning (10.7) and dwelling entitlement certificates to the community	<ul style="list-style-type: none"> Strategic Planning - Section Manager

Priority 2.3

Protect and showcase the natural environment

Why is this priority important?

Shoalhaven is blessed with a beautiful natural environment, distinct and unique ecosystems, 165km of coastline, forests, woodlands and mountains. The environment attracts visitors to our City and is one of the key attractors for residents. The environment aids our economy, provides opportunities for the community to enjoy a wide range of recreational activities and helps to improve the wellbeing of the community.

How will we know we are making a difference?

- When community perception of the natural environment health is improving
- When community perception of environmental protection and enforcement is improving
- When the number of endangered species is falling
- When our waterway environments are improving
- When Council's energy usage is reducing

What will Council focus on over the next two years?

Delivery Program Goal		Responsible Group
2.3.01	Improve the protection of valuable natural and cultural roadside assets	<ul style="list-style-type: none">• Assets & Works
2.3.02	Develop strategies to help to reduce Shoalhaven's carbon footprint	<ul style="list-style-type: none">• Shoalhaven Water
2.3.03	Maintain and enhance the natural environment	<ul style="list-style-type: none">• Planning, Environment & Development

What will Council do in 2019/20?

Operational Plan Action		Responsible Unit or Section
2.3.01 - Improve the protection of valuable natural and cultural roadside assets		
2.3.01.01	Identify and document valuable natural and cultural roadside assets and educate staff in their location and value.	<ul style="list-style-type: none"> Works & Services - Section Manager
2.3.02 - Develop strategies to help to reduce Shoalhaven's carbon footprint		
2.3.02.01	Investigate processes and structures that will help reduce Shoalhaven Water's carbon footprint.	<ul style="list-style-type: none"> Shoalhaven Water
2.3.03 - Maintain and enhance the natural environment		
2.3.03.01	Complete the Bendalong Boat Harbour Masterplan, report to Council for adoption and investigate funding options for future staged implementation.	<ul style="list-style-type: none"> Natural Resources & Floodplains Unit
2.3.03.02	Implement Council's policies, plans and strategies for natural area reserves	<ul style="list-style-type: none"> Natural Resources & Floodplains Unit
2.3.03.03	Inform and consult with the community about Bushcare Group Action Plans	<ul style="list-style-type: none"> Natural Resources & Floodplains Unit
2.3.03.04	Develop and implement strategies that reduce illegal dumping in the Shoalhaven	<ul style="list-style-type: none"> Ranger Services
2.3.03.05	Review and implement the Council's Walking Track Asset Management Plan	<ul style="list-style-type: none"> Natural Resources & Floodplains Unit
2.3.03.06	Review and implement the Coast & Estuary Asset Management Plan	<ul style="list-style-type: none"> Natural Resources & Floodplains Unit
2.3.03.07	Develop Coastal Management Programs as per the requirements of the NSW Coastal Management Act 2016 and the Coastal Manual	<ul style="list-style-type: none"> Natural Resources & Floodplains Unit
2.3.03.08	Review and implement Council's Strategies, plans and policies for floodplain risk management	<ul style="list-style-type: none"> Natural Resources & Floodplains Unit
2.3.03.09	Review and implement the asset management plan for flood mitigation	<ul style="list-style-type: none"> Natural Resources & Floodplains Unit
2.3.03.10	Inform and consult with the community about flood management projects and plans	<ul style="list-style-type: none"> Natural Resources & Floodplains Unit
2.3.03.11	Prepare, review and implement Bushcare Group Action Plans	<ul style="list-style-type: none"> Natural Resources & Floodplains Unit
2.3.03.12	Engage with the community and bushfire risk, natural area and walking track management	<ul style="list-style-type: none"> Natural Resources & Floodplains Unit



Prosperous communities

The City's economy consists of a range of industry sectors resulting in a robust and resilient economy.

Key industries that have, and will continue to have a significant role in maintaining and growing our economy include Defence and Public Administration; Manufacturing; Professional and Technical Services; Transport, Logistics and Wholesale Trade; Agriculture and Aquaculture; Health Care and Human Services; Education and Training; Tourism, Accommodation and Food Services; and Retail Trade.

Links to State and Regional Plans	What's important to the community:
<p>NSW Premier's Priorities for Prosperous communities include:</p> <ul style="list-style-type: none">• Creating jobs• Improving education results	<p>A broad range of issues were identified for this theme including:</p> <ul style="list-style-type: none">• Employment, more jobs are needed• Invest in tourism• Education and training options especially for Shoalhaven's youth• Build a vibrant community• Greater shopping variety in the local area• Continue to improve Nowra CBD• Help create growth through business opportunities• Help to build sporting facilities that bring growth and jobs to Shoalhaven
<p>Illawarra Shoalhaven Joint Organisation Strategic Priorities</p> <ul style="list-style-type: none">• Support an agreed Illawarra Regional Growth and Infrastructure Plan• Design, develop and deliver regional strategies that support local activity	



Priority 3.1

Maintain & grow a robust economy with vibrant towns & villages

Why is this priority important?

Innovation creates growth and change. It provides new ways of doing things and different opportunities for our community. By encouraging innovation, we create a place where our community grows and thrives. Busy and vibrant towns and villages encourages businesses to invest, job opportunities to be created, new activities and interests for residents and visitors to be enjoyed.

How will we know we are making a difference?

- When the community's satisfaction with Shoalhaven's CBDs is improving
- When the community feels the Shoalhaven is a vibrant place to live and work
- When the Shoalhaven economy is growing

What will Council focus on over the next two years?

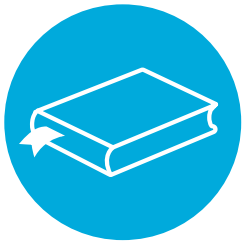
Delivery Program Goal		Responsible Group
3.1.01	Work with business, government and other entities to build a strong and productive Shoalhaven economy	<ul style="list-style-type: none">• General Manager
3.1.02	Actively pursue innovative processes and new technologies for the benefit of the Shoalhaven community	<ul style="list-style-type: none">• General Manager
3.1.03	Promote and service the Shoalhaven as a diverse tourist destination	<ul style="list-style-type: none">• Finance, Corporate & Community Services
3.1.04	Provide tourism services for the Shoalhaven	<ul style="list-style-type: none">• Finance, Corporate & Community Services
3.1.05	Identify individual trends and develop strategies for Holiday Haven Tourist Parks which meet business needs.	<ul style="list-style-type: none">• Assets & Works
3.1.06	Make our CBDs and town centres active places	<ul style="list-style-type: none">• Planning, Environment & Development

What will Council do in 2019/20?

Operational Plan Action		Responsible Unit or Section
3.1.01 - Work with business, government and other entities to build a strong and productive Shoalhaven economy		
3.1.01.01	Develop, maintain and/or enhance industry and government networks and relationships	• Economic Development Office
3.1.01.02	Maintain stocks of employment land in line with Council's employment land strategy	• Economic Development Office
3.1.01.03	Develop and implement strategies that encourage business growth and job creation	• Economic Development Office
3.1.01.04	Focus on key outcomes relating to: transport and other related infrastructure; livability and lifestyle; labour force capability; future economic vision as outlined in the Economic Development Strategy 2017-2026 - Productive Shoalhaven and supporting plans	• Economic Development Office
3.1.01.05	Facilitate business training and enhance labour force capabilities	• Economic Development Office
3.1.02 - Actively pursue innovative processes and new technologies for the benefit of the Shoalhaven community		
3.1.02.01	Investigate, facilitate and develop economic development projects that meet the objectives of relevant federal and state government grants such as Smart Cities, Growing Regional Economies	• Economic Development Office

Operational Plan Action		Responsible Unit or Section
3.1.03 - Promote and service the Shoalhaven as a diverse tourist destination		
3.1.03.01	Advocate for strategic Destination Management Planning to effectively manage and drive visitation and tourism expenditure goals for the region.	<ul style="list-style-type: none"> Tourism - Section Manager
3.1.03.02	Effective Destination Marketing to promote the Shoalhaven as a diverse region, drive off season visitation and encourage visitor dispersal in peak periods.	<ul style="list-style-type: none"> Tourism Marketing - Unit
3.1.03.03	Deliver an event support program to drive off season visitation to reduce seasonality of tourism employment opportunities	<ul style="list-style-type: none"> Tourism Investment & Events - Unit
3.1.03.04	Facilitate and support the delivery of community and tourism events striving to achieve engaged, activated and livable communities	<ul style="list-style-type: none"> Tourism Investment & Events - Unit
3.1.03.05	Support local industry and advocacy	<ul style="list-style-type: none"> Tourism - Section Manager
3.1.03.06	Annual review and delivery of a strategic plan for visitors' services including growing ambassadors, delivery of operational visitors centres and mobile tourism services	<ul style="list-style-type: none"> Visitors Centre - Unit
3.1.04 - Provide tourism services for the Shoalhaven		
3.1.04.01	Annual review and delivery of a strategic plan for visitors' services including growing ambassadors, delivery of operational visitors centers and mobile tourism services	<ul style="list-style-type: none"> Tourism

Operational Plan Action		Responsible Unit or Section
3.1.05 - Identify individual trends and develop strategies for Holiday Haven Tourist Parks which meet business needs.		
3.1.05.01	Increase Cabin Occupancy by 1.5% on prior year	• Tourist Parks - Unit
3.1.05.02	Increase Site Occupancy by 1% on prior year	• Tourist Parks - Unit
3.1.05.03	Annual Review Contractor service level agreement	• Tourist Parks - Unit
3.1.05.04	Central Reservation pre-planning	• Tourist Parks - Unit
3.1.05.05	Develop plans for capital in Holiday Parks improvement to meet the needs of clients	• Tourist Parks - Unit
3.1.05 - Make our CBDs and town centres active places		
3.1.06.01	Undertake projects in the Strategic Planning Works Program to activate and strengthen Shoalhaven's CBD's and town centres including progressing the activation of the Shoalhaven River-Front Precinct	• Strategic Planning - Section Manager



Responsible governance

Responsible Governance covers the services provided to the community by all government departments, as well as the internal operations needed to support those community services and the effective governance processes needed to run a local government authority.

Links to State and Regional Plans	What's important to the community:
<p>NSW Premier's Priorities for Responsive governance include:</p> <ul style="list-style-type: none">• Driving public sector diversity• Improving government services	<p>A broad range of issues were identified for this theme including:</p> <ul style="list-style-type: none">• Green bins and better ways to recycle waste• Improved medical facilities especially for those coastal villages• More park bins and improved cleaning in the CBD• Strong leadership• A cohesive Council that can be trusted• Ensure funding equity across the Shoalhaven• Ability to participate in decision making• Ability to have "their say" in Councils projects, policies and plans
<p>Illawarra Shoalhaven Joint Organisation Strategic Priorities</p> <ul style="list-style-type: none">• Design, develop and deliver regionally agreed policies procedures and services in areas of local government activity• Establish the IPJO as a capable and robust organisation	



Shoaithaven
City Council

Shoaithaven
City Council

Priority 4.1

Reliable services that meet daily community needs

Why is this priority important?

Council supports the community in many ways such as the provision of sport fields, swimming pools, libraries, waste services, roads, water services, development assessment, ranger services and much more. Our community expects that these services will meet their daily needs provided by Council and other government agencies into the future.

How will we know we are making a difference?

- When the community's satisfaction with basic council services is improving
- When community expectations about customer service are being met

What will Council focus on over the next two years?

Delivery Program Goal		Responsible Group
4.1.01	Provide quality customer service through the customer service unit	<ul style="list-style-type: none">• Finance, Corporate & Community Services
4.1.02	Provide an accessible quality Family Day Care service	<ul style="list-style-type: none">• Finance, Corporate & Community Services
4.1.03	Provide sustainable burial, cremation, memorial services and cemetery maintenance to the Shoalhaven community and seek to influence policy development in the industry.	<ul style="list-style-type: none">• Assets & Works
4.1.04	Manage the delivery of infrastructure, roads, drainage and bridges	<ul style="list-style-type: none">• Assets & Works
4.1.05	Deliver a full range of Council's services at Ulladulla Service Centre	<ul style="list-style-type: none">• Planning, Environment & Development
4.1.06	Deliver water and sewerage capital works	<ul style="list-style-type: none">• Shoalhaven Water
4.1.07	Plan for water and sewage capital work	<ul style="list-style-type: none">• Shoalhaven Water

What will Council do in 2019/20?

Operational Plan Action		Responsible Unit or Section
4.1.01 - Provide quality customer service through the customer service unit		
4.1.01.01	Provide an efficient and high quality first resolution customer service	<ul style="list-style-type: none"> Customer Service
4.1.02 - Provide an accessible quality Family Day Care service		
4.1.02.01	Provide an accessible quality Family Day Care service	<ul style="list-style-type: none"> Community & Recreation - Unit
4.1.03 - Provide sustainable burial, cremation, memorial services and cemetery maintenance to the Shoalhaven community and seek to influence policy development in the industry.		
4.1.03.01	Review Master Plan for SMGLC	<ul style="list-style-type: none"> Bereavement Services - Unit
4.1.03.02	Maintain cemeteries to meet community standards	<ul style="list-style-type: none"> Bereavement Services - Unit
4.1.03.03	Maintain and enhance Bereavement industry connections and involvement in policy and legislation development and implementation	<ul style="list-style-type: none"> Bereavement Services - Unit
4.1.03.04	Develop new or improved value adding opportunities, products and services to generate additional revenue	<ul style="list-style-type: none"> Bereavement Services - Unit

Operational Plan Action		Responsible Unit or Section
4.1.04 - Manage the delivery of infrastructure, roads, drainage and bridges		
4.1.04.01	Program and apply for available funding for Active Transport solutions. Towards safer roads and encourage connectivity safety and Active Transport	<ul style="list-style-type: none"> Traffic & Transport Asset - Unit
4.1.04.02	This Forward Work Plan outlines the department's planned major projects in transport and road infrastructure over the next year for roads, bridges, and drainage solutions	<ul style="list-style-type: none"> Asset Management - Section Manager
4.1.04.03	Undertake the forward work plan for transport and road infrastructure over the next year for roads, bridges and drainage	<ul style="list-style-type: none"> Asset Management - Section Manager
4.1.04.04	Shoalhaven Indoor Sports Centre Fit-out	<ul style="list-style-type: none"> Project Delivery & Contracts Section
4.1.04.05	Veron's Estate roads upgrade	<ul style="list-style-type: none"> Project Delivery & Contracts Section
4.1.04.06	Complete detailed design for Far-North Collector Road	<ul style="list-style-type: none"> Project Delivery & Contracts Section
4.1.04.07	East Nowra Sub Arterial Road	<ul style="list-style-type: none"> Project Delivery & Contracts Section
4.1.04.08	East Nowra Sub Arterial Road - traffic study revision report	<ul style="list-style-type: none"> Traffic & Transport Asset - Unit

Operational Plan Action		Responsible Unit or Section
4.1.05 - Deliver a full range of Council's services at Ulladulla Service Centre		
4.1.05.01	Provide customer support services and full range of Council functions at Ulladulla Service Centre	<ul style="list-style-type: none"> Ulladulla Customer Service Centre - Section
4.1.06 - Deliver water and sewerage capital works		
4.1.06.01	Deliver major capital water projects	<ul style="list-style-type: none"> Water Asset Planning & Development - Section Manager
4.1.07 - Plan for water and sewage capital work		
4.1.07.01	Completed. No more actions.	<ul style="list-style-type: none"> Water Asset Planning & Development - Section Manager

Priority 4.2

Provide advocacy and transparent leadership through effective government and administration

Why is this priority important?

All levels of government must provide strong leadership and advocacy for and on behalf of their communities. The community expects government to provide the direction for the future, to act with integrity, manage budgets appropriately, be ethical and responsible within requirements of legislation. Government is expected to employ sound decision-making processes and continue to seek ways to support the community's needs.

How will we know we are making a difference?

- When Council workforce demographics is representative of the community
- When Council's financial position is 'Fit for the Future'
- When the capital works program rollover is reducing

What will Council focus on over the next two years?

Delivery Program Goal		Responsible Group
4.2.01	Ensure community needs and priorities are reflected within Council's IP&R framework and that legislative requirements are met	<ul style="list-style-type: none">• General Manager
4.2.02	Provide corporate services which support the progress of legal matters, corporate planning and reporting and maintains a rigorous internal audit processes	<ul style="list-style-type: none">• General Manager
4.2.03	Maintain and improve Council's reputation and brand within the community and throughout the region	<ul style="list-style-type: none">• General Manager
4.2.04	Enhance organisational diversity	<ul style="list-style-type: none">• Finance, Corporate & Community Services
4.2.05	Provide corporate services which support the operations of Council including Governance, Human Resource, Insurance/ Risk Management, Work, Health & Safety	<ul style="list-style-type: none">• Finance, Corporate & Community Services
4.2.06	Continue to provide software and IT solutions to ensure ongoing support for operational requirements.	<ul style="list-style-type: none">• Finance, Corporate & Community Services

Delivery Program Goal		Responsible Group
4.2.07	Continue to provide Financial operations	<ul style="list-style-type: none"> Finance, Corporate & Community Services
4.2.08	Continue to deliver the Technology One project to provide ongoing improvements to internal Council systems and operations	<ul style="list-style-type: none"> Finance, Corporate & Community Services
4.2.09	Continue to provide mechanical and fabrication services to support the operations of Council	<ul style="list-style-type: none"> Assets & Works
4.2.10	Identify and pursue opportunities for investment in property and proactively manage Council's property portfolio to maximise returns	<ul style="list-style-type: none"> Assets & Works
4.2.11	Provide innovative & rigorous customer interaction on all Water Utility services to meet & exceed customer expectations, National standards and Shoalhaven Water Group operations	<ul style="list-style-type: none"> Shoalhaven Water
4.2.12	Use Council's regulatory functions and government legislation - Shoalhaven Water	<ul style="list-style-type: none"> Shoalhaven Water
4.2.13	Enhance Asset Management Capability - Shoalhaven Water	<ul style="list-style-type: none"> Shoalhaven Water

What will Council do in 2019/20?

Operational Plan Action		Responsible Unit or Section
4.2.01 - Ensure community needs and priorities are reflected within Council's IP&R framework and that legislative requirements are met		
4.2.01.01	Manage the corporate planning/ reporting needs of the organisation and continue to provide improvements in business planning and reporting	<ul style="list-style-type: none"> Corporate Planning
4.2.01.02	Improve Council's business and reporting tool to enhance the reporting of Council achievements, priorities and plans back to the community	<ul style="list-style-type: none"> Corporate Planning
4.2.01.03	Provide TechOne CES module support to the organisation	<ul style="list-style-type: none"> Corporate Planning
4.2.02 - Provide corporate services which support the progress of legal matters, corporate planning and reporting and maintains a rigorous internal audit processes		
4.2.02.01	Coordinate internal audit and risk and audit committee functions and responsibilities	<ul style="list-style-type: none"> Internal Audit
4.2.02.02	Continue to manage legal services for the organisation and maintain cost recovery	<ul style="list-style-type: none"> Legal Services
4.2.03 - Maintain and improve Council's reputation and brand within the community and throughout the region		
4.2.03.01	Review and implement Council's Brand Guidelines, Media and Social Media Policy and Brand Strategy	<ul style="list-style-type: none"> Communications & Media
4.2.04 - Enhance organisational diversity		
4.2.04.01	Annual review and update of Council's Workforce Plan to ensure strategies are updated and implemented	<ul style="list-style-type: none"> HR & Organisational Development - Unit

Operational Plan Action		Responsible Unit or Section
4.2.05 - Provide corporate services which support the operations of Council including Governance, Human Resource, Insurance/ Risk Management, Work, Health & Safety		
4.2.05.01	Provide corporate services which support the operations of Council including Governance, Human Resource, Insurance/ Risk Management, Work, Health & Safety	<ul style="list-style-type: none"> Governance Unit
4.2.05.02	Support the organisation in meeting its Work Health and Safety responsibilities through the development and implementation of a strategic WHS Plan and ongoing review and development of the Safety Management System to meet the organisation's needs	<ul style="list-style-type: none"> WHS & Risk - Unit
4.2.05.03	Planning and preparations required to support Electoral Commission NSW for the 2020 Local Government Election being	<ul style="list-style-type: none"> Governance Unit
4.2.05.04	Roll-out of Council's new Code of Conduct	<ul style="list-style-type: none"> Governance Unit
4.2.05.05	Implementation of Remuneration Review Initiatives	<ul style="list-style-type: none"> HR & Organisational Development - Unit
4.2.05.06	Continued roll-out of the Core Values Implementation Plan	<ul style="list-style-type: none"> Human Resources, Governance & Customer Service - Section Manager
4.2.05.07	Develop Human Resources, Industrial Relations and Organisational Development framework which provide a strategic direction for the management of Council's Human Resources	<ul style="list-style-type: none"> HR & Organisational Development - Unit

Operational Plan Action		Responsible Unit or Section
4.2.06 - Continue to provide software and IT solutions to ensure ongoing support for operational requirements.		
4.2.06.01	Provide services including maintenance, support and management of Council's GIS systems and data to meet strategic, legislative and operational requirements of the organisation	<ul style="list-style-type: none"> • GIS - Unit
4.2.06.02	Maintain and improve Council's corporate business systems to ensure legislative compliance, effective operation and security	<ul style="list-style-type: none"> • Business Systems - Unit
4.2.06.03	Provide effective, secure and efficient record keeping frameworks and services to meet strategic, legislative and operational requirements of the organisation	<ul style="list-style-type: none"> • Records Management - Unit
4.2.07 - Continue to provide Financial operations		
4.2.07.01	Continue to improve operating efficiencies in Revenue Unit	<ul style="list-style-type: none"> • Revenue - Unit
4.2.07.02	Manage Council's liquidity	<ul style="list-style-type: none"> • Revenue - Unit
4.2.07.03	Continue to improve operating efficiencies in Payroll Unit	<ul style="list-style-type: none"> • Payroll - Unit
4.2.07.04	Manage Council's Investment Portfolio to maximise returns with due consideration for risk, liquidity and security	<ul style="list-style-type: none"> • Finance - Unit
4.2.07.05	Ensure tender processes are streamlined and probity controls are in place	<ul style="list-style-type: none"> • Supply - Unit
4.2.07.06	Improve quality of procurement	<ul style="list-style-type: none"> • Supply - Unit
4.2.07.07	Comply with the engagement timetable for the 2018/19 financial statements	<ul style="list-style-type: none"> • Finance - Unit
4.2.08 - Continue to deliver the Technology One project to provide ongoing improvements to internal Council systems and operations		
4.2.08.01	Provide effective project support and initiate business improvement across the organization	<ul style="list-style-type: none"> • Project Manager - Corporate Systems

Operational Plan Action		Responsible Unit or Section
4.2.09 - Continue to provide mechanical and fabrication services to support the operations of Council		
4.2.09.01	Deliver mechanical services to the organisation	<ul style="list-style-type: none"> Works & Services - Section Manager
4.2.10 - Identify and pursue opportunities for investment in property and pro-actively manage Council's property portfolio to maximise returns		
4.2.10.01	Identify a number of potential future tenants for Council's properties to improve the timely letting of Council's properties	<ul style="list-style-type: none"> Property Services - Unit
4.2.10.02	Increase operating surplus (income versus expenses) from previous year - Property	<ul style="list-style-type: none"> Property Services - Unit
4.2.10.03	Improve debtors position across revenue streams in Property Services	<ul style="list-style-type: none"> Property Services - Unit
4.2.10.04	Progress the development / disposal of properties within Council's land register within Shoalhaven LGA - to meet the Council's and community's needs	<ul style="list-style-type: none"> Property Services - Unit
4.2.11 - Provide innovative & rigorous customer interaction on all Water Utility services to meet & exceed customer expectations, National standards and Shoalhaven Water Group operations		
4.2.11.01	Undertake regulatory & business performance reporting and promulgate results annually through Customer Service Plan	<ul style="list-style-type: none"> Water Customer & Business Services - Section Manager
4.2.12 - Use Council's regulatory functions and government legislation - Shoalhaven Water		
4.2.12.01	Maintain Development Regulatory Function Levels of Service	<ul style="list-style-type: none"> Water Asset Planning & Development - Section Manager
4.2.13 - Enhance Asset Management Capability - Shoalhaven Water		
4.2.13.01	Enhance Asset Management Maturity	<ul style="list-style-type: none"> Water Asset Planning & Development - Section Manager

Priority 4.3

Inform and engage with the community about the decisions that affect their lives

Why is this priority important?

All levels of government must engage with and inform community about the decisions that are being made. Engagement and consultation is legislated within the IP&R framework, planning legislation and many other aspects of Council's business. It is an essential component of most Council projects and enables our community to provide us with their needs and wants, so that Council can better meet community expectations.

How will we know we are making a difference?

- When community satisfaction with Council's engagement is improving
- When the community believes, they have had the opportunity to be informed and engaged

What will Council focus on over the next two years?

Delivery Program Goal		Responsible Group
4.3.01	Improve and enhance council's communication and engagement with the community about our future direction, major projects, key policies and messages	<ul style="list-style-type: none">• General Manager• Finance, Corporate & Community Services
4.3.02	Support effective communications between Council and community	<ul style="list-style-type: none">• General Manager• Finance, Corporate & Community Services
4.3.03	Build community awareness and involvement in the natural environment	<ul style="list-style-type: none">• Planning, Environment & Development
4.3.04	Continue to inform and consult with the community about planning and development policies and applications in accordance with legislative requirements	<ul style="list-style-type: none">• Planning, Environment & Development

What will Council do in 2019/20?

Operational Plan Action		Responsible Unit or Section
4.3.01 - Improve and enhance council's communication and engagement with the community about our future direction, major projects, key policies and messages		
4.3.01.01	Improve and enhance council's communication and engagement with the community about our future direction, major projects, key policies and messages	<ul style="list-style-type: none"> Community Engagement & CCBs
4.3.01.02	Deliver the Community Development Strategic Plan funded projects	<ul style="list-style-type: none"> Community and Recreation Manager
4.3.02 - Support effective communications between Council and community		
4.3.02.01	Develop and implement a comprehensive Communications Strategy for Council and associated Business Units	<ul style="list-style-type: none"> Community Engagement & CCBs
4.3.03 - Build community awareness and involvement in the natural environment		
4.3.03.01	Engage with the community about coast and estuary project	<ul style="list-style-type: none"> Natural Resources & Floodplains Unit
4.3.04 - Continue to inform and consult with the community about planning and development policies and applications in accordance with legislative requirements		
4.3.04.01	Inform and consult with the community in accordance with the community consultation policy for development applications	<ul style="list-style-type: none"> Development Services - Section Manager
4.3.04.02	Inform and consult with the community about strategic planning in accordance with legislative requirements	<ul style="list-style-type: none"> Strategic Planning - Section Manager

DRAFT



DRAFT Budget

2019/20



Revenue Policy

Shoalhaven City Council's Revenue Policy is developed in response to its legislative reporting requirements under the Local Government Act 1993. The Policy provides the community with an indication of the type and breakdown of revenue sources available to Council to support its Operational Plan.

Council's Revenue Policy comprises the following elements:

1. Estimated income and expenditure
2. Ordinary rates and special rates
3. Pricing methodology
4. Proposed borrowings
5. Chapter 4 - Fees & Charges

Estimated Income and Expenditure 2019/20

In 2010, the Independent Pricing and Regulatory Tribunal of New South Wales (IPART) was delegated responsibility for determining the allowable annual increase in local government general rates income.

Shoalhaven City Council was declared as a Fit for the Future Council by the NSW State Government in 2015. This was based on a Council submission provided to the Office of Local Government (OLG) and IPART

which outlined several actions Council would undertake to improve its financial sustainability. Subsequently, Council applied to IPART for a Special Rate Variation of 13.2% in 2017/18 (11.7% plus the rate peg of 1.5%) and 14% in 2018/19 (11.5% plus the rate peg of 2.5%) to cover infrastructure maintenance and renewal, maintenance of services and financial sustainability, and to address infrastructure requirements for the Verons Estate. On 9 May 2017, IPART approved only a one-year temporary increase of 13.2% in the rate base. Council adopted the 13.2% Special Rate Variation, including the rate peg of 1.5%, for the 2017/18 Financial Year at its June Extra Ordinary Meeting.

To ensure consistency with our Long Term Financial Plan (LTFP) and to meet our Fit for the Future benchmarks, Council successfully applied to IPART, in February 2018,

for an SRV for each of the three financial years: 2018/19; 2019/20 and 2020/21. Given that the 2017/18 increase reverted to the rate peg increase of 1.5%, Council applied for the following increases to general rate income.

- Maintaining the 13.2% from the current SRV and an additional 5% in 2018/19 (including the announced rate peg of 2.3%)
- 5.0% in 2019/20 (including announced rate peg of 2.7%)
- 5.0% in 2020/21 (including estimated rate peg of 2.5%)

The cumulative impact of the proposed rate increases over four years is 31.0%. For 2018/19, IPART announced a rate peg of 2.3%. Therefore, the cumulative impact of the proposed rate increase compares to a cumulative increase of 9.3%, if only the rate peg was applied, and a cumulative increase of 35.6% under Council's previous IPART application.

The major assumptions included in the 2019/20 estimates and the Long Term Financial Plan are:

Consumer Price Index (CPI)	2.5% (mid-point of RBA inflation target range)
Road and bridge construction index	3.42% (source: ABS Producer Price Index 3101)
Population growth	0.75% pa (source: forecast.id)
Number of assessable properties	+1.0% pa
Rate increases	Retention of the 13.2% special variation for 2017/18 as a permanent increase, followed by permanent increases of 5% in 2018/19, 2019/20 and 2020/21, and assumed rate peg of 2.5%, thereafter
Financial Assistance Grant	CPI
Other recurrent government grants	+2.0% pa

Interest on investments	2.8% (estimate of weighted average return applied to cash flow projection)
Employee costs	2.5% award increase
On-costs	38.9%
Salary savings	Target of \$239,747 in the 2019/20 budget; escalated over the forward years in line with projected award increases
Road maintenance	1.6%
Materials and contracts	1.5%
Electricity costs	Increase of 17% in 2019/20
Borrowings repayment schedule	
General	10 years
Water and sewer	15-20 years
Interest expense for new loans	4.0%
Other expenses	No increase

Rating Structure - ordinary rates and special rates

The Local Government Act 1993 makes provision for rates to comprise:

- An ad valorem amount (which may be subject to a minimum rate amount) or
- A base amount to which an ad valorem amount is added

Ordinary rates

Council has resolved to maintain the 2018/19 rating structure, comprising both base amounts and ad valorem rates. This was intended to resolve historical inequities in the rating base. The rating structure has a flat base amount of \$641 for all sub-categories, with the exception of Residential – Non-Urban. The additional ad valorem rates applied to business categories cover such costs as car parking, tourism and security, with a further special rate applied to the Nowra CBD for promotional activities and city improvements. However, the ad valorem calculations have

changed for parcels of land held by the Crown and categorised as Business Permit (i.e., Crown leases such as permissive occupancies, jetties, slipways, moorings, pastoral leases, etc.); these will be subject to an ad valorem rate in the dollar levied on the value of the property supplied by the Valuer General of NSW.

The following rates are proposed for 2019/20 in respect of each category of ordinary rate levied by Council, as increased by the SRV:

Residential: Will be levied a base amount of \$641 and an ad valorem rate of 0.24006 cents in the \$ for Ordinary Residential Rates and a base amount of \$50 and an ad valorem of 0.24006 cents in the \$ for Residential Non Urban Rates.

Farmland: The rates for both Farmland and Dairy Farmland will be levied a base amount of \$641 and an ad valorem rate of 0.20826 and 0.10678 cents in the \$, respectively.

Business: All sub-categories will utilise the same base amount of \$641, excluding Business Permit, where no base amount is applied given the type of properties within this category. However, different ad valorems have been applied, depending upon the level of service provided in each area.

Council's Proposed Section 508A 2019/20 Rating Structure

Category	Sub-Category	No of Assessments	Land Value	Average Land Value	Ad Valorem (c in \$)	Base Rate Amount	Base Rate %age	Yield Base Rate	Yield Ad Valorem	Total Rate Yield (\$)
Residential	Ordinary	53,893	\$14,390,640,977	\$267,022	0.24006	\$641	50.00%	\$34,545,439	\$34,546,173	\$69,091,611
	Non-Urban	964	\$25,633,950	\$26,591	0.24006	\$50	43.92%	\$48,200	\$61,537	\$109,737
Farmland	Ordinary	730	\$680,354,730	\$931,993	0.20826	\$641	24.83%	\$467,930	\$1,416,907	\$1,884,837
	Dairy Farmers	129	\$165,313,000	\$1,281,496	0.10678	\$641	31.90%	\$82,689	\$176,521	\$259,210
Business	Ordinary	160	\$1,996,960	\$12,481	0.34945			\$0	\$6,978	\$6,978
	Commercial/Industrial	1,736	\$775,621,037	\$446,786	0.33644	\$641	29.90%	\$1,112,776	\$2,609,499	\$3,722,275
	Nowra	364	\$168,691,000	\$463,437	0.73460	\$641	15.85%	\$233,324	\$1,239,204	\$1,472,528
		57,976	\$16,208,251,654	\$279,568				\$36,490,358	\$40,056,819	\$76,547,177

Special Rate Variations

The total Special Variation income above the actual rate peg of 2.7% for 2019/20 is \$11,143,092 (this compares to \$11,270,563, based on the estimated rate peg of 2.5% in Council's IPART application).

Irrespective of the difference, Council is committed to spend general rate revenue equivalent to the increase reported to the community as follows in 2019/20:

Assist to Cover Existing Operating Costs	\$4,332,303
Additional Operations	\$2,050,000
Verons Loan Repayments	\$148,981
Additional Maintenance	
Roads	\$615,00
Buildings and Facilities	\$205,000
Parks and Reserves	\$205,000
Additional Capital	
Roads and Transport Renewals	\$2,201,779
Building and Facilities Renewal	\$1,000,000
Sports Field Upgrade	\$512,500
	\$11,270,563

The special rate introduced in 2013/2014 of 4.6% created additional revenue of approximately \$2.5 million in 2017/18. The escalated funds will be used for the following projects in 2019/20:

Capital Renewal	
Warrain Cres	\$200,000
Ellmoos Ave	\$300,000
Bawley Point Rd	\$500,000
Narang Rd	\$100,000
Broughton St	\$315,000
Milton Showground roads	\$300,651
BTU Rd	\$637,300
Murramarang Rd Bawley Pt	\$200,000
Sydney St	\$17,500
Tomerong St	\$15,000
Donlan Rd	\$20,000
Village Dr	\$30,000
Lake Conjola Entrance Rd	\$30,406
Artie Smith Oval Carpark	\$25,000
Total	\$2,690,857



Council Special Rates

Special Category Rates – Sussex Inlet CBD Promotion

Council has maintained a special category rate for 2019/20 for the promotion of Sussex Inlet, pursuant to Section 495 of the Local Government Act 1993. The structure of this special rate is an ad valorem rate only, levied on the land value of each rateable property, as supplied by the Valuer General of NSW. The Sussex Inlet special rate applies to all properties within the Sussex Inlet area that are categorised as Business for rating purposes.

Resolving Small Lot Rural Subdivisions (Paper Subdivisions)

Council also levies a number of special rates, pursuant to Section 495 of the Local Government Act 1993, on all small lot rural subdivisions (Residential Non-Urban rating category), which in Council's opinion will benefit from rezoning investigations, road design and construction works.

The \$7.2 million TCorp loan relating to infrastructure work on the Jerberra residential estate was approved in early January 2016. It is a fixed rate loan for a term of 10 years. The amount repaid every year is disclosed as the total of the rate yields for the various Jerberra Special Rates shown in the table below, totalling \$828,060 for 2019/20. The remaining term of the loan is six years. The infrastructure work is expected to be finished in 2019/20 and indications are that it will come in under budget. If that proves to be the case, then an adjustment will be made to the Jerberra Estate rates from 2020/21 onwards. The details of the adjustment will be determined in the latter half of 2019/20.

In respect of each special rate levied by Council, the following are proposed as the special rates for 2019/20:

Category	Sub-Category	No of Assessments	Land Value	Average Land Value	Ad Valorem (c in \$)	Base Rate Amount	Base Rate %age	Yield Base Rate	Yield Ad Valorem	Total Rate Yield (\$)
Residential	Verons Road Upgrade Special Rate – Dwelling Potential	22	\$5,401,000	\$245,500	1.08993	\$2,647	49.98%	\$58,828	\$58,867	\$117,695
Residential	Verons Road Upgrade Special Rate – No Dwelling Potential	10	\$900,000	\$90,000	0.33110	\$298	50.00%	\$2,980	\$2,979	\$5,959
Residential	Nebraska Road Construction Special Rate	23	\$1,612,700	\$70,117	0.17395	\$121	49.80%	\$2,783	\$2,805	\$5,588
Residential	Jerberra Road Infrastructure Special Rate	109	\$9,721,260	\$89,186	3.10431	\$2,767	49.99%	\$301,603	\$301,778	\$603,381
Residential	Jerberra Electricity Infrastructure Special Rate	109	\$9,721,260	\$89,186	1.04670	\$9333	49.99%	\$101,697	\$101,752	\$203,449
Residential	Jerberra Road E2 Infrastructure Special Rate	16	\$138,390	\$8,649	7.67512	\$663	49.97%	\$10,608	\$10,622	\$21,230
Business	Sussex Area Special Rate	100	\$43,522,448	\$435,224	0.03582				\$15,590	\$15,590
								\$478,499	\$494,393	\$972,892

Stormwater Management Service Charge

Council introduced a Stormwater Management Service Charge in 2006/07, pursuant to Section 501 of the Local Government Act 1993. The charge for 2019/20 will remain at \$25.00 per eligible residential or business rate assessment. The charge per strata assessment for the 2019/20 rating period will be \$12.50.

The Stormwater Management Services Charge will be spent on the following projects:

Proposed Drainage Projects	Proposed Budget (\$)	Funding Sources	
		General Fund (\$)	Stormwater Levy (\$)
Stormwater Management Plan	79,100	79,100	0
Strategic Stormwater Catchment Analysis	19,800	19,800	0
Drainage Investigation	30,200	30,200	0
Ormonde Cr (& Otway St) - Orient Point	75,000	0	75,000
Orient Point Road - Culburra Beach	60,000	0	60,000
Reserve Rd - Basin View	30,000	0	30,000
Timbs St pipe renewal - Ulladulla	48,500	0	48,500
North St - Ulladulla K&G	90,000	0	90,000
Pipe inspection, renewal & refurbishment - North	140,000	0	140,000
Pipe inspection, renewal & refurbishment - Central	140,000	0	140,000
Pipe inspection, renewal & refurbishment - Basin	140,000	0	140,000
Pipe inspection, renewal & refurbishment -South	140,000	0	140,000
Bendalong Boat Harbour	15,000	0	15,000
Racemosa Av/Cavanagh Ln - West Nowra	25,000	0	25,000
Nirimba Av - Sanctuary Point	20,000	0	20,000
Buralee Dr easement - Worrigee	60,000	0	60,000
Did-dell St coastal erosion - Ulladulla	5,000	0	5,000
St Andrews Way - Coolangatta	50,000	0	50,000
Surfers Av coastal erosion - Mollymook Beach	7,000	0	7,000
DiscoveryPl/NoakesSt - Shoalhaven Heads	15,000	0	15,000
Wheelbarrow Rd Culvert	175,000	175,000	0
Haiser Rd (btw 66 / 68) pipe renewal - Greenwell Point	40,000	40,000	0
Wallace St (20) pipe renewal - Mollymook	50,000	50,000	0
Lyrebird park water quality - Nowra	12,200	12,200	0
Scott St easemnt piping - Shoalhaven Heads	115,000	115,000	0
North St / Kingsley Av - Ulladulla	10,000	0	10,000
Curtis St/Village Dr - Ulladulla	10,000	0	10,000
Mollymook17 - Coastal Erosion	10,000	0	10,000
Woodglen Cres - Mollymook Beach	40,000	0	40,000
	\$1,651,800	\$521,300	\$1,130,500

Subsidies In Foregone Rental

Subsidies by way of foregone rental income for community properties, based on current arrangements put in place by Council, are anticipated for the 2019/20 financial year as follows:

Type of organisation/rental	Number	Amount
Community Groups	44	\$582,000
Mens Shed	8	\$14,300
Golf Club	1	\$64,600
Preschool/childcare playgroups	16	\$560,000
Sports Groups	3	\$10,700
Meals on Wheels	4	\$36,800
Telcos (Community/Gov)	14	\$46,000
		\$1,314,400

Basis of assessment: The above figures are based on a desktop review, taking a conservative approach: rounding down, pro rata for leases less than the full year, market rental valuations on hand irrespective of date, estimates by comparison and reporting subsidies/donations in Council minutes.

Interest on Overdue Rates & Charges

Council's current policy is to adopt the maximum permissible interest rate for each year on overdue rates, charged on a simple interest basis. Council has not yet been advised the interest rate for overdue rates and charges by the Office of Local Government. Until officially notified, the interest rate for overdue rates and charges is assumed to remain unchanged, that is, 7.5% per annum.

Previously, POL16/202 Revenue Pensioner Rates & Charges – Arrears and Interest allowed eligible pensioners an interest free period should they not pay their rates by the due dates(s) but pay any arrears before the end of May each financial year. At its Extra Ordinary meeting of 15 May 2018, Council resolved to replace this provision with a voluntary rebate of \$10 that extends to all eligible pensioners.

Rate Relief for Drought-Affected Farmers

In September 2018, Council gave public notice of proposed financial assistance measures for drought affected farmers and the following measures were adopted:

- Council amended its Hardship Policy to allow all Farmland rated property owners experiencing financial hardship due to the drought to make an application to have their rates payment deferred to the 2019/20 financial year on submission of a Financial Hardship Application – Farmland form
- Issue of two Drought Relief Waste Disposal vouchers for each Shoalhaven property with a 'Farmland' or 'Farmland – Dairy Farmers' rating
- Suspension of the accrual of interest on overdue rates payments from Farmland and Farmland – Dairy Farmers assessments
- Support for any application for Tractor and B-Double access to local roads.
- Waiver of fees for commercial quantity loads (over 2m3) of Council's pasteurised garden waste product, where and when available
- Acceptance of sufficiently decontaminated silage wrap, at no charge, at all 10 waste depots (not just West Nowra and Ulladulla) to minimise travel distance for farmers
- A Mayor's Relief Fund "Drought" appeal to assist drought-affected farmers in the Shoalhaven

It was proposed that the City be defined as drought-affected while its parishes are identified by the Department of Primary Industries' Combined Drought Indicator (CDI) as being in the 'Drought Affected (weakening)' phase or worse. As at 31 March 2019, 12 parishes were identified as experiencing Intense Drought, 19 parishes as experiencing Drought and 17 parishes as Drought Affected.

Given the continuation of drought conditions in the City, Council proposes to continue its drought assistance measures, with the exception of the Mayor's Relief Fund "Drought" appeal, for another year.

Pricing Methodology

Under the principle of "user pays", fees are introduced to offset the cost of service provision or, in the case of commercial activities, to realise a reasonable rate of return on assets employed by Council to support the provision of services and to alleviate the burden that would otherwise be unfairly placed upon ratepayers.

Council has given due consideration to the following factors in determining the appropriate price for each fee:

- Cost of providing the service
- Whether the goods or services are supplied on a commercial basis
- Importance of the service to the community
- Capacity of the user to pay
- Impact of the activity on public amenity
- Competitive market prices
- Prices dictated by legislation

In accordance with Section 608 of the Local Government Act 1993, Shoalhaven City Council determines fees and charges based on the following pricing methodologies:

1. Full cost recovery

Recovery of all direct and overhead costs associated with providing a service. This includes employee benefits, other direct expenses and overheads.

2. Subsidised / Partial cost recovery

Council recovers less than full cost for reasons of community obligation, legislated limits on charging, etc.

3. Rate of return

Council recovers the full cost of providing the service/activity plus a profit margin.

4. Market

Price of the service determined by investigating alternative prices of surrounding service providers.

5. Statutory

Price of the service is determined by legislation and may or may not recover full cost

Proposed Borrowings

Council's borrowings are governed by the provisions of the Local Government Act 1993 and the Local Government (General) Regulation 2005.

These borrowings will be secured by the usual method of a mortgage over Council's income. Competitive quotations are obtained from major banks and financial institutions with the aim of securing a low interest rate.

The proposed loan program for 2019/20 to 2020/21 is:

General Fund Projects	2019/20	2020/21
Caravan Park Development	\$1,528,500	\$1,565,000
Bay and Basin Library	\$88,613	\$1,038,533
Huskisson Town Centre Service Lanes	\$1,545,000	
Bomaderry Pool Rehabilitation		\$2,000,000
Sporting Fields - Planning Area 5		\$335,400
Waste Management		\$3,000,000
	\$3,162,113	\$7,938,933

Donations, Sponsorships and Subsidies

Council must comply with the provisions of Section 356 of the Local Government Act, 1993 in respect of donations, sponsorships and subsidies to groups or individuals.

A budget of \$309,880 has been proposed for Donations in the 2019/20 financial year. Recipients of donations will not be confirmed until Council has adopted a new Donations Policy in the fourth quarter of the 2018/19 financial year and the elected Council determines recipients in accordance with that Policy.

This listing also highlights proposed commitments in terms of specific programs, e.g., festival funding, cultural activities and Holiday Haven programs, which are included in Council's budget for the 2019/20 financial year. While public notice is not required (refer to Section 356(3)) for these particular programs, an indicative total budget is provided within the listing.

It should be noted, however, that Council may resolve to amend or adjust the budget for any one, or all, of these items as part of Quarterly Budget Reviews. Any payment made to an individual from the uncommitted allocation will be in accordance with Section 356 of the Local Government Act.

The proposed donations, sponsorships and subsidies for the Operational Plan 2019/20 are shown in the following table.

Donations	
Donations	\$309,880

Other Programs	
Events - Tourism	\$150,000
Cultural Activities	\$132,000
Holiday Haven Commercial	\$30,000
Business Awards	\$26,000
Planning Service – Heritage Programs	\$21,000
Total	\$668,880

General Fund Budget

Income Statement - General Fund

	Estimated Result for the Year Ending 30 June	
	2019/20	2020/21
	\$'000	\$'000
Income from Continuing Operations		
Revenue:		
Rates and Annual Charges	98,450	103,788
User Charges and Fees	56,879	59,000
Interest and Investment Revenue	5,588	6,959
Other Revenues	3,824	3,903
Internal Revenue	53,943	55,178
Grants and Contributions provided for Operating Purposes	19,764	20,160
Grants and Contributions provided for Capital Purposes	18,110	10,185
Other Income:		
Net Gains from the disposal of assets	0	0
Total Income from Continuing Operations	256,558	259,173
Expenses from Continuing Operations		
Employee Benefits and On-Costs	77,706	79,623
Borrowing Costs	1,810	1,670
Materials and Contracts	47,047	47,761
Depreciation and Amortisation	43,709	44,583
Other Expenses	29,766	30,665
Internal Expenses	41,514	42,534
Net Losses from the disposal of assets	0	0
Total Expenses from Continuing Operations	241,552	246,836
Net Operating Result	15,006	12,337
Net Operating Result before grants and contributions provided for capital purposes	(3,104)	2,152

Statement of Financial Position - General Fund

	Estimated Result as at 30 June	
	2019/20	2020/21
	\$'000	\$'000
ASSETS		
Current Assets		
Cash and Cash Equivalents	13,894	13,450
Investments	59,096	59,096
Receivables	12,807	13,148
Inventories	1,819	1,819
Other	579	579
Non-current Assets Classified as 'Held for Sale'	0	0
Total Current Assets	88,195	88,092
Non-Current Assets		
Investments	11,521	11,521
Receivables	3,043	3,043
Inventories	10,764	9,984
Infrastructure, Property, Plant & Equipment	1,880,242	1,895,334
Investments Accounted for using the Equity Method	0	0
Investment Property	1,565	1,565
Intangible Assets	2,622	2,622
Total Non-Current Assets	1,909,757	1,924,069
Total Assets	1,997,952	2,012,161
LIABILITIES		
Current Liabilities		
Payables	31,831	32,425
Borrowings	6,546	6,546
Provisions	30,251	30,251
Total Current Liabilities	68,628	69,222
Non-Current Liabilities		
Payables	0	0
Borrowings	35,204	36,482
Provisions	4,194	4,194
Total Non-Current Liabilities	39,398	40,676
Total Liabilities	108,026	109,898
Net assets	1,889,926	1,902,263
EQUITY		
Retained Earnings	954,045	966,382
Revaluation Reserves	935,881	935,881
Total Equity	1,889,926	1,902,263

Statement of Cash Flows - General Fund

Estimated Result for the Year Ending 30 June

	2019/20	2020/21
	\$'000	\$'000

Cash Flows from Operating Activities

Receipts:

Rates and Annual Charges	98,101	103,447
User Charges and Fees	56,879	59,000
Interest and Investment Revenue	5,588	6,959
Grants and Contributions	37,874	30,345
Other Revenues	3,824	3,903
Internal Revenues	55,697	58,266

Payments:

Employee Benefits and On-Costs	(77,706)	(79,623)
Borrowing Costs	(1,810)	(1,670)
Materials and Contracts	(47,638)	(47,701)
Other Expenses	(29,766)	(30,665)
Internal Expenses	(43,268)	(45,622)

Net Cash Provided from Operating Activities	57,775	56,639
--	---------------	---------------

Cash Flows from Investing Activities

Receipts:

Sale of Investment Securities	0	0
Sale of Investment Property	0	0
Sale of Real Estate	2,050	2,050
Sale of Infrastructure, Property, Plant & Equipment	2,782	2,773
Sale of Interest in Joint Venture & Associates	0	0
Other	0	0

Payments:

Purchase of Investment Securities	0	0
Purchase of Investment Property	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(54,322)	(61,914)
Purchase of Real Estate Assets	(3,370)	(1,270)
Purchase of Interest in Joint Ventures & Associates	0	0
Deferred Debtors & Advances Made	0	0

Net Cash Provided from Investing Activities	(52,860)	(58,361)
--	-----------------	-----------------

Cash Flows from Financing Activities

Receipts:

Proceeds from Borrowings & Advances	3,162	7,939
Other Financing Activity Receipts	0	0

Payments:

Repayment of borrowings & Advances	(7,446)	(6,661)
Repayment of Finance Lease Liabilities	0	0
Other Financing Activity Payments	0	0

Net Cash Provided from Financing Activities	(4,284)	1,278
--	----------------	--------------

Net Increase/(Decrease) in Cash & Cash Equivalents	631	(444)
---	------------	--------------

Plus: Cash & Equivalents - beginning of year	13,263	13,894
---	---------------	---------------

Cash & Equivalents - end of year	13,894	13,450
---	---------------	---------------

General Fund Restricted Reserves Movements for Financial Years ending 30 June

	2019/20	2019/20
	\$'000	\$'000
Transfer To Reserve		
Externally Restricted		
Developer Contributions	(4,521)	(4,715)
Grants	(24,235)	(16,330)
Loans	(3,162)	(7,939)
Self Insurance	(1,478)	(1,507)
Special Rates Variation	(13,793)	(16,089)
Stormwater Levy	(1,131)	(1,138)
Waste Disposal	(51,001)	(52,754)
	(99,321)	(100,472)
Internally Restricted		
Arts Collection	0	0
Cemeteries	(39)	(41)
Coastal Management & Infrastructure	(500)	(500)
Committed Capital Works	0	0
Communication Towers	(838)	(869)
Critical Asset Compliance	0	0
Economic Development Projects	(225)	(200)
Employee Leave Entitlement	0	0
Financial Assistance Grant	0	0
General Insurance	(1,518)	(1,548)
Industrial Land Development	(2,107)	(2,109)
Land Decontamination	0	0
North Nowra Link Road	0	0
Plant Replacement	(10,777)	(10,619)
Developer Contributions Matching Funds	0	0
Developer Contributions Recoupment	(566)	(566)
Sporting Facilities	(48)	(49)
Strategic Projects	(1,754)	(3,088)
Property	(500)	(900)
	(18,872)	(20,489)
	(118,193)	(120,961)

General Fund Restricted Reserves Movements for Financial Years ending 30 June - Continued

	2019/20	2019/20
	\$'000	\$'000
Transfer From Reserve		
Externally Restricted		
Developer Contributions	2,238	3,228
Grants	24,235	16,330
Loans	3,162	7,939
Self Insurance	1,478	1,507
Special Rates Variation	13,793	16,089
Stormwater Levy	1,131	1,138
Waste Disposal	51,180	53,826
	97,217	100,057
Internally Restricted		
Arts Collection	0	0
Cemeteries	0	0
Coastal Management & Infrastructure	500	500
Committed Capital Works	0	0
Communication Towers	772	913
Critical Asset Compliance	0	0
Economic Development Projects	110	112
Emergency Management Centre	0	0
Employee Leave Entitlement	0	0
Financial Assistance Grant	0	0
General Insurance	1,518	1,548
Industrial Land Development	3,670	1,577
Land Decontamination	0	0
North Nowra Link Road	0	0
Plant Replacement	10,020	10,849
Developer Contributions Matching Funds	0	0
Developer Contributions Recoupment	952	2,261
Sporting Facilities	0	100
Strategic Projects	1,790	2,177
Property	588	596
	19,920	20,633
	117,137	120,690

General Fund Restricted Reserves Movements for Financial Years ending 30 June - Continued

	2019/20	2019/20
	\$'000	\$'000
Estimated Reserve Balances		
Externally Restricted		
Developer Contributions	35,467	36,954
Grants	0	0
Loans	0	0
Self Insurance	1,500	1,500
Special Rates Variation	0	0
Stormwater Levy	0	0
Waste Disposal	3,961	2,889
	40,928	41,343
Internally Restricted		
Arts Collection	25	25
Cemeteries	177	218
Coastal Management & Infrastructure	0	0
Committed Capital Works	0	0
Communication Towers	1,341	1,297
Critical Asset Compliance	391	391
Economic Development Projects	115	203
Employee Leave Entitlement	8,137	8,137
General Insurance	448	448
Industrial Land Development	4,013	4,545
Land Decontamination	79	79
North Nowra Link Road	423	423
Plant Replacement	2,105	1,875
Developer Contributions Matching Funds	64	64
Developer Contributions Recoupment	1,696	1
Sporting Facilities	298	247
Strategic Projects	137	1,048
Property	218	522
	19,667	19,523
	60,595	60,866

Water Fund Budget

Income Statement - Water Fund

	Estimated Result for the Year Ending 30 June	
	2019/20	2020/21
	\$'000	\$'000
Income from Continuing Operations		
Revenue:		
Rates and Annual Charges	4,287	4,459
User Charges and Fees	19,679	20,361
Interest and Investment Revenue	1,067	858
Other Revenues	6	6
Internal Revenue	4,198	4,303
Grants and Contributions provided for Operating Purposes	493	503
Grants and Contributions provided for Capital Purposes	500	513
Other Income:		
Net Gains from the disposal of assets	0	0
Total Income from Continuing Operations	30,230	31,003
Expenses from Continuing Operations		
Employee Benefits and On-Costs	6,303	6,458
Borrowing Costs	0	0
Materials and Contracts	5,282	5,361
Depreciation and Amortisation	9,798	9,994
Other Expenses	1,853	1,926
Internal Expenses	5,773	5,876
Net Losses from the disposal of assets	0	0
Total Expenses from Continuing Operations	29,009	29,615
Net Operating Result	1,221	1,388
Net Operating Result before grants and contributions provided for capital purposes	721	875

Statement of Financial Position - Water Fund

	Estimated Result as at 30 June	
	2019/20	2020/21
	\$'000	\$'000
ASSETS		
Current Assets		
Cash and Cash Equivalents	4,251	7,662
Investments	16,944	11,944
Receivables	2,919	2,941
Inventories	1,103	1,103
Other	3	3
Non-current Assets Classified as 'Held for Sale'	0	0
Total Current Assets	25,220	23,653
Non-Current Assets		
Investments	14,435	9,435
Receivables	6,186	6,186
Inventories	0	0
Infrastructure, Property, Plant & Equipment	389,332	395,247
Investments Accounted for using the Equity Method	0	0
Investment Property	0	0
Intangible Assets	272	272
Total Non-Current Assets	410,225	411,140
Total Assets	435,445	434,793
LIABILITIES		
Current Liabilities		
Payables	2,335	1,899
Borrowings	0	0
Provisions	0	0
Total Current Liabilities	2,335	1,899
Non-Current Liabilities		
Payables	0	0
Borrowings	0	0
Provisions	0	0
Total Non-Current Liabilities	0	0
Total Liabilities	2,335	1,899
Net Assets	433,110	432,894
EQUITY		
Retained Earnings	228,655	228,439
Revaluation Reserves	204,455	204,455
Total Equity	433,110	432,894

Statement of Cash Flows - Water Fund

Estimated Result for the Year Ending 30 June

	2019/20	2020/21
	\$'000	\$'000
Cash Flows from Operating Activities		
Receipts:		
Rates and Annual Charges	4,277	4,437
User Charges and Fees	19,679	20,361
Interest and Investment Revenue	1,067	858
Grants and Contributions	993	1,016
Other Revenues	6	6
Internal Revenues	4,198	4,303
Payments:		
Employee Benefits and On-Costs	(6,303)	(6,458)
Borrowing Costs	0	0
Materials and Contracts	(5,254)	(5,355)
Other Expenses	(3,459)	(3,530)
Internal Expenses	(5,773)	(5,876)
Net Cash Provided from Operating Activities	9,431	9,762
Cash Flows from Investing Activities		
Receipts:		
Sale of Investment Securities	10,000	10,000
Sale of Investment Property	0	0
Sale of Real Estate	0	0
Sale of Infrastructure, Property, Plant & Equipment	120	0
Sale of Interest in Joint Venture & Associates	0	0
Other	930	0
Payments:		
Purchase of Investment Securities	0	0
Purchase of Investment Property	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(21,763)	(16,351)
Purchase of Real Estate Assets	0	0
Purchase of Interest in Joint Ventures & Associates	0	0
Deferred Debtors & Advances Made	0	0
Net Cash Provided from Investing Activities	(10,713)	(6,351)
Cash Flows from Financing Activities		
Receipts:		
Proceeds from Borrowings & Advances	0	0
Other Financing Activity Receipts	0	0
Payments:		
Repayment of borrowings & Advances	0	0
Repayment of Finance Lease Liabilities	0	0
Other Financing Activity Payments	0	0
Net Cash Provided from Financing Activities	0	0
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,282)	3,411
Plus: Cash & Equivalents - beginning of year	5,533	4,251
Cash & Equivalents - end of year	4,251	7,662

Sewer Fund Budget

Income Statement - Sewer Fund

	Estimated Result for the Year Ending 30 June	
	2019/20	2020/21
	\$'000	\$'000
Income from Continuing Operations		
Revenue:		
Rates and Annual Charges	44,288	46,059
User Charges and Fees	3,666	3,685
Interest and Investment Revenue	700	400
Other Revenues	0	0
Internal Revenue	1,669	1,711
Grants and Contributions provided for Operating Purposes	466	475
Grants and Contributions provided for Capital Purposes	750	769
Other Income:		
Net Gains from the disposal of assets	0	0
Total Income from Continuing Operations	51,539	53,099
Expenses from Continuing Operations		
Employee Benefits and On-Costs	7,242	7,423
Borrowing Costs	4,741	4,312
Materials and Contracts	10,181	10,334
Depreciation and Amortisation	10,722	10,936
Other Expenses	2,361	2,457
Internal Expenses	7,522	7,655
Net Losses from the disposal of assets	0	0
Total Expenses from Continuing Operations	42,769	43,117
Net Operating Result	8,770	9,982
Net Operating Result before grants and contributions provided for capital purposes	8,020	9,213

Statement of Financial Position - Sewer Fund

	Estimated Result as at 30 June	
	2019/20	2020/21
	\$'000	\$'000
ASSETS		
Current Assets		
Cash and Cash Equivalents	7,103	4,984
Investments	9,604	4,604
Receivables	7,078	7,311
Inventories	0	0
Other	0	0
Non-current Assets Classified as 'Held for Sale'	0	0
Total Current Assets	23,785	16,899
Non-Current Assets		
Investments	1,043	1,043
Receivables	1,705	1,705
Inventories	0	0
Infrastructure, Property, Plant & Equipment	624,275	632,238
Investments Accounted for using the Equity Method	0	0
Investment Property	0	0
Intangible Assets	33	33
Total Non-Current Assets	627,056	635,019
Total Assets	650,841	651,918
LIABILITIES		
Current Liabilities		
Payables	2,233	2,976
Borrowings	7,345	7,345
Provisions	0	0
Total Current Liabilities	9,578	10,321
Non-Current Liabilities		
Payables	0	0
Borrowings	95,129	86,965
Provisions	0	0
Total Non-Current Liabilities	95,129	86,965
Total Liabilities	104,707	97,286
Net Assets	546,134	554,632
EQUITY		
Retained Earnings	413,919	422,417
Revaluation Reserves	132,215	132,215
Total Equity	546,134	554,632

Statement of Cash Flows - Sewer Fund

Estimated Result for the Year Ending 30 June

2019/20

2020/21

\$'000

\$'000

Cash Flows from Operating Activities

Receipts:

Rates and Annual Charges	44,148	45,826
User Charges and Fees	3,666	3,685
Interest and Investment Revenue	700	400
Grants and Contributions	1,216	1,244
Other Revenues	0	0
Internal Revenues	1,669	1,711

Payments:

Employee Benefits and On-Costs	(7,242)	(7,423)
Borrowing Costs	(4,741)	(4,312)
Materials and Contracts	(9,994)	(10,324)
Other Expenses	(2,509)	(3,941)
Internal Expenses	(7,522)	(7,655)

Net Cash Provided from Operating Activities

19,391

19,211

Cash Flows from Investing Activities

Receipts:

Sale of Investment Securities	5,000	5,000
Sale of Investment Property	0	0
Sale of Real Estate	0	0
Sale of Infrastructure, Property, Plant & Equipment	130	0
Sale of Interest in Joint Venture & Associates	0	0
Other	0	0

Payments:

Purchase of Investment Securities	0	0
Purchase of Investment Property	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(17,728)	(18,166)
Purchase of Real Estate Assets	0	0
Purchase of Interest in Joint Ventures & Associates	0	0
Deferred Debtors & Advances Made	0	0

Net Cash Provided from Investing Activities

(12,598)

(13,166)

Cash Flows from Financing Activities

Receipts:

Proceeds from Borrowings & Advances	0	0
Other Financing Activity Receipts	0	0

Payments:

Repayment of borrowings & Advances	(7,735)	(8,164)
Repayment of Finance Lease Liabilities	0	0
Other Financing Activity Payments	0	0

Net Cash Provided from Financing Activities

(7,735)

(8,164)

Net Increase/(Decrease) in Cash & Cash Equivalents

(942)

(2,119)

Plus: Cash & Equivalents - beginning of year

8,045

7,103

Cash & Equivalents - end of year

7,103

4,984

Net Cost of Programs

	2019/20			2020/21		
	Revenue \$000	Operating and Capital Expenditure \$000	Net Cost of Program \$000	Revenue \$000	Operating and Capital Expenditure \$000	Net Cost of Program \$000
General Fund						
Operating Program						
Buildings and Property	2,230	11,799	9,569	2,283	12,043	9,760
Commercial Undertakings	37,554	37,651	97	38,965	38,428	(537)
Community and Culture	2,425	8,690	6,265	2,486	8,868	6,382
Economic Development	278	865	587	254	885	631
Environmental Management	392	1,623	1,231	401	1,653	1,252
Fire Protection and Emergency Services	783	2,835	2,052	799	2,881	2,082
Governance and Civic	27	9,888	9,861	28	10,401	10,373
Internal Corporate Services	127,201	41,504	(85,697)	134,024	42,194	(91,830)
Land Use Planning	584	3,262	2,678	599	3,336	2,737
Open Space, Sport and Recreation	445	14,808	14,363	461	15,074	14,613
Regulatory Services	8,567	16,294	7,727	8,760	16,674	7,914
Roads and Transport	2,698	39,260	36,562	2,753	40,104	37,351
Waste and Recycling Program	50,837	48,469	(2,368)	52,629	49,597	(3,032)
Water and Sewer Services	4,428	4,601	173	4,547	4,698	151
	238,449	241,549	3,100	248,989	246,836	(2,153)
Capital Program						
Buildings and Property	0	2,592	2,592	0	6,539	6,539
Commercial Undertakings	0	5,973	5,973	0	8,295	8,295
Community and Culture	0	538	538	0	549	549
Economic Development	0	3,370	3,370	0	1,270	1,270
Environmental Management	12	918	906	13	927	914
Fire Protection and Emergency Services	624	624	0	636	636	0
Internal Corporate Services	4,092	5,940	1,848	4,194	6,520	2,326
Land Use Planning	0	26	26	0	27	27
Open Space, Sport and Recreation	0	1,546	1,546	0	4,604	4,604
Regulatory Services	0	52	52	0	53	53
Roads and Transport	13,383	32,666	19,283	5,344	25,547	20,203
Waste and Recycling Program	0	3,755	3,755	0	8,295	8,295
Water and Sewer Services	0	208	208	0	459	459
	18,111	58,208	40,097	10,187	63,721	53,534
	256,560	299,757	43,197	259,176	310,557	51,381

	2019/20			2020/21		
	Revenue \$000	Operating and Capital Expenditure \$000	Net Cost of Program \$000	Revenue \$000	Operating and Capital Expenditure \$000	Net Cost of Program \$000
Water Fund						
Operating Program						
Water and Sewer Services	29,732	29,009	(723)	30,490	29,622	(868)
Capital Program						
Internal Corporate Services	0	0	0	0	0	0
Water and Sewer Services	500	22,207	21,707	513	15,909	15,396
	30,232	51,216	20,984	31,003	45,531	14,528
Other Outgoings						
Dividend and Tax Equivalent to General Fund		1,606			1,604	
Sewer Fund						
Operating Program						
Water and Sewer Services	50,788	42,767	(8,021)	52,331	43,116	(9,215)
Capital Program						
Water and Sewer Services	750	14,411	13,661	769	18,899	18,130
	51,538	57,178	5,640	53,100	62,015	8,915
Other Outgoings						
Dividend and Tax Equivalent to General Fund		148			1,484	

Financial Indicators

Key Performance Indicators Statement

Indicator	Target	Fund	2019/20	2020/21
Local Government Industry Indicators				
Operating Performance Ratio	Greater than 0%	Consolidated	1.5%	3.4%
		General	-1.5%	1.0%
		Water	2.7%	3.2%
		Sewer	16.2%	18.0%
Own Source Operating Revenue Ratio	Greater than 60%	Consolidated	85.5%	88.3%
		General	82.7%	86.2%
		Water	96.4%	96.4%
		Sewer	97.6%	97.6%
Unrestricted Current Ratio	Greater than 1.5	Consolidated	1.95	1.92
		General	1.97	1.96
		Water	6.80	9.34
		Sewer	2.48	1.64
Debt Service Cover Ratio	Greater than 2.0	Consolidated	3.64	3.92
		General	4.58	5.81
		Water	No Debt	No Debt
		Sewer	1.88	1.96
Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	Less than 10%	Consolidated	7.8%	7.1%
		General	5.4%	4.5%
		Water	13.7%	13.8%
		Sewer	12.4%	12.1%
Cash Expense Cover Ratio	Greater than 3 months	Consolidated	6.38	5.60
		General	3.73	3.63
		Water	17.25	14.13
		Sewer	4.38	2.60
Infrastructure Asset Performance Indicators				
Infrastructure Renewals Ratio	Greater than 100%	Consolidated	66.8%	63.2%
		General	64.3%	79.3%
		Water	48.2%	59.7%
		Sewer	90.1%	10.5%
Infrastructure Backlog Ratio	Less than 2%	Consolidated	3.1%	3.0%
		General	5.0%	5.0%
		Water	0.3%	0.3%
		Sewer	0.0%	0.0%
Asset Maintenance Ratio	Greater than 1x	Consolidated	0.94	0.96
		General	0.89	0.90
		Water	0.90	0.93
		Sewer	1.07	1.11
Cost to bring assets to agreed service level	No Benchmark	Consolidated	1.50%	1.47%
		General	2.46%	2.42%
		Water	0.00%	0.00%
		Sewer	0.00%	0.00%

Available Working Capital

Available Working Capital is a measure of Council's ability to meet short-term financial shocks, whether they be reductions in anticipated revenues or unplanned additional expenditure.

For the last two financial years, the Available Working Capital for Shoalhaven City Council is estimated below:

Shoalhaven City Council

Available Working Capital

	2018	2017	Change
	\$'000	\$'000	\$'000
Net Current Assets (Working Capital) as per Accounts	127,582	115,378	12,204
Add: Payables & provisions not expected to be realised in the next 12 months included above	19,215	20,267	(1,052)
Adjusted Net Current Assets	146,797	135,645	11,152
Add: Budgeted & expected to pay in the next 12 months			
- Borrowings	12,223	9,573	2,650
- Employees leave entitlements	10,603	8,651	1,952
- Deposits & retention moneys	3,841	5,486	(1,645)
- Deferred debtors	(22)	(6)	(16)
Less: Externally restricted assets	(116,842)	(99,522)	(17,320)
Less: Internally restricted assets	(35,571)	(35,601)	30
Available working Capital as at 30 June	21,029	24,226	(3,197)

In determining the optimal level at which Council should be aiming to maintain its Available Working Capital balance in its long term financial planning, a common practice of Council is to set a benchmark that equals or exceeds the recorded asset balances for debtors, stores and other assets held for resale, such as real estate assets.

An analysis of Council's June 2017 and 2018 Financial Statements has assessed that benchmark as being \$21.86M and \$17.038M respectively – meaning that Council is continuing to maintain a healthy Working Capital Balance.

Summary of Council Borrowings

	2019/20	2020/21
	\$'000	\$'000
Debt at Start of Year		
General Fund	46,034	41,750
Water Fund	0	0
Sewer Fund	110,209	102,474
Total	156,243	144,224
Borrowings		
General Fund	3,162	7,939
Water Fund	0	0
Sewer Fund	0	0
Total	3,162	7,939
Repayments		
General Fund	7,446	6,661
Water Fund	0	0
Sewer Fund	7,735	8,164
Total	15,181	14,825
Debt Outstanding		
General Fund	41,750	43,028
Water Fund	0	0
Sewer Fund	102,474	94,310
Total	144,224	137,338

Fit for the Future Improvement Plan Strategies

Actions	Milestones	Progress
1. Implement a Special Rate variation of 7.5% pa for 2 years.	Include in community consultation and Management Plan for implementation.	SRV approved for 13.2% in 2017/18 (one year). SRV approved in May 2018 to keep 13.2% increase with additional 5% in 2018/19, 2019/20 and 2020/21
2. Increase fees and charges by moving towards full cost recovery, increase by 1% above CPI.	Include in community consultation and Management Plan for implementation.	This has been implemented with fees and charges increasing at 4%.
3. Staff management Improvements.	- Finalise policies; - Undertake consultation with staff; - Manage under the Award; - Train staff to implement policy.	Work is continuing towards this action.
4. Corporate continuous improvement.	Undertake service level reviews and competitive tendering in accordance with TTF.	Reviews are being completed according to TTF recommendations.
5. Improve the use of technology.	Undertake action in accordance with strategy.	Various technologies are being investigated
6. Introduce zero based budgeting.	Complete zero based budgeting for 2016/2017 Management Plan.	Zero based budgeting was completed in 2016/17.
7. Saving on procurement processes.	Regional JO operational. Finalise report and implement recommendations.	Working with Joint Organisation of Councils on procurement.
8. Asset utilisation and rationalisation.	Complete the "Ross Report" and commence implementation of recommendations.	The "Ross Report" has been adopted by Council, recommendations will follow in future years.
9. Increase renewal expenditure moderately over a period of time as follows: - 2015/16 \$966,667; - 2016/17 \$1,919,267; - 2017/18 \$4,026,523; - 2018/19 \$5,544,174; - 2019/20 \$2,660,522; - 2020/21 \$2,392,427; - 2021/22 \$2,649,376; - 2022/23 \$2,986,863; - 2023/24 \$2,834,299; - 2024/25 \$3,191,979	Include in community consultation and Management Plan for implementation.	Renewals have been increased in 2015/16 and 2016/17 by the required amounts, the amount from 2017/18 into the future as per the SRV application
10. Improve asset management systems, processes and data accuracy/efficacy.	Complete review of asset management system and implement to whole of organisation.	Review is in progress.
11. Install Civica's "AUTHORITY" software.	Finalise implementation.	Currently implementing an alternative solution.
12. Review input and methodology of Backlog Ratio data.	Finalise review and check Backlog Ratio to determine whether further strategies are required.	Initially reviewed during the preparation of the 2015/16 financial statements, further review is required.
13. Increase yearly maintenance expenditure: - 2018/19-\$700,000; - 2019/20-\$730,000; - 2020/21-\$1,400,000; - 2021/22-\$1,500,000; - 2022/23-\$1,530,000; - 2023/24-\$2,060,000; - 2024/25-\$2,092,727	Include in community consultation and Management Plan for implementation.	The increase in maintenance as per approved in SRV application
14. Continue to implement the Transformation Task Force recommendations.	Implementation as per TTF recommendations.	Transformation Taskforce recommendations are being implemented.

DRAFT



DRAFT Capital Works

2019/20



Council Program

This map shows the Planning areas referred to in the preceding Capital Listing by Planning Area



Capital Listing

Total Over Two Years

		2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
General Fund									
Buildings and Property									
Community, Residential and Commercial Buildings									
Depot Improvements		42,000	43,000	0	0	0	0	0	85,000
Public Amenities									
Public Amenities Replacement		0	179,000	0	0	0	0	0	179,000
Sussex Inlet - Chris Creek		172,500	0	0	0	0	172,500	0	0
Tomerong		170,000	0	0	0	170,000	0	0	0
Erowal Bay		15,000	135,000	0	0	150,000	0	0	0
Public Buildings									
Arts Centre		22,600	23,100	45,700	0	0	0	0	0
Asbestos Mgmt Plan Bld Repairs		130,000	133,000	0	0	0	0	0	263,000
Bay & Bay District Library		650,000	3,500,000	0	0	4,150,000	0	0	0
Community Buildings Minor Wrks		120,000	173,000	0	0	0	0	0	293,000
Community Buildings Renewals				0	0	0	0	0	0
SRV 2019 Buildings renewal		0	1,881,000	0	0	0	0	0	1,881,000
Ulladulla Leisure Centre		100,000		0	0	0	0	100,000	0
Berry Showground - Fire compliance		440,000		440,000	0	0	0	0	0
Jerry Bailey Preschool - Roof		60,000		0	0	60,000	0	0	0
Kangaroo Valley Showground		40,000		40,000	0	0	0	0	0
Berry School of Arts		60,000		60,000	0	0	0	0	0
Bay & Basin Community Centre & Preschool		300,000	200,000	0	0	500,000	0	0	0
Ulladulla Admin Build Upgrade		12,400	12,600	0	0	0	0	25,000	0
Corporate Buildings									
Administrative Building Management - Capital									
Admin Building Capital		57,000	59,000	116,000	0	0	0	0	0
Property Management									
Property Development									
Property Develop General		200,000	200,000	0	0	0	0	0	400,000

	2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Commercial Undertakings								
Cemeteries								
Cemeteries Works Program								
Cem/Crem-Plant/Equip	138,000	142,000	0	0	0	0	0	280,000
Entertainment Centre								
SEC Capital								
Shoalhaven Entertainment Centr	52,000	53,000	105,000	0	0	0	0	0
Mechanical Services								
Mechanical Services Equipment								
Mechanical Workshop Capital	6,200	6,400	12,600	0	0	0	0	0
Swim and Fitness								
Aquatics Capital Program								
Bomaderry Pool Rehabilitation		2,000,000	2,000,000	0	0	0	0	0
General Aquatic Programme	547,000	753,000	0	0	0	0	0	1,300,000
Tourist Parks								
Annual Tourist Parks Works Program								
Caravan Park Development	1,323,500	1,350,000	0	0	0	0	0	2,673,500
Caravan Parks Renewal	3,701,200	3,775,200	0	0	0	0	0	7,476,400
New Cabins - Swan Lake	100,000		0	0	0	100,000	0	0
Swan Lake Siteworks	105,000	215,000	0	0	0	320,000	0	0
Community Services								
Community Services - Capital								
Nowra CBD CCTV Upgrade	52,000	53,000	105,000	0	0	0	0	0
Books & Audio Visual	428,600	437,200	0	0	0	0	0	865,800
Library Furniture & Equip	57,200	58,300	0	0	0	0	0	115,500
Economic Development								
Economic Development								
Industrial Land Development								
Industrial Land Development	3,370,000	1,270,000	0	0	0	0	0	4,640,000

	2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Environmental Management								
Coastal and Estuary Management								
Coastal Programme								
Coastal Foreshore Erosion Works	564,500	565,800	0	0	0	0	0	1,130,300
Coastal Foreshore Access Strategy	51,000	52,000	0	0	0	0	0	103,000
Estuary Programme								
Implement Estuary Management Plans	161,300	164,500	0	0	0	0	0	325,800
Implementation Entrance Plans	65,600	66,900	0	0	0	0	0	132,500
Floodplain Management								
Floodplain Programme								
Floodplain Program General	37,400	38,100	0	0	0	0	0	75,500
Natural Areas								
Natural Areas Infrastructure								
Walking Track Upgrades	38,500	39,300	0	0	0	0	0	77,800
Fire Protection and Emergency Services								
Fire Protection and Emergency Services								
Rural Fire Service Buildings								
Fire Stations	624,000	636,000	0	0	0	0	0	1,260,000
Internal Corporate Services								
Asset Planning and Development								
Office Equipment								
Engineers Equipment	38,500	39,300	0	0	0	0	0	77,800
Fleet and Plant								
Multifunction machine purchase	25,000	150,000	0	0	0	0	0	175,000
Plant Purchases	2,220,000	2,415,149	0	0	0	0	0	4,635,149
Purchase / Sale of Plant								
Vehicle Purchases	3,296,000	3,347,500	0	0	0	0	0	6,643,500
Information Technology								
IT Capital Projects								
Additional Disk Storage	92,000	94,000	0	0	0	0	0	186,000
Corporate Pc Hardware	154,000	157,100	0	0	0	0	0	311,100
Councillors Equipment	8,400	8,600	0	0	0	0	0	17,000
It Administration Equipment	6,200	6,300	0	0	0	0	0	12,500

	2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
It Network Equipment	61,400	62,600	0	0	0	0	0	124,000
Printing Equipment		200,000	0	0	0	0	0	200,000
Management and Support								
Office Furniture and Equipment								
Corp Services Equip	38,500	39,300	0	0	0	0	0	77,800
Land Use Planning								
Land Use Planning								
Planning Services Equipment								
Graphics Unit Equipment	26,000	26,500	0	0	0	0	0	52,500
Open Space, Sport and Recreation								
Parks, Reserves, Sport and Recreation Areas								
Active Recreation								
Active Rec Minor Improvement	262,200	267,900	0	0	0	0	0	530,100
Car Parking Active (CrownLand)	87,400	89,100	0	0	0	0	0	176,500
Forward Design	39,600	40,400	0	0	0	0	0	80,000
Showground Improvement Program		64,890	0	0	0	0	0	64,890
Sporting Fields - Planning Area 1			0	0	0	0	0	0
Sporting Fields - Planning Area 5		2,000,000	0	0	0	0	2,000,000	0
Sporting fields in Planning Area 3		1,000,000	0	0	1,000,000	0	0	0
Sports Capital Works Partnership Program	158,100	161,300	0	0	0	0	0	319,400
SRV 2019 Sports grounds upgrades	512,500	525,313	0	0	0	0	0	1,037,813
Tennis Minor Program	50,000		0	0	0	0	0	50,000
Passive Recreation								
Community Building Equip Renew	12,400	12,600	0	0	0	0	0	25,000
Implementation of POMS	38,500	39,300	0	0	0	0	0	77,800
Park Enhancement Program	285,100	302,800	0	0	0	0	0	587,900
Playground - Old Erowal Bay	100,000		0	0	100,000	0	0	0
Tennis Courts Capital								
Tennis Courts Capital		100,000	0	0	0	0	0	100,000
Regulatory Services								
Development, Building and Compliance								
Development Services Equipment								

Total Over Two Years

	2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Development Serv Equip	26,000	26,500	0	0	0	0	0	52,500
Water Sampling Unit								
Environmental Unit Capital	26,000	26,500	0	0	0	0	0	52,500
Roads and Transport								
Car Parking								
Car Parking Construction								
Huskisson (03CARP0002)	50,000	200,000	0	0	250,000	0	0	0
Nowra CBD All Day Carparking	150,000	300,000	450,000	0	0	0	0	0
Pedestrian Facilities								
Pedestrian Facilities								
Bicycle Racks	10,400	10,600	0	0	0	0	0	21,000
CPTIGS 2017/19	150,000		0	0	0	0	0	150,000
Cycleways - Community Projects	110,000	110,000	0	0	0	0	0	220,000
Footpath Forward Investigation	8,600	8,900	0	0	0	0	0	17,500
Footpaths - Replace	58,200	59,400	0	0	0	0	0	117,600
Footpaths/Cycleways - New	167,300	170,600	0	0	0	0	0	337,900
Kerb Ramps	10,400	10,600	0	0	0	0	0	21,000
Prov Pedestrian Crossings	15,800	16,600	0	0	0	0	0	32,400
RMS Active Transport Program	1,213,800	450,000	0	0	0	0	0	1,663,800
Roads								
Bridge Program								
Bridge Replacement Programme	0	330,600	0	0	0	0	0	330,600
Tumblebar - Brooman Rd	320,200		0	0	0	0	320,200	0
Wheelbarrow Road - Termeil	200,000	200,000	0	0	0	0	400,000	0
School Creek - Bugong	500,000		500,000	0	0	0	0	0
Mayfield Road - Pyree	340,000		340,000	0	0	0	0	0
Design-Bridge Replacement	20,800	21,200	0	0	0	0	0	42,000
Comerong Ferry								
Comerong Ferry Overhaul	15,000	400,000	415,000	0	0	0	0	0
Kerb & Guttering Programme								
Cont To Ratepayers Adv	15,600	15,900	0	0	0	0	0	31,500
Kerb & Gutter Replace Prog	0	175,100	0	0	0	0	0	175,100
Marlin Place, Sussex Inlet	4,000		0	0	0	4,000	0	0

	2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Saturn Avenue, Lake Tabourie	16,000		0	0	0	0	16,000	0
Bannister Head Rd Mollmook Beach	10,400		0	0	0	0	10,400	0
Carroll Avenue, Mollmook Beach (multiple locations)	114,000		0	0	0	0	114,000	0
Donlan Road, Mollmook Beach	27,300		0	0	0	0	27,300	0
Local Road Repair Program								
Local Road Repair Program	0	0	0	0	0	0	0	0
Bawley Point Rd	675,000		0	0	0	0	675,000	0
Bendalong Rd	348,750		0	0	0	0	348,750	0
Matron Porter Drive	170,230		0	0	0	0	170,230	0
Currarong Rd	616,320		0	616,320	0	0	0	0
Upper Kangaroo River Rd	420,000		420,000	0	0	0	0	0
Worrigeer Rd	330,000		0	330,000	0	0	0	0
Lake Conjola Entrance Rd	18,500	390,000	0	0	0	0	408,500	0
Kalandar St (East)	17,230	345,000	362,230	0	0	0	0	0
Btu Rd (various segments)	39,238	740,636	779,874	0	0	0	0	0
Currarong Rd	4,420	88,400	0	92,820	0	0	0	0
Coonemia Rd	25,610	412,780	0	438,390	0	0	0	0
Wattamolla Rd	15,002	300,044	315,046	0	0	0	0	0
Salisbury Drive		35,712	35,712	0	0	0	0	0
The Park Drive (Larmer Ave To Boronia Ave)		25,652	0	0	25,652	0	0	0
Comerong Island Rd		5,940	5,940	0	0	0	0	0
Callala Beach Rd		20,800	0	20,800	0	0	0	0
Jacobs Dr		6,588	0	0	6,588	0	0	0
Greenwell Point Rd		14,000	14,000	0	0	0	0	0
Plunkett Street		34,348	34,348	0	0	0	0	0
Strategic Road Project - NBBSP, Regional Funded	550,000	875,000	1,425,000	0	0	0	0	0
Local Road Resheet	550,000	550,000	0	0	0	0	0	1,100,000
Local Road Resurface	2,773,400	2,927,800	0	0	0	0	0	5,701,200
Explorer Boulevard	100,000		100,000					
Hay Avenue	30,000	120,000	150,000					
Spec Rate 2014 Renewal Works	0	0	0	0	0	0	0	0
Meroo Rd	470,000		470,000	0	0	0	0	0

Total Over Two Years

	2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Hunter St	450,000		0	450,000	0	0	0	0
Main Rd	500,000		500,000	0	0	0	0	0
Upper Kangaroo River Rd	545,457		545,457	0	0	0	0	0
Donlan St	525,226		0	0	0	0	525,226	0
Warrain Cres	10,000	200,000	0	210,000	0	0	0	0
Ellmoos Ave	15,000	300,000	0	0	315,000	0	0	0
Bawley Point Rd	30,000	500,000	0	0	0	0	530,000	0
Narang Rd	5,000	100,000	105,000	0	0	0	0	0
Broughton St	15,850	315,000	330,850	0	0	0	0	0
Milton Showground roads	15,000	300,651	0	0	0	0	315,651	0
BTU Rd	33,693	637,300	670,993	0	0	0	0	0
Murramarang Rd Bawley Pt	10,000	200,000	0	0	0	0	210,000	0
Sydney St		17,500	0	0	17,500	0	0	0
Tomerong St		15,000	0	0	15,000	0	0	0
Donlan Rd		20,000	0	0	0	0	20,000	0
Village Dr		30,000	0	0	0	0	30,000	0
Lake Conjola Entrance Rd		30,406	0	0	0	0	30,406	0
Car park resurfacing - Artie Smith oval		25,000	25,000	0	0	0	0	0
SRV 2019 road renewal works	0	3,995,040	0	0	0	0	0	3,995,040
Emmett Street	240,248		0	240,248	0	0	0	0
Tomerong Street	260,000		0	0	260,000	0	0	0
Village Drive	576,466		0	0	0	0	576,466	0
Queensborough St	450,000		450,000	0	0	0	0	0
Hillcrest Ave	32,500		32,500	0	0	0	0	0
The Park Drive (Larmer Ave to Boronia Ave)	29,348		0	0	29,348	0	0	0
Jacobs Drive	22,500		0	0	22,500	0	0	0
Comerong Island Rd	17,760		17,760	0	0	0	0	0
Tapitallee Rd	10,000		10,000	0	0	0	0	0
Coonemia Rd	37,644		0	37,644	0	0	0	0
Regional Road Repair Program								
General Regional Road Repair P	0	700,400	700,400	0	0	0	0	0
Kalandar St (East)	653,680		653,680	0	0	0	0	0

	2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Greenwell Point Rd	33,020		33,020	0	0	0	0	0
Roads Strategy Projects								
Far North Collector Road D & C	1,600,000	3,200,000	4,800,000	0	0	0	0	0
Huskisson Service Lane - Morton Street	1,545,000		0	0	1,545,000	0	0	0
Land Acquisition	74,900	76,400	0	0	0	0	0	151,300
Nowra Strategic Roads	9,000,000		9,000,000	0	0	0	0	0
Roads to Recovery Program								
Roads to Recovery Program	0	1,713,475	0	0	0	0	0	1,713,475
Plunkett Street - West	447,276		447,276	0	0	0	0	0
Old Southern Road	500,000		500,000	0	0	0	0	0
Kalandar St (West)	680,525		680,525	0	0	0	0	0
Greenwell Point Rd	42,500		42,500	0	0	0	0	0
BTU Rd	30,674		30,674	0	0	0	0	0
Culburra Rd	12,500		0	12,500	0	0	0	0
Rural Road Sealing								
Wheelbarrow Road	308,000	316,000	0	0	0	0	624,000	0
Stormwater								
Drainage								
Drainage Investigation	30,200	30,800	0	0	0	0	0	61,000
Implementation of Drainage Strategy	0	1,138,000	0	0	0	0	0	1,138,000
Ormonde Cr (& Otway St) - Orient Point	75,000		0	75,000	0	0	0	0
Orient Point Road - Culburra Beach	60,000		0	60,000	0	0	0	0
Reserve Rd - Basin View	30,000		0	0	30,000	0	0	0
Timbs St pipe renewal - Ulladulla	48,500		0	0	0	0	48,500	0
North St - Ulladulla K&G	90,000		0	0	0	0	90,000	0
Pipe inspection, renewal & refurbishment - North	140,000		140,000	0	0	0	0	0
Pipe inspection, renewal & refurbishment - Central	140,000		0	140,000	0	0	0	0
Pipe inspection, renewal & refurbishment - Basin	140,000		0	0	140,000	0	0	0
Pipe inspection, renewal & refurbishment - South	140,000		0	0	0	0	140,000	0
Bendalong Boat Harbour	15,000		0	0	0	0	15,000	0
Racemosa Av/Cavanagh Ln - West Nowra	25,000		25,000	0	0	0	0	0
Nirimba Av - Sanctuary Point	20,000		0	0	20,000	0	0	0

	2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Buralee Dr easement - Worrige	60,000		60,000	0	0	0	0	0
Did-dell St coastal erosion - Ulladulla	5,000		0	0	0	0	5,000	0
St Andrews Way - Coolangatta	50,000		50,000	0	0	0	0	0
Surfers Av coastal erosion - Mollymook Beach	7,000		0	0	0	0	7,000	0
Discovery Pl/Noakes St - Shoalhaven Heads	15,000		0	0	0	0	15,000	0
North St / Kingsley Av - Ulladulla	10,000		0	0	0	0	10,000	0
Curtis St/Village Dr - Ulladulla	10,000		0	0	0	0	10,000	0
Mollymook 17 - Coastal Erosion	10,000		0	0	0	0	10,000	0
Woodglan Cres - Mollymook Beach	40,000		0	0	0	0	40,000	0
Local Drainage Improvement Program	0	400,000	0	0	0	0	0	400,000
Wheelbarrow Rd Culvert	175,000		0	0	0	0	175,000	0
Haiser Rd pipe renewal - Greenwell Point	40,000		40,000	0	0	0	0	0
Wallace St pipe renewal - Mollymook	50,000		0	0	0	0	50,000	0
Lyrebird Park water quality - Nowra	12,200		12,200	0	0	0	0	0
Scott St - Shoalhaven Heads	115,000		115,000	0	0	0	0	0
Stormwater Manage Plan	79,100	80,700	0	0	0	0	0	159,800
Strategic S/Water Catchment An	19,800	20,200	0	0	0	0	0	40,000
Streetscapes								
Other Streetscape Program								
SRV 2019 streetscape renewal	525,313	538,446	0	0	0	0	0	1,063,759
Nowra CBD Renewal	461,500	473,038	934,538	0	0	0	0	0
Streetscape path renewal	200,000		0	0	0	0	0	200,000
Village Identification Signage		52,000	0	0	0	0	0	52,000
Traffic Management								
Traffic Facilities Program								
Local Roads-Survey/Design	59,300	60,500	0	0	0	0	0	119,800
Minor Traffic Control Works	25,300	90,700	0	0	0	0	0	116,000
New Guardrail Provision	86,700	88,400	0	0	0	0	0	175,100
School Traffic Safety Program		37,100	0	0	0	0	0	37,100
Signage Improvement Program	14,600	14,900	0	0	0	0	0	29,500
Street Lighting Programme	20,000	45,450	0	0	0	0	0	65,450
LED Streetlighting	25,000							25,000

	2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Waterways Infrastructure								
Waterways Infrastructure								
Berringer Lake Foreshore		160,000	0	0	0	0	160,000	0
Better Boating Program	104,000		0	0	0	0	0	104,000
Greenwell Point - reconstruct sandstone wall		200,000	200,000	0	0	0	0	0
Waterways Minor Improve Prog	51,000	52,000	0	0	0	0	0	103,000
Waste and Recycling Program								
Landfill and Transfer Station Operations								
Vehicle / Plant Replacement Program			0	0	0	0	0	1,400,000
Waste Plant Purchases	605,000	795,000						
Waste Management - Capital Expenditure								
Waste Management Capital	0	7,500,000	0	0	0	0	0	7,500,000
West Nowra Cells Install Liner and Leachate Controls	600,000		600,000	0	0	0	0	0
Relocate/refurbish offices	50,000		50,000	0	0	0	0	0
Conc floors for recyclable materials (Various Depots)	175,000		0	0	0	0	0	175,000
Solar/communications/security various depots	25,000		0	0	0	0	0	25,000
AWT/Organic Processing/MRF	2,000,000		2,000,000	0	0	0	0	0
Waste Education Centre	250,000		250,000	0	0	0	0	0
West Nowra Landfill extension	50,000		50,000	0	0	0	0	0
Water and Sewer Services								
Water Services								
Communications Infrastructure & Equip								
Communication Towers Capital -GF	200,000	450,000	0	0	0	0	0	650,000
Communications Section	8,400	8,600	0	0	0	0	0	17,000
General Fund Total	58,207,480	63,717,558	32,593,823	2,723,722	8,806,588	596,500	7,628,629	69,575,776

		2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Planning Area Totals									
Planning Area 1		21,697,905	10,895,918						
Planning Area 2		2,001,742	721,980						
Planning Area 3		3,406,848	5,399,740						
Planning Area 4		381,500	215,000						
Planning Area 5		3,784,972	3,843,657						
City Wide		26,934,513	42,641,263						
		58,207,480	63,717,558						
General Fund - Projects to be funded if grant applications are successful									
Buildings and Property									
Community, Residential and Commercial Buildings									
Public Amenities									
Hyams Beach		157,000		0	0	157,000	0	0	0
Vincentia-Plantation Point		20,000	130,000	0	0	150,000	0	0	0
Roads and Transport									
Local Road Repair Program									
Coonemia Rd 2km south of Culburra Rd		700,000		0	700,000	0	0	0	0
Sussex Inlet Road Berrara Road		690,000		0	0	0	690,000	0	0
Forest Rd Comberton		475,000		0	475,000	0	0	0	0
Regional Road Repair Program									
Bolong Road		50,000		50,000	0	0	0	0	0
Roads Strategy Projects									
Nowra Strategic Roads - Moss Vale Road Duplication		200,000		200,000	0	0	0	0	0
Nowra Strategic Roads - ENSA		45,000	7,500,000	7,545,000	0	0	0	0	0
Nowra Strategic Roads - Yalwal / Albatross / Princes		60,000	0	60,000	0	0	0	0	0
Nowra Strategic Roads - Yalwal / Albatross intersection		0	30,000	30,000	0	0	0	0	0

	2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Traffic Management								
Traffic Facilities Program								
Queen Street Berry - Wombat Crossing LATM	30000		0	0	0	0	0	30,000
O'Keefe Ave Nowra	50000		50,000	0	0	0	0	0
Worrige St and Berry Street Nowra	60000		60,000	0	0	0	0	0
Green St and Warden St Ulladulla Roundabout	290000		0	0	0	0	290,000	0
Kinghorne Street and North Street Traffic Signals	330000		330,000	0	0	0	0	0
Mitchell Pde and Donlon Rd	210000		0	0	0	0	210,000	0
Illaroo Rd and Page Ave North Nowra - Roundabout	200000		200,000	0	0	0	0	0
	3,567,000	7,660,000	8,525,000	1,175,000	307,000	690,000	500,000	30,000

Water and Sewer Services

Sewer Services								
Chargeable Private Works								
Wastewater - Chargeable Private Works	150,000	154,500	0	0	0	0	0	304,500
New Works (Asset Enhancement)								
New Works (Asset Enhancement).	6,825,000	3,635,900	0	0	0	0	0	10,460,900
Rems Sewer Scheme	3,159		3,159	0	0	0	0	0
New Works Growth								
New Works Growth	3,208,500	13,007,046	0	0	0	0	0	16,215,546
Other Asset Purchases								
Other Asset Purchases	1,635,000	1,133,000	0	0	0	0	0	2,768,000
Renewal / Replacement Works								
Renewal / Replacement Works	2,589,000	968,200	0	0	0	0	0	3,557,200
Sewer Fund Total	14,410,659	18,898,646	3,159	0	0	0	0	33,306,146

Total Over Two Years

	2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Water and Sewer Services								
Water Services								
Chargeable Private Works								
Water - Chargeable Private Works	100,000	103,000	0	0	0	0	0	203,000
New Works (Asset Enhancement)								
New Works (Asset Enhancement).	8,510,000	6,015,200	0	0	0	0	0	14,525,200
New Works Growth								
New Works Growth	3,162,628	4,939,040	0	0	0	0	0	8,101,668
Other Asset Purchases								
Meter Replacement Program	16,328		0	0	0	0	0	16,328
New Services Install & Relocate	40,092		0	0	0	0	0	40,092
Other Asset Purchases	2,993,000	1,591,350	0	0	0	0	0	4,584,350
Renewal / Replacement Works								
Renewal / Replacement Works	7,385,000	3,259,950	0	0	0	0	0	10,644,950
Water Fund Total	22,207,048	15,908,540	0	0	0	0	0	38,115,588

DRAFT



DRAFT Capital Works

2020/30 - Working Document

Subject to annual confirmation



Capital Listing 2019-20

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Buildings and Property													
Community, Residential and Commercial Buildings													
Depot Improvements													
Depot Improvements	Renewal	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000	50,000	51,000	2,805,000	
Woollamia Depot - asbestos removal, rendering, new meter box, termite removal and repair		18,000											
Wash down bay refurbishment and compliance		8,000										300,000	
Carpet and furnishings upgrade including minor refurbishments			43,000										
Shed renewal										50,000		100,000	
Material storage ie. Gravel, aggregate, waste bins												150,000	
Office refurbishment												50,000	
Ulladulla Depot - renew sheds			44,000									100,000	
Yard formalisation of roads and services												500,000	
Washdown bay refurbishment and compliance		8,000										300,000	
Bomaderry Depot - renew/construct sheds					45,000							55,000	
Asbestos removal												100,000	
Wash down bay refurbishment and compliance		8,000										300,000	
Fleet management accomodation												100,000	
Supervisor accomodation												100,000	
Fencing renewal						46,000							
Yard sealing							47,000						
Security								48,000					
Outdoor racking									49,000				
New offices for District Engineers												250,000	

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Generator for Bomaderry Depot													
Currently unallocated		0	0	0	0	0	0	0	0	0	51,000	400,000	
Public Amenities Replacement	Renewal	357,500	314,000	320,000	326,000	333,000	340,000	347,000	354,000	361,000	368,000	1,846,000	
Sussex Inlet-Chris Creek-Twin unisex facilities		172,500											
Tomerong - Extension of the School of Arts		170,000											
Hyams Beach-Seamans Beach-extend 2 unisex facilities		157,000											
Erowal Bay-Fire Station Reserve-Twin unisex facilities		15,000	135,000										
Hyams Beach-Chinamans beach -Four unisex facilities			20,000	300,000									
Shoalhaven Heads Surf Club -Twin unisex facilities			20,000		100,000								
Vincentia-Plantation Point -Four unisex facilities		20,000	130,000										
Nowra -Endeavour park-Replace - single unisex facility			20,000		130,000								
Hyams Beach-Boat ramp-Four unisex facilities					56,000	333,000							
Burrill Lake- McDonald Avenue						20,000	150,000						
Narrawallee-Adjacent Lake Entrance-Four unisex facilities						30,000	160,000						
Ulladulla-Boree Street-Four unisex facilities							20,000	342,000	54,000				
Ulladulla-Green Street-Decommission when Boree Street are replaced									20,000				
Mollymook Beach-Beach Road-Four unisex facilities								20,000	260,000				
Culburra Beach-Surf Club-Twin unisex facilities									10,000	140,000			
Callala Beach-Callala Beach Rd-Twin unisex facilities									10,000	201,000			

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of year of unfunded amounts
Shoalhaven Heads-Curtis Reserve-Convert male to single unisex, separate single unisex											20,000		
Huskisson-White sands park-Lift & change & facilities										28,000	320,000		
Nowra -Recreation park-When park no longer required.												15,000	
Sanctuary Point -Francis Ryan Reserve -Refurbish												60,000	
Crookhaven Heads Boat Ramp-Twin unisex facilities											20,000	200,000	
Culburra Beach-CBD-Twin unisex facilities											8,000	120,000	
Vincentia-Boat Ramp - Holden Ave-Twin unisex facilities												160,000	
Greenwell Point-Swimming Pool Foreshore-Refurbish												208,000	
Nowra -Stewart Place-Refurbish												103,000	
Greenwell Point-Gordon Ravell Park-Twin unisex facilities												100,000	
Berry -Mark Radium Park-Twin unisex facilities												160,000	
Berry -Berry District Park-Four unisex facilities												450,000	
Sussex Inlet-Neilson Lane-Single unisex facilities												90,000	
Sussex Inlet-Surf Club -Twin unisex facilities												180,000	
Currently unallocated		0	119,000	20,000	40,000	-50,000	10,000	-15,000	0	-8,000	0		
Public Buildings													
SRV 2019 Buildings renewal	Renewal	1,000,000	2,081,000	2,607,000	3,000,000	3,060,000	3,121,200	3,183,624	3,247,296	3,328,479	0	0	
Ulladulla Leisure Centre - upgrade amenities		100,000											
Berry Showground - fire compliance, electrical upgrades, access road		440,000											
Roof - Jerry Bailey Preschool		60,000											

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Roof - Kangaroo Valley Showground		40,000											
Roof - Berry School of Arts		60,000											
Bay and Basin Community Centre and Preschool - building remediation (Termites)		300,000	200,000										
Watt St, Huskisson - Meals on Wheels Bdg			300,000										
Amenities - Holden St			200,000										
Lake Tabourie Museum			150,000										
Nowra Library			431,000										
Kangaroo Valley showground change rooms			150,000										
Nowra Arts Centre			450,000										
Berry School of Arts			200,000										
Boat shed JB Marine Museum				300,000									
Amenities - Jacobs Dr				300,000									
Bomaderry basketball stadium				925,000									
Amenities Erowal Bay				300,000									
Amenities Celia Place				60,000									
Amenities Culburra Beach CBD				340,000									
Walking trail renewals				100,000									
Park renewals				100,000									
SEC renewal				182,000									
Buildings renewals - currently unallocated		0	0	0	3,000,000	3,060,000	3,121,200	3,183,624	3,247,296	3,328,479			
Bay & Bay District Library	Growth	650,000	3,500,000										
Arts Centre	Renewal	22,600	23,100	23,600	24,100	24,600	25,100	25,600	26,100	26,600	27,100		
Community Buildings Minor Wrks	Renewal	120,000	173,000	176,000	180,000	184,000	188,000	192,000	196,000	200,000	204,000		
Ulladulla Admin Build Upgrade	Renewal	12,400	12,600	12,900	13,200	13,500	13,800	14,100	14,400	14,700	15,000		
Asbestos Mgmt Plan Bld Repairs	Renewal	130,000	133,000	136,000	139,000	142,000	145,000	148,000	151,000	154,000	157,000		
Bomaderry Depot		130,000											
Woollamia Depot			40,000										
Unallocated		0	93,000	136,000	139,000	142,000	145,000	148,000	151,000	154,000	157,000		
Shoalhaven City Library	Growth											5,800,000	

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Community Buildings Renewals	Renewal			1,000	1,025	1,051	1,077	1,104	1,132	2,160	3,214	248,890	
Corporate Buildings													
Administrative Building Management - Capital													
Admin Building Capital	Renewal	57,000	59,000	61,000	62,830	64,715	66,656	68,656	70,716	72,837	75,022	9,500,000	
Kitchen Upgrades		40,000											
Toilet Upgarde			50,000	50,000									
Floor Space Expansion												4,000,000	
Admin Building Refurbishment												4,000,000	
IT Cabling Upgrade												500,000	
Roof Improvement and Solar Upgrade												1,000,000	
Currently unallocated		17,000	9,000	11,000	62,830	64,715	66,656	68,656	70,716	72,837	75,022		
Property Development													
Property Develop General	New	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000		
Commercial Undertakings													
Cemeteries													
Cemeteries Works Program													
Cem/Crem-Plant/Equip	Renewal	138,000	142,000	146,000	150,380	154,891	159,538	164,324	169,254	174,332	179,562	3,085,000	
Shoal Memorial Gardens Seg 11	Growth	70,000											
Chapel - Chais and trolley		8,300											
Old Worrigeo Cemetery Fence		3,500											
Shoalhaven Memorial - Weed sprayer/mulcher, animal deposits cleaner		7,200											
Sandridge Cemetery - fencing improvements (prevent seeding into local bushland)		9,000											
Kangaroo Valley Columbarium Ashes Placement Facility		25,000	15,000										
Disability Access SMGLC		15,000											
Chapel Expansion SMGLC	New				50,000							2,700,000	
Nowra Cemetery Fence	Renewal											385,000	2019-20
Currently unallocated		0	127,000	146,000	100,380	154,891	159,538	164,324	169,254	174,332	179,562		

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Entertainment Centre SEC Capital													
Shoalhaven Entertainment Centre	Renewal	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000	60,000	61,000	2,728,300	
Encore Café Air Conditioning (AMP) (WHS)		16,000											
Foyer carpet replacement (AMP)		26,600											
Back of stage floor resurfacing (AMP)		9,400										5,500	2019-20
Software upgrades			3,000	4,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	11,000	2019-20
Auditorium vision systems			50,000										
Studio audio system				50,000								50,000	2021-22
Operable floor repair kits (AMP)					20,000		20,000		20,000		20,000	20,000	2019-20
Foyer Furniture - replacement					30,000							70,000	2019-20
Replace CCTV system (AMP)						13,000						1,000	2023-24
Mastlift - replacement						15,000				15,000			
Auditorium carpet - replacement (AMP)						23,000						31,000	2023-24
Auditorium floor & stage refurbish/replace (AMP)							32,000					32,000	2024-25
Studio Seat only replacement (doesn't include retractable system) (AMP)								53,000				49,000	2024-25
Replace kitchen equipment (AMP)									34,000			518,000	2026-27
Auditorium lighting replacement (house lights) (AMP)										40,000		40,000	2027-28
External light replacements (AMP)											36,000	164,000	2028-29
Dressing Room Air Conditioning (AMP)												28,000	2019-20
Upgrading bio-box sound control equipment (AMP)												3,000	2019-20
Cool room panels replacement												5,000	2019-20
Auditorium audio system												300,000	2021-22
Replace split A/C units (AMP)												34,800	2022-23
Replace exterior refrigeration (compressors cool rooms)												32,000	2022-23
Building signage (AMP)												28,000	2022-23

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of year of unfunded amounts
Banquet furniture (chairs & tables) - replacement												100,000	2022-23
External painting of building (AMP)												64,000	2024-25
Dimmer unit replacement (AMP)												197,000	2024-25
Auditorium seat replacement (doesn't include retractable system) (AMP)												445,000	2024-25
Air conditioning chiller plant replacement (AMP)												500,000	2027-28
Unallocated		0	0	0	0	0	0	0	0	0	0		
Mechanical Services													
Mechanical Services Equipment													
Mechanical Workshop Capital	Renewal	6,200	6,400	6,600	6,800	7,000	7,200	7,400	7,600	7,800	8,000		
Swim and Fitness													
Aquatics Capital Program													
General Aquatic Programme	Renewal	547,000	753,000	866,000	450,000	530,000	551,000	551,000	551,000	551,000	567,530	846,000	
Replace starting Blocks		25,000				30,000						40,000	2028-29
Replace Filter Sand - outdoor pool - Public Health Act (Dept Health Regs)		50,000							55,000				
Replace fluid controller - Public Health Act (Dept Health Regs)		40,000											
Replace perimeter fencing all village pools		40,000		40,000									
Replace UV disinfectant unit - Public Health Act (Dept Health Regs)		60,000							75,000				
Replace amenities benches		25,000						30,000					
Replace Pump Control Panel - Berry & Shoalhaven Hds Pool		16,000											
Replace main drain valve Milton - pool leak		15,000											
Replace filtration candles - Public Health Act (Dept Health Regs)		25,000							30,000				
Replace Auto Pool Vacuum		17,000					25,000	20,000			25,000		
Repair Solar heating - evacuated heating Nowra Aquatic Park		50,000											

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
New vehicle		35,000											
Replace expansion joints Bomaderry Aquatic Centre - leaking indoor and outdoor pools		75,000											
Pool concourse repair Huskisson Sea Pool		25,000											
Replace village pools shade structure and seating		49,000	6,000				40,000			60,000			
Replace pumps Various locations - Public Health Act (Dept Health Regs)			25,000	60,000		25,000		25,000		25,000			
Replace Pool Blankets			40,000									20,000	2020-21
Major Upgrade Ulladulla Leisure Centre amenities			460,000										
Replace internal hanger doors			180,000						190,000				
New Gym equipment Bay & Basin Leisure Centre - Ulladulla Leisure Centre			42,000	58,000			50,000	50,000					
Replace dehumidifier / air handling				150,000		300,000					150,000	300,000	2022-23 & 2028-29
Replace air-conditioning				60,000						60,000			
Replace filtration systems				475,000	323,000	150,000	250,000		214,000	200,000		486,000	2026-27
Replace amenities heating units				15,000		25,000							
Replace café seating				8,000	7,000			20,000			15,000		
Replace amenities Partitions					60,000			65,000			65,000		
Replace pool heating units					60,000					75,000			
Replace heat pumps							180,000	20,000			250,000		
Replace lane ropes							7,500		15,000		7,500		
Replace Sea pool fencing and concourse repair								150,000		150,000			
Replace white goods / fryers / appliances								40,000			15,000		
Replace solar - evacuated - PV								120,000					
Unallocated		0	0	0	0	0	-1,500	11,000	-28,000	-19,000	40,030		
Bomaderry Pool Rehabilitation	Renewal		2,000,000										

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of year of unfunded amounts
Tourist Parks													
Annual Tourist Parks Works Program													
Caravan Parks Renewal	Renewal	3,701,200	3,775,200	3,850,700	3,927,700	4,006,300	4,086,400	4,168,100	4,251,500	4,336,500	4,423,200		
Cabin refurbishments @ \$100K p/park		900,000	945,000	992,250	1,041,863	1,093,956	1,148,653	1,206,086	1,266,390	1,329,710	1,396,195		
Amenities & camp kitchen upgrades		981,200	883,700	929,280	915,292	814,285	802,545	788,556	772,248	753,343	731,754		
Water Upgrades		200,000	250,000	250,000	250,000	260,000	260,000	260,000	260,000	260,000	260,000		
Sewer Upgrades		200,000	206,000	212,180	218,545	225,102	231,855	238,810	245,975	253,354	260,955		
Stormwater Upgrades		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		
Recreational Facilities		200,000	206,000	212,180	218,545	300,000	300,000	300,000	300,000	300,000	300,000		
Security Facilities/Upgrades		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		
Risk Minimisation		20,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		
Office Renovations		50,000	57,500	0	0	0	0	0	0	0	0		
Plant New/Replacement (cars, mowers)		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		
Computer Equipment		50,000	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339	65,239		
Electrical Replacement		200,000	206,000	212,180	218,545	225,102	231,855	238,810	245,975	253,354	260,955		
Site Upgrades		200,000	206,000	212,180	218,545	225,102	231,855	238,810	245,975	253,354	260,955		
Site Works		150,000	154,500	159,135	163,909	168,826	173,891	179,108	184,481	190,016	195,716		
Roadworks		300,000	309,000	318,270	327,820	337,652	347,782	358,217	368,962	380,030	391,431		
Unallocated		0	0	0	0	0	0	0	0	0	0		
Caravan Park Development	New	1,323,500	1,350,000	1,377,000	1,404,500	1,432,600	1,461,300	1,490,500	1,520,300	1,550,700	1,581,700	17,200,000	
Stage 1 Kangaroo Valley Conference Centre 19/20 split		100,000										200,000	2020-21
Swimming Pool (Curarong)		773,500											
Cabins Replacement		300,000	50,000			860,745	1,387,290	1,414,270	1,441,783	1,469,828	1,498,401		
BBQ/Picnic Facilities		50,000				50,000	51,500	53,045	54,636	56,275	57,964		
Network Communications		50,000	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335		
Lake Conjola Asset Improvements (Internal Roads, drains, retreat assets)		50,000	1,280,000										
Swimming Pool (Culburra)				400,000	400,000								
Swimming Pool (Bendalong)				956,400	583,282	500,000							
White Sands site redevelopment													
New Cabins to be erected 19/20 per capital bid (approx 15 new cabins)												2,000,000	2019-20

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
New Cabins to be erected 22/23												2,000,000	2022-23
New Cabins to be erected 27/28												2,500,000	2027-28
Stage 1 Huskisson Beach Redevelopment 2021/22												4,000,000	2021-22
Stage 2 Huskisson Beach Redevelopment 2024/25												2,000,000	2024-25
Stage 1 Lake Conjola Redevelopment 2021/22												1,500,000	2021-22
Stage 2 Lake Conjola Redevelopment 2024/25												1,500,000	2024-25
Stage 3 Lake Conjola Road edevelopment 2025/26												1,500,000	2025-26
Unallocated		0	0	0	400,000	0	0	0	0	0	0		

Swan Lake - Capital Works

Swan Lake Siteworks	Renewal	105,000	215,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000		
Roads		20,000	20,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000		
Sewer Upgrades		10,000	10,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000		
Stormwater Upgrades		8,333	8,333	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917		
Recreational Facilities		50,267	20,000	33,458	33,458	33,458	33,458	33,458	33,458	33,458	33,458		
Security Facilities/Upgrades		10,000	10,000	9,500	9,500	9,500	9,500	9,500	9,500	9,500	9,500		
Tree Maintenance		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000		
Risk Minimisation		2,000	2,000	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900		
Office Renovations		2,400	2,400	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280		
Water Upgrades			10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		
Amenities upgrade			127,167										
Plant New/Replacement			3,100	2,945	2,945	2,945	2,945	2,945	2,945	2,945	2,945		
Unallocated		-0	0	0	0	0	0	0	0	0	0	0	

New Cabins - Swan Lake	New	100,000		150,000	150,000	150,000	150,000					400,000	
Cabin Replacement		62,500		100,000	100,000	100,000	100,000						
Cabin refurbishments		37,500		50,000	50,000	50,000	50,000						

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Continual cabin refurbishment & replacements @ 100K p.a												400,000	
Community and Culture													
Community Services													
Community Services - Capital													
Nowra CBD CCTV Upgrade	Renewal	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000	60,000	61,000	375,000	
Library													
Books & Audio Visual													
Books & Audio Visual	Renewal	428,600	437,200	445,900	454,800	463,900	473,200	482,700	492,400	502,200	512,200		
Library Furniture & Equipment													
Library Furniture & Equip	Renewal	57,200	58,300	59,500	60,700	61,900	63,100	64,400	65,700	67,000	68,300		
Economic Development													
Economic Development													
Industrial Land Development													
Industrial Land Dev Unalloc	New	3,370,000	1,270,000	4,000,000	3,820,000	1,540,000	470,000	1,500,000	3,020,000	20,000			
Environmental Management													
Coastal and Estuary Management													
Coastal Programme													
Coastal F'shore Access Strategy	Renewal	51,000	52,000	53,000	54,100	55,200	56,300	57,400	58,500	59,700	60,900		
Barfleure Beach Disabled Access		51,000											
Citywide Foreshore Access Strategy			52,000										
Installation - Foreshore disabled access per strategy				53,000	54,100	55,200	56,300	57,400	58,500	59,700	60,900		
Coastal Foreshore Erosion Wks	Renewal	564,500	565,800	567,100	568,400	569,800	571,200	572,600	574,100	575,600	575,600		
Curarong Erosion Remediation Project		140,000											
S'Heads River Road Foreshore Precinct Rehabilitation		100,000											

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Activate Coastal Cliffs and Slopes		50,000	50,000	50,000									
Emergency Action Plans													
Hydraulic assessment - stormwater damage adjacent to cliffs/slopes		65,000											
Mollymook Beach - assess sewer infrastructure		35,000											
Colliers beach - assess relocation of sewer assets		15,000											
Penguin Head - assess cliff and slope instability, relocation of assets		5,000											
Racecourse Beach - assess cliff/slope instability, relocation of assets		5,000											
Bannisters Point - assess cliff/slope instability, relocation of assets		5,000											
Repair/replace beach access infrastructure with possible upgrade for disability inclusion		144,500	515,800	517,100	568,400	569,800	571,200	572,600	574,100	575,600	575,600		
Unallocated		0	0	0	0	0	0	0	0	0	0	0	
Greenwell Point - reconstruct sandstone wall	Renewal		200,000										
Estuary Programme													
Implement Estuary Mgmt Plans	Renewal	161,300	164,500	167,800	171,200	174,600	178,100	181,700	185,300	189,000	192,800		
Bendalong Boat Harbour Coastal Protection		40,000											
Review Asset Management Plans		65,000											
Lake Conjola Coastal Management Plan			70,000	70,000									
Shoalhaven River Coastal Management Plan		32,500	32,500										
Currently unallocated		23,800	62,000	97,800	171,200	174,600	178,100	181,700	185,300	189,000	192,800		
Implementation Entrance Plans	Renewal	65,600	66,900	68,200	69,600	71,000	72,400	73,800	75,300	76,800	78,300		
SMART cities ICOLL management		50,000	27,000										
Climate change impact assessment				50,000									

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Currently unallocated		15,600	39,900	18,200	69,600	71,000	72,400	73,800	75,300	76,800	78,300		
Floodplain Management													
Floodplain Programme													
Floodplain Program General	Renewal	37,400	38,100	38,900	39,700	40,500	41,300	42,100	42,900	43,800	44,700		
Natural Areas													
Natural Areas Infrastructure													
Walking Track Upgrades	Renewal	38,500	39,300	40,100	40,900	41,700	42,500	43,400	44,300	45,200	46,100		
St Georges Basin Village Green	Growth											300,000	
Fire Protection and Emergency Services													
Fire Protection and Emergency Services													
Rural Fire Service Buildings													
Fire Stations Unallocated	New	624,000	636,000	649,000	662,000	675,000	689,000	703,000	717,000	731,000	746,000		
Conjola Rural Fire Station													
Wandandian Rural Fire Station													
Basin View Rural Fire Station													
Huskisson Rural Fire Station													
Beaumont Rural Fire Station													
Manyana Rural Fire Station													
Kangaroo Valley Rural Fire Station													
Shoalhaven Heads Rural Fire Station													
Kioloa Station Rural Fire Station													
West Nowra Rural Fire Station													
Tabourie Rural Fire Station													
Broughton Vale Rural Fire Station													
Currarong Station Rural Fire Station													
Internal Corporate Services													
Asset Planning and Development													
Office Equipment													
Engineers Equipment	Renewal	38,500	39,300	40,100	40,900	41,700	42,500	43,400	44,300	45,200	46,100		

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Fleet and Plant													
Purchase / Sale of Plant													
Multifunction machine purchase	Renewal	25,000	150,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000		
Plant Purchases	Renewal	2,220,000	2,415,149	2,200,000	2,200,000	2,300,000	2,400,000	2,500,000	3,000,000	3,100,000	3,100,000		
Purchase / Sale of Vehicles													
Vehicle Purchases	Renewal	3,296,000	3,347,500	3,347,500	4,047,500	4,147,500	3,947,500	4,947,500	3,747,500	3,747,500	3,747,500		
IT Capital Projects													
Printing Equipment	Renewal		200,000					256,742	61,377				
Councillors Equipment	Renewal	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800	10,000	10,200		
Corporate Pc Hardware	Renewal	154,000	157,100	160,200	163,400	166,700	170,000	173,400	176,900	180,400	184,000		
Additional Disk Storage	New	92,000	94,000	96,000	98,000	100,000	102,000	104,000	106,000	108,000	110,000		
IT Network Equipment	New	61,400	62,600	63,900	65,200	66,500	67,800	69,200	70,600	72,000	73,400		
IT Administration Equipment	Renewal	6,200	6,300	6,400	6,500	6,600	6,700	6,800	6,900	7,000	7,100		
Management and Support													
Office Furniture and Equipment													
Corp Services Equip	Renewal	38,500	39,300	40,100	40,900	41,700	42,500	43,400	44,300	45,200	46,100		
Land Use Planning													
Land Use Planning													
Planning Services Equipment													
Graphics Unit Equipment	Renewal	26,000	26,500	27,000	27,500	28,100	28,700	29,300	29,900	30,500	31,100		
Open Space, Sport and Recreation													
Parks, Reserves, Sport and Recreation Areas													
Active Recreation													
Forward Design	New	39,600	40,400	41,200	42,000	42,800	43,700	44,600	45,500	46,400	47,300		
Car Parking Active (CrownLand)	Renewal	87,400	89,100	90,900	92,700	94,600	96,500	98,400	100,900	103,400	106,000		
Sports Capital Works Partnership Program	New	158,100	161,300	164,500	167,800	171,200	174,600	178,100	181,700	185,300	189,000		
SRV 2019 Sports grounds upgrades	Renewal	512,500	525,313	538,446	551,907	565,705	579,848	594,344	609,203	624,433			
Topdressing		50,000	51,250	52,531	53,845	55,192	56,571	57,986	59,434	60,921			

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Herbicide		25,000	25,625	26,266	26,922	27,595	28,286	28,992	29,718	30,461			
Fertilising		25,000	25,625	26,266	26,922	27,595	28,286	28,992	29,718	30,461			
Irrigation		150,000	153,750	157,594	161,534	165,572	169,711	173,954	178,303	182,760			
Drainage		150,000	153,750	157,594	161,534	165,572	169,711	173,954	178,303	182,760			
Resurfacing		112,500	115,313	118,195	121,150	124,179	127,283	130,466	133,727	137,070			
Unallocated		0	0	0	0	0	0	0	0	0	0	0	0
Active Rec Minor Improvement	Renewal	262,200	267,900	273,700	279,700	285,700	292,000	298,500	303,300	308,200	314,400	59,140,000	
Lighting Upgrades		85,300	87,000	88,700	90,500	92,300	94,100	96,000	96,000	96,000	99,100		
Sportsfields Shade		39,600	40,400	41,200	42,000	42,800	43,700	44,600	45,500	46,400	47,161		
Sportsground Irrigation		97,700	100,100	102,600	105,200	107,800	110,500	113,300	116,100	119,000	121,358		
User Group Identified Projects		39,600	40,400	41,200	42,000	42,800	43,700	44,600	45,700	46,800	46,781		
Amenities upgrades												56,000,000	
Community Infrastructure Strategic Plan identified works												3,140,000	
Unallocated		0	0	0	0	0	0	0	0	0	0		
Narang Rd Tennis Upgrade	New											550,000	
Tennis Minor Program	Renewal	50,000		52,000		54,100		56,300		58,600			
Showground Improvement Program	Renewal		64,890		68,000		72,140				79,629		
Berry Equestrian Grounds	New											150,000	
Bernie Regan Additional Sportsfields	Growth											1,000,000	
Bay and Basin Regional playing fields	New											10,000,000	
C'haven Hds Soccer changerooms	New											25,000	
Sporting Fields - Planning Area 1	Growth			700,000		7,500,000	7,000,000	5,000,000	5,000,000	13,000,000	13,000,000		
Sporting fields - Planning Area 3	Growth		1,000,000	4,500,000	2,500,000	2,000,000						3,500,000	
Sporting Fields - Planning Area 5	Growth		2,000,000	1,000,000	1,500,000	2,500,000		3,000,000	3,000,000	3,000,000			
General Program													
Ulladulla Skate Park extension	New											400,000	
Greys Beach Masterplan	Growth						1,500,000						
Passive Recreation													

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Community Building Equip Renew	Renewal	12,400	12,600	12,900	13,200	13,500	13,800	14,100	14,400	14,700	15,000		
Implementation of POMS	New	38,500	39,300	40,100	40,900	41,700	42,500	43,400	44,300	45,200	46,100		
Park Enhancement Program	Renewal	385,100	302,800	297,500	312,300	307,200	322,300	317,500	332,700	338,000	344,800		
Park Enhancement Program		39,600	40,400	41,200	42,000	42,800	43,700	44,600	45,500	46,400	47,161		
New Playgrounds		100,000	66,000		66,000		66,000		66,000	66,000			
Play Equip / Softfall Replace		192,500	196,400	200,300	204,300	208,400	212,600	216,900	221,200	225,600	229,381		
Projects ie. skate parks, bike tracks, pathways		53,000		56,000		56,000		56,000			68,258		
Unallocated		0	0	0	0	0	0	0	0	0	0	0	
Berry Garden Estate Passive Open Space	Growth											656,945	
Culburra Expansion Area	Growth											1,179,560	
Falcon Cres North Nowra	Growth											781,863	
Killarney	Growth											291,891	
Manyana / Cunjurong	Growth											319,088	
Old Southern Road Worrigee	Growth											616,863	
Tomerong	Growth											146,653	
Vincentia Expansion Area	Growth											1,679,596	
Tennis Courts Capital													
Tennis Courts Capital	Renewal		100,000			106,100			112,600				
Regulatory Services													
Development, Building and Compliance													
Development Services Equipment													
Development Serv Equip	Renewal	26,000	26,500	27,000	27,500	28,100	28,700	29,300	29,900	30,500	31,100		
Environmental Regulation													
Environmental Services - Capital													
Environment Boat	Renewal								70,000				
Water Sampling Unit													
Environmental Unit Capital	Renewal	26,000	26,500	27,000	27,500	28,100	28,700	29,300	29,900	30,500	31,100		

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Roads and Transport													
Car Parking													
Car Parking Construction													
Nowra CBD All Day Carparking	New	150,000	300,000									15,000,000	
Multistory Carpark Berry/Worrigea Street (AS19.29 12 Mar 2019)	New					14,000,000					10,000,000		
Bomaderry Car Parking	Growth											300,000	
Huskisson (03CARP0002)	Growth	50,000	200,000									1,402,000	
Milton South Side	Growth											369,000	
Sanctuary Point Car Park	New											200,000	
South St Ulladulla	New											430,000	
Berry Car Parking	Growth											4,500,000	
Unallocated		0	0	0	0	0	0	0	0	0	0		
Pedestrian Facilities													
Pedestrian Facilities													
RMS Active Transport Program - Council's Contribution	New	1,213,800	450,000	459,000	468,200	477,600	487,200	496,900	506,800	516,900	527,200		
Deering St Ulladulla SUP extend to Ulladulla Lighthouse	Growth	580,000											
St Georges Basin to Sanctuary Point off road SUP	New	270,000											
The Springs Road, Cudmirrah Design and Preliminaries for SUP over Swan Lake Inlet	New	50,000											
South St Ulladulla intersection improvements (Kerb Ramps and Extensions)	Growth	313,800											
Unallocated		0	450,000	459,000	468,200	477,600	487,200	496,900	506,800	516,900	527,200	0	
CPTIGS 2017/19													
Orama Crescent, Orient Point	New	150,000											
Leo Drive, Western side, Mollmook		25,000											
Leo Drive, Eastern side, Mollmook		25,000											
90A Princes Highway, Milton		25,000											
109 Princes Highway, Milton		25,000											

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
32 Alma Ave, Fisherman's Paradise		25,000											
Unallocated		0	0	0	0	0	0	0	0	0	0	0	
Prov Pedestrian Crossings	New	15,800	16,600	17,400	18,200	19,100	20,000	20,900	21,800	22,700	23,700	0	
Footpath Forward Investigation	New	8,600	8,900	13,700	9,500	9,800	10,100	10,400	10,700	11,000	11,300	0	
Footpaths/Cycleways - New	New	167,300	170,600	174,000	177,500	181,100	184,700	188,400	192,200	196,000	199,900	0	
Yalwal Road - Albattross Rd to University	New	50,000			600,000								
Beach Road, Mollymook		138,970	28,330										
Cyrus Street Hyams Beach (SA18.145 12 June 2018)		7,300	100,000										
Bunberrra Street, Bomaderry		1,750	33,250										
Cambewarra Road, Bomaderry		750	14,250										
Bolong Road, Bomaderry		1,500	28,500										
Hyams Street, Nowra		4,530	86,070										
Maisie Williams Drive			4,500	85,500									
Moresby Street, Nowra			850	16,150									
Cambewarra Road, Bomaderry			350	6,650									
Cambewarra Road, Bomaderry			3,000	57,000									
Meroo Street, Bomaderry				2,250	42,750								
Greenwell Point aRoad, Greenwell Point				1,250	23,750								
Princes Highway, Milton				4,875	92,625								
Princes Highway, Bomaderry				500	9,500								
Greens Road, Greenwell Point					11,000	209,000							
Kangaroo Valley Road, Berry						9,235	175,465						
Minerva Street, stage 1							6,000	114,000					
Sussex and Iverisons Roads, Sussex Inlet							2,500	47,500					
Pine Forest Road, Tomerong							920	17,480					
Saumarez to Murray Street, Vincentia (stage 2)								5,500	104,500				
Sussex Road, Sussex Inlet								4,110	78,090				
Kangaroo Valley Road, Berry									7,300	138,700			
Murray Street to golf club, Vincentia (stage 3)									2,500	47,500			
Ocean Street, Mollymook										2,495	47,405		

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Browns Road, South Nowra										2,000	38,000		
Walton Way, Currarong										4,000	76,000		
Neilson Road, Sussex Inlet										1,500	28,500		
Unallocated		0	-128,500	-175	-2,125	-37,135	-185	-190	-190	-195	9,995	0	0
Community Sponsored Paths													
	New	110,000	110,000										
Bicycle Racks	New	10,400	10,600	10,800	11,000	11,200	11,400	11,600	11,800	12,000	12,200		
Shoalhaven Heads		4,000											
Bomaderry		4,000											
Callala Bay		2,400	1,600										
Vincentia			3,800	200									
Callala Beach				4,000									
Unallocated		0	5,200	6,600	11,000	11,200	11,400	11,600	11,800	12,000	12,200	0	
Kerb Ramps													
	New	10,400	10,600	10,800	11,000	11,200	11,400	11,600	11,800	12,000	12,200		
Nowra		10,400											
Bomaderry			7,500										
Huskisson			3,100	4,400									
Unallocated		0	0	6,400	11,000	11,200	11,400	11,600	11,800	12,000	12,200	0	
Footpaths - Replace													
	Renewal	58,200	59,400	60,600	61,800	63,000	64,300	65,600	66,900	68,200	69,600		
Roads													
Bridge Program													
Design-Bridge Replacement	Renewal	20,800	21,200	21,600	22,000	22,400	22,800	23,300	23,800	24,300	24,800		
Bridge Replacement Programme	Renewal	1,360,200	530,600	541,200	552,000	563,000	574,300	585,800	597,500	609,500	621,700	4,500,000	
Tumblebar - Brooman Rd		320,200	330,600	49,200									
School Ck - Bugong Rd, Bugong		500,000											
Mayfield Rd - Pyree		340,000											
Yalwal Rd - Yalwal				50,000	202,000	250,000							
Wheelbarrow Road - Termiel		200,000	200,000										
Koloona Rd, Bangalee					50,000	263,000	210,000						

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Henrys Bridge Cambewarra						50,000	284,300						
Pettys Bridge - Croobyar							40,000	300,000					
Bells Lane - Merroo Meadow							40,000	205,800					
Brooman Rd								30,000	300,000				
Main Rd Cambewarra								50,000	297,500	559,500			
Tannery Rd Cambewarra										50,000	571,700		
Boxsells Lane Merroo Meadow											50,000	450,000	
Croobyar Rd Croobyar												500,000	
Murrays Rd Conjola												500,000	
The River Rd Brooman												500,000	
The River Rd Moogood Rd												550,000	
Concrete culvert (bridge sized structures) replacement												2,000,000	

Job Name	Renewal	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Bridge Rehabilitation Program	Renewal											1,200,000	
Steel arch refurbishment (Various locations)												60,000	
Repaint Clinton Park bridge, repair bearings												120,000	
Repaint Grahams Rd bridge, repair bearings												150,000	
Repaint Green Valley Rd bridge, repair guardrail												150,000	
Redeck Gerringong ck bridge												100,000	
Yalwal rd bridge- refurbishment												100,000	
Burrill St - Refurbishment - Concrte repair, abutments, rock armouring												150,000	
Bolong Rd bridge - Concrete repairs, deck repairs, joints												100,000	
Bunkers Hill culvert refurb												50,000	
Brooman Rd. 10.336												100,000	
Upper Kanagroo River Rd. - Repaint, seal joints, repair abutment												120,000	
Unallocated		840,000	0	442,000	300,000	0	0	0	0	0	0		

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Comerong Ferry Overhaul	Renewal	15,000	400,000				440,000				480,000		
Kerb & Guttering Programme													
Cont To Ratepayers Adv	New	15,600	15,900	16,200	16,500	16,800	17,100	17,400	17,700	18,100	18,500		
Kerb & Gutter Replace Prog	Renewal	171,700	175,100	178,600	182,200	185,800	189,500	193,300	197,200	197,200	201,100	478,400	
St Anns St Nowra KG replace													
Grant St Nowra KG Replace													
Surfers Ave Narrawallee KG Replace													
Marlin Pl Sussex Inlet		4,000											
Saturn Ave Lake Tabourie		16,000											
Bannister Head Rd Mollymook Beach		10,400											
Carroll Ave Mollymook Beach		42,000											
Carroll Ave Mollymook Beach		72,000											
Donlan Rd Mollymook Beach		27,300											
Colony Row Ulladulla				19,200									
Scarlet Gum St Ulladulla				20,400									
Quebec St Cunjurong Point				19,200									
Donlan Rd Mollymook Beach				8,800									
Lockhart Ave Mollymook Beach				6,400									
Pengana Cres Mollymook				10,400									
Windemere Dr Conjola Park				16,800									
Seaview St Mollymook				24,000									
Donlan Rd Mollymook Beach				53,400									
Surfers Ave Narrawallee						25,800							
Surfers Ave Narrawallee						160,000							
Surfers Ave Narrawallee								4,000					
Iverison Rd Sussex Inlet								21,000					
Crescent St Ulladulla								14,300					
Green St Ulladulla								24,000					
Timbs St Ulladulla								48,000					
Bombora Cres Mollymook Beach								34,000					
Virgo Pl Narrawallee								48,000					
Ky Wong Ave Bawley Point										20,000			

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Saturn Ave Lake Tabourie										16,000			
Bowness Cl Conjola Park										42,000			
Windemere Dr Conjola Park										24,000			
Kurrawa Dr Kioloa										45,000			
Clissold St Mollmook										27,000			
Clissold St Mollmook										23,200			
Oxley Cres Mollmook												19,800	
Bushland Ave Mollmook Beach												16,000	
Mitchell Parade Mollmook Beach												12,000	
Plateau Place Mollmook Beach												12,800	
Leigh Cres Ulladulla												13,600	
Nelson Dr Ulladulla												8,000	
Pengana Cres Mollmook												4,800	
Alberta Cl Cunjurong Point												18,000	
Donlan Rd Mollmook Beach												22,800	
Carroll Ave Mollmook Beach												16,000	
Donlan Rd Mollmook Beach												16,000	
Jones Ave Mollmook Beach												24,000	
Jones Ave Mollmook Beach												36,000	
Linden Way Mollmook Beach												6,400	
Oxley Cres Mollmook Beach												21,000	
The Court Mollmook Beach												6,400	
Leo Dr Narrawallee												48,000	
Clissold St Mollmook												17,600	
Treetops Cres Mollmook Beach												7,200	
Bimbimie Bangalee		32,000											
Bimbimie Bangalee		12,000											
Lochaven Bangalee		10,400											
Lochaven Bangalee		12,800											
Queen Berry		4,800											
Princess Berry		24,000											
Princess Berry		12,000											
Princess Berry		12,000											

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Gardenia Bomaderry			12,000										
Meroo Bomaderry			12,000										
Sheraton Bomaderry			12,000										
Bindon Bomaderry			3,200										
Bunberra Bomaderry			12,000										
Bunberra Bomaderry			3,900										
Bunberra Bomaderry					8,000								
Bunberra Bomaderry					4,800								
Fuchsia Bomaderry					12,000								
Lyndhurst Bomaderry					12,000								
Lyndhurst Bomaderry					12,000								
Turley Bomaderry					10,400								
Gowlland Callala Bay					12,000								
Hunter Callala Bay					9,600								
The Lake Culburra Beach					6,400								
Bailey Greenwell Point					12,000								
Bailey Greenwell Point					16,000								
Moss Vale Kangaroo Valley					10,600								
Booragal North Nowra					12,000								
Yurunga North Nowra					12,000								
Ambassador North Nowra					10,400								
Asquith North Nowra					4,000								
Castle Glen North Nowra					10,000								
Devlin North Nowra					8,000								
Devlin North Nowra							9,700						
Devlin North Nowra							4,800						
Devlin North Nowra							12,000						
Gleneagle North Nowra							12,000						
Hewlett North Nowra							1,600						
Walsh North Nowra							16,000						
Walsh North Nowra							12,000						
Walsh North Nowra							12,000						
Yurunga North Nowra							12,000						

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Allison Nowra							12,000						
Maclean Nowra							12,000						
Maclean Nowra							12,000						
Maclean Nowra							12,000						
Osborne Nowra							4,000						
Shoalhaven Nowra							12,000						
Shoalhaven Nowra							10,400						
West Nowra							11,000						
Young Nowra							12,000						
Bainbriggie Nowra									3,200				
Bainbriggie Nowra									12,800				
Bainbriggie Nowra									13,600				
Elder Nowra									12,000				
Ernest Nowra									1,200				
Journal Nowra									3,200				
Kalandar Nowra									12,000				
Leatham Nowra									12,000				
Leatham Nowra									16,000				
McDonald Nowra									6,400				
McDonald Nowra									9,600				
McKay Nowra									60,800				
McKay Nowra									12,000				
McKay Nowra									16,000				
McKay Nowra									12,000				
McKenzie Nowra											12,800		
Nowra Nowra											18,400		
Oliver Nowra											12,000		
Osborne Nowra											3,200		
Ryan Nowra											16,000		
Ryan Nowra											12,000		
Ryan Nowra											2,400		
Ryan Nowra											19,200		
Ryan Nowra											12,000		

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Salisbury Nowra											12,000		
Salisbury Nowra											12,000		
West Nowra											12,000		
Wondalga Nowra											12,000		
Young Nowra											4,800		
Young Nowra											40,400		
Golden Hill Shoalhaven Heads												12,000	
Oval Shoalhaven Heads												80,000	
Cavanagh West Nowra												12,000	
Cavanagh West Nowra												12,000	
Cavanagh West Nowra												12,000	
Hermes Worrige												8,000	
Hermes Worrige												16,000	
Unallocated		0	0	0	0	0	0	0	-5,600	0	-100		
K&G Program - New	New												

Local Road Repair Program

SRV 2019 road renewal works	Renewal	1,676,466	3,995,040	5,888,585	6,571,072	6,303,959	6,374,871	6,547,790	7,161,188	7,519,890		
Emmett Street		240,248	500,000									
Tomerong Street		260,000										
Village Drive		576,466										
Queensborough St		450,000										
Hillcrest Ave		32,500	550,000									
The Park Drive (Larmer Ave to Baronie Ave)		29,348	469,000	560,000								
Jacobs Drive		22,500	446,000									
Comerong Island Rd		17,760	353,731									
Tapitallee Rd		10,000	200,000									
Coonemia Rd		37,644	752,880	850,000								
Coonemia Rd 2km south of Culburra Rd		700,000										
Sussex Inlet Road Berrara Road		690,000										
Forest Rd Comberton		475,000										
Croobyar Rd			17,280	345,600								
Murramarang Rd			45,000	825,000								

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Old Southern Road			39,900	798,000									
Lake Conjola Entrance Drive			50,000	550,000									
North St (West)			42,530	850,600									
Callala Beach Rd			27,539	550,650									
Tourist Rd			24,180	483,600	500,000								
Wandypark Rd				15,135	302,704								
Suncrest Ave				12,500	250,000								
Parma Rd				17,500	350,000								
Milton Showgrounds				15,000	300,000								
Broughton St				15,000	300,000								
Kerb and gutter renewals					500,000	500,000	500,000						
Path renewals					250,000								
Road shoulder reconstruction					1,500,000		1,000,000		1,000,000	1,000,000			
Unsealed Roads Sealing					1,000,000	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000			
SRV resurfacing					1,318,368	4,303,959	3,874,871	2,000,000	1,500,000	1,500,000			
Road Stabilisation Program								3,547,790	3,661,188	4,019,890			
Unallocated		0	477,000	-0	0	-0	0	0	0	0	0	0	
Local Road Repair Program	Renewal	3,230,300	3,294,900	3,360,800	4,428,000	7,496,600	8,066,500	9,137,800	10,210,600	11,710,600	19,652,687		
Bawley Point Rd		675,000											
Bendalong Rd		348,750											
Matron Porter Drive		170,230											
Curarong Rd		616,320											
Upper Kangaroo River Rd		420,000											
Worrigeo Rd		330,000											
Lake Conjola Entrance Rd		18,500	390,000										
Kalandar St (East)		17,230	345,000										
Btu Rd		14,238	284,256										
Curarong Rd		4,420	88,400										
Coonemia Rd		25,610	412,780										
Btu Rd		25,000	456,380										
Wattamolla Rd		15,002	300,044										
Salisbury Drive			35,712	614,240									

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
The Park Drive (Larmer Ave To Boronia Ave)			25,652	513,040									
Comerong Island Rd			5,940	118,800									
Callala Beach Rd			20,800	416,000									
Jacobs Dr			6,588	171,360									
Greenwell Point Rd			14,000	280,000									
Currarong Rd	540,000												
Plunkett Street			34,348	600,960									
Currarong Rd				25,630	512,592								
Browns Rd				15,000	300,000								
Comerong Island Rd				10,000	200,000								
Bolong Rd				19,304	386,080								
Yalwal Rd				20,350	307,000								
St Vincent St				10,920	218,570								
Graydons Pointer Rd				4,920	98,400								
George St (Sth)				5,772	115,440								
Worrige Rd				34,504	590,088								
Worrige Rd					34,348	586,960							
Worrige Rd					34,348	564,666							
Wason St (Sth)					7,540	155,600							
Upper Kangaroo River Rd					33,980	679,600							
Station Rd					15,000	300,000							
Riversdale Ave					13,300	266,000							
Plunkett Street					34,348	686,960							
Orontes St					7,500	150,000							
Old Southern Rd					11,700	234,000							
Murrays Rd (Conjola)					7,766	155,320							
Manning Ave						15,000	300,000						
Lakehaven Dr						19,834	396,674						
Albert St						16,643	332,840						
Woodhill Mountain Rd						37,028	740,563						
Kangaroo Valley Rd						24,000	480,000						
Yalwal Rd						35,034	700,684						
Woodstock Rd						24,648	492,960						

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
The Wool Rd (Princes-Tasman)						23,707	474,136						
Kangaroo Valley Rd						21,600	432,000						
Btu Rd							29,832	596,640					
Bendalong Rd							17,500	350,000					
Princess St							10,000	200,000					
Shoebridge Ln Access Rd							12,500	250,000					
Kangaroo Valley Rd							18,312	366,240					
Naval College Rd							21,400	428,000					
Kangaroo Valley Rd							24,562	491,232					
Suncrest Ave							15,038	300,752					
Parma Rd							25,000	500,000					
Orient Point Rd							25,000	500,000					
Huntingdale Dr							17,500	350,000					
Lake Conjola Entrance Rd								13,824	276,480				
Kangaroo Valley Rd								21,500	430,000				
Kangaroo Valley Rd								16,856	337,120				
Golf Ave								7,674	153,472				
Curarong Rd								19,512	390,240				
Boag St								7,110	142,200				
Mitchell Rd								10,920	218,400				
Albany Ln								7,500	150,000				
Ringland Ln								9,405	188,097				
Myrtle St								15,452	309,040				
Croobyar Rd								10,920	218,400				
Prince Edward Ave									25,000	500,000			
Beach Rd									20,000	400,000			
Tallwood Ave									25,000	500,000			
Wallace St									27,500	550,000			
Albatross St									19,110	382,200			
Meroo Rd									25,541	510,811			
Jacobs Dr									25,000	500,000			
Main Rd Bridge									30,000	600,000			
Tourist Rd										36,189	723,776		

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Myrtle St										25,000	500,000		
Croobyar Rd										28,000	560,000		
Strategic Road Project - NBBSP, Regional Funded		550,000	875,000	500,000	1,500,000	3,500,000	3,500,000	4,664,264	7,200,000	7,678,400	10,161,024		
Unallocated		-0	0	0	0	0	-0	-0	0	0	7,707,887	0	
Local Road Resurface	Renewal	2,903,400	3,047,800	3,038,800	3,029,600	3,786,200	3,861,900	3,939,100	4,017,900	4,098,300	4,180,300	0	
Northern District		451,000	475,000	588,000	574,000	700,000	700,000	850,000	900,000	850,000	850,000		
- Explorer Boulevard		100,000											
- Hay Avenue		30,000	120,000										
Central District		705,500	722,500	714,000	697,000	850,000	850,000	1,000,000	950,000	950,000	900,000		
Basin District		456,500	467,500	462,000	451,000	550,000	550,000	550,000	550,000	550,000	950,000		
Southern District		705,500	722,500	714,000	697,000	850,000	850,000	850,000	900,000	850,000	850,000		
Asphalt resurfacing culdesac heads and intersections, Heavy patching resal preparations		454,900	540,300	560,800	610,600	836,200	911,900	689,100	717,900	898,300	630,300		
Unallocated		0	0	0	0	0	0	0	0	0	0	0	
Local Road Resheet	Renewal	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	0	
Maintenance resheeting - Northern		150,000	150,000	100,000	150,000	100,000	100,000	150,000	150,000	150,000	150,000		
Maintenance resheeting - Central		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		
Maintenance resheeting - Basin		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000		
Maintenance resheeting - Southern		120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000		
SACRIFICIAL seal		150,000	150,000	200,000	150,000	200,000	200,000	150,000	150,000	150,000	150,000		
Unallocated		0	0	0	0	0	0	0	0	0	0	0	
Spec Rate Variation Renewal Works 2014	Renewal	2,625,226	2,690,857	2,758,128	2,827,081								
Merrow Rd		470,000											
Hunter St		450,000											
Main Rd		500,000											
Upper Kangaroo River Rd		545,457											
Donlan St		525,226											
Warrain Cres		10,000	200,000										

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Elimoos Ave		15,000	300,000										
Bawley Point Rd		30,000	500,000										
Narang Rd		5,000	100,000										
Broughton St		15,850	315,000										
Milton Showground roads		15,000	300,651										
BTU Rd		33,693	637,300										
Murramarang Rd Bawley Pt - 85343 - listed separately in PK1 version		10,000	200,000										
Sydney St			17,500	350,000									
Tomerong St			15,000	300,000									
Donlan Rd			20,000	400,000									
Village Dr			30,000	500,000									
Lake Conjola Entrance Rd			30,406	568,128									
Car park resurfacing - Artie Smith oval			25,000	498,646									
Princess St				20,000	400,000								
Upper Kangaroo River Rd				25,750	514,992								
Matron Porter Dr				25,000	500,000								
Meroo Rd				30,000	600,000								
Jacobs Dr				25,000	500,000								
Culburra Beach CBD resurfacing				15,604	312,089								
Unallocated		0	-0	-0	0	0	0	0	0	0	0	0	

Regional Road Repair Program

General Regional Road Repair Program	Renewal	686,700	700,400	714,400	728,700	743,300	758,200	773,400	788,900	804,700	820,800	0	
Bolong Road - Chainage 9.46 to 10.94 North of Askeaton Park		50,000	850,000										
Surface - KALANDAR ST (EAST) - ch.0.340 to ch.0.800		653,680											
Surface - GREENWELL POINT RD - ch 0.000 to ch 0.213		33,020	664,680										
Surface - BTU RD - ch.3.232 to ch.3.796			35,720	679,965									
Surface - CULBURRA RD - ch 7.711 to ch 8.413				34,435	691,535								

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Surface - ALBATROSS RD - ch 0.000 to ch 0.213					17,165	325,390							
Surface - GREENWELL POINT RD - ch 1.967 to ch 2.274					20,000	380,000							
Surface - KALANDAR ST (WEST) - ch.0.04 to ch.0.312						37,910	717,160						
Surface - JERVIS BAY RD - ch 7.287 to ch 7.533							41,040	732,360					
Surface - NAVAL COLLEGE RD - ch 6.088 to ch 7.088								41,040	747,860				
Surface - THE WOOL RD (PRINCES-TASMAN) - ch 4.172 to ch 4.783									41,040	763,660			
Surface - BOLONG RD - ch 0.087 to ch 0.595										41,040	820,800		
Unallocated		0	0	0	0	0	0	0	0	0	0	0	0

Roads Strategy Projects

Land Acquisition	New	74,900	76,400	77,900	79,500	81,100	82,700	84,400	86,100	87,800	89,600		
Huskisson Service Lane - Morton Street	New	1,545,000											
Land Acquisition - High School	New											1,000,000	
Far North Collector Road D & C	New	1,600,000	3,200,000	6,200,000	100,000								
Nowra Strategic Roads	New	9,000,000											
Sth Nowra Internal Access Rd	Growth											1,866,400	
NBSP Land Rezoning	New												
Strategic Transport Studies	New	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		
Matron Porter Drive	Growth											2,000,000	
Milton Hwy Int's'n Corks Ln	Growth											2,500,000	
ENSA - Nowra Eastern Bypass	New			600,000	600,000							11,973,000	
NTS East- Brereton to NTS East preload	New											900,000	
NTS West- Brereton St/North St intersectn	New											600,000	
Nowra Traffic Strategy	New											16,000,000	
Sth Nowra Internal Access Rd	Growth											1,600,000	
St Georges Basin Village Centre Service Lane	Growth											170,645	

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Roads to Recovery Program													
Roads to Recovery Program	Renewal	1,713,475	1,713,475	1,713,475	1,713,475	1,713,475							
Plunkett Street - West		447,276											
Old Southern Road		500,000											
Kalandar St (West)		680,525											
Greenwell Point Rd		42,500	776,826										
BTU Rd		30,674	613,475										
Culburra Rd		12,500	250,000	250,000									
Orient Point Road - Culburra Beach			25,000	500,000									
Curarong Rd			48,174	877,800									
Kalandar St (East)				27,750	515,000								
Warrigee Rd				26,010	520,200								
Plunkett Street - East				31,915	592,601								
Curarong Rd					85,674	1,713,475							
Unallocated		0	0	0	0	0	0	0	0	0	0	0	0
Rural Road Sealing													
Rural Road Sealing	New	308,000	316,000	324,000	332,000	340,000	349,000	357,700	367,000	376,000	385,000	0	
Wheelbarrow Road - Termeil		308,000	316,000										
Stormwater Drainage													
Stormwater Drainage													
Stormwater Manage Plan	New	79,100	80,700	82,300	83,900	85,600	87,300	89,000	90,800	92,600	94,500		
Strategic S/Water Catchment An	New	19,800	20,200	20,600	21,000	21,400	21,800	22,200	22,600	23,100	23,600		
Drainage Investigation	New	30,200	30,800	31,400	32,000	32,600	33,300	34,000	34,700	35,400	36,100		
Implementation of Drainage Strategy	New	1,130,500	1,138,000	1,145,500	1,153,000	1,160,500	1,168,000	1,175,500	1,183,000	1,190,500	1,198,000		
Ormonde Cr (& Otway St) - Orient Point		75,000											
Orient Point Road - Culburra Beach		60,000											
Reserve Rd - Basin View		30,000											
Timbs St pipe renewal - Ulladulla		48,500											
North St - Ulladulla K&G		90,000											
Pipe inspection, renewal & refurbishment - north		140,000	100,000	100,000		100,000			200,000				

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Pipe inspection, renewal & refurbishment - central		140,000	100,000	100,000	200,000			100,000			100,000		
Pipe inspection, renewal & refurbishment - basin		140,000	100,000		100,000			100,000			100,000		
Pipe inspection, renewal & refurbishment - south		140,000	100,000			100,000	200,000			200,000			
Bendalong boat harbour		15,000											
Racemosa Av/Cavanagh Ln - West Nowra		25,000	120,000										
Nirimba Av - Sanctuary Point		20,000	80,000										
Buralee Dr easement - Worrigee		60,000	80,000										
Did-dell St coastal erosion - Ulladulla		5,000	95,000										
St Andrews Way - coolangatta		50,000	75,000										
Surfers Av coastal erosion - Mollymook Beach		7,000	120,000										
Discovery Pl/Noakes St - Shodihaven Heads		15,000	60,000	75,000									
Piping of easement			25,000										
Prince Edwards Av (skate park) water quality			5,000	35,000									
Bawley21 - Coastal Erosion			5,000	40,000									
North St / Kingsley Av - Ulladulla		10,000		140,000									
Curtis St/Village Dr - Ulladulla		10,000		110,000									
Mollymook17 - Coastal Erosion		10,000		85,000									
Woodglan Cres - Mollymook Beach		40,000	30,000	140,000									
Pelican St (5 - 7) - Sanctuary Point			7,000		60,000								
Bawley6 - Coastal Erosion			6,000		60,000								
Hyam St Nowra water quality			7,000		80,000								
Prince EdwaRd Av (orient pt rd - the mall)			15,000		80,000								
Culburra													
Canal St Culburra water quality			8,000		60,000								
Cliff & Slope Stabilisation				150,000									
Culburra Beach - road stormwater(triangle/mowbray/brighto)				75,000	125,000								
Greenwell Point (church/comarong) road stormwater				10,000	120,000	100,000							
Piping of easement				25,000									
Greenwell Point Rd - Nowra				25,000	100,000	100,000							

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
McGowen St (4) - Old Erowal Bay				35,500	75,000								
Lockhart Ac / Mollymoke Farm Ck					20,000	80,000							
Lordlyn Av (btw 52 -54) Sanctuary Point					8,000	80,000							
Cliff & Slope Stabilisation					10,000	120,000							
Cliff & Slope Stabilisation - Mollymook/ Narrawallee					30,000	150,000							
Piping of easement					5,000	50,000							
Beach St - Huskisson					20,000	100,000	95,000						
Narang Road Bomaderry water quality						8,000	88,000						
Mernie St - Old Erowal Bay						25,000	85,000						
Valley View/Carriage Way - Milton						35,000	140,000						
Sanctuary Point Flood protection						10,000	125,000						
Albion St - Sanctuary Pt						10,000	60,000						
Owen St (rear 54/56) - Huskisson						5,000	60,000						
Greenbank/North/WestCrs - Culburra Beach						17,500	125,000	75,000					
Water Quality Improvement Device Installation						70,000							
Walmer Av K&G - Sanctuary Point							50,000						
Marina/Allerton - Culburra Beach							10,000	90,000					
Mountain St (drainage reserve) Sanctuary Point							15,000	80,000					
Cliff & Slope Stabilisation - Manyana							35,000	130,000					
River Rd (Badgee) - Sussex inlet							20,000	120,000					
Water Quality Improvement Device Installation							50,000	150,000					
Piping of easement							10,000	50,000					
Cliff & Slope Stabilisation - Berrara								15,000	75,000				
MacCleans Pt Rd - Sanctuary								8,000	90,000				
Currently unallocated		0	0	0	0	0	0	257,500	818,000	990,500	998,000	0	
Local Drainage Improvement Program	New	392,200	400,000	408,000	416,200	424,500	433,000	441,700	450,500	450,500	459,500	0	
Wheelbarrow Rd Culvert		175,000											

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Haiser Rd (btw 66 / 68) pipe renewal - Greenwell Point		40,000											
Wallace St (20) pipe renewal - Mollymook		50,000											
Lyrebird park water quality - Nowra		12,200											
Scott St easemnt piping - Shoalhaven Heads		115,000											
Sussex Inlet Boatharbour subsoil drains			40,000										
Fern Way / Marina Ln - Culburra Beach			40,000										
The Strand / Marina Ln - Culburra Beach			30,000										
Thomas St K&G - Milton			67,000										
Waratah Cres - Sanctuary Point			150,000										
Callala Bay Sub soil drains			40,000										
Cyrus St pipe renewal - Hyams Beach			17,000	40,000									
Fredrick St / Karne St - Sancturay Point			8,000	90,000									
Sanctuary Point Rd (52) stage 2 - Sanctuary Point			8,000	50,000									
Sussex Inlet subsoil drains				60,000									
42-48 Prince Edward Av Culburra				80,000									
Cameron/Hayward St - Conjola Park				45,000	40,000								
Cornfield/Anglers Pde - Fishermen Paradise Rd				18,000	80,000								
River Rd (129) / Lagoon Cr - Sussex Inlet				15,000	120,000								
Fredrick St K&G - Sanctuary Point				10,000	70,000								
Sussex Inlet subsoil drains					40,000								
Callala Bay subsoil drains					35,000								
K&G Culburra Beach					31,200								
Currently unallocated		0	0	0	0	424,500	433,000	441,700	450,500	450,500	459,500	0	
Sth Nowra Industrial Estate	New											590,000	
Hillcrest Ave Drainage	Growth											1,100,000	

Streetscapes

Other Streetscape Program

SRV 2019 streetscape renewal	Renewal	525,313	538,446	551,907	565,705	579,847	594,344	609,202	624,432	640,043			
------------------------------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--	--	--

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Streetscape path renewal	Renewal	200,000		208,100		216,500		225,200		235,000			
Village Identification Signage	New		52,000		54,100		56,300		58,600		61,000		
Nowra CBD renewal	New	461,500	473,038	484,863	496,985	509,410	522,145	535,199	548,578	562,293	576,350		
Nowra DCP Review Stage 2 Development	New											300,000	
Traffic Management													
Traffic Facilities Program													
Minor Traffic Control Works	New	25,300	90,700	92,500	94,400	96,300	98,200	100,200	102,200	104,200	106,300		
School Traffic Safety Program	New	0	37,100	37,800	38,600	39,400	40,200	41,000	41,800	42,600	43,500		
Street Lighting Programme	New	20,000	45,450	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000		
LED Street Light Upgrade Strategy													
Signage Improvement Program	New	14,600	14,900	15,200	15,500	15,800	16,100	16,400	16,700	17,000	17,300		
Culburra Rd/Coonamia Rd Intersection	Renewal											406,000	
Traffic Facilities Improvements	New	0	0	0	0	0	0	0	0	0	0	1,000,000	
Erowal Bay The Wool Road and Mernie St Intersection												250,000	
Erowal Bay The Wool Road and McGibbon Pde Investigation												250,000	
Queen Street Berry - Wombat Crossing LATM		30,000	240,000										
O'Keefe Ave Nowra - Pedestrian Crossing with Lights		50,000	250,000										
Worrigei St and Berry Street Nowra Traffic Light Investigation		60,000										500,000	
Green St and Warden St Ulladulla Roundabout		340,000											
Kinghorne Street and North Street Traffic Signals		500,000											
Mitchell Pde and Donlon Rd		210,000											
Illaroo Rd and Page Ave North Nowra - Roundabout		421,000											

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
River Road Shoalhaven Heads - Raised Pedestrian Crossing at the Hotel							20,000	100,000					
Urban Entry Threshold Crockrow Creek Bridge (MIN19.58 12 Feb 2019)		20,000											
Sanctuary Pt Rd / Larmer Road / Paradise Beach Rd (MIN19.58 12 Feb 2019)		20,000											
Sanctuary Pt Tahnee Street LATM (MIN19.58 12 Feb 2019)		10,000											
Husky Road / JB Road Intersection Tidy and Tree Planting (MIN 18.29 24 April 2018)		15,000											
Unallocated		-506,000	0	0	0	0	-20,000	-100,000	0	0	0		
Owen/Sydney St Roundabout	New											553,000	
Local Roads-Survey/Design	New	59,300	60,500	61,700	62,900	64,200	65,500	66,800	68,100	69,500	70,900		
New Guardrail Provision	Renewal	86,700	88,400	90,200	92,000	93,800	95,700	97,600	99,600	101,600	103,600		
Waterways Infrastructure													
Waterways Infrastructure													
Orient Pt Widen Ramp	Growth											60,000	
Waterways Minor Improve Prog	Renewal	51,000	52,000	53,000	54,100	55,200	56,300	57,400	58,500	59,700	60,900	840,000	
Waterways Minor Improvement Program (unallocated)		20,000	18,100	20,000	20,000	20,000	20,000	20,000	20,000	60,000	20,000		
Bangallee jetty stairs replacement		30,000											
Woollamia - BLR toe renew		90,000											
Greenwell Point Slipway (new rails)		40,000											
Sussex Inlet - Lakehaven Drive - BLR renew			110,000										
SGB - Island Point Rd - Jetty - renew			50,000										
Ulladulla-Wason street - BLR- renew													
Waterways asset - renew		40,000										100,000	2021-22
Sussex Inlet - Sussex Rd- carpark renewal												40,000	2021-22
Nowra- Wharf Road - BLR renew												150,000	2022-23
SGB Basin Road - jetty												90,000	2023-24
Bendalong - BLR repair												60,000	2024-25
												40,000	2025-26

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Kioloa _ Breakwaters improvements												60,000	2026-27
Huskisson Wharf												150,000	2027-28
Nowra Wharf (West/Rotary)												150,000	2028-29
Unallocated		-169,000	-126,100	33,000	34,100	35,200	36,300	37,400	38,500	-300	40,900		
Better Boating Program	Renewal	104,000										10,680,000	
Projects to be constructed (priority order)													
Shoalhaven Heads - Wharf Road - BLR & pontoon - design												70,000	2019-20
Shoalhaven Heads - Wharf Road - BLR & pontoon - Construct												600,000	2020-21
Callala Bay - widen ramp and new walkway - design			70,000									70,000	2019-20
Callala Bay - widen ramp and new walkway - Construct												500,000	2021-22
Myola BLR renewal and pontoon - Design												70,000	2019-20
Myola BLR renewal and pontoon - Construct												550,000	2020-21
Berringer Lake												150,000	2019-20
Lake Conjola (Havilland St) - new facility												2,000,000	2022-23
Projects not yet prioritised by Council													
North Nowra - Greys Beach Carpark												500,000	2024-25
Crookhaven Heads - Replace jetties with pontoon												600,000	2023-24
Orient Point- Widen ramp plus pontoon												450,000	2025-26
Woollamia- Extend Pontoons												400,000	2021-22
Sussex Inlet_ Neilson lane parking improvements												150,000	2026-27
Wollumboola - BLR												0	
Bolong - Backforest Road - BLR improvements												50,000	>2028-29
Berry - Beach Road - Pontoon												150,000	2028-29

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of year of unfunded amounts
Shoalhaven Heads- BLR - Extend toe												60,000	2024-25
Shoalhaven Heads- Hay Ave - Pontoon												150,000	2028-29
Greenwell Point - rebuild historic stone jetty												400,000	>2028-29
Greenwell Point - West St- Pontoon												150,000	>2028-29
Curarong - BLR- 2nd walkway												280,000	>2028-29
Myola- seal carpark												250,000	2023-24
Calalla Bay - Jetty extension												400,000	>2028-29
Vincentia - BLR Ramp extension												300,000	>2028-29
Wrights beach - carpark												90,000	>2028-29
Erowal Bay- Carparking												150,000	2027-28
Sanctuary Point- Weed Rack												80,000	2027-28
SGB- Basin rd - new BLR												40,000	>2028-29
Basin View- Pontoon												150,000	2026-27
Sussex Inlet - Chris Creek - Pontoon												150,000	>2028-29
Sussex Inlet - Sussex Rd - Pontoon												150,000	2027-28
Sussex Inlet -Wilson Corlis Reserve- Jetty												80,000	>2028-29
Cudmirrah - Springs rd - upgrade Ramp												500,000	>2028-29
Cudmirrah - Springs rd - Seal carpark												250,000	2025-26
Narawallee - Upgrade carpark												150,000	>2028-29
Ulladulla Harbour south - extend pontoon												200,000	2026-27
Burrill lake - Moore Street - Concrete BLR												40,000	>2028-29
Kings Point - James Cr - Jetty and access												200,000	2028-29
Myola- training wall fish platforms												150,000	2027-28
River Rd S/Heads Upgrade Ramp	Growth											200,000	
Berringer Lake Foreshore	Renewal		160,000										

Waste and Recycling Program

Landfill and Transfer Station Operations

Vehicle / Plant Replacement Program

Waste Plant Purchases	Renewal	605,000	795,000	1,520,000	1,120,000	720,000	320,000	660,000	1,450,000	1,125,000	1,147,500	720,000	
Smooth drum roller (10 yrs)		200,000											
Transfer bins		100,000	50,000		50,000	100,000	50,000	50,000	50,000	50,000		50,000	
Cable Recycling Plant		120,000											
Carson rover system		25,000											

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Litter vacuum		30,000											
Passenger vehicles & utes (various)		130,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	
Dump truck (WN) 10 yrs			350,000									350,000	
Crawler loader (H) 5yrs			450,000					450,000					
Hook truck / Water tanker (H) 10 yrs			175,000										
Landfill Compactor (WN) 5 yrs				1,000,000					1,000,000				
Waste Handler (WN) 5yrs				400,000					400,000				
Waste Handler (U) 5yrs					400,000					400,000			
Crawler loader (WN) 5 yrs					450,000					450,000			
Excavator (WN) 7 yrs						500,000							
Waste Handler (H) 5yrs							150,000						
CRC Truck trailer and bobcat 10yrs								160,000		150,000			
Trommel screen (H) 10 yrs										75,000			
Utility truck (H&WN)											350,000		
Green and Bulky truck (10 yrs)											25,000		
Mower / Gator incl trailer (10yrs)											25,000		
Mower / Gator incl trailer (10yrs)											25,000		
Mower / Gator incl trailer (10yrs)											25,000		
Hook truck/water tank (WN) 10yrs												200,000	
Utility truck (U) 10yrs													
Ride on Mower (various) 15yrs													
Trommel screen (H) 10 yrs													
Currently unallocated		0	-350,000	0	100,000	0	0	-120,000	-120,000	-120,000	602,500		

Landfill and Transfer Station Operations

Waste Management - Capital Expenditure

	New	3,150,000	7,500,000	4,850,000	2,150,000	2,400,000	2,150,000	2,400,000	2,150,000	2,600,000	3,000,000	3,060,000	300,000
Waste Management Capital													
West Nowra Cells Install Liner and Leachate Controls		600,000		600,000		600,000					600,000		
Relocate/refurbish offices		50,000			50,000				50,000				
Conc floors for recyclable materials (various Depots)		175,000	200,000	200,000			250,000		250,000			250,000	

Job Name	Renewal / New / Growth	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Unfunded	Expected year of unfunded amounts
Solar/communications/security various depots		25,000		50,000				50,000	50,000				
AWT/Organic Processing/MRF		2,000,000	7,000,000	1,000,000									
Education centre		250,000	750,000	750,000				50,000			50,000		
Landfill extension		50,000					500,000	100,000	100,000	100,000	100,000	100,000	
Access Roads (various depots)			200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
Leachate management infrastructure			200,000			500,000				200,000			
WN landfill closure and rehabilitation				200,000	300,000	400,000	200,000						
Weighbridge upgrades (eg H and U)				200,000					200,000				
New transfer facility						50,000			150,000				
Tier 2 and 3 site upgrades													
Currently unallocated; negative amounts funded from Waste Reserve		0	-850,000	1,650,000	1,600,000	1,000,000	900,000	1,450,000	1,900,000	1,900,000	2,460,000		
Water and Sewer Services													
Water Services													
Communications Infrastructure & Equip													
Communication Towers Capital -GF	Renewal	200,000	450,000			1,000,000			1,000,000				
Communications Section	Renewal	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800	10,000	10,200		
Total Capital Program Allocation													
Expenditure	New	25,794,400	18,482,588	21,961,363	13,138,385	24,463,410	9,562,345	10,250,099	12,394,878	9,844,793	20,066,150	77,571,000	
Expenditure	Growth	700,000	6,700,000	6,200,000	4,000,000	12,000,000	8,500,000	8,000,000	8,000,000	16,000,000	13,000,000	32,340,504	
Expenditure	Renewal	31,713,080	38,534,970	38,377,041	40,480,675	42,654,543	40,593,474	43,645,986	46,495,698	47,556,874	43,966,844	98,198,590	
		58,207,480	63,717,558	66,538,404	57,619,060	79,117,953	58,655,819	61,896,084	66,890,577	73,401,667	77,032,994	208,110,094	

DRAFT



Email: council@shoalhaven.nsw.gov.au

Bridge Road, Nowra (02) 4429 3111

Deering Street, Ulladulla (02) 4429 8999

All communication should be addressed to

The General Manager:

PO Box 42, Nowra NSW 2541

DX 5323 Nowra NSW

Fax: (02) 4422 1816

shoalhaven.nsw.gov.au     

