

Community Consultative Bodies Executive Meeting

30 May 2024



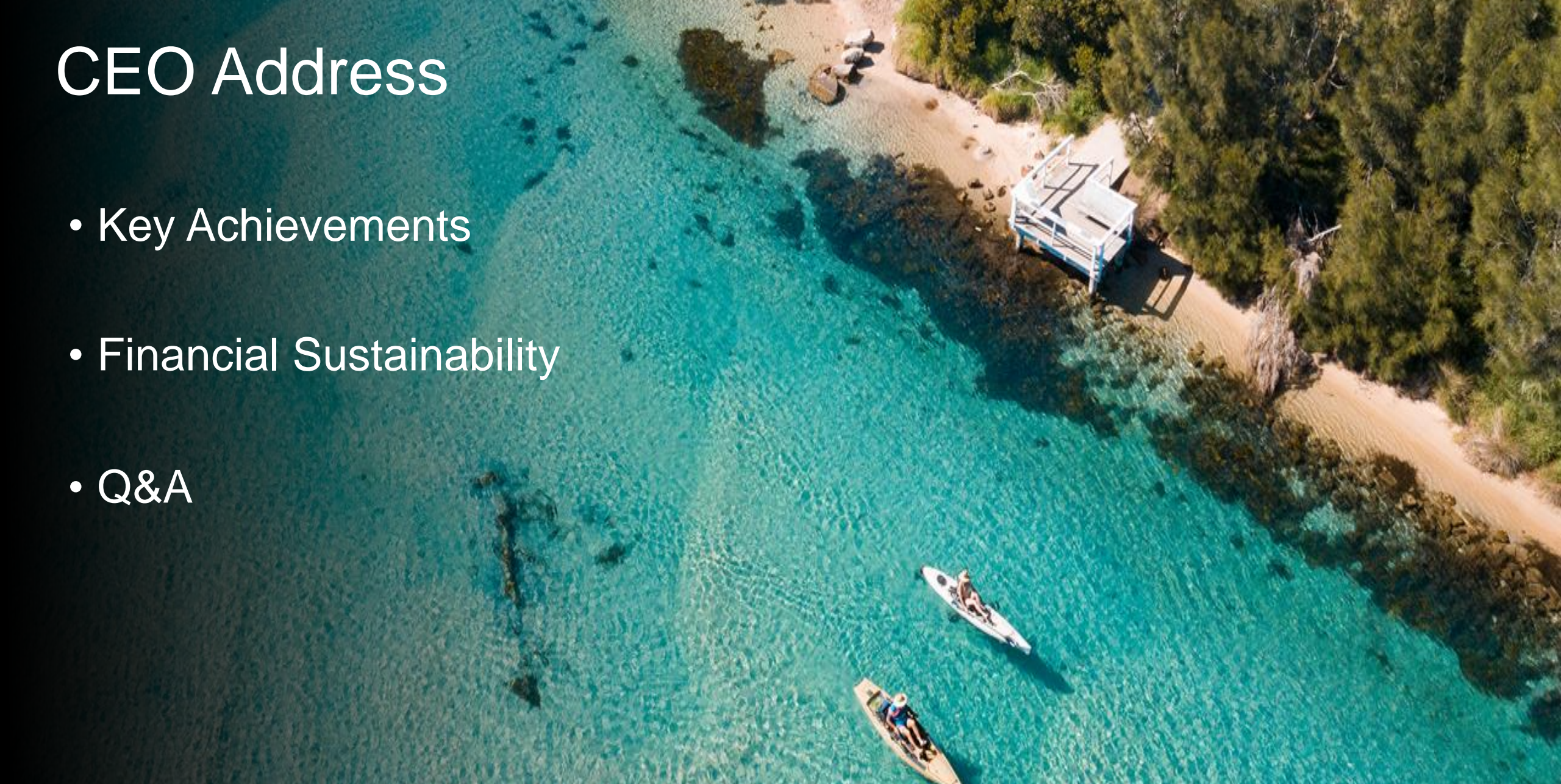
Robyn Stevens

CEO



CEO Address

- Key Achievements
- Financial Sustainability
- Q&A



Key achievements

Commenced **Stage 1 work associated with a new Planning Scheme** for Shoalhaven including:

- **Local Infrastructure Contributions Framework** – preparing a new Shoalhaven infrastructure contribution scheme and framework as a priority arising from a review prepared by GLN Planning and also the broader Council Financial Sustainability Review.
- **Berry Development Controls & Heritage Conservation Area** – community engagement underway
- **Affordable Housing Strategy** – draft prepared using funding received from the NSW Government's Regional Housing Strategic Planning fund. Community engagement soon.
- **Strategic Principles for Housing Strategy** – draft strategic principles to help guide the strategy work and play a shorter term policy role. Community engagement soon.

Construction started **Affordable Housing Project, Coomea Street, Bomaderry**

- Collaborative project between Council, Southern Cross Housing and the NSW Government - deliver 39 affordable housing units (1 to 3 bedrooms).

Nowra Riverfront Precinct

- Application submitted to the Federal Government's Regional Precincts and Partnerships Program for funding (\$5 million) to enable completion of the technical studies and master planning work.

Key achievements

An aerial photograph of a road intersection. A red car is visible on the road. The road has white dashed lines and a white arrow pointing right. There are green trees and grass on the sides of the road. The background is a solid blue color with white curved lines in the bottom right corner.

Open Coast and Jervis Bay Coastal Management Program – adopted

- Ready to package for submission to the Minister for Local Government to be certified and enter Stage 5 – Implementation.

Shoalhaven LGA Floor Level Survey for Flood Planning

- Floor level surveys have been completed across most of the city to be used in floodplain risk management studies and plans across the city.

Landslip package for 38 roads – nearing completion

- Major repairs of roads damaged by natural disasters 2022. Only three remain to complete.

Financial Sustainability

Throughout 2023 - workshops, AEC worked with councillors to define measures of financial sustainability:

- Maintain Council's unrestricted cash reserve at \$15 million
- Achieve and maintain an operating surplus of at least 4%
- Meet the asset renewal ratio of 85%

Nov 2023 - Council received the AEC report and asked us to engage with community on an SRV

AEC report told us:

- General fund net operating position in deficit position over the past eight years
- Structural deficit to fund recurrent expenditure of \$25-\$35 million per annum

Jan 2024 – Council resolved not to lodge an SRV and instead directed staff to pursue AEC report recommendations 1b – 27 as well as additional resolutions.

Financial Sustainability

Financial Sustainability Project – to coordinate and report on the financial sustainability activities.

Being closely monitored by our External Audit Risk and Improvement Committee and the OLG.

Fortnightly Councillor workshops

- Propose projects to defer (unfunded or general fund are priority)
- Discuss opportunities to increase revenue
- Workshop cost saving measures
- Work through budget process FY 24-25

Monthly report to Council

- Summarise workshop discussion
- Staff recommendations structured around options that provide best financial position for Council

Quarterly Productivity and Efficiency report to Council

- Summarise all Financial Sustainability initiatives and progress against \$5 million per annum cost savings target over 4 years

Financial Sustainability



What we're doing in the organisation

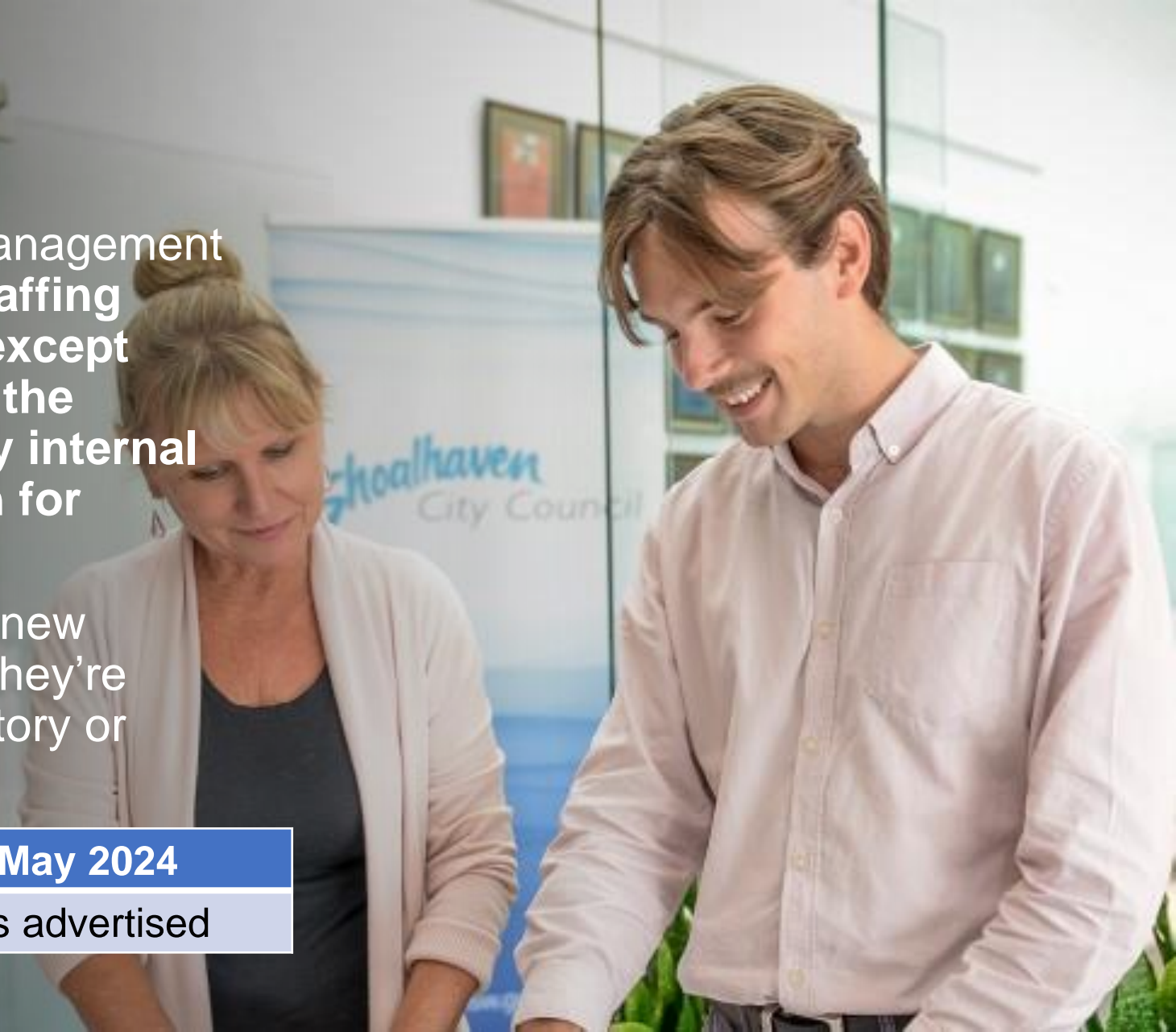
- No new tenders
- No discretionary spending
- No consultants or contractors unless approved by Director
- No overtime or leave in lieu unless necessary (such as emergency response)
- Work with teams to reduce leave balances
- Budgets being tightly managed - no over-spends.
- Discretionary funds – temporary budget adjustment remaining 2023-24 funds to allocate to unavoidable overspend (e.g. legal)
- Directed leave – excess annual and LIL balances

Recruitment

Council resolved that the Executive Management Team (EMT) - **"consider placing a staffing freeze on all recruitment positions except where the EMT determines whether the position is required or to be filled by internal recruitment to provide a career path for existing staff."** - 29 January 2024

- EMT review each vacancy and any new positions to determine if and when they're required to fulfill operational, regulatory or required service level.

1 Feb to 28 May 2023	1 Feb to 28 May 2024
105 vacancies advertised	69 vacancies advertised



Financial Sustainability



- Established the Enterprise Project Management Office - set strict budget controls and parameters for projects to ensure they are efficient and enduring.
- Established Council's Business Improvement Team, completed a pilot process improvement review on Holiday Haven and developed Council's forward Service Review program.
- Land Sales Strategy and roadmap adopted with clear direction on evaluation of Council's property portfolio and immediate land sales to support financial recovery.



Questions?

Jim Fraser

Manager Corporate Performance & Reporting



- What is the DPOP & Budget?
- Overview Key Projects
- Next steps in adopting our DPOP & Budget 2024-25
- How to Get Involved

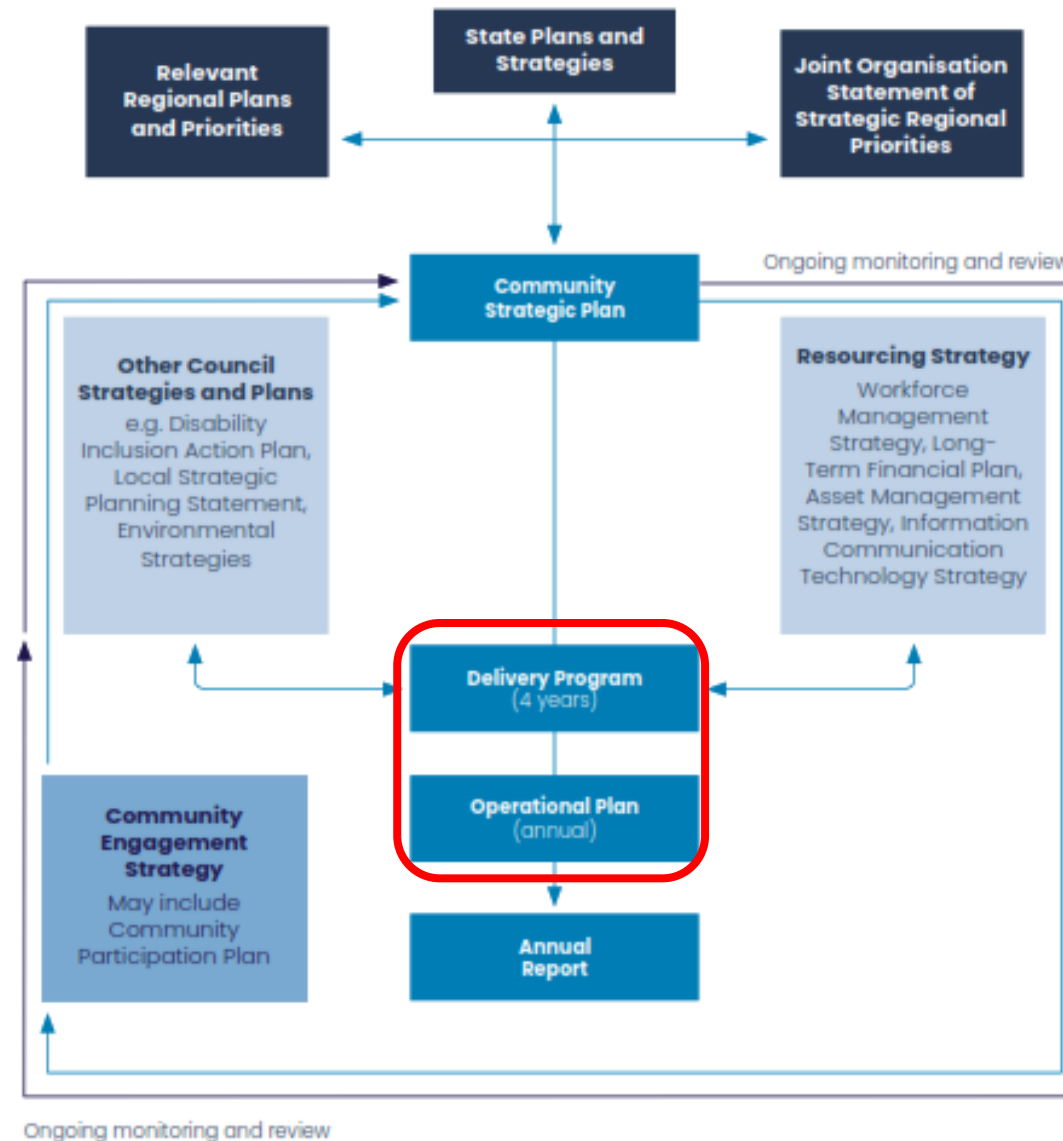


Integrated Planning & Reporting



Our Vision For the Future

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



Delivery Program Operational Plan



- Updated each year – informed through:
 - Adopted Strategic Plans
 - Asset Management Plans
 - Evidence, data, maintenance schedules
 - Grant project commitments
- In consultation with Councillors
- Includes Budget, Fees & Charges, Capital Works Program
- Public Exhibition each year

2024/25 Draft Budget Overview

	(\$'000)			
	General Fund	Water Fund	Sewer Fund	Consol.
Income from Continuing Operations	337,022	46,012	64,866	373,214
Expenses from Continuing Operations	335,347	44,027	54,600	361,204
Net Operating Result	1,675	1,985	10,266	12,010
Net Operating Results Before Capital	-25,291	345	8,241	-18,621
Net Cash Movement	-20,088	3,125	870	-16,093
Net Reserve Movement	-20,119	3,125	870	-16,124
Net Unrestricted Cash Movement	31	0	0	31



Overview

- Rates in-line with IPART determination – 4.5% increase
- Domestic Waste Management Charge – 7.9% increase
- Water availability charge \$57 increase to \$145 per annum
- Sewer availability charge \$72 increase to \$1,028 per annum
- Treated water usage charge \$0.50 increase to \$2.50 / kL

- Paused the construction of new buildings and facilities – 14 major projects
- Grant Applications considered against resourcing and long-term financial implications to operate any new facilities
- Sale of underperforming or excess assets and land
- Service planning to review the levels of discretionary service against community need
- Establishing a Project Management Office to set strict budget controls and parameters for capital projects

New Actions

- Establish the Maritime Commercial Services Unit
- Manage Council's Flood Alert Network
- Develop planning controls and character statements, including contemporary development and heritage controls for Berry
- Preparation of a new local infrastructure contributions scheme and governance framework
- Increase the community awareness of the Shoalhaven Water financial support program



Woollamia Regional Boating Facility

- Materials Recovery Facility (MRF)
- Resource Recovery Education Centre
- Public Building Maintenance & Renewals – roof repairs, fire compliance, etc.



**Resilient, Safe,
Accessible &
Inclusive** Communities



Education Centre Concept Design

Ongoing Projects

- Disaster recovery road repairs
- Sewer & Water infrastructure - Moss Vale Road Urban Release Areas (Badagarang)
- George Evans Road – Yalwal Interchange
- East Nowra Sub-Arterial – Detailed Design and Early works (grant)



Sustainable, Liveable
Environment



Burrier Road

Grant Funded Capital Projects

- Boxsells Bridge - Meroo Meadow, Murrays Bridge - Conjola, Smarts Bridge - Croobyar (all grant funded)
- \$40M Stage 1 - Local Roads upgrade program - *further info in presentation today*



Thriving Local Economies That Meet Community Needs

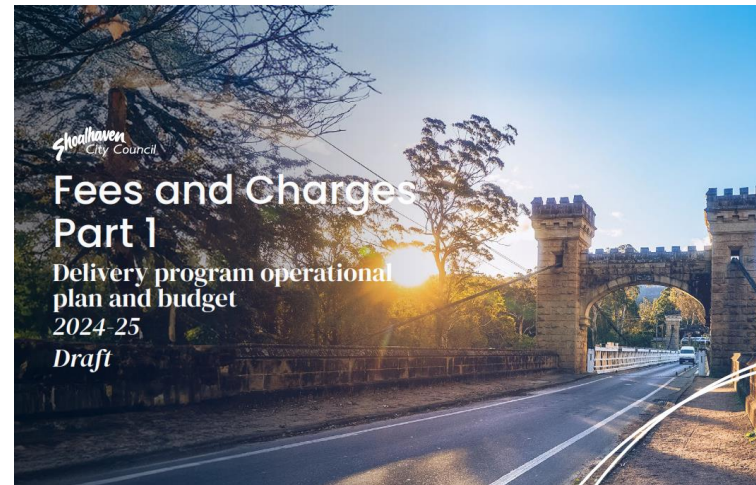
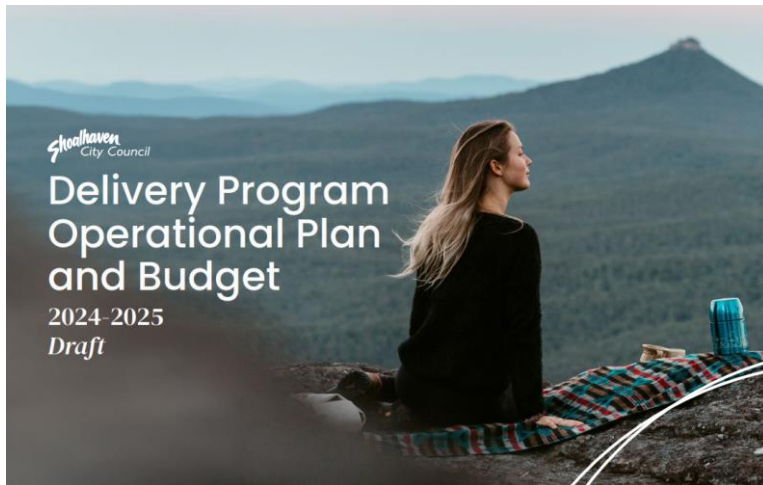


Smarts Bridge, for replacement



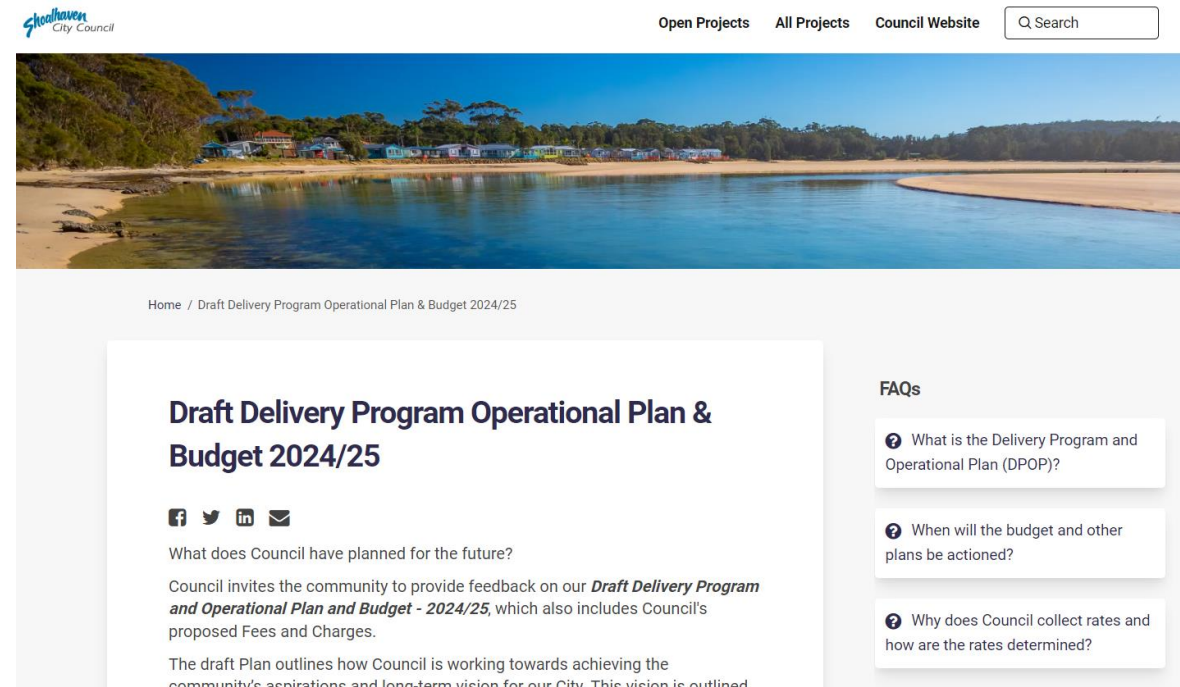
What's on Public Exhibition?

<https://getinvolved.shoalhaven.nsw.gov.au/dpop-2024-25>



Get Involved

- Public Exhibition 9 May – 10 June
 - Website, email, post
- Submissions collated, considered & Cllr Briefing on amendments
- Final Draft DPOP & Budget to 24 June Council Meeting
- **Once Budget adopted staff continue planning & delivery of 2024-25 program**



Questions?



Road Repair Program

Director City Services - Carey McIntyre

CCB Executive Meeting May 2024



Asset Management Plans

- Asset management plans are strategic documents created by Council to outline how they will manage their assets effectively over time. These assets can include physical infrastructure like buildings, roads, and machinery.
- The primary goal of asset management plans is to ensure that assets are utilised efficiently, maintained effectively, and replaced or upgraded when necessary. They play a crucial role in ensuring that assets are managed in a cost-effective and sustainable manner, ultimately contributing to the organisation's long-term success.
- Asset management plans include;
 - Levels of Service
 - Future demands
 - Lifecycle Management Plan
 - Financial Summary
 - Plan improvement & Monitoring



An Enterprise Project Management Office (ePMO) has been created and is actively providing assessment and oversight for projects that were seeking funding in the FY24/25 budget.

ePMO is a centralised unit within an organisation that oversees project management processes, standards, and methodologies across the entire enterprise. The ePMO provides governance, support, and guidance to project managers and teams throughout the Council to ensure alignment with strategic goals and consistency in project execution.

This has resulted in the introduction of a more rigorous process for considering project nominations, with the outcome resulting in a significant reduction in project delivery risk in FY24/25. This is an important step toward achieving Council's goal of significantly reducing carry-forwards.

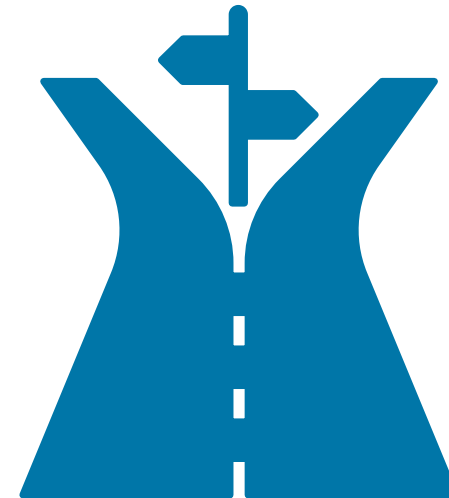


\$40M Shoalhaven Roads Package

The \$40M Shoalhaven Roads Package commitment from the Federal Government is awaiting execution of the Scoping Phase Project Planning Report (PPR) by the Federal Government.

The sites within the package of works are:

- Forest Road
- Callala Beach Rd
- Callala Bay Rd
- Culburra Rd
- Coonemia/Currarong/Callala Bay Rd Intersection
- Greenwell Point/Worrigeer Rd Intersection



FY	Funds	Delivery Phase
23/24	\$0.4M	Scoping
24/25	\$9.6M	Scoping, Investigations/Planning/Design, Early Works
25/26	\$15M	Works
26/27	\$15M	Works

JCB Pothole Pro

The Pothole Pro works by cutting out a uniform square around the pothole to a consistent depth, creating a neat and clean area that can then be filled with a bitumen product. This method ensures that the repaired section is as durable as the surrounding pavement, blending seamlessly and extending the life of the road.

Permanent repairs mean fewer repeat issues, reducing the occurrence of rapid deterioration that often follows temporary fixes.

The excavator comes with three dedicated attachments to cut, crop and clean and, according to JCB, can repair a typical pothole in just eight minutes and eliminates the need for additional specialist equipment and manpower.



Advocacy- Betterment

Extend the scope of infrastructure / assets that can be claimed for which are damaged through natural disasters. In conjunction with ISJO advocate to Reconstruction Authority and TfNSW for betterment funding to ensure the rebuild of infrastructure is resilient and less prone to damage in future natural disasters.

Current projects requiring Betterment

- Yarramunmun Bridge
- Martinvale causeway

Under the current NSW Natural Disaster Essential Public Asset Restoration Guidelines eligible reconstruction works are limited to the pre-disaster function.

2.2.1 Pavements

Damage may have been sustained as a result of inundation, or as a result of fallen debris and materials on the road pavement.

Pavements must only be returned to their *pre-disaster function* type, unless complementary funding is provided by the council. For example: formed, unsealed gravel, sealed gravel, asphalt, concrete.

The width of the pavements must be returned to the width that existed prior to the *eligible disaster*, unless complementary funding is provided by the council. For example: 8m unsealed, or 6m sealed + 2m unsealed.

Where gravel from pavements has been partially displaced (for example, 150mm thick pavement suffering 50mm of displaced gravel), the volume of material displaced should be replaced and blended into the remaining material to achieve an appropriate depth of pavement as per the pre-disaster condition.

2.2.4 Bridges

Where a damaged bridge asset is required to be replaced, it must be reconstructed:

- using current design criteria
- providing the same service level as its pre-disaster function, or better (with complementary funding) and
- using the most appropriate materials.

Funding for the reconstruction of bridges is subject to the pre-disaster condition of the bridges being demonstrated. Where there is evidence of pre-disaster damage, an assessment will be undertaken by the *administering agency*, which may lead to a reduction in assistance corresponding to the amount of funding that the council should have invested to repair the asset to the expected condition and level of service, immediately prior to the disaster.

Questions





Coastal Management Program (CMP) for the Shoalhaven Open Coastline and Jervis Bay: Summary of Public Exhibition

15 April 2024

Project Context

First Draft
CMP

Review by
SCC and
DCCEEW

Revised
Draft CMP

Public
Exhibition

Finalise
CMP

Certification

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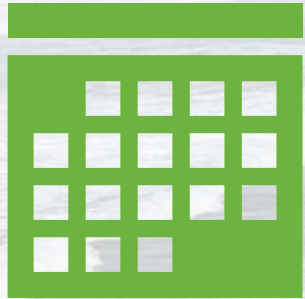
Certification

Requirements for Certification

The *Coastal Management Act 2016* and the NSW Coastal Management Manual stipulate the Public Exhibition requirements for CMPs before they can be certified by DCCEE:

*A draft CMP must be exhibited for public inspection ... for a period of not less than **28 calendar days** before it is adopted.*





Public Exhibition Period



Timing:

- From **29 November 2023** to **2 February 2024**
- 66 Calendar Days
- More than double the legislated requirement

Engagement Metrics.. Some numbers

Engagement Metric	Numbers	
	Get Involved Webpage Visits	2,120
	CMP Document Views / Downloads	399
	Explainer video views	137
	Submissions received	63



Areas of interest...

General areas garnering the highest interest:

Local Area Plan (LAP)	% Responses
Northern LGA	6%
Jervis Bay	45%
Central LGA	16%
Southern LGA	11%
General / Other	22%

Specific Locations of interest...

Specific locations garnering the highest interest:

- **Huskisson / Vincentia** – 17 responses
- **Callala Bay / Beach** – 6 responses
- **Mollymook Beach** – 6 responses
- **Hyams Beach** – 6 responses
- The above is about half of all responses. The rest were very spread out over about 12 other locations

Topics of interest...

Specific locations garnering the highest interest:

- **Dune management** – vegetation & dune care
- **Beach access** – maintaining formal and informal access tracks
- **Erosion risk** – proactive management of risk at hot spots (i.e. Callala Bay)
- **Catering for high beach usage** – at popular tourist destination such as Hyams

Next Steps

Adopted by Council at its Ordinary Meeting on 6 May 2024



Finalise CMP

Letters of support from State Agency Partners

DCCEEW (MCEF) Review

Adoption by Council

Submission to The Minister for certification

Stage 5: Implementation



To be submitted in June 2024

Questions



Active Transport Strategy

&

PAMP – Bike Plan Update



arc traffic + transport



What is a PAMP / Bike Plan?

Purpose:

- Identify priorities for pedestrians and cyclists.
- Improve footpaths, shared paths, cycle ways and crossings in Shoalhaven.
- Assists Council to prioritise active transport projects.
- Demonstrate an integrated approach to 'active transport' planning.
- Assists Council in obtaining grant funding for priority projects.
- Actively encourage a higher use of walk and bike trips for all trip purposes.



Strategies Need an Update!

- The PAMP and Bike Plan are living documents - staff keep the maps and ranking spreadsheets as up to date as possible. However...
- Shoalhaven PAMP last adopted in 2005.
- Shoalhaven Bike Plan last adopted in 2013.
- New innovative strategies and guidelines to guide the updates.
- Key consideration of the Movement & Place Framework.
- Key consideration of the 15 Minute Neighbourhood.



The New Strategies



- PAMP and Bike Plan integrated under the umbrella **Active Transport Strategy**.
- Simplified Scoring Criteria for all projects, and ranking of over 750 projects!
- Contemporary, based on most up to date TfNSW strategies and guidelines.
- Once adopted, available to all through Council's PAMP page.
- First resource for Council as funding for new projects becomes available.

Objective – more people walking and cycling every day!!

Progress So Far



- New Draft Scoring Criteria and Draft Pathways Projects ranking spreadsheets – *ready*.
- New contemporary active transport strategy – *ready*.
- Updated PAMP and Bike Plan strategies – *ready*.
- Preliminary review by internal stakeholders – *done*.
- Provide update for CCBs (and Councillor Briefing) - *today!*



By End of July

- Council to consider the Draft Scoring Criteria, mapping and strategies, and resolve to place the documents on exhibition.
- Grant claim for 23/24 FY - and apply to carry forward a small component of the grant to allow project completion in 24/25 FY.

By End of September

- Exhibit draft documents.
- Incorporate stakeholder and community feedback.
- Finalise documents.
- Council to adopt Active Transport Strategy, PAMP and Bike Plan.

<https://www.shoalhaven.nsw.gov.au/> - then search “PAMP”

Pedestrian Access and Mobility Plan

[Overview](#)

[PAMP strategies and score criteria](#)

[Bike Plan](#)

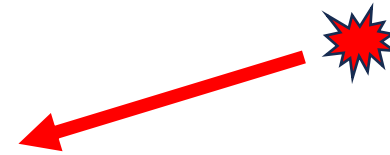
[Bike Spot 2023](#)

[Round the Bay](#)

[Interactive map](#)

[Proposed review of the PAMP/Bike Plan](#)

[National cycling participation survey](#)



*** Your feedback from last year has already been incorporated !**



Questions?

Thankyou

The Workshop regarding the Community Engagement Framework will commence shortly should you wish to participate.

