

# Delivery Program Operational Plan & Budget

2023/24



# Acknowledgment of 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.



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# Message from the Mayor

**Amanda Findley**

*Shoalhaven City Council Mayor*

**It's my pleasure to present to you the Delivery Program 2022-26 and Operational Plan 2023-24 which provides information on all of Council's budget and capital works program for the coming year.**

Last year we realigned priorities to do more road works to tackle the post natural disaster clean up. This year we continue to do the same. Without wishing the year away, it will be a great milestone to see the reopening of roads affected by the 38 landslips in Kangaroo Valley and Burrier lifting the load limits and returning standard access to the thousands of residents and businesses impacted not just there, but across the Shoalhaven.

Plans to develop Sanctuary Point Library will progress as we work with the architects and fabricators to finalise the designs of this remarkable facility that will inject new life into the local village by providing a hub of community activity.

I'm thrilled that we're investing in our youth with the upgrade of the Ulladulla Skate Park. The park is set to become a regional skating facility that will meet the current and aspirational needs of youth skatepark enthusiasts throughout the Shoalhaven. This facility will be an inclusive and welcoming place for all, providing respite for parents and caregivers, with new shade sail, benches, picnic shelters and barbeques.

It's been a joy to see the Artie Smith Oval in Bomaderry come to life since construction began last year and we're going to see great progress continue. Part of the Shoalhaven Community and Recreation Precinct (SCaRP) project, the Artie Smith component includes new sporting facilities for AFL, Cricket and Croquet with sporting amenities, spectator viewing areas and car parking. The next stage will progress to plan for new facilities that incorporate the community pavilion, updated recreational water and aquatic areas, athletics track and rugby league fields. The process will take approximately 18 to 24 months with works continuing into 2025.

Having created an exciting destination for both residents and visitors for Berry, we move to our next stages of Boongaree. With our pump track, skatepark, netball courts and cricket nets complete, the Boongaree Reconciliation Garden design is currently being progressed. Construction is due to begin on the remaining facilities that include fields for cricket, league and soccer as well as a dog off leash area and additional parking.

We've been involved in a collaborative affordable housing project with the NSW Government and also actively advocating for the renewal and redevelopment of social housing stock to address the growing need for housing in the Shoalhaven. This year, we are exploring areas for the redevelopment for ageing and new social housing stock under funding from the NSW Government and continue to lobby government so that Councils are given greater ability to set more specific planning controls that are relevant to our area.

We are committed to design, develop and construct a state-of-the-art materials recovery facility at West Nowra. Currently we transfer co-mingled recyclables collected from households in the yellow recycling bin to a sorting facility in Sydney. This facility will sort and process the recycling materials collected in the yellow lid bins from residential and local commercial operations to a high level of purity. The facility is expected to be fully operational by early 2024.

I encourage the community to share their thoughts and ideas on these and other initiatives throughout the year as we work together to enhance the character and lifestyle of our coastal region.





# Chief Executive Officer Message

**Stephen Dunshea**  
*Chief Executive Officer*

**On behalf of Shoalhaven City Council, I am pleased to present this Draft Delivery Program and Operational Plan (DPOP) which includes a fiscally responsible budget for 2023-2024 prepared on the back of extremely challenging times for the Shoalhaven.**

Following another three natural disasters in 2022, it will come as no surprise that the Shoalhaven's infrastructure sustained an unprecedented amount of destruction. Roads, footpaths, sports grounds, jetties, and coastal landscapes have all borne the brunt of extreme weather. You only need to look to Kangaroo Valley and surrounds as an area devastated by the east coast lows and their difficult road to recovery from severe landslips.

The damage to our roads from last year's storms and flooding had to be a key focus of the 2023-2024 budget. At the time of preparing this report, we have been able to allocate \$32M as urgent spending on roads and other transport infrastructure. This includes funding for roads reseal and repair, pathways, stormwater, and drainage.

We are however finalising arrangements with the State and Federal Governments for the provision of the much needed, and greatly appreciated, 2022 Federal Election commitment of \$40M to fast-track a range of further road projects in the Shoalhaven. Council will need to amend its budget upon confirmation of the timing of the receipt of these additional funds.

In preparing the DPOP each year, it is the outcome of community benefit that drives how we plan for the future. This includes fostering a safe and attractive place for people to live, work, stay and play, combined with managing sustainable growth, development and environmental protection. On the back of another challenging year, this philosophy has never been more critical.

After three years of significant natural disasters, it is without question that Council's finances have suffered, as has our ability to deliver in a timely manner projects that through necessity have had to be re-prioritised. As a result, a key focus for us during

the first quarter of 2023-24 will be to undertake a comprehensive review of our Long-Term Financial Plan (LTFP). I expect that this review will result in a number of scenarios for Council to consider in consultation with the community to better secure our long-term financial sustainability.

As a result of this pending review, readers familiar with the structure of our DPOP each year will notice that this edition of the DPOP does not contain an updated version of the 10year Capital Works Program. A revised 10 year program will be an outcome of the LTFP review.

One exciting roads project that is progressing well is the Far North Collector Road Network (FNCR). This project and an integral part of a suite of new roads and upgrades needed to accommodate housing growth in the Moss Vale Road Urban Release Areas. The federally funded project that will link Illaroo Road to Moss Vale Road alleviate congestion on near the Shoalhaven Bridge crossing.

The works and services listed in this year's Delivery Program and Operational Plan represents another busy year for the organisation which we hope can be delivered without the impact of further natural disasters on our City.



## 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*

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

These principles guide 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.

**Shoalhaven City Council has chosen four Core Values:** Council's Core Values are reflected throughout the Code of Conduct.



An aerial photograph of a beach. The top half shows the turquoise ocean with some darker patches. The bottom half shows the golden sand of the beach. Two people are floating in the water on inflatable rings; one is yellow and the other is red and white striped. The text is overlaid on a dark blue rounded rectangle in the upper left quadrant.

# 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"





# 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, Jerrinja 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.

Council's integrated planning documents aim to complement the wonderful place that is the Shoalhaven and to deliver on the community's priorities for the future.



# Our People



Population

**108,531**

13.5% born overseas

8.1% need disability assistance

Average Age

**48**

19.2% aged 0-17 years

46.4% aged 60+ years

Population Increase

**+10,308**  
by 2031



**20%**  
increase for  
aged 65+ years



**6.5%** of the Shoalhaven's population identify as Aboriginal and Torres Strait Islander



**39.5%**  
completed year 12

25.8% vocational  
qualification

12.1% university  
education

**35,751**

jobs

47% in workforce

7.3% unemployed



**21%**

of households are made  
up of couples with  
children

17% couples without  
children

26.5% single person  
10.3% single-parent



**45,901** total  
households

25.8% mortgage

23.1% renting

3.4% social housing

279 individuals  
homeless

Additional  
Households

**+5,408**  
households  
by 2031

Single person households  
increasing to

**30.7%**  
by 2031



# Our Councillors



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*Mayor*

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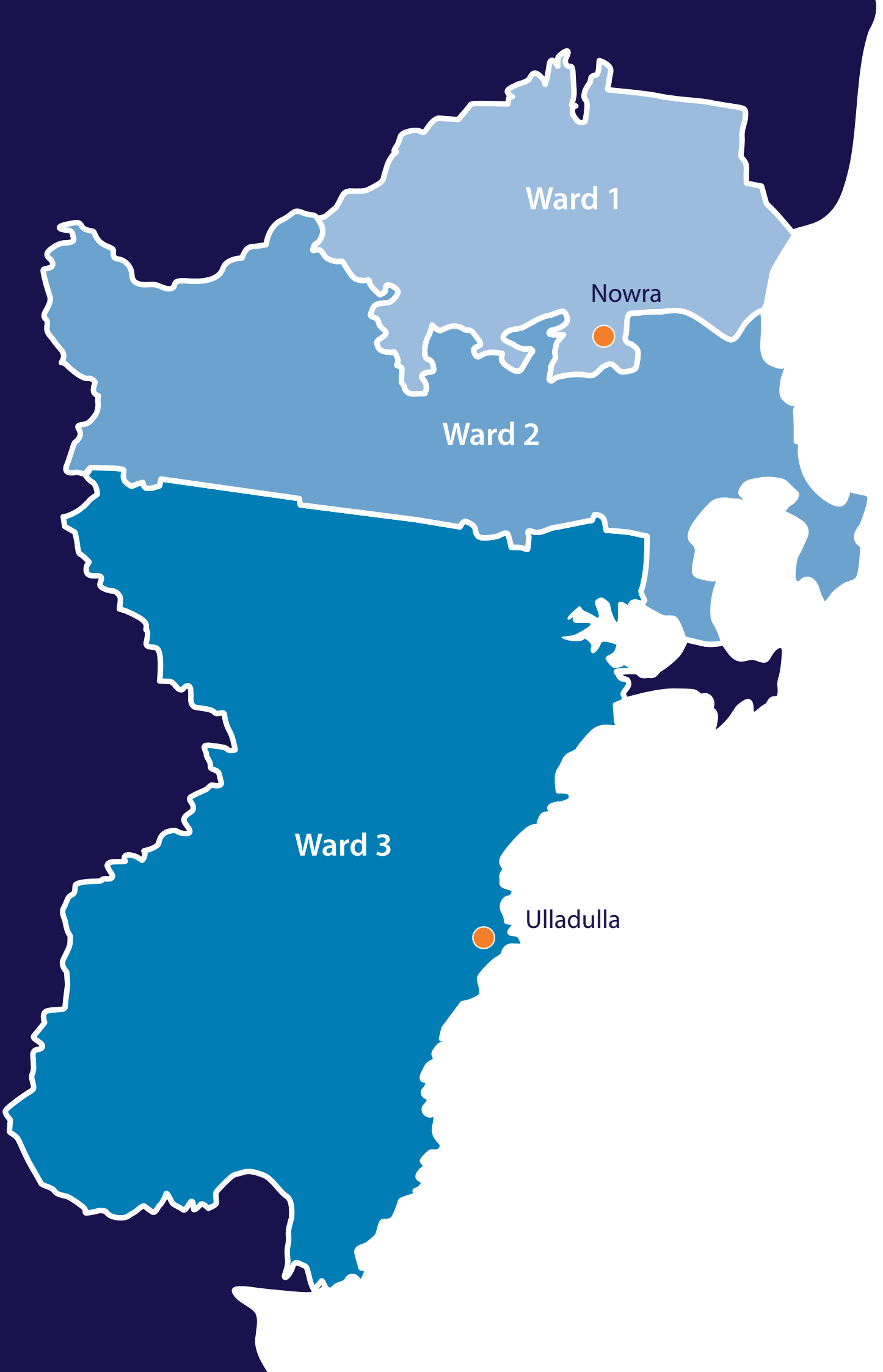
Ward 1

Nowra

Ward 2

Ward 3

Ulladulla



# Executive & Organisational Structure









# Our Major Projects



## Sanctuary Point Library

Council is continuing to progress the new Sanctuary Point Library on the corner of Kerry Street and Paradise Beach Road. It is anticipated that construction of the library will begin before the end of 2023, with completion by 2025.

The public art component of the project has been progressing well. Three local indigenous artists have been selected for the three public art opportunities and are currently working with the architects and fabricators to finalise their designs, which will enhance the new library building.



## Nowra Riverfront Precinct

The Nowra Riverfront Precinct provides a significant opportunity to shape the future of Nowra and strengthen its role as the civic, community, tourism and recreational hub for the Shoalhaven region. Council is committed to moving forward with proposed urban design and land use planning changes that will enable the redevelopment of this key precinct. Council is actively participating in the Nowra Riverfront Advisory Taskforce that has been set up by the NSW Government to drive the revitalisation of the precinct and assist in fast-tracking development in the area. This joint state and local government approach will ensure activities are coordinated and aligned to the existing works underway, including the new Nowra Bridge and Shoalhaven Hospital Masterplan. Various detailed supporting studies/assessments (technical and cultural) are close to completion or underway and early community engagement has commenced. New detailed planning and development controls will ultimately be prepared to help facilitate these changes and will involve further community consultation and input opportunities.



## Shoalhaven Community & Recreation Precinct (SCaRP)

Shoalhaven Community and Recreational Precinct is an integrated regional community and recreation facility that aims to meet the needs of the Shoalhaven's growing community. The Artie Smith component of the project has commenced construction phase in February 2022, inclusive of the new sporting facilities for AFL, Cricket and Croquet with associated sporting amenities, spectator viewing areas, car parking and supporting infrastructure.

The refurbishment of the original Bomaderry Basketball Stadium is currently in the detailed design stage, the Development Application has been submitted and is under consideration. Once approved this project will be 'shovel ready' and Council will work with sporting stakeholders and grant funding bodies to secure monies to enable the project to progress to the construction and delivery stage in future years. This refurbishment will occur with the aim to bring the original facility up to current standard and provide additional indoor recreation space for various indoor sports to supplement the Shoalhaven Indoor Sports Centre.

Council aims to progress to the detailed design and investigation phase of Stage 2 SCaRP (Northern Precinct), as part of the overall Master Plan. The new facilities will incorporate the community hub/Pavilion, updated recreational water and aquatic areas, athletics track, and rugby league fields. This investigation and design of Stage 2 (Northern Precinct) will progress the works to 'shovel ready' design, with completed Development Application. This process will take approximately 18-24 months with works continuing throughout 2023/24 and 2024/25.



## Far-North Collector Road

The Far North Collector Road Network (FNCR) is an integral part of a suite of new roads and upgrades required to accommodate housing growth in the Moss Vale Road Urban Release Areas. The FNCR network is a \$32M fully Federally funded project that will link Illaroo Road (at the western end of West Cambewarra Road, Bangalee) to Moss Vale Road (at Bells Lane). The new road will reduce traffic volumes on Illaroo Road and alleviate congestion near the Shoalhaven Bridge crossing. Construction of the roundabout connection at Illaroo Road was completed in February 2021 and the main construction contract for the FNCR road network commenced in April 2022 and includes the roundabout intersection with Moss Vale Road and the connection to Taylors Lane. The project is on track for completion in the second half of 2023.



These major projects are about **improving the Shoalhaven** as a wonderful place to live, work, stay & play



### **Boongaree – Stages 5, 6 and 7**

Boongaree Stage 1 has created an exciting destination for both residents and visitors for Berry and for the greater Shoalhaven local government area. Council has completed stages 2, 3, and 4a which include the pump track, skatepark, netball courts and cricket nets. Stage 4b – Boongaree Reconciliation Garden design is currently being progressed. Stages 5 and 7 – Junior and Senior Cricket fields, League fields, Soccer field, drainage, irrigation, lighting, and parking are in the final detail design stages with the construction due to commence in 2023/24. Stage 6 – Dog Fenced Off Leash Area is currently in the design phase and the construction process will commence in 2023/24. This amazing recreational space will provide the community and visitors with a diverse range of opportunities for recreation, and health and wellbeing activities.



### **Ulladulla Skate Park**

Shoalhaven City Council is upgrading the Ulladulla Skate Park to become a regional skating facility that will meet the current and aspirational needs of youth skatepark enthusiasts throughout the Shoalhaven local government area.

The skatepark will cater to developing new riders as well as provision of difficult amenities to further develop the skills progression of advanced riders. Potential standout features will include competition bowl, flowing transition, spines, mini ramps, and functional street features.

The space will also lend itself to providing respite for parents and caregivers, with new shade sail, benches, picnic shelters, and barbecues. The space creates the opportunity for social interactions, well being and inclusion for a variety of user groups.

The Ulladulla Skate Park upgrade is a very exciting project for the community as the park has been a much-loved piece of local infrastructure for 20 years.



### **Material Recovery Facility**

Council is currently transferring comingled recyclables collected from households in the yellow recycling bin up to a sorting facility in Sydney. Council have committed to design, develop and construct a state-of-the-art materials recovery facility at West Nowra, avoiding the transport and keeping the recycling within the Shoalhaven. Development approval was obtained in December 2022 with construction of the building and fabrication and installation of the equipment, to take place through 2023. This facility will sort and process the recycling materials collected in the yellow lid bins, from Council's 10 depots and other local commercial operations to a high level of purity. The facility is expected to be fully operational by early 2024.



### **Resource Recovery Facility**

The Resource Recovery Facility is planned to process household waste collected in the red lidded kerbside bins and divert over 90% of this waste from landfill. The new facility will be located adjacent to Council's current landfill site in West Nowra.

Stage 1 of the works for this facility have been done and include site clearing, roadworks, fencing and fire and water control infrastructure and were undertaken as part of Council's agreement with Bioelektra Australia to deliver and operate the facility that would reduce waste going to landfill using contemporary sorting technologies.

Prior to the commencement of Stage 2, Bioelektra Australia went into voluntary administration and Council was advised in June 2023 that the company would be liquidated. Council is now working through the contract provisions to determine the best way to proceed. This will involve a review of the current state of waste management best practice and the lessons learnt from the current contract before Council makes any formal decisions.

Until that occurs its business as usual for bin collection and waste management with Council having at least seven years of landfill capacity available in its current footprint.

# Our Capital Projects



## **Creating Thriving Local Economies**

- Development of our Industrial Estates
- Ulladulla Harbour Berthing Facility
- Ulladulla Boardwalk and Harbourside improvements



## **Improving Our Roads and Bridges**

- Local Roads Upgrades Program (Stage 1 Federal Government \$40M funding)
- Lake Conjola Entrance Road Upgrades (grant dependent)
- Far North Collector Road Network
- Renewal of Murrays Bridge, Conjola and Smarts Bridge, Crooybar (grant dependent)



## **Upgraded Community Facilities**

- Basin and Bherwerre Walking Track, Ulladulla Headland Trails
- New Waste Education Centre
- Ulladulla Regional Skate Park
- Conjola Park Rehabilitation
- Ulladulla Harbour South Boat Ramp Upgrade (grant dependent)
- Showgrounds Upgrades through Resilience Grant funding



## **Water & Wastewater Services – Shoalhaven Water**

- Moss Vale Road Urban Release area water and sewer development
- Water and Sewer capital works totalling \$42M







# Our Finances

**The 2023/24 budget is in accordance with Council's adopted budget principles for no cash deficit budgeting and provides funding for strategic priorities identified in the operational plan totalling \$581 million comprising of an operating budget of \$393 million and a capital works program of \$188 million.**

Council continues to operate in the context of uncertainty with the proposed 2023/24 budget being a flexible and dynamic budget to ensure that the levels of service provided to the community remain unchanged with opportunities for expansion to be considered as and when the uncertainty decreases. Council continues to struggle with its aged infrastructure. Whilst the bridge replacement program has been a success with 11 bridges replaced in the last five years and 4 funded in the coming years, the road and building assets are aging quickly. More than 30% of our road and building portfolio is in a poor or very poor condition, such that maintenance of these assets is becoming an ineffective and inefficient use of funds, these assets need to be reconstructed.

There has been a large injection of funding from State and Federal Government sources toward the Renewal effort, however funding from rates revenue (General Fund) continues to fall behind the renewal demand in real terms, and thus the number of assets dropping into the poor and very poor category (Backlog Works) continues to grow.

The table below shows the breakdown in Renewal Expenditure proposed in 2023/24;

\$'000	2022/23	2023/24				
		Total	General Fund	Loans	Grants	Other
Bridges	1,302	8,998	1,042	0	7,796	160
Buildings and Property	9,595	13,483	484	7,386	3,021	2,593
Roads and Transport	16,042	12,814	149	1,950	7,779	2,935
Strategic Roads and Bridges	213	1,013	13	0	0	1,000
	<b>27,152</b>	<b>36,308</b>	<b>1,688</b>	<b>9,336</b>	<b>18,596</b>	<b>6,687</b>

Our \$188 million capital works program includes:

2023/24 \$'000	
Bridges	8,998
Buildings and Property	18,301
Commercial Undertakings	6,145
Community and Culture	3,412
Economic Development	6,152
Environmental Management	6,423
Fire Protection and Emergency Services	2,439
Governance and Civic	0
Internal Corporate Services	2,775
Land Use Planning	0
Open Space, Sport and Recreation	29,829
Regulatory Services	0
Roads and Transport	40,497

Stormwater	1,707
Strategic Roads and Bridges	4,013
Waste and Recycling Program	13,523
Water and Sewer Services	0
Waterways Infrastructure	2,727
Total General Fund	146,941
Water and Sewer Capital Works	41,253
<b>Total Capital Program</b>	<b>188,194</b>

The funding sources for the capital program are:

Funding Source	\$'000
Grants	68,002
Existing Loans	22,837
New Loans	18,356
General Fund Including Carry Forwards	14,061
Special Rates	4,972
Section 7.11 Deleted	2,495
Waste Reserve	6,272
Plant Replacement	5,275
Section 7.11	2,186
Stormwater Levy	1,224
Other Internal Reserves	1,261
<b>Total Capital Program</b>	<b>146,941</b>
Water and Sewer Funds	41,253
<b>Total Capital Program</b>	<b>188,194</b>

The 2023/24 balanced budget is outlined below (\$'000):

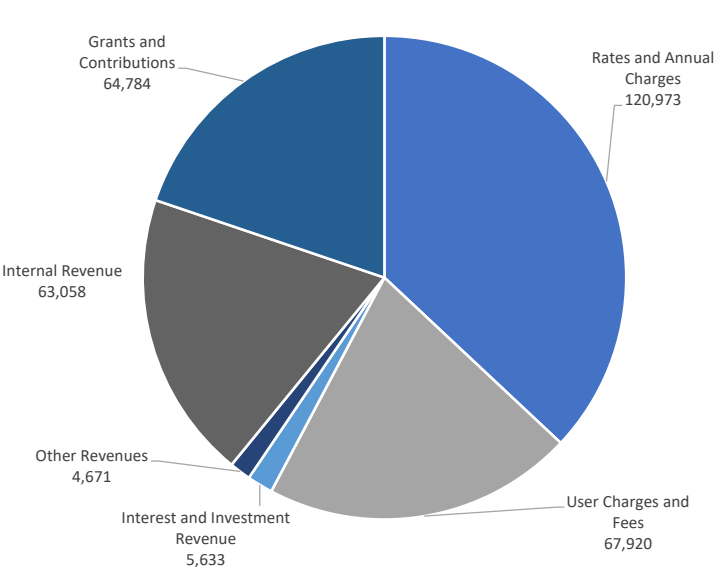
	General Fund	Water Fund	Sewer Fund	Consol.
Income from Continuing Operations	327,039	34,765	59,999	354,497
Expenses from Continuing Operations	305,618	37,152	50,358	327,639
Net Operating Result	21,421	-2,387	9,641	26,858
Net Operating Results Before Capital	-22,069	-4,714	7,536	-21,064
Net Cash Movement	-56,396	-4,274	-5,695	-66,365
Net Reserve Movement	-56,399	-4,274	-5,695	-66,368
<b>Net Unrestricted Cash Movement</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>



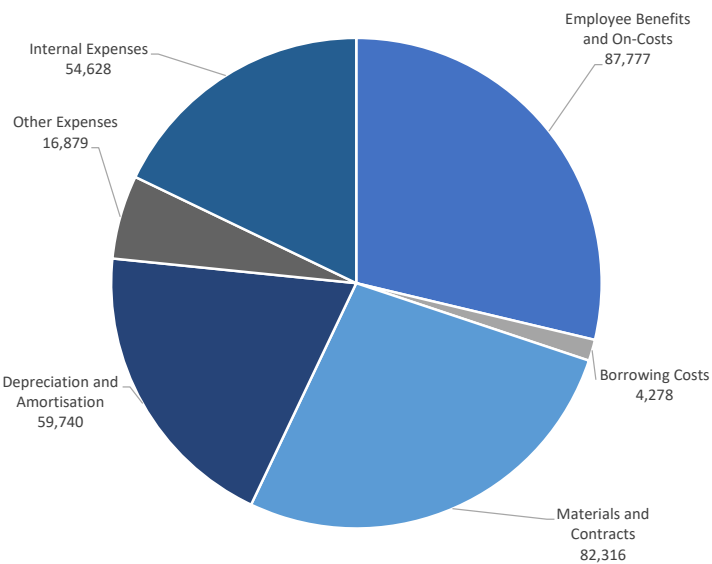
The charts provide an overview of the composition of budgeted income and expenditure for:

General Fund

Revenue Breakdown 2023/2024 (\$'000)

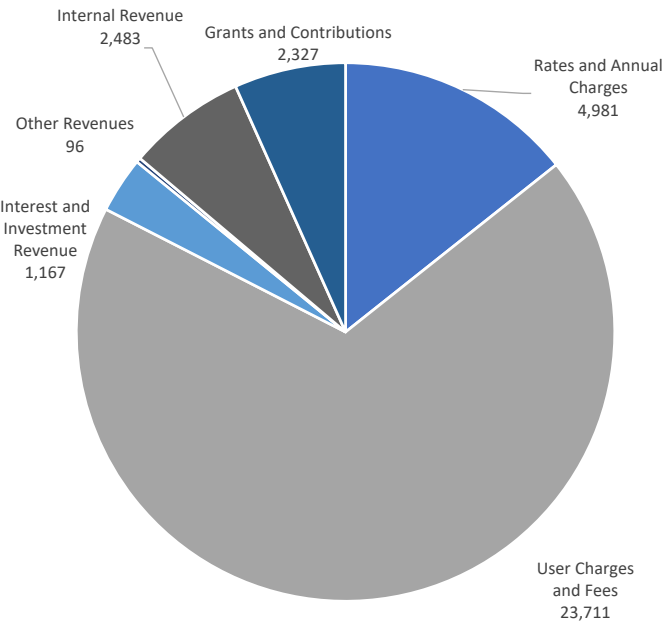


Operating Expenditure Breakdown 2023/2024 (\$'000)

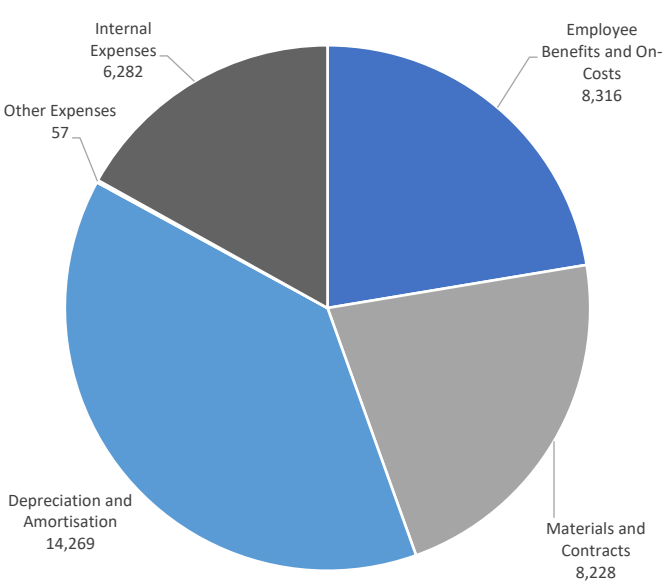


Water Fund

Revenue Breakdown 2023/2024 (\$'000)

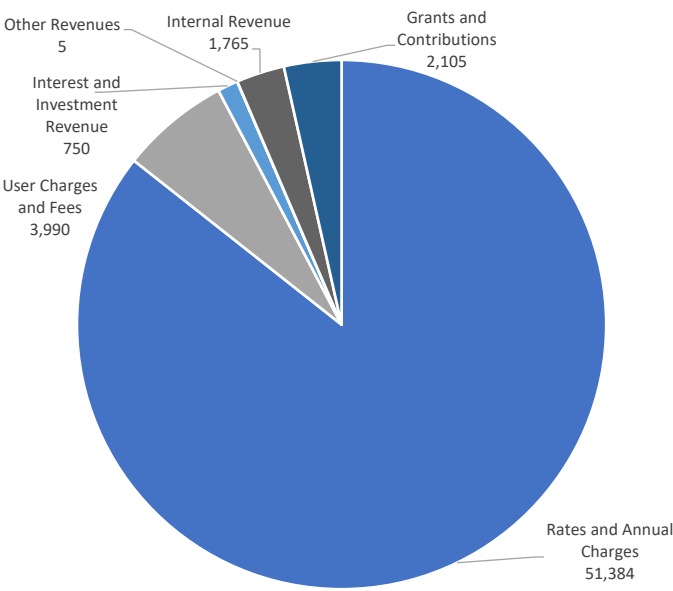


Operating Expenditure Breakdown 2023/2024 (\$'000)

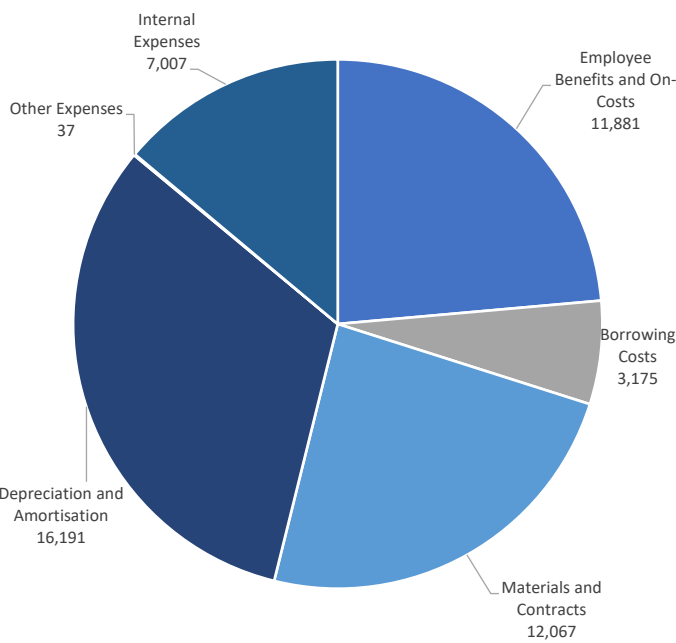


Sewer Fund

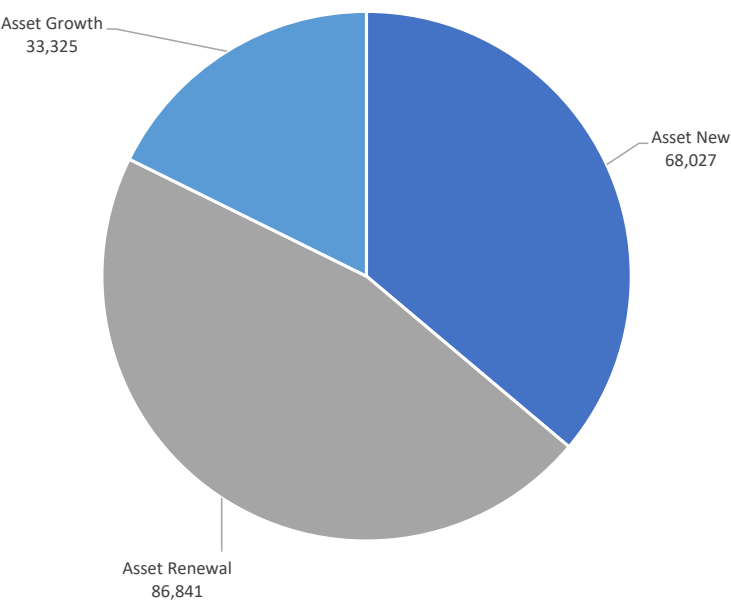
Revenue Breakdown 2023/2024 (\$'000)



Operating Expenditure Breakdown 2023/2024 (\$'000)

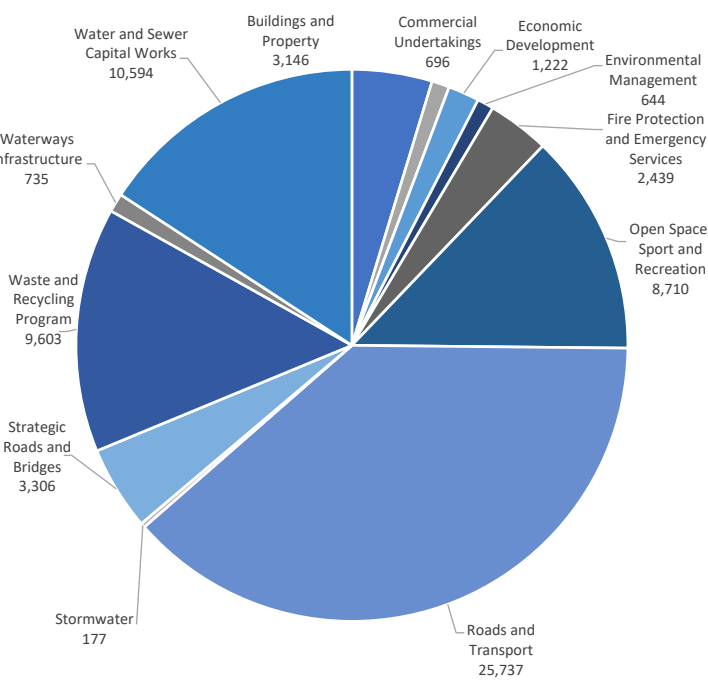


Capital Program (\$'000)



Asset New (\$'000)

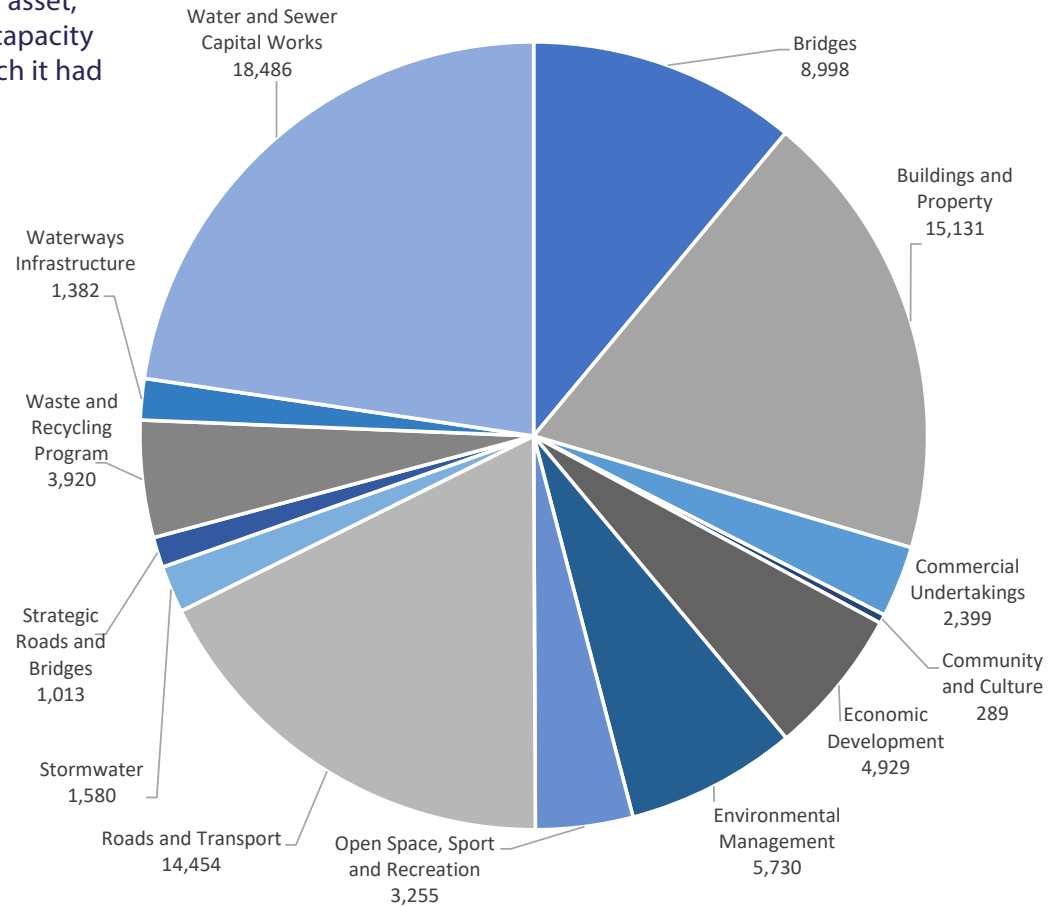
Expenditure which creates new asset providing a new service/output that did not exist beforehand.





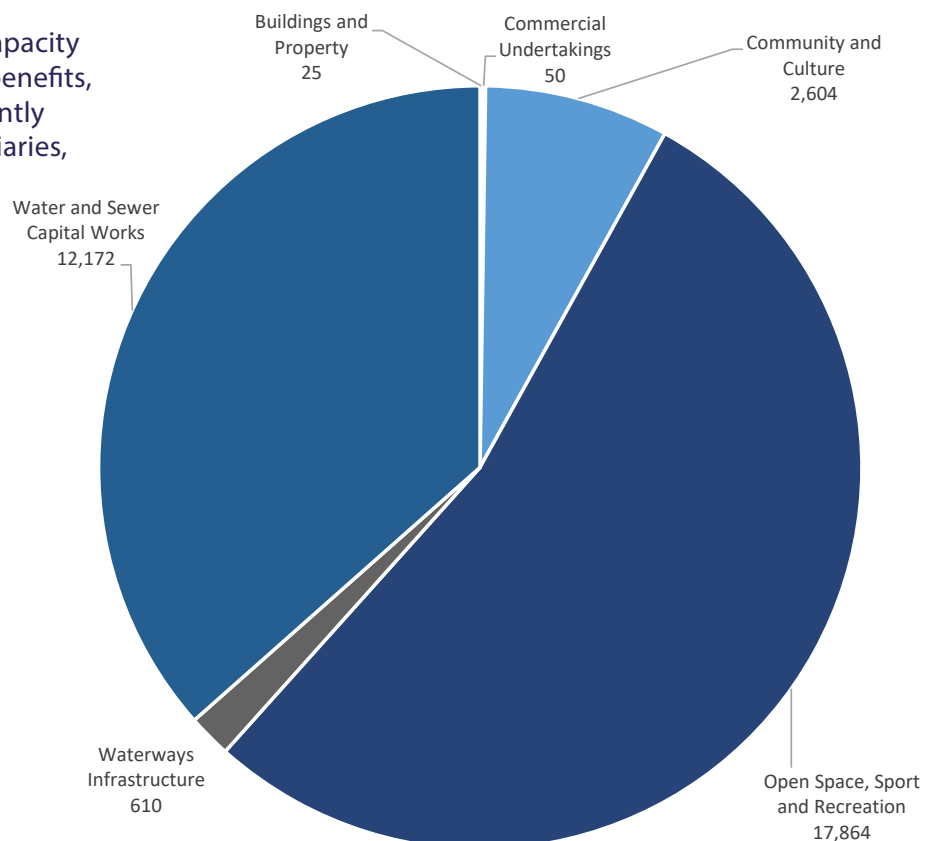
## Asset Renewal (\$'000)

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 (\$'000)

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



# Our Services

**We provide a vast range of services and facilities to our community 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 1,822 km of Council maintained roads
- Manage 246 road and pedestrian bridges, culverts and causeways
- Maintain 109 roundabouts
- Maintain 275km of cycleways and footpaths

## **Community Services, Events and Culture**

- Support, facilitate and evaluate a program of events with and for community
- Support the tourism industry resulting in the delivery of high quality products and events
- Facilitate, coordinate and support community grants programs
- Plan for and provide family day care services for children aged 0-6 years
- Provide 5 libraries including 2 mobile libraries
- Provide a range of entertainment opportunities at the Entertainment Centre
- Provide the Regional Gallery to showcase diverse range of art to residents and visitors
- Provide sporting, leisure and aquatic facilities to foster community wellbeing

## **Environment and Sustainability**

- Manage 40 of the 109 beaches in Shoalhaven and including over 220 beach access ways
- Help protect 156 threatened species

## **Regulatory Services**

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

## **Water, Wastewater and Waste Services**

- Manage 10 recycling and waste depots
- Manage 4 water treatment plants and 1,587m of water mains
- Supply an average of 425 litres of water to each property every day
- Manage 13 Wastewater treatment plants and 1251km wastewater mains
- Collect over 11,902 mega litres of wastewater each year

## **Community Safety and Community Groups**

- Deliver, monitor and maintain over 40 CCTV cameras in the Nowra, Sanctuary point, Bomaderry Areas
- Support 56 parkcare groups and 60 bushcare groups

## **Visitor Services**

- Manage 12 holiday parks
- Drive \$1 billion in visitor spend, resulting in an estimated 7,000 tourism related jobs
- Manage 2 visitor information centres and associated mobile services

## **Corporate Support**

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

- Finance and Procurement
- Human Resources, Work Health and Safety
- Business Assurance, Governance and Legal Services
- Information and Communications Technology
- Corporate Performance and Reporting
- Customer Experience
- Communication and Engagement, Internal Audit





**17** telecommunication  
towers



Protecting **156**  
threatened species  
in the area

Servicing **1,822km**  
of Council maintained roads



**275km**  
of cycleways and footpaths

An Entertainment  
Centre with

**40,000**

Ticket-holders annually

Arts Gallery  
attracts over

**27,000**

visitors per year

**5** libraries including

**two**

mobile libraries



**109** roundabouts



**246** road and pedestrian  
bridges, culverts and causeways



water to

**48,000**

households &  
businesses



**2** leisure centres, 3 aquatic  
centres, 5 village pools,  
2 sea pools, with over  
800,000 visits per annum



**85** sports grounds,  
4 showgrounds,  
5 destination parks,  
1 indoor sports centre,

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



Approximately  
**3 million**  
visitors annually







# Planning & Reporting Framework

**Shoalhaven's plans are developed in conjunction with State and Regional Plans, the Resourcing Strategy, other supporting plans, Councillors, staff and the community.**

The community plan for the Shoalhaven over the next ten years is captured in the Community Strategic Plan 2032 (CSP). While Council will use the plan to develop its objectives and actions, other government and non-government organisations can and will use the CSP to align their activities to meet Shoalhaven's needs.

Our future planning documents are made up of four key components (Figure 1):

1. Shoalhaven 2032 Community Strategic Plan (10 years)
2. Delivery Program Objectives (4 years)
3. Operational Plan & Budget (annual)
4. Council's Resourcing Strategy (4 years)

## **Community Strategic Plan**

The community plan for the Shoalhaven over the next ten years is captured in the Community Strategic Plan (CSP). The purpose of the plan is to identify the community's main aspirations and priorities for the future. The CSP is organised under four themes and eleven key priorities.

While Council will use the plan to develop its objectives 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.

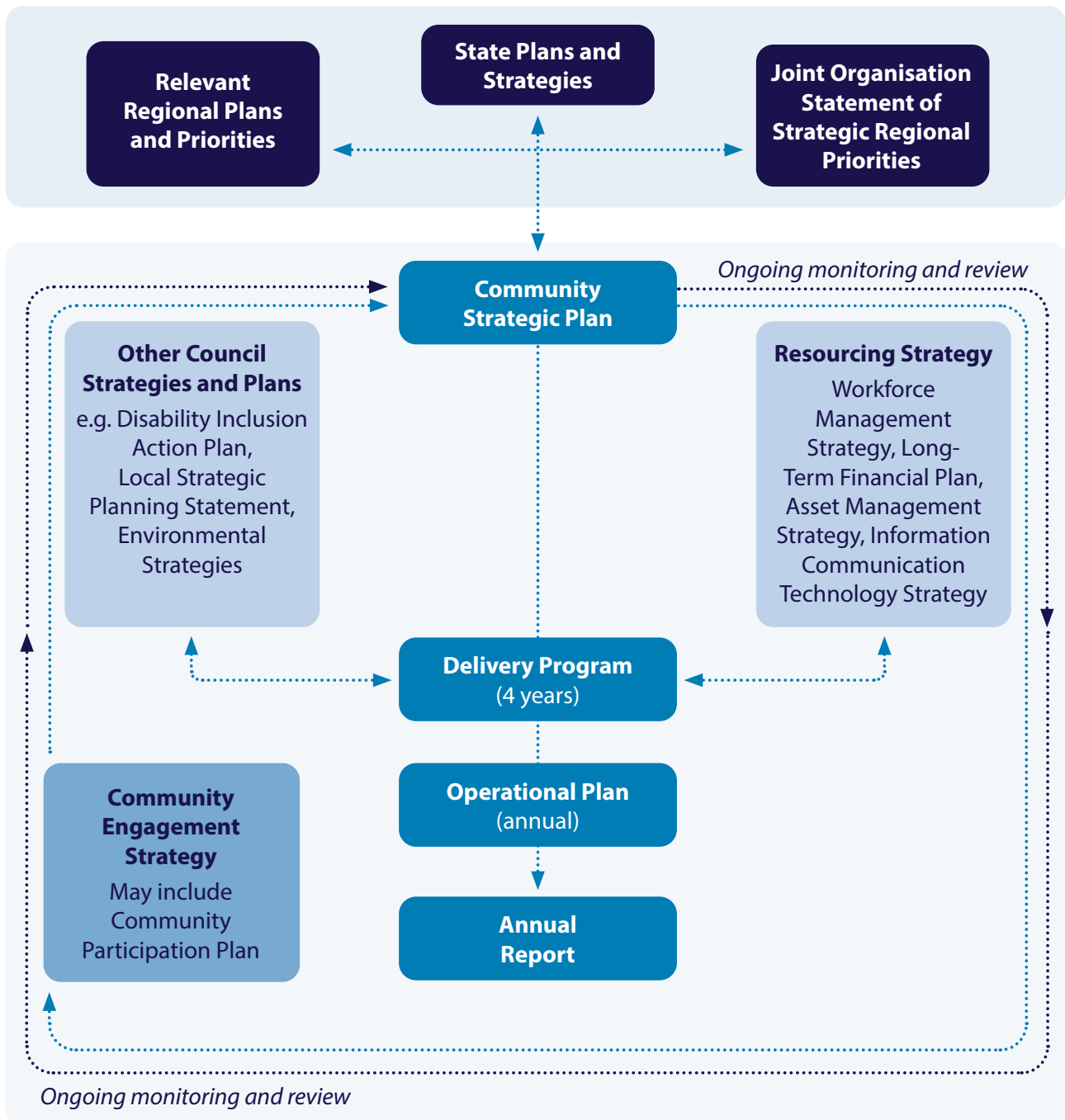
## **Delivery Program Operational Plan**

The Delivery Program Objectives are Council's response to the Community Strategic Plan and what Council can do within each term of the elected Council. The one-year Operational Plan Actions detail what will be completed over the next 12 months to address the Delivery Program Objectives. Budget, staff resources and assets are allocated to ensure the Actions are undertaken.

## **Resourcing Strategy**

While the Community Strategic Plan describes the long-term goals of our community, the Resourcing Strategy outlines how we will help achieve these in terms of time, money, assets and people. It is used to address the budget needs through the Long Term Financial Plan, assets required through the Asset Management Framework, technology needs through the ICT Strategy and Council's workforce through the Workforce Strategy.





(Figure 1): Integrated Planning and Reporting Framework

# Themes & Key Priorities

**Each of the themes and key priorities that have been identified by the community have been allocated long term objectives and one-year actions. These are outlined in the following sections.**

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



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

- 1.1 Support inclusive, safe and connected communities
- 1.2 Preserve, support and develop cultural and creative vitality across our communities
- 1.3 Support community wellbeing through fostering active and healthy communities



## **Sustainable, Liveable Environments**

- 2.1 Manage our infrastructure for long term sustainability to meet community need
- 2.2 Manage growth and development with respect for environmental and community values
- 2.3 Protect the natural environment and enhance sustainability



## **Thriving Local Economies That Meet Community Needs**

- 3.1 Strengthen and diversify the economy
- 3.2 Deliver safe, vibrant and attractive public spaces



## **Effective, Responsible & Authentic Leadership**

- 4.1 Deliver reliable, high quality services
- 4.2 Provide transparent leadership through effective government and administration
- 4.3 Inform and engage with the community about the decisions that affect their lives



# How to Read this Plan

Community Strategic  
Plan Code

Community Strategic  
Plan Goal

Delivery Program  
Objective

## Priority 1.1

Support 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 Council has improved resilience and readiness capability in emergency management
- When people feel more connected to their community
- When there is an improvement in socio-economic indicators for our area
- When there is a decrease in households in housing stress
- When there is an increase in public or active transport
- When people feel safer in their neighbourhood with reduced crime

### What will Council focus on between 2022-26?

Delivery Program Objective	
1.1.01	Support communities to prepare for, respond to and recover from natural disasters, extreme weather and other emergencies
1.1.02	Support communities to become safer and more resilient through positive and effective planning, partnerships and programs
1.1.03	Develop plans and strategies which help to create an inclusive community and improve equitable access to opportunities
1.1.04	Advocate for improvements to public transport services and provide support for community-led initiatives that improve transport options
1.1.05	Develop plans which will enable a variety of affordable and appropriately serviced housing options
1.1.06	Use Council's regulatory powers and government legislation to enhance community safety and deliver community safety programs and projects

**Delivery Program  
Code and Action**

**Council Department  
Responsible for Action**

**Reporting  
Measure**

**Target**

**What will Council do in 2023-24?**

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding Source
<b>1.1.01 - Support communities to prepare for, respond to and recover from natural disasters, extreme weather and other emergencies</b>					
1.1.01.01	Facilitate the Local Emergency Management Centre operations by providing a dedicated Local Emergency Management Officer	Technical Services	Percentage of Shoalhaven Supporting Plans and Consequence Management Guides reviewed as required by the Local Emergency Management Committee	80%	Operational
1.1.01.02	Develop and implement initiatives to provide immediate and ongoing support for community and increase awareness and understanding of recovery and available supports (funding dependent)	Community Connections	Number of publications produced - includes leaflets, newsletters and website updates (funding dependent)	Count	Grant dependent
			Number of face to face community conversations, programs and projects developed and participated in - completed - including Recovery Hub, Recovery and preparedness programs and Get Ready initiatives, Pop Ups and community gatherings	Count	Grant dependent
			Number of phone calls made and taken resulting in assistance being provided to affected residents	Count	Grant dependent





# Resilient, Safe, Accessible & Inclusive Communities

Council supporting strategies and plans that will guide us	What's important to the community
<ul style="list-style-type: none"><li>• Regional Gallery Strategic Plan</li><li>• Community Infrastructure Strategic Plan</li><li>• Crime Prevention Plan</li><li>• Disability Inclusion Action Plan</li><li>• Shoalhaven Libraries Strategic Plan</li><li>• Shoalhaven Entertainment Centre Business and Marketing Plan</li><li>• Shoalhaven Affordable Housing Strategy</li><li>• Wellbeing Strategy</li></ul>	<ul style="list-style-type: none"><li>• Homelessness and the need for affordable housing</li><li>• Enhanced community preparedness and response to natural disasters and the effects of climate change</li><li>• Tackling social isolation and mental health</li><li>• Improved access to health care services</li><li>• An inclusive and accessible community</li><li>• Increased number of cultural events and improvements to Shoalhaven's arts</li><li>• Community safety improvements</li><li>• Improvements to our parks and reserves and sporting facilities</li><li>• Improved public transport services</li></ul>







# Priority 1.1

## Support 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 Council has improved resilience and readiness capability in emergency management
- When people feel more connected to their community
- When there is an improvement in socio-economic indicators for our area
- When there is a decrease in households in housing stress
- When there is an increase in public or active transport
- When people feel safer in their neighbourhood with reduced crime

### What will Council focus on between 2022-26?

Delivery Program Objective	
1.1.01	Support communities to prepare for, respond to and recover from natural disasters, extreme weather and other emergencies
1.1.02	Support communities to become safer and more resilient through positive and effective planning, partnerships and programs
1.1.03	Develop plans and strategies which help to create an inclusive community and improve equitable access to opportunities
1.1.04	Advocate for improvements to public transport services and provide support for community-led initiatives that improve transport options
1.1.05	Develop plans which will enable a variety of affordable and appropriately serviced housing options
1.1.06	Use Council's regulatory powers and government legislation to enhance community safety and deliver community safety programs and projects

## What will Council do in 2023-24?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
1.1.01 - Support communities to prepare for, respond to and recover from natural disasters, extreme weather and other emergencies					
1.1.01.01	Facilitate the Local Emergency Management Centre operations by providing a dedicated Local Emergency Management Officer	Technical Services	Percentage of Shoalhaven Supporting Plans and Consequence Management Guides reviewed as required by the Local Emergency Management Committee	80%	Operational
1.1.01.02	Develop and implement initiatives to provide immediate and ongoing support for community and increase awareness and understanding of recovery and available supports	Community Connections	Number of publications produced - includes leaflets, newsletters and website updates	Count	Grant dependent
			Number of face to face community conversations, programs and projects developed and participated in - completed - including Recovery Hub, Recovery and preparedness programs and Get Ready initiatives, Pop Ups and community gatherings	Count	Grant dependent
			Number of phone calls made and taken resulting in assistance being provided to affected residents	Count	Grant dependent



Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
			Number of collaborations that support and work with Commonwealth & State Agencies, NGOs, and community groups to deliver community led resilience programs	Count	Grant dependent
1.1.01.03	Develop community profiles in consultation with each town and village within the Shoalhaven identifying hazards, critical infrastructure and vulnerable facilities/ groups	Technical Services	Number of community profiles developed which identify hazards, critical infrastructure and vulnerable facilities/groups	≥10	Operational
1.1.01.04	Liaise with the Rural Fire Service Strategic Planning Committee to deliver assigned and future projects for emergency service facilities as per allocated funding	Building Services	Number of RFS Strategic Planning Committee meetings held	≥2	Operational
1.1.01.05	Build community awareness and encourage planning for disasters using tools such as Get Ready Shoalhaven and the Disaster Dashboard	Technical Services	Number of community engagement sessions undertaken to enhance the understanding of and preparation for disasters	≥6	Operational
1.1.01.06	Inspect Asset Protection Zones and fire trails for compliance against bushfire mitigation guidelines	Works & Services	Percentage of Asset Protection Zones inspected	70%	Operational
			Percentage of Asset Protection Zones funded for maintenance	100%	Operational

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
1.1.01.07	Annual audit of Council's responsibilities within the Shoalhaven District Bushfire Plan	Works & Services	Audit completed, certified bushfire mitigation works assessed and asset custodians notified of rectification works by June 2024	100%	Operational
1.1.01.08	Following a Natural Disaster, lead a coordinated social recovery response for the Shoalhaven by working collaboratively with NGOs, Commonwealth and State Agencies	Community Connections	Number of collaborative initiatives undertaken following a natural disaster that support community in their recovery, including network and internal meetings	Count	Grant dependent
<b>1.1.02 - Support communities to become safer and more resilient through positive and effective planning, partnerships and programs</b>					
1.1.02.01	Engage the community to ensure representative views are considered and adopted in the development and planning of Community facilities	Community Planning & Projects	Develop a prioritisation of Masterplans for the LGA, and deliver annually Masterplans for Council parks, reserves and sportsgrounds	100%	Operational funding dependent
			Finalise and adopt the Access Areas for Dogs Policy and progressively implement the funded actions	100%	Operational
1.1.02.02	Work with community to improve sense of identity and belonging through the support of relationship building, inclusion and community pride	Community Connections	Number of initiatives supporting community programs and actions	Count	Operational

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
			Number of community relationships established and maintained (networks, organisations and individuals)	Count	Operational
			Number of initiatives which support and foster connections in the community	Count	Operational
			Number of activities supported through the Homelessness Advisory Committee and the community led plan for homelessness (funding dependent)	Count	Operational
1.1.02.03	Work with the NSW Government to finalise the Crown Lands plans of management	Community Planning & Projects	Finalisation of Crown Lands Plans of Management	100%	Operational
1.1.02.4	Work with relevant stakeholders to progress a 'Community Centre and Resilience Hub' as part of the Kangaroo Valley Showground Masterplan	Community Planning & Projects	Statement and purpose of the proposed Kangaroo Valley 'Community Centre and Resilience Hub' finalised by June 2024	100%	Operational



Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
<b>1.1.03 - Develop plans and strategies which help to create an inclusive community and improve equitable access to opportunities</b>					
1.1.03.01	Collaborate across City Lifestyles departments to provide a range of programs to activate Destination Parks and showgrounds	Swim Sport Fitness	Number of programs implemented at Destination Parks across the Shoalhaven	≥4	Operational
1.1.03.02	Conduct accessibility audits of public and community buildings	Building Services	Number of accessibility audits of public & community buildings undertaken	≥2	Operational
1.1.03.03	Work with community to foster an inclusive Shoalhaven where everyone has equitable access to opportunities including by continuing to deliver priorities from the Disability Inclusion Action Plan	Community Connections	Number of initiatives which raise awareness of community access and inclusion needs, and demonstrate best practice in inclusion and accessibility	Count	Operational
			Number of initiatives which advocate for and empower community to support equitable access to opportunities	Count	Operational
1.1.03.04	Provide social planning advice to improve understanding of social needs and inform decision-making	Community Connections	Advice provided on social planning, including through co-ordination of social planning projects	Count	Operational
			Draft Reconciliation Action Plan prepared in consultation with community and stakeholders by June 2024	100%	Operational

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
<b>1.1.04 - Advocate for improvements to public transport services and provide support for community-led initiatives that improve transport options</b>					
1.1.04.01	Provide feedback and input into cross government strategy development and implementation that aligns with key regional priorities related to public transport and improved transport connectivity	Strategic Planning	Number of meetings with government agencies that actively contribute to transport strategy development	≥3	Operational
<b>1.1.05 - Develop plans which will enable a variety of affordable and appropriately serviced housing options</b>					
1.1.05.01	Undertake projects in the Strategic Planning Works Program to meet community needs regarding housing and the built environment including update of the Affordable Housing Strategy, review of the Milton Ulladulla Settlement Strategy and priority review of Shoalhaven's Planning Strategy & Policy	Strategic Planning	Annual Council report on Strategic Planning Works Program by June 2024	100%	Operational
<b>1.1.06 - Use Council's regulatory powers and government legislation to enhance community safety and deliver community safety programs and projects</b>					
1.1.06.01	Implement an inspection regime required to ensure the satisfactory operation of on-site sewage management systems for the maintenance of public and environmental health	Environmental Services	Percentage of planned on-site sewage management systems inspections completed	100%	Operational
			Percentage of failed on-site sewage management system whereby regulatory action has commenced	100%	Operational

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
1.1.06.02	Undertake environmental health regulatory inspections to ensure compliance with legislative standards	Environmental Services	Percentage of planned environmental health inspections completed	100%	Operational
			Percentage of failed environmental health inspections whereby regulatory action has commenced	100%	Operational
1.1.06.03	Undertake swimming pool inspections in accordance with the adopted program	Building & Compliance	Percentage of planned swimming pool inspections completed	95%	Operational
1.1.06.04	Ranger Services undertake proactive patrols in order to meet the needs of the community and council	Building & Compliance	Number of proactive ranger patrols	≥3,000	Operational
1.1.06.05	Undertake retail food premises regulatory inspections to ensure compliance with legislative standards	Environmental Services	Percentage of food businesses achieving 'good', 'very good' or 'excellent' food safety star rating	80%	Operational
			Percentage of failed food hygiene inspections whereby regulatory action has commenced	100%	Operational



# Priority 1.2

Preserve, support and develop cultural and creative vitality across our communities

## Why is this priority important?

Culture binds a community to past, present and future collective experiences of the physical surroundings and interactions with others. Creative pursuits 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
- When attendances at Council cultural venues is increasing
- When engagement with the Aboriginal community on Council's projects and programs is increasing

## What will Council focus on between 2022-26?

Delivery Program Objective	
1.2.01	Develop partnerships and services to support active participation in a vibrant and inclusive arts community
1.2.02	Provide and maintain cultural facilities to meet community needs
1.2.03	Recognise, protect and celebrate our local history, cultural heritage and diversity

## What will Council do in 2023-24?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
<b>1.2.01 - Develop partnerships and services to support active participation in a vibrant and inclusive arts community</b>					
1.2.01.01	Undertake strategic investigations to support Arts & Culture in the Shoalhaven	Arts & Culture	Undertake planning and investigations for strategic plans and projects that support development of Arts and Culture	100%	Operational
1.2.01.02	Shoalhaven Regional Gallery to deliver a diverse program of arts and cultural activities that cater for audiences across the Shoalhaven	Arts & Culture	Number of people paying to attend public programs	≥500	Operational
			Number of visitors to Shoalhaven Regional Gallery	≥32,000	Operational
			Percentage of visitors 'likely or very likely' to recommend the gallery	50%	Operational
1.2.01.03	Curate and deliver inclusive annual seasons of performing arts, events and public programs reflective of our diverse community	Shoalhaven Entertainment Centre	Rebuild post-COVID attendance at ticketed performances at the Shoalhaven Entertainment Centre	≥35,000	Operational
			Percentage of audience members' positive perception of the Centre's contribution to cultural life in the Shoalhaven	85%	Operational
			Live Music Action Plan prepared for Council adoption by December 2023	100%	Operational
1.2.01.04	Deliver a mural art project on Shoalhaven Water infrastructure that will engage with local community and artists	Water Business Services	One Shoalhaven Water mural art project completed by June 2024	100%	Operational

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
1.2.01.05	Shoalhaven Regional Gallery to deliver Art Workshops and curriculum education programs across the Shoalhaven	Arts & Culture	Number of Pop Up Art workshops delivered to outlying areas	≥4	Operational
			Number of Students participating in curriculum based programs	≥500	Operational
1.2.01.06	Increase diversification of income streams to support the activities of the Shoalhaven Regional Gallery	Arts & Culture	Number of grant applications prepared and submitted	≥ 5	Operational
<b>1.2.02 - Provide and maintain cultural facilities to meet community needs</b>					
1.2.02.01	Progress construction of a new Library at Sanctuary Point	Library Services	Complete operational plan and budget for new Sanctuary Point Library	100%	Operational
			Complete the public art project with local community for the new Sanctuary Point Library	100%	Operational
1.2.02.02	Continue staged implementation of Shoalhaven Entertainment Centre's Strategic Business and Marketing Plan.	Shoalhaven Entertainment Centre	Percentage increase of food and beverage income stream at Encore Cafe and Dining	≥5%	Operational
			Increase the number of Season Memberships to build audience engagement	≥50	Operational



Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
1.2.03 - Recognise, protect and celebrate our local history, cultural heritage and diversity					
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	Strategic Planning	Number of Heritage Assistance grants issued	Count	Operational
1.2.03.02	Provide support for volunteer led museums across the Shoalhaven	Arts & Culture	Identify funding options and support needed to conserve the Jack Nicholson Collection and enhance the museum experience at Lake Tabourie Museum	100%	Operational
1.2.03.03	Work with community to improve the recognition, protection and celebration of the diverse community, history and cultural heritage of the Shoalhaven	Community Connections	Number of activities that recognise, protect or celebrate the diverse make up and cultural heritage of the Shoalhaven	Count	Operational
1.2.03.04	Design and deliver the Boongaree reconciliation garden to provide a place for education and healing for the indigenous communities of the Shoalhaven	Community Planning & Projects	Detailed design for Boongaree reconciliation garden completed by June 2024	100%	Operational

# Priority 1.3

Support community wellbeing through fostering 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 liveable city attracts populations, tourists, businesses and improves economic outcomes.

## How will we know we are making a difference?

- When the number of volunteers is increasing
- Community satisfaction with parks, playgrounds, sporting venues, aquatic centres, and public halls is improving
- When the personal wellbeing index is improving
- Community satisfaction of facilities and services for people living with a disability is improving

## What will Council focus on between 2022-26?

Delivery Program Objective	
1.3.01	Support communities to access opportunities for lifelong learning and help others
1.3.02	Provide and maintain recreation and leisure facilities to meet community needs
1.3.03	Provide opportunities for our community to be healthy and active
1.3.04	Work with the community to build safe, resilient and connected neighbourhoods

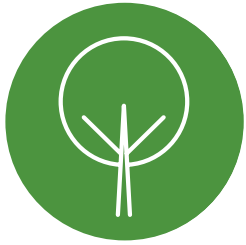
## What will Council do in 2023-24?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
<b>1.3.01 - Support communities to access opportunities for lifelong learning and help others</b>					
1.3.01.01	Shoalhaven Libraries will create opportunities for diverse communities to be welcomed and celebrated in appropriate ways through a range of events	Library Services	Number of Library events delivered	≥500	Operational
			Number Library visits	≥420,000	Operational
			Number of Virtual Visits at Council's Libraries	≥800,000	Operational
			Number of actions implemented from the Shoalhaven Libraries Strategic Plan 2023-2026	≥12	Operational
1.3.01.02	Review and update Shoalhaven Libraries Local Heritage Strategic plan	Library Services	Shoalhaven Libraries Local Heritage Strategic plan updated by June 2024	100%	Operational
<b>1.3.02 - Provide and maintain recreation and leisure facilities to meet community needs</b>					
1.3.02.01	Deliver improved playing surfaces at Precincts and Destination Parks in the Shoalhaven	Swim Sport & Fitness	Undertake annual Sportsfield Improvement Program	100%	Operational
1.3.02.02	Continue staged implementation of Asset Management Plans across Shoalhaven Swim Sport Fitness including Destination Parks, sportsfields and showgrounds	Swim Sport & Fitness	Commence development of Asset Management Plans for sportsgrounds buildings	100%	Operational



Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
1.3.02.03	Review and update the Community Infrastructure Strategic Plan together with other directorates, to form the strategic planning for future development	Community Planning & Projects	Playspace strategy to be incorporated in Community Infrastructure Strategic Plan	100%	Operational
			Community Infrastructure Strategic Plan updated by June 2024	100%	Operational
1.3.02.04	Implement outcomes from the Community Infrastructure Strategic Plan	Community Planning & Projects	Complete construction of Bob Proudfoot Pavilion by end of September 2024	100%	Capital
			Finalise design of showground upgrades (BLERF) by September 2024	100%	Capital
			Complete construction of Ulladulla Skatepark by June 2024	100%	Capital
1.3.02.05	Support Parkcare Group Volunteers to improve local parks and reserves	Works & Services	Maintain Annual Parkcare volunteer hours	≥3,500	Operational
1.3.02.06	Implement the Shoalhaven Swim Sport Fitness Business Plan	Swim Sport & Fitness	Strategies identified within new Shoalhaven Swim Sport Fitness Business Plan implemented	100%	Operational

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
<b>1.3.03 - Provide opportunities for our community to be healthy and active</b>					
1.3.03.01	Provide a range of programs and services to cater for community demand for aquatics, health and fitness programs	Swim Sport & Fitness	Maintain the number of attendances at Council's aquatic and leisure centres	≥800,000	Operational
<b>1.3.04 - Work with the community to build safe, resilient and connected neighbourhoods</b>					
1.3.04.01	Support local networks and encourage knowledge sharing to improve equitable access to information and opportunities	Community Connections	Number of supported activities which provide increased opportunities for community groups to represent and advocate for their communities	Count	Operational
			Information and opportunities shared with community and ongoing support and guidance for the Community Consultative Body network	Count	Operational



# Sustainable, Liveable Environments

Council supporting strategies and plans that will guide us	What's important to the community
<ul style="list-style-type: none"><li>• Asset Management Plans</li><li>• Bushcare Action Plans</li><li>• Coastal Zone Management Plan</li><li>• Coastal Management Programs</li><li>• Estuary Management Plans</li><li>• Flood Studies and Risk Management Plans</li><li>• Heritage Conservation Plans</li><li>• Local Environmental Plan &amp; Development Control Plans</li><li>• Local Strategic Planning Statement</li><li>• Pedestrian Access and Mobility Plan</li><li>• Public Domain and Open Space Plans</li><li>• Public Reserves Plans</li><li>• Shoalhaven Growth Management Strategy</li><li>• Structure plans and settlement strategies</li><li>• Sustainable Energy Strategy</li><li>• Shoalhaven Adaptation Plan</li></ul>	<ul style="list-style-type: none"><li>• Road improvement, including maintenance, renewal and resealing programs</li><li>• Improved paths and cycleways for better connectivity</li><li>• Mitigate and adapt to climate change</li><li>• Transition to sustainable/renewable energy</li><li>• Protection and restoration of our unique natural environments</li><li>• Bypasses for Nowra and Milton/Ulladulla</li><li>• Maintain our infrastructure</li><li>• Appropriate, sustainable development</li><li>• Better use of the Shoalhaven river and foreshore</li><li>• Continue to revitalise Shoalhaven's CBDs</li><li>• Retain amenity of the area, keep the village feel</li><li>• Restrict over-development in the coastal villages</li><li>• Development that is in keeping with our unique natural environment</li></ul>







# Priority 2.1

Manage our infrastructure for long term sustainability to meet community need

## Why is this priority important?

Delivering essential public infrastructure and assets is important to the liveability of our communities. Improving connectivity between our settlements allows for safe and efficient travel within and beyond our region.

## How will we know we are making a difference?

- Community satisfaction with roads is increasing
- When the total length of pathways is increasing
- Community satisfaction with provision of cycleways is increasing
- When our backlog of repair and renewal of community assets is falling

## What will Council focus on between 2022-26?

Delivery Program Objective	
2.1.01	Solve road and drainage problem areas and partner with the State Government to improve road conditions across the region
2.1.02	Provide flood and stormwater management to prevent or minimise the impacts of flooding
2.1.03	Plan, design and deliver cycleways, pathways, walking trails and other pedestrian movement infrastructure to maximise access, inclusion and mobility for the whole community
2.1.04	Ensure sufficient projects are planned and 'shovel ready' to maintain a workflow across the financial year and meet capital expenditure targets
2.1.05	Infrastructure assets, with a focus on transport and stormwater assets, are accurately captured and condition assessed to facilitate strategic asset renewal planning
2.1.06	Plan for sustainable and resilient water and wastewater infrastructure and resources for the Shoalhaven
2.1.07	Operate and maintain infrastructure to meet agreed levels of service while complying with regulatory requirements

## What will Council do in 2023-24?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
<b>2.1.01 - Solve road and drainage problem areas and partner with the State Government to improve road conditions across the region</b>					
2.1.01.01	Complete the Local Road Repair Program as listed in the 2023-24 adopted capital works program	Works & Services	Percentage of planned road rehabilitation projects completed	80%	Capital
2.1.01.02	Implement Council's Road Risk Management Procedure by ensuring reportable defects are repaired	Works & Services	Percentage of reportable defects addressed within corporate timeframes in the procedure	60%	Operational
<b>2.1.02 - Provide flood and stormwater management to prevent or minimise the impacts of flooding</b>					
2.1.02.01	Undertake Flood Studies and develop Floodplain Risk Management Studies and Plans	Environmental Services	St Georges Basin Floodplain Risk Management Study and Plan adopted by Council by June 2025	100%	Operational
			Lower Shoalhaven River Floodplain Risk Management Study and Plan adopted by Council by June 2025	100%	Operational
2.1.02.02	Complete the Stormwater Drainage Program as listed in the 2023-24 adopted capital works program	Works & Services	Percentage of planned stormwater drainage projects completed	85%	Capital
2.1.02.03	Review the flood mitigation asset database and ensure it is up to date	Works & Services	Length of flood mitigation assets inspected	30km	Capital
			Percentage of reported critical / urgent flood mitigation assets repaired as funded for maintenance	85%	Capital



Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
<b>2.1.03 - Plan, design and deliver cycleways, pathways, walking trails and other pedestrian movement infrastructure to maximise access, inclusion and mobility for the whole community</b>					
2.1.03.01	Complete the Pathways Program as listed in the 2023-24 adopted capital works program	Works & Services	Percentage of planned pathways projects completed	85%	Capital
2.1.03.02	Review the Walking Track asset database and ensure it is up to date	Works & Services	Percentage of reported walking track asset defects repaired as funded for maintenance	40%	Capital
<b>2.1.04 - Ensure sufficient projects are planned and 'shovel ready' to maintain a workflow across the financial year and meet capital expenditure targets</b>					
2.1.04.01	Stage works greater than \$250,000 with a Design/Approval stage and Construction/Commissioning Stage in separate financial years	Works & Services	Percentage of works greater than \$250,000 staged in separate financial years (excluding newly identified Council priority projects)	85%	Capital
2.1.04.02	Identify projects to be delivered in the following financial year and plan and resource the delivery of designs and specifications where required	Technical Services	Identify capital construction projects to be delivered in the following financial year and plan and resource the delivery of designs and specifications where required	100%	Capital
<b>2.1.05 - Infrastructure assets, with a focus on transport and stormwater assets, are accurately captured and condition assessed to facilitate strategic asset renewal planning</b>					
2.1.05.01	Identify in consultation with Asset Custodians sources of information and scope new processes for the systematic update of condition information in asset registers	Technical Services	Completion of projects to increase the quality of condition data for transport assets	≥12	Operational
			Completion of projects to increase the quality of condition data for stormwater assets	≥12	Operational

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
2.1.05.02	Support the organisation to review and update Asset Management Plans	Technical Services	Number of Asset Custodian's portfolio Asset Management Plans (AMPs) that have been assisted in adopting the corporate template to develop and finalising their AMP's	≥8	Operational
			Annual update of the Strategic Asset Management Plan (SAMP)	100%	Operational
2.1.06 - Plan for sustainable and resilient water and wastewater infrastructure and resources for the Shoalhaven					
2.1.06.01	Maximise water reuse to reduce demand on drinking water supplies	Water Asset Planning & Development	Implement recommendation from Shoalhaven Water Yield Assessment	≥1	Operational
			Review and assess redundancy in water supply schemes	100%	Operational
2.1.06.02	Identify and mitigate risk to critical water supply and wastewater assets	Water Asset Planning & Development	Develop asset risk assessment, mitigation contingencies for critical water & wastewater assets	≥20	Operational
2.1.06.03	Plan for Sewer & Water infrastructure to support West Culburra & Mundamia Urban Release Areas	Water Asset Planning & Development	Deliver Sewer & Water infrastructure concept design to support West Culburra Urban Release Areas	100%	Capital
			Deliver Sewer & Water infrastructure concept design to support Mundamia Urban Release Areas	100%	Capital

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
2.1.06.04	Implement new regulatory and assurance framework for local water utilities	Water Asset Planning & Development	Achieve regulatory compliance for local water utilities	100%	Operational
2.1.06.05	Construct Sewer & Water infrastructure to support Moss Vale Road Urban Release Areas	Water Asset Planning & Development	Percentage of annual capital works completed that support Moss Vale Road Urban Release Areas	100%	Capital
2.1.06.06	Investigate asset resilience and security of water supply opportunities	Water Asset Planning & Development	Develop Northern to Southern Water Supply Project to Construction Phase	100%	Capital
2.1.06.07	Construction of new water pipeline connection of Jervis Bay Territory to Shoalhaven systems	Water Asset Planning & Development	Percentage of construction of water pipeline connection of Jervis Bay Territory to Shoalhaven systems	100%	Capital
<b>2.1.07 - Operate and maintain infrastructure to meet agreed levels of service while complying with regulatory requirements</b>					
2.1.07.01	Implement the funded Building Fire Compliance Action Plan	Building Services	Number of Building Fire Audits Reviewed	≥2	Operational
			Maintain existing Fire Safety measures for Council buildings as funded	100%	Operational
2.1.07.02	Ensure serviceability of public amenity buildings to budget and or community expectations	Building Services	Complete public amenity refurbishment or renewals as funded	100%	Operational
2.1.07.03	Implement initiatives to reduce the number of dry weather sewage overflow events	Water Operations & Maintenance	Number of monitoring sensors installed and monitored using "Internet of Things" technology	≥200	Operational



# Priority 2.2

Manage growth and development with respect for environmental & community values

## 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

## What will Council focus on between 2022-26?

Delivery Program Objective	
2.2.01	Develop land use plans which reflect current and future community needs and ongoing population change
2.2.02	Facilitate the provision of environmentally sound and climate resilient development that meets the changing needs and expectations of the community
2.2.03	Manage development to ensure compliance with approvals and environmental protection
2.2.04	Advocate and influence on behalf of our community on the strategic land use vision for the Shoalhaven

## What will Council do in 2023-24?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
<b>2.2.01 - Develop land use plans which reflect current and future community needs and ongoing population change</b>					
2.2.01.01	Prepare and maintain strategies and plans to support appropriate population growth or development, and environmental conservation in Shoalhaven, including finalising the detailed planning controls for the Moss Vale Road North Urban Release Area and priority review of Shoalhaven's Planning Strategy and Policy and as part of this, include research and inclusion of character statements in the Development Control Plan	Strategic Planning	Annual Council report on Strategic Planning Works Program by June 2024	100%	Operational
<b>2.2.02 - Facilitate the provision of environmentally sound and climate resilient development that meets the changing needs and expectations of the community</b>					
2.2.02.01	Assess and determine development applications within legislative timeframes and community expectations	Development Services	Percentage of Development Applications processed within 40 days (DAs & S4.55s)	65%	Operational
2.2.02.02	Resolve Subdivision and Subdivision Works Certificates to meet applicant and community expectations	Development Services	Percentage of Subdivision Certificates resolved within 14 days	75%	Operational
			Percentage of Subdivision Works Certificates completed in 28 days	65%	Operational

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
2.2.03 - Manage development to ensure compliance with approvals and environmental protection					
2.2.03.01	Provide development compliance services to the community	Building & Compliance	Number of development non-compliance matters received	Count	Operational
			Number of development non-compliance actions completed	Count	Operational
2.2.04 - Advocate and influence on behalf of our community on the strategic land use vision for the Shoalhaven					
2.2.04.01	Provide strategic feedback to Government and others on policies and strategies impacting on strategic land use in Shoalhaven	Strategic Planning	Number of submissions regarding strategic land use made to Federal and State Government	Count	Operational



# Priority 2.3

## Protect the natural environment and enhance sustainability

### 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 urban canopy cover on public land is increasing
- Community satisfaction with management of natural environment is improving
- Community satisfaction with environmental protection and enforcement is improving
- When there is increasing participation in environmental programs
- When our waterway environments are improving
- When Council's and the community's greenhouse gas emissions are decreasing towards net-zero
- When diversion of waste from landfill is increasing

### What will Council focus on between 2022-26?

Delivery Program Objective	
2.3.01	Prepare for and respond to a changing climate by reducing Council's carbon footprint and implement strategies to address climate impacts and ensure a sustainable future
2.3.02	Develop strategies to reduce energy and resource use and improve sustainability across Council operations
2.3.03	Protect the natural environment by developing strategies to enhance and maintain biodiversity, urban green cover and ensure coastal protection
2.3.04	Support our community to adopt sustainable living practices and deliver programs to increase understanding of our natural environment
2.3.05	Increase diversion of waste from landfill into reuse opportunities which support the circular economy

## What will Council do in 2023-24?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
2.3.01 - Prepare for and respond to a changing climate by reducing Council’s carbon footprint and implement strategies to address climate impacts and ensure a sustainable future					
2.3.01.01	Deliver the Shoalhaven Adaptation Plan	Technical Services	Number of actions delivered from the approved Shoalhaven Adaptation Plan	≥20	Operational
2.3.01.02	Continue implementation of Council’s Sustainable Energy Strategy 2020-25 to reduce carbon emissions and increase the uptake of renewable energy to achieve Sustainability and Climate Policy targets	Technical Services	Number of Sustainable Energy Strategy initiatives implemented	Count	Operational
			Estimated emissions reduced through Revolving Energy Fund projects (tonnes CO2e-)	Amount tonnes CO2e-	Operational
			Emissions saved through Sustainable Energy Strategy projects (tonnes CO2e-)	≥1000 tonnes CO2e-	Operational
2.3.02 - Develop strategies to reduce energy and resource use and improve sustainability across Council operations future					
2.3.02.01	Deliver the Sustainability and Climate Action Plan	Technical Services	Number of resourced actions implemented from the approved Sustainability and Climate Action Plan	≥30	Operational
2.3.03 - Protect the natural environment by developing strategies to enhance and maintain biodiversity, urban green cover and ensure coastal protection					
2.3.03.01	Undertake works within natural area reserves to improve biodiversity	Environmental Services	Number of natural area reserves with works completed towards maintaining or improving biodiversity	Count	Operational

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
2.3.03.02	Support organisational environmental due diligence	Environmental Services	Number of environmental assessments completed	Count	Operational
2.3.03.03	Implement water quality monitoring program of Shoalhaven's estuaries, lakes, rivers and beaches to ensure the cleanliness of waterways for public and environmental health	Environmental Services	Percentage of planned water quality monitoring program completed	100%	Operational
			Percentage of irregular water quality results whereby follow-up has occurred	100%	Operational
2.3.03.04	Develop Coastal Management Programs as per the requirements of the NSW Coastal Management Act 2016 and the Coastal Manual	Environmental Services	Shoalhaven Open Coast & Jervis Bay Coastal Management Programs presented to Council for adoption by June 2024	90%	Operational
			Lower Shoalhaven River Coastal Management Program presented to Council for adoption by June 2024	90%	Operational
			Lake Conjola Coastal Management Program presented to Council for adoption by June 2024	90%	Operational
			Sussex Inlet, St Georges Basin, Swan Lake and Berrara Creek Coastal Management Program presented to Council for adoption by June 2024	90%	Operational



Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
2.3.03.05	Prepare new, or review existing Bushcare Group Action Plans in consultation with community	Environmental Services	Number of Bushcare Group Action Plans reviewed	≥8	Operational
2.3.03.06	Undertake compliance actions associated with priority weeds and biosecurity in accordance with the Regional Plan	Environmental Services	Number of priority weed inspections	≥1,560	Operational
			Percentage of failed priority weed inspections whereby corrective actions have been implemented	100%	Operational
2.3.03.07	Progress the South Mollymook Coastal Protection Works	Environmental Services	Development of a South Mollymook Coastal Protection Works funding and partnership agreement by June 2024	100%	Capital
2.3.03.08	Progress planning and scoping for an Urban Greening Strategy	Environmental Services	Urban Greening Strategy research finalised by June 2024	100%	Operational
<b>2.3.04 - Support our community to adopt sustainable living practices and deliver programs to increase understanding of our natural environment</b>					
2.3.04.01	Deliver the Sustainable Living Program for community members	Technical Services	Number of funded workshops or events delivered under the Sustainable Living Program	≥10	Operational
<b>2.3.05 - Increase diversion of waste from landfill into reuse opportunities which support the circular economy</b>					
2.3.05.01	Maximise recycling opportunities at Council's waste facilities	Waste Services	Increase the number of material types recycled year on year	≥2	Operational



# Thriving Local Economies That Meet Community Needs

Council supporting strategies and plans that will guide us	What's important to the community
<ul style="list-style-type: none"><li>• Economic Development Strategy</li><li>• Nowra CBD Revitalisation Strategy</li><li>• Property Strategy</li><li>• Tourism Destination Management Plan</li><li>• Local Strategic Planning Statement</li></ul>	<ul style="list-style-type: none"><li>• Employment, more jobs are needed</li><li>• Help create growth through business investment and new businesses</li><li>• Invest in tourism but manage the impact on our infrastructure</li><li>• Education and training options especially for Shoalhaven's youth</li><li>• Build vibrant public spaces and places</li><li>• Greater shopping variety in the local area</li><li>• Continue to improve Nowra CBD</li><li>• Development and release of new employment lands</li></ul>







# Priority 3.1

## Strengthen and diversify the economy

### Why is this priority important?

An important economic opportunity is to continue to attract employers to set up in the Shoalhaven. By growing new and emerging industries we can provide diverse employment options for our residents. Realising these opportunities will improve our city's prosperity and provide jobs close to home.

### How will we know we are making a difference?

- When the Shoalhaven economy is growing
- When number of new employing businesses is increasing
- When the diversity of the top employing industries is maintained

### What will Council focus on between 2022-26?

Delivery Program Objective	
3.1.01	Work with business, government and other partners to build a diverse local economy which provides employment opportunities for all
3.1.02	Advocate and promote the Shoalhaven to attract increased investment and new businesses
3.1.03	Promote and service the Shoalhaven as a diverse year-round tourist destination

## What will Council do in 2023-24?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
<b>3.1.01 - Work with business, government and other partners to build a diverse local economy which provides employment opportunities for all</b>					
3.1.01.01	Actively participate in networking opportunities that enhance the Shoalhaven economy	Economic Development	Number of networking opportunities attended or facilitated	≥300	Operational
3.1.01.02	Review and update Council's Employment Land Strategy	Economic Development	Council's Employment Land Strategy updated by June 2024	100%	Operational
3.1.01.03	Continue to subdivide and sell employment land	Economic Development	Number of employment land lots that have been sold or developed	Count	Operational
<b>3.1.02 - Advocate and promote the Shoalhaven to attract increased investment and new businesses</b>					
3.1.02.01	Provide advice and support to Council on external funding opportunities that are aligned to strategic objectives	Economic Development	Number of Council applications to external grant funding programs	≥140	Operational
			Number of successful grant applications bringing additional investment into projects/programs within the Shoalhaven	≥70	Operational
			Finalise a new Council Grants Policy and Procedure	100%	Operational

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
3.1.02.02	Actively participate in providing feedback to government strategy and planning to ensure major strategic projects are included in regional plans to assist in grant funding opportunities	Economic Development	Number of active contributions (in person meetings, phone conversations or written advice) to regional, state or federal strategy development	≥150	Operational
<b>3.1.03 - Promote and service the Shoalhaven as a diverse year-round tourist destination</b>					
3.1.03.01	Promote the Shoalhaven as a diverse region with a focus on off-season visitation	Tourism	Number of marketing campaigns delivered	≥4	Operational
			Increase the year-on-year total economic impact of expenditure in the Shoalhaven	≥\$1billion	Operational
			Increase in total subscribers to the direct marketing consumer database	≥10%	Operational
3.1.03.02	Deliver an event support program to drive off-season visitation to reduce seasonality of tourism employment opportunities	Tourism	Maintain or increase number of supported events	≥25	Operational
			Increase total return on investment for supported events	10%	Operational



Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
3.1.03.03	Review and deliver the Visitor Services Strategy, which includes the operational Visitor Centres, mobile tourism services and industry support	Tourism	Maintain a high quality of service and achieve Google business reviews equal to or above 4 stars for the Shoalhaven Visitor Centre	≥4*	Operational
			Increase distribution of Shoalhaven Visitor Guides	≥10%	Operational
			Increase total merchandise sales across all Shoalhaven Visitor Service sales channels	≥2.5%	Operational
3.1.03.04	Support businesses with grant programs and communications	Tourism	Total value of Precinct Marketing Program	\$20,000	Operational
3.1.03.05	Deliver support to Aboriginal tourism operators in developing tourism businesses	Tourism	Number of additional Australian Tourism Data Warehouse listings for Aboriginal Tourism Operators	≥3	Operational
			Number of Industry Newsletters sent	≥48	Operational

# Priority 3.2

Deliver safe, vibrant and attractive public spaces

## Why is this priority important?

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. It is important that we enhance our community spaces with public art, place-making and place activation - places people come together and celebrate.

## How will we know we are making a difference?

- When people's perception of the Shoalhaven as a liveable city is increasing
- 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

## What will Council focus on between 2022-26?

Delivery Program Objective	
3.2.01	Undertake strategic infrastructure planning and support transformational City projects
3.2.02	Strengthen our commercial centres and support strong and active CBDs
3.2.03	Provide opportunities for our community to participate, celebrate and commemorate in the civic and cultural life of the City

## What will Council do in 2023-24?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
3.2.01 - Undertake strategic infrastructure planning and support transformational City projects					
3.2.01.01	Investigate opportunities for strategic development of key projects in our City	Economic Development	Identify potential, suitably zoned land in Nowra CBD for a Hotel site, explore various models of delivery, seek advice on market response to such a development opportunity and facilitate without prejudice conversations with potential investors	100%	Operational
			Engage with the community on the heart of Huskisson project at 59 Owen Street Carpark Development	100%	Operational
3.2.01.02	Support collaboration through Illawarra Shoalhaven Joint Organisation (ISJO) to advance Council and regional strategic objectives	Corporate Performance & Reporting	Number of partnership initiatives for mutual benefit of ISJO stakeholders	≥4	Operational



Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
3.2.02 - Strengthen our commercial centres and support strong and active CBDs					
3.2.02.01	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 and priority review of Shoalhaven's Planning Strategy/ Policy	Strategic Planning	Annual Council report on Strategic Planning Works Program by June 2024	100%	Operational
3.2.02.02	Hold community events as arranged and supervised by the Nowra CBD Revitalisation Committee that draw people to the Nowra CBD	Technical Services	Number of months with increased foot traffic in the Nowra CBD compared to the previous year	≥12	Operational
3.2.03 - Provide opportunities for our community to participate, celebrate and commemorate in the civic and cultural life of the City					
3.2.03.01	Facilitate and support the delivery of community and tourism events striving to achieve engaged, activated and liveable communities	Tourism	Number of approved events on Council owned or managed land	≥120	Operational



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KANGAROO VALLEY  
GENERAL STORE  
&  
NEWSAGENCY  
KANGAROO VALLEY  
GARDEN CENTRE







# Effective, Responsible & Authentic Leadership

Council supporting strategies and plans that will guide us	What's important to the community
<ul style="list-style-type: none"><li>• Community Engagement Strategy</li><li>• Community Participation Plan</li><li>• Resourcing Strategy<ul style="list-style-type: none"><li>• Long Term Financial Plan</li><li>• Asset Management Policy, Strategy and Plans</li><li>• Workforce Planning</li><li>• Information Communications Technology Strategy</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Effective leadership by a cohesive Council</li><li>• Ensure funding equity across the Shoalhaven</li><li>• Ability to participate in decision making</li><li>• Ability to have "their say" in Councils projects, policies and plans</li><li>• Responsible administration of Council services</li><li>• Better ways to recycle and reuse waste</li></ul>



# Notice Board





# Priority 4.1

Deliver reliable, high-quality services

## Why is this priority important?

Council supports the community in many ways such as the provision of sportfields, 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
- When Development Applications assessment times are below the required times

## What will Council focus on between 2022-26?

Delivery Program Objective	
4.1.01	Provide an excellent customer experience through responsive and inclusive communication channels and processes
4.1.02	Provide an accessible quality Family Day Care service
4.1.03	Provide a quality Bereavement Services primary facility at Shoalhaven Memorial Gardens and Lawn Cemetery Worrigea
4.1.04	Provide care for abandoned and neglected animals
4.1.05	Deliver an efficient waste and recycling collection service to the community
4.1.06	Provide reliable and safe water supply and wastewater services

## What will Council do in 2023-24?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
4.1.01 - Provide an excellent customer experience through responsive and inclusive communication channels and processes					
4.1.01.01	Provide an excellent customer experience by meeting Council's customer service standards for Contact Centre Operations	Customer Experience	Calls to Contact Centre answered within 30 seconds	≤30 seconds	Operational
			Average wait time at the Customer Service Counter	≤5 minutes	Operational
			Percentage of customer enquiries resolved at first point of contact	80%	Operational
			Percentage of customer contacts that abandoned before being answered by the Contact Centre	≤7%	Operational
			Percentage of customer requests conducted online	≥25%	Operational
4.1.01.02	Implement a 'voice of the customer' program to gather, analyse and action customer feedback	Customer Experience	Voice of the customer program implemented by September 2023 with process improvement reported quarterly	100%	Operational
4.1.01.03	Provide graphics and cartography support to the organisation and issue 10.7 planning certificates and dwelling entitlement certificates	Strategic Planning	Number of 10.7 planning certificates and dwelling entitlement certificates issued	Count	Operational

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
4.1.01.04	Develop a Customer Experience Strategy to improve customer centricity across Council	Customer Experience	Customer Experience Strategy developed by June 2024	100%	Operational
4.1.01.05	Work collaboratively with Management Committees to expand the Bookable system to include facilities operated by Management Committees	Customer Experience	Bookable Phase 3 implemented by June 2024	100%	Operational
4.1.02 - Provide an accessible quality Family Day Care service					
4.1.02.01	Coordinate the delivery of a high quality Family Day Care service	Community Connections	Maintain and increase the number of Family Day Care Educators	≥30	Operational
			Percentage of scheduled Family Day Care inspections undertaken	100%	Operational
			Number of engagement activities, programs and initiatives delivered with and for Aboriginal communities to create change to service or facilities at Shoalhaven Family Day Care	Count	Operational
4.1.03 - Provide a quality Bereavement Services primary facility at Shoalhaven Memorial Gardens and Lawn Cemetery Worrigee					
4.1.03.01	Review and update the Bereavement Services Business Plan to reflect updated licencing requirements and legislation	Commercial Services	Bereavement Services Business Plan considered by Council before 31 December 2023	100%	Operational

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
4.1.04 - Provide care for abandoned and neglected animals					
4.1.04.01	Ensure minimal returns of adopted animals to the Shoalhaven Animal Shelter	Building & Compliance	Percentage of adopted animal return rate	≤10%	Operational
4.1.05 - Deliver an efficient waste and recycling collection service to the community					
4.1.05.01	Provide excellent customer service for waste and recycling collection services	Waste Services	Number of justified complaints annually (per 10,000 bin pick-ups)	<365	Operational
			Number of compliments per month	>12	Operational
4.1.06 - Provide reliable and safe water supply and wastewater services					
4.1.06.01	Provide potable water supply in accordance with Australian Drinking Water Guidelines.	Water Operations & Maintenance	Number of E-Coli incidents encountered through testing program	0	Operational
4.1.06.02	Ensure water is affordable for our customers	Water Business Services	Maintain our customers typical water bill affordability when compared with other Local Water Utilities (Top 10%)	10%	Operational



# Priority 4.2

Provide 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 provides equity of access to employment opportunities to improve the workforce diversity
- When Council's financial benchmarks are improving
- Community satisfaction with Council's leadership is improving

## What will Council focus on between 2022-26?

4.2.01	Strengthen Council's governance, audit and planning frameworks to ensure high levels of decision making, integrity and accountability
4.2.02	Promote Enterprise Risk Management to protect Council services, assets, business functions and reputation
4.2.03	Support the needs of the community through a skilled, motivated, productive and safe Council workforce
4.2.04	Enable Council's workforce and community through the delivery of secure, efficient and innovative information systems and technology
4.2.05	Promote informed decision making through clear and timely communication of the financial implications of decisions with a focus on long-term financial sustainability
4.2.06	Develop and implement a service review program to support Council's continuous business improvement
4.2.07	Reduce the age of Council's plant/vehicle fleet to ensure efficient, safe and compliant operations across council
4.2.08	Identify opportunities for investment in property and proactively manage Council's property portfolio
4.2.09	Adopt and implement the Holiday Haven Business Plan to ensure sustainability of the business to contribute towards Council's Crown Land operations and provide value-add to the community
4.2.10	Support the organisation to achieve their goals by managing budgeting and procurement process efficiently and effectively within acceptable levels of risk

## What will Council do in 2023-24?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
4.2.01 - Strengthen Council's governance, audit and planning frameworks to ensure high levels of decision making, integrity and accountability					
4.2.01.01	Manage the organisational corporate planning and reporting needs and continue to provide improvements in business planning and reporting	Corporate Performance & Reporting	Produce the Annual Report by November 2023	100%	Operational
			Develop new Delivery Program Operational Plan by June 2024	100%	Operational
4.2.01.02	Coordinate Audit, Risk and Improvement Committee functions & responsibilities and deliver the planned internal audits	Internal Audit	Audit, Risk and Improvement Committee meetings delivered as per the Charter requirements	≥5	Operational
			ARIC annual report on its key activities and functions presented to Council	1	Operational
			Conduct audits as per approved internal audit plan	100%	Operational
4.2.01.03	Process application requests for access to public information	Business Assurance & Risk	Percentage of formal GIPA requests met within statutory requirements	100%	Operational
4.2.01.04	Review and update Council's Business Continuity Planning documents	Business Assurance & Risk	Staff provided training on revised Business Continuity Plans	100%	Operational
4.2.01.05	Formalisation of Legislative Compliance Framework	Business Assurance & Risk	Legislative Compliance Register and policy developed and implemented	100%	Operational

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
4.2.02 - Promote Enterprise Risk Management to protect Council services, assets, business functions and reputation					
4.2.02.01	Ensure currency of Council's Risk Management Framework	Business Assurance & Risk	Operational Risk Register, Risk Appetite Statement and Strategic Risk Register reviewed annually by Executive Management Team and Audit, Risk & Improvement Committee	1	Operational
			High level risks reviewed regularly by Executive Management Team and Audit, Risk & Improvement Committee	2	Operational
4.2.02.02	Manage Workers Compensation Self -Insurers Licence	Business Assurance & Risk	Achieve SIRA Auditing requirements for Workers Compensation Insurers Licensees	96%	Operational
4.2.03 - Support the needs of the community through a skilled, motivated, productive and safe Council workforce					
4.2.03.01	Annual review and update of Council's Workforce Plan to ensure strategies are updated and implemented	People & Culture	Number of Equal Employment Opportunity Plan initiatives implemented	Count	Operational
			Number of management staff actively participating in Organisational Development Program	≥200	Operational
			Percentage of staff with updated Performance Development Plan	90%	Operational



Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
4.2.03.02	Implement initiatives identified in the Work Health Safety & Injury Management Strategic Business Plan	People & Culture	Number of Strategic WHS Plan initiatives implemented	≥8	Operational
			Reduction in Lost time Injury Frequency Rate compared to previous 3 year period	≥5%	Operational
4.2.03.03	Update Council's Child Safe Standards	People & Culture	Council's Child Safe Action Plan endorsed by June 2024	100%	Operational
4.2.03.04	Provide effective, proactive and strategic support to the organisation for Human Resources	People & Culture	Number of workplace change initiatives implemented	Count	Operational
4.2.03.05	Continue to improve operating efficiencies in Payroll Unit	People & Culture	Complete transition to new electronic time and attendance system	100%	Operational
<b>4.2.04 - Enable Council's workforce and community through the delivery of secure, efficient and innovative information systems and technology</b>					
4.2.04.01	Implement an effective business partnership structure in supporting corporate information systems	Information Services	Number of Corporate Information Systems business partnership meetings facilitated	≥10	Operational
4.2.04.02	Provide spatial services including Council's cadastre and land information maintenance, online GIS, mapping systems integration, road and place naming and property addressing	Information Services	Percentage of Addressing and Road Naming applications processed within 7 days	100%	Operational
			Percentage of registered plans processed within 2 days of Land Registry Services notification	100%	Operational

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
4.2.04.03	Maintain and improve Council's corporate business systems to ensure legislative compliance, effective operation and security	Information Services	Progress two of the following OneCouncil Regulatory processes by June 2024: Certificates, Enforcements, BAGs/ Section 68 or Health/ Licencing applications	≥2	Operational
		Information Services	Council software licences renewed within budget in a timely manner and compliance maintained	100%	Operational
4.2.04.04	Provide effective, secure and efficient record keeping frameworks and services to meet strategic, legislative and operational requirements of the organisation	Information Services	Percentage of strategic Information Management Service Review recommendations implemented	75%	Operational
4.2.04.05	Provide efficient and secure Information Technology Support Services and Systems	Information Services	Percentage of service desk requests completed within service level agreements	>80%	Operational
			Critical systems Up Time	99.90%	Operational
			Maintain satisfaction score for completed service desk requests	>95%	Operational

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
4.2.05 - Promote informed decision making through clear and timely communication of the financial implications of decisions with a focus on long-term financial sustainability					
4.2.05.01	Collaborate with the NSW Government to achieve positive rating legislative reforms through attendance at IPART workshops and memberships of the LG Rating Reference Group and the NSW Revenue Professionals South Coast Region	Finance	Number of ratings reform meetings/ IPART workshops attended and submissions provided	Count	Operational
4.2.05.02	Manage Council's Investment Portfolio to maximise returns with due consideration for risk, liquidity and security	Finance	Investment portfolio performance above AusBond Bank Bill Index	Count	Operational
4.2.05.03	Comply with the engagement timetable for the 2023-24 financial statements	Finance	Annual audited statement adopted without qualified comments by October 2023	100%	Operational
4.2.05.04	Develop realistic budget development timetable and meet deadlines	Finance	Budget developed and endorsed by June 2024	100%	Operational
4.2.05.05	Streamline reconciliation processes and financial reporting	Finance	Annual Financial Statement prepared prior to commencement of audit	100%	Operational



Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
4.2.05.06	Optimise usage of new Finance system through developing reports and dashboards that provide meaningful financial information to users across the organisation	Finance	Number of finance system reporting initiatives implemented	Count	Operational
<b>4.2.06 - Develop and implement a service review program to support Council's continuous business improvement</b>					
4.2.06.01	Deliver Council's Service Review Program	Corporate Performance & Reporting	Endorsed Service Review Program implemented by June 2024	100%	Operational
<b>4.2.07 - Reduce the age of Council's plant/vehicle fleet to ensure efficient, safe and compliant operations across Council</b>					
4.2.07.01	Analyse fleet replacement schedule, ensure appropriate budget planning and order completion	Commercial Services	Deliver plant and vehicles in accordance with the approved Replacement Program	95%	Operational
<b>4.2.08 - Identify opportunities for investment in property and proactively manage Council's property portfolio</b>					
4.2.08.01	Actively monitor and maximise tenancy rates to ensure Council's property are let	Building Services	Vacancy rate (across all categories) of Council tenanted buildings	≤5%	Operational
4.2.08.02	Create a strategy with measurable actions for Council's strategic property assets, including investigation into alternate revenue streams	Strategic Property	Develop a Council strategic property sale and disposition plan by December 2023	100%	Operational

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
4.2.09 - Adopt and implement the Holiday Haven Business Plan to ensure sustainability of the business to contribute towards Council’s Crown Land operations and provide value-add to the community					
4.2.09.01	Review and update the Holiday Haven Business Plan to reflect the current operating environment	Commercial Services	Deliver accommodation and facility investment per adopted Holiday Haven capital plan	100%	Operational
			Deliver Holiday Haven occupancy targets	100%	Operational
			Deliver Holiday Haven operating profit according to the operational budget	100%	Operational
4.2.09.02	Finalise Holiday Parks Plans of Management ready for Crown Lands approval	Commercial Services	Crown Lands plans of management finalised by June 2024	100%	Operational
4.2.10 - Support the organisation to achieve their goals by managing budgeting and procurement process efficiently and effectively within acceptable levels of risk					
4.2.10.01	Continue to improve finance business partner relationships across the organisation to deliver projects with compliance to policies, procedures and regulatory requirements	Finance	Improvement in positive feedback from stakeholders on Finance business partner model	Count	Operational
4.2.10.02	Continue to improve procurement business partner relationships across the organisation to deliver projects with compliance to policies, procedures and regulatory requirements	Finance	Improvement in positive feedback from stakeholders on Procurement business partner model	Count	Operational

# 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. 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. Clear communication to the community is essential, especially in times of emergency response.

## How will we know we are making a difference?

- When community satisfaction with Council's engagement is improving
- When community awareness and participation in engagement initiatives is improving

## What will Council focus on between 2022-26?

Delivery Program Objective	
4.3.01	Provide opportunities for the community to have genuine engagement on Council planning and decision making
4.3.02	Provide clear, consistent, relevant and accessible information to the community
4.3.03	Enhance Council's reputation within the community and throughout the region

## What will Council do in 2023-24?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
4.3.01 - Provide opportunities for the community to have genuine engagement on Council planning and decision making					
4.3.01.01	Facilitate staff education and awareness of the International Association for Public Participation (IAP2) Framework	Communications & Engagement	Develop a Community Engagement Framework and Toolkit by June 2024	100%	Operational
			Number of staff engagement training and information sessions facilitated	≥2	Operational
4.3.01.02	Explain to our local community the impacts of strategic planning and ensure appropriate consultation is undertaken and information is available	Strategic Planning	Number of formal strategic planning exhibitions or consultations	Count	Operational
			Number of submissions received on strategic planning consultations	Count	Operational
4.3.01.03	Support staff to develop community engagement programs that provide authentic consultation activities	Communications & Engagement	Community engagement programs developed for all consultation activities	100%	Operational
4.3.01.04	Prepare for the 2024 Local Government elections	Business Assurance & Risk	All necessary resolutions and contractor arrangements for delivery of the local government election in place	100%	Operational
4.3.01.05	Commence an independent review of Council's Community Consultative Body model to ensure equitable reach and representation	Community Connections	Finalise a report to Council detailing existing and alternative models of community engagement / involvement for consideration	100%	Operational funding dependant



Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target	Funding
4.3.02 - Provide clear, consistent, relevant and accessible information to the community					
4.3.02.01	Produce written and visual content that is informative and readily available to its target audience	Communications & Engagement	Strategic communication and marketing plans developed for all campaigns	100%	Operational
4.3.02.02	Optimise communication channels to directly reach target audiences	Communications & Engagement	Community newsletter opening rate	>30%	Operational
4.3.03 - Enhance Council's reputation within the community and throughout the region					
4.3.03.01	Provide accurate and timely information to promote activities, programs and policies of Council	Communications & Engagement	Number of media releases issued	≥120	Operational
			Number of social media posts	≥960	Operational
4.3.03.02	Proactively respond to misinformation and provide factual information on all media platforms	Communications & Engagement	Responses to information requests from journalists	100%	Operational
			Responses to all reasonable questions on the social media pages within 24 hours	100%	Operational
4.3.03.03	Create engaging and interesting media opportunities and events that appeal to the community and is promoted more broadly	Communications & Engagement	Attendance rate of journalists and photographers at media opportunities	>50%	Operational
			Media events are held for completion of major projects	100%	Operational



# Budget

2023/24



# 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

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.

Council proposes to increase rates by the IPART approved rate peg of 4.6%. The increase in rates revenue will allow the Council to maintain its financial sustainability and to generate sufficient revenue to deliver the services and infrastructure that meet community needs and expectations

## **The major assumptions included in the 2023/24 estimates are:**

Population Growth	1.29% pa (source: forecast. id)
Number of Assessable Properties	0.5% increase
Rate Increases	4.6% increase
Financial Assistance Grant	4.6% increase
Other Recurrent Government Grants	4.6% increase
Interest on Investments	4.0% (estimate of weighted average return applied to cashflow projection)
Employee Costs	4.5% award increase
On-Costs	35%
Materials and Contracts	5.0%
Electricity Costs	16%
Borrowings Repayment Schedule	10 years
Interest Expense For New Loans	5.5%
Other Expenses	5.0%



## 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

The base charge amount is a standard amount which is applied to all properties.

The ad valorem charge is a distribution of the residual rating income, calculated as a proportion of the properties land valuation. The land valuation calculated for each property is determined by the Valuer General's Department and is reviewed every three years.

### Ordinary rates

Council has resolved to maintain the 2022/23 rating structure, comprising both base and ad valorem amounts. This is a common rating structure that is used to provide the fairest and most equitable distribution of the rate levy across the LGA.

The rating structure has a flat base amount of \$729, with the exception of the Residential – Non-Urban category which has a base of \$48, the Farmland – Dairy category which has a base amount of \$1,097 and Business – Ordinary category which does not have a base amount and is subject to an ad valorem rate in the dollar levied on the value of the property supplied by the NSW Valuer General. Business – Ordinary rates are levied on 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.).

## The following rates are proposed for 2023/24 in respect of each category of ordinary rate levied by Council:

- **Residential:** Will be levied a base amount of \$729 and an ad valorem rate of 0.09454 cents in the \$ for Residential Rates and a base amount of \$48 and an ad valorem of 0.09454 cents in the \$ for Residential Non Urban Rates.
- **Farmland:**
  - The rates for Farmland will be levied a base amount of \$984 and an ad valorem rate of 0.07122 cents in the.
  - The rates for Farmland - Dairy will be levied a base amount of \$1,097 and an ad valorem rate of 0.03783 cents in the \$.
- **Business:**

All sub-categories will utilise the same base amount of \$729, excluding Business Permit (Ordinary – Business category), where no base amount is applied given the type of properties within this category. However, different ad valorem rates have been applied, depending upon the level of service provided in each area. An ad valorem rate

  - Nowra CBD business rates is 0.49358 cents in the \$.
  - Business Permit 0.19075 cents in the \$.
  - Business Commercial / Industrial 0.16551 cents in the \$.
  - Business - Major Retail Centre – Nowra 0.69800 cents in the \$.
  - Business - Major Retail Centre – Vincentia 0.33620 cents in the \$.

## Council's Proposed Section 2023/24 Rating Structure

Sub-Category	No. of Rateable Properties	Land Value (\$)	Average Land Value (\$)	Ad Valorem (c in \$)	Base Rate Amount (\$)	Base Rate %age	Ad Valorem Yield (\$)	Base Rate Yield (\$)	Total Rate Yield (\$)
<b>Residential</b>									
Ordinary Residential Rates	55,935	43,206,407,398	772,436.88	0.09454	729.00	49.96	40,847,338	40,776,757	81,624,095
Residential Non Urban Rates	940	78,198,660	83,190.06	0.09454	48.00	37.90	73,929	45,120	119,049
<b>Farmland</b>									
Ordinary Farmland Rates	632	1,773,371,000	2,805,966.77	0.07122	984.00	32.99	1,262,995	621,888	1,884,883
Farmland Rates - Dairy Farmers	147	426,235,000	2,899,557.82	0.03783	1,097.00	50.00	161,245	161,259	322,504
<b>Business</b>									
Ordinary Business Rates	151	4,802,100	31,801.99	0.19075			9,160		9,160
Business Nowra Rates	378	276,769,980	732,195.71	0.49358	729.00	16.79	1,366,081	275,562	1,641,643
Business Commercial / Industrial Rates	1,829	1,804,941,410	986,846.04	0.16551	729.00	30.86	2,987,359	1,333,341	4,320,700
Business - Major Retail Centre - Nowra	1	10,700,000	10,700,000.00	0.69800	729.00	0.97	74,686	729	75,415
Business - Major Retail Centre - Vincentia	1	11,500,000	11,500,000.00	0.33620	729.00	1.85	38,663	729	39,392
<b>Total</b>	<b>60,014</b>	<b>\$47,592,925,548</b>					<b>\$46,821,455</b>	<b>\$43,215,385</b>	<b>\$90,036,840</b>

# Special Rate Variations

**The allocation of the Special Rates Variation varies to the IPART determination for 2023/24 for the following reasons.**

1. The total is higher due to the rates growth in the second year when the additional SRV was not taken up
2. Due to the SRV not being taken up, there is a backlog of operational costs and maintenance that is now required to be performed
3. COVID and the natural disasters have had a significant impact on operating costs of Council

	IPART determination for 2023/24	2023/24 Special Rates Levied
Borrowing cost - Verons Estate infrastructure	59,675	59,675
Allow Council to cover the cost of existing service levels	450,114	4,478,543
<b>Fund new/enhanced service levels (i.e. sustainability program)</b>		
Additional Maintenance - Roads	678,845	2,683,994
Additional Maintenance - Buildings	226,282	227,999
Additional Maintenance - Parks and Reserves	226,282	227,999
Additional Operations	2,262,817	2,279,978
<b>Capital Expenses</b>		
Roads and Transport Renewals	6,883,806	2,495,000
Sports Grounds Upgrades	565,705	473,626
Buildings Renewals	3,060,000	2,003,467
<b>Loan Repayments</b>		
Principal Repayments - Verons Estate infrastructure	89,306	89,306
<b>Total:</b>	<b>14,502,832</b>	<b>15,019,587</b>

# Council Special Rates

## **Special Category Rates – Sussex Inlet CBD Promotion**

Council has maintained a special category rate for 2023/24 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 NSW Valuer General. 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.





**In respect of each special rate levied by Council, the following are proposed as the special rates for 2023/24:**

Sub-Category	No. of Rateable Properties	Land Value (\$)	Average Land Value (\$)	Ad Valorem (c in \$)	Base Rate Amount (\$)	Base Rate %age	Ad Valorem Yield (\$)	Base Rate Yield (\$)	Total Rate Yield (\$)
<b>Residential</b>									
Verons Road Upgrade Special Rate - Dwelling Potential (commenced 1 July 2017)	22	15,386,000	699,363.64	0.38260	2,674.00	49.98	58,867	58,828	117,695
Verons Road Upgrade Special Rate - No Dwelling Potential (commenced 1 July 2017)	10	4,295,000	429,500.00	0.06961	297.00	49.83	2,990	2,970	5,960
Nebraska Road Construction Special Rate	23	4,230,400	183,930.43	0.06631	121.00	49.80	2,805	2,783	5,588
Jerberra Rd Infrastructure	103	56,742,000	550,893.20	0.20652	1,136.00	49.96	117,186	117,008	234,194
Jerberra Electricity Infrastructure	103	56,742,000	550,893.20	0.06964	383.00	49.96	39,517	39,449	78,966
Jerberra Road - E2	16	1,128,500	70,531.25	0.36653	257.00	49.85	4,136	4,112	8,248
<b>Business</b>									
Sussex Area Special Rates	99	86,231,270	871,022.93	0.02082			17,953		17,953
<b>Total</b>	<b>376</b>	<b>\$224,755,170</b>					<b>\$243,455</b>	<b>\$225,150</b>	<b>\$468,605</b>

## Stormwater Management Service Charge

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

Proposed Drainage Projects	Proposed Budget (\$)	Funding Sources		
		General Fund (\$)	Other (\$)	Stormwater Levy (\$)
Basin - Pipe Inspection / Renewal / Refurbishment	100,000	0	0	100,000
Central - Pipe Inspection / Renewal / Refurbishment	100,000	0	0	100,000
Drainage - Investigations - Stormwater Enquiries	34,000	0	0	34,000
Environmental Stormwater Management	80,000	0	0	80,000
Harry Sawkins Park Drainage Pond Reconstruct Desilt and Fountain	100,000	0	0	100,000
Installation of Sub-Surface Drainage - Rugby Park Top Fields	358,000	0	358,000	0
Installation of Sub-Surface Drainage - Thomson St Sussex Inlet	358,000	0	358,000	0
Millards Ck/ Ulladulla Harbour - Drainage GPT Water Quality Urban Renew	80,000	80,000	0	0
Northern - Pipe Inspection / Renewal / Refurbishment	100,000	0	0	100,000
Piping easements - Existing Subdivisions (POL 16/143)	52,000	0	0	52,000
Reconstruct Open Drains (5yr Cycle - Annual Maintenance separate)	500,000	0	0	500,000
Shoalhaven Heads - Pipe Lining Investigation and Strategy	260,000	0	260,000	0
Southern - Pipe Inspection / Renewal / Refurbishment	100,000	0	0	100,000
Strategic Stormwater Catchment Studies	22,000	22,000	0	0
Various Drainage Programs - Unallocated	90,000	86,675	0	3,325
Woodglen Cres, Mollymook Beach - Improve Drainage	25,674	0	0	25,674
Prince Edward Ave - Drainage Skate Park Water Quality Urban Upgrade/New	34,900	34,900	0	0
Sussex Inlet Rd - Drainage Subsoil Drain Stage 1 Urban Upgrade/New	28,538	0	0	28,538
Bill Andriske Oval Drainage	165,000	165,000	0	0
	<b>2,588,112</b>	<b>388,575</b>	<b>976,000</b>	<b>1,223,537</b>

## 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 2023/24 financial year as follows:

Type of organisation/rental	Number	Amount
Community Groups	59	\$769,956
Men's Shed	9	\$15,77
Golf club	2	\$21,441
Preschool/Childcare Playgroups	14	\$514,928
Sports Groups	3	\$20,402
Meals on Wheels	6	\$43,302
Telcos (Community / Gov)	14	\$40,917
Outdoor dining	60	\$32,910
		<b>\$1,426,721</b>

**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, Sundry Debtors & Other Charges

Council's current policy is to adopt the maximum permissible interest rate for each year on overdue balances, charged on a simple interest basis. It has been determined that the rate of interest payable on overdue rates, sundry debtors and other charges for the period 1 July 2023 to 30 June 2024 (inclusive) will be 9.0% per annum.

Interest charges may be waived for the ratepayers that experience financial hardship and apply for the financial assistance under the Council Hardship Policy.

## 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:

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

**Subsidised / Partial cost recovery** - Council recovers less than full cost for reasons of community obligation, legislated limits on charging, etc.

**Rate of return** - Council recovers the full cost of providing the service/activity plus a profit margin.

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

**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 2023/24 is:

Purpose of the Loan	2023/24	Funding Source
<b>Buildings and Property</b>	<b>\$6,015,000</b>	
Depot safety improvement works	\$750,000	General Fund
Woollamia Depot - Administration Office Building Upgrade	\$515,000	General Fund
Ulladulla Civic Centre Improvements	\$700,000	General Fund
Showground Buildings	\$4,050,000	General Fund
<b>Open Space, Sport and Recreation</b>	<b>\$5,400,000</b>	
Bay and Basin Leisure Centre Redevelopment - Design & Invest	\$900,000	General Fund
Shoalhaven Community and Recreational Precinct - Northern Section - design and investigation	\$1,000,000	General Fund
Shoalhaven Community and Recreational Precinct - Southern Section - Artie Smith	\$3,500,000	General Fund
<b>Tourism Projects</b>	<b>\$1,042,400</b>	
Sustainable Tourism Infrastructure Grant (matching funds)	\$1,042,400	General Fund
<b>Roads and Transport</b>	<b>\$1,519,800</b>	
George Evans Rd - Traffic Facilities Yalwal Intersection	\$1,519,800	General Fund
<b>Shoalhaven Entertainment Centre (SEC)</b>	<b>\$628,000</b>	
SEC Compliance works	\$628,000	General Fund
<b>Waste and Recycling Program</b>	<b>\$3,750,800</b>	
Materials Recovery Facility	\$1,831,600	Waste Fund
Waste Education Centre	\$1,919,200	Waste Fund
<b>Total</b>	<b>\$18,356,000</b>	
<b>Total General Fund Loans</b>	<b>\$14,605,200</b>	



# Budget

Estimated Result For the  
Year Ending 30 June

2023/24

\$'000

## Income Statement - Consolidated

### Income from Continuing Operations

#### Revenue:

Rates and Annual Charges	177,338
User Charges and Fees	95,621
Interest and Investment Revenue	7,550
Other Revenues	4,772
Grants and Contributions provided for Operating Purposes	21,294
Grants and Contributions provided for Capital Purposes	47,922

#### Other Income:

Net Gains from the disposal of assets	0
<b>Total Income from Continuing Operations</b>	<b>354,497</b>

### Expenses from Continuing Operations

Employee Benefits and On-Costs	108,473
Borrowing Costs	7,453
Materials and Contracts	104,540
Depreciation and Amortisation	90,200
Other Expenses	16,973
Net Losses from the disposal of assets	0
Fair value decrement on investment property	0

<b>Total Expenses from Continuing Operations</b>	<b>327,639</b>
<b>Net Operating Result</b>	<b>26,858</b>
<b>Net Operating Result before grants and contributions provided for capital purposes</b>	<b>(21,064)</b>

	Estimated Result as at 30 June 2023/24
Statement of Financial Position - Consolidated	\$'000
<b>ASSETS</b>	
<b>Current Assets</b>	
Cash and Cash Equivalents	22,843
Investments	105,778
Receivables	35,337
Inventories	2,457
Other	1,875
Non-current Assets Classified as 'Held for Sale'	0
<b>Total Current Assets</b>	<b>168,290</b>
<b>Non-Current Assets</b>	
Investments	0
Receivables	6,129
Inventories	5,798
Infrastructure, Property, Plant & Equipment	4,337,480
Investment Property	3,400
Intangible Assets	494
Right of use assets	135
Other	1,712
<b>Total Non-Current Assets</b>	<b>4,355,148</b>
<b>TOTAL ASSETS</b>	<b>4,523,438</b>
<b>LIABILITIES</b>	
<b>Current Liabilities</b>	
Payables	27,367
Income received in advance	0
Contract liabilities	39,129
Lease liabilities	78
Borrowings	21,166
Employee benefit provision	34,361
Provisions	2,229
<b>Total Current Liabilities</b>	<b>124,330</b>
<b>Non-Current Liabilities</b>	
Payables	0
Lease liabilities	75
Borrowings	176,284
Employee benefit provision	1,368
Provisions	8,030
<b>Total Non-Current Liabilities</b>	<b>185,757</b>
<b>TOTAL LIABILITIES</b>	<b>310,087</b>
<b>NET ASSETS</b>	<b>4,213,351</b>
<b>EQUITY</b>	
Retained Earnings	1,842,384
Revaluation Reserves	2,370,967
<b>TOTAL EQUITY</b>	<b>4,213,351</b>

	Estimated Result For the Year Ending 30 June
	2023/24
Statement of Cash Flows - Consolidated	\$'000
<b>Cash Flows from Operating Activities</b>	
<b>Receipts:</b>	
Rates and Annual Charges	177,338
User Charges and Fees	95,621
Interest and Investment Revenue	7,550
Grants and Contributions	69,216
Other Revenues	4,772
Internal Revenue	
<b>Payments:</b>	
Employee Benefits and On-Costs	(108,473)
Borrowing Costs	(7,453)
Materials and Contracts	(104,540)
Waste Levy	(11,887)
Other Expenses	(5,086)
Internal Expenses	0
<b>Net Cash Provided from Operating Activities</b>	<b>117,058</b>
<b>Cash Flows from Investing Activities</b>	
<b>Receipts:</b>	
Sale of Investment Securities	5,000
Sale of Investment Property	0
Sale of Real Estate	3,318
Sale of Infrastructure, Property, Plant & Equipment	2,195
Sale of Interest in Joint Venture & Associates	0
Other	
<b>Payments:</b>	
Purchase of Investment Securities	(5,000)
Purchase of Investment Property	0
Purchase of Infrastructure, Property, Plant & Equipment	(186,972)
Purchase of Real Estate Assets	(1,222)
Purchase of Interest in Joint Ventures & Associates	0
Deferred Debtors & Advances Made	0
<b>Net Cash Provided from Investing Activities</b>	<b>(182,681)</b>
<b>Cash Flows from Financing Activities</b>	
<b>Receipts:</b>	
Proceeds from Borrowings & Advances	18,356
Other Financing Activity Receipts	0
<b>Payments:</b>	
Repayment of borrowings & Advances	(19,098)
Repayment of Finance Lease Liabilities	0
Other Financing Activity Payments	0
<b>Net Cash Provided from Financing Activities</b>	<b>(742)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(66,365)</b>
<b>Plus: Cash &amp; Equivalents - beginning of year</b>	<b>89,208</b>
<b>Cash &amp; Equivalents - end of year</b>	<b>22,843</b>

**Estimated Result For the  
Year Ending 30 June**

**2023/24**

**\$'000**

**Income Statement - General Fund**

**Income from Continuing Operations**

**Revenue:**

Rates and Annual Charges	120,973
User Charges and Fees	67,920
Interest and Investment Revenue	5,633
Other Revenues	4,671
Internal Revenue	63,058
Grants and Contributions provided for Operating Purposes	21,294
Grants and Contributions provided for Capital Purposes	43,490

**Other Income:**

Net Gains from the disposal of assets	0
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**Total Income from Continuing Operations 327,039**

**Expenses from Continuing Operations**

Employee Benefits and On-Costs	87,777
Borrowing Costs	4,278
Materials and Contracts	82,316
Depreciation and Amortisation	59,740
Other Expenses	16,879
Internal Expenses	54,628
Net Losses from the disposal of assets	0
Fair value decrement on investment property	0

**Total Expenses from Continuing Operations 305,618**

**Net Operating Result 21,421**

**Net Operating Result before grants and contributions provided  
for capital purposes (22,069)**



	Estimated Result as at 30 June
	2023/24
Statement of Financial Position - General Fund	\$'000
<b>ASSETS</b>	
<b>Current Assets</b>	
Cash and Cash Equivalents	2,416
Investments	74,753
Receivables	25,745
Inventories	1,149
Other	1,875
Non-current Assets Classified as 'Held for Sale'	0
<b>Total Current Assets</b>	<b>105,938</b>
<b>Non-Current Assets</b>	
Investments	0
Receivables	3,003
Inventories	5,798
Infrastructure, Property, Plant & Equipment	3,104,773
Investment Property	3,400
Intangible Assets	465
Right of use assets	135
Other	1,712
<b>Total Non-Current Assets</b>	<b>3,119,286</b>
<b>TOTAL ASSETS</b>	<b>3,225,224</b>
<b>LIABILITIES</b>	
<b>Current Liabilities</b>	
Payables	24,387
Income received in advance	0
Contract liabilities	37,602
Lease liabilities	78
Borrowings	16,121
Employee benefit provision	34,003
Provisions	2,229
<b>Total Current Liabilities</b>	<b>114,420</b>
<b>Non-Current Liabilities</b>	
Payables	
Lease liabilities	0
Borrowings	75
Employee benefit provision	107,123
Provisions	1,368
<b>Total Non-Current Liabilities</b>	<b>8,030</b>
<b>TOTAL LIABILITIES</b>	<b>116,596</b>
	<b>231,016</b>
<b>NET ASSETS</b>	<b>2,994,208</b>
<b>EQUITY</b>	
Retained Earnings	1,144,973
Revaluation Reserves	1,849,235
<b>TOTAL EQUITY</b>	<b>2,994,208</b>

	Estimated Result For the Year Ending 30 June
	2023/24
Statement of Cash Flows - General Fund	\$'000
<b>Cash Flows from Operating Activities</b>	
<b>Receipts:</b>	
Rates and Annual Charges	120,973
User Charges and Fees	67,920
Interest and Investment Revenue	5,633
Grants and Contributions	64,784
Other Revenues	4,671
Internal Revenues	63,058
<b>Payments:</b>	
Employee Benefits and On-Costs	(87,777)
Borrowing Costs	(4,278)
Materials and Contracts	(82,316)
Waste Levy	(11,887)
Other Expenses	(4,992)
Internal Expenses	(54,628)
<b>Net Cash Provided from Operating Activities</b>	<b>81,161</b>
<b>Cash Flows from Investing Activities</b>	
<b>Receipts:</b>	
Sale of Investment Securities	0
Sale of Investment Property	0
Sale of Real Estate	3,318
Sale of Infrastructure, Property, Plant & Equipment	1,975
Sale of Interest in Joint Venture & Associates	0
Other	
<b>Payments:</b>	
Purchase of Investment Securities	(5,000)
Purchase of Investment Property	0
Purchase of Infrastructure, Property, Plant & Equipment	(145,719)
Purchase of Real Estate Assets	(1,222)
Purchase of Interest in Joint Ventures & Associates	0
Deferred Debtors & Advances Made	0
<b>Net Cash Provided from Investing Activities</b>	<b>(146,648)</b>
<b>Cash Flows from Financing Activities</b>	
<b>Receipts:</b>	
Proceeds from Borrowings & Advances	18,356
Other Financing Activity Receipts	0
<b>Payments:</b>	
Repayment of borrowings & Advances	(14,265)
Repayment of Finance Lease Liabilities	0
Other Financing Activity Payments	0
<b>Net Cash Provided from Financing Activities</b>	<b>4,091</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(61,396)</b>
<b>Plus: Cash &amp; Equivalents - beginning of year</b>	<b>63,812</b>
<b>Cash &amp; Equivalents - end of year</b>	<b>2,416</b>

Reserves Movements for Financial Years ending 30 June	
	2023/24
General Fund Restricted	\$'000
<b>Transfer To Reserve</b>	
<b>Externally Restricted</b>	
Developer Contributions	2,270
Grants	41,942
Loans	18,356
Self Insurance	1,969
Special Rates Variation	15,020
Stormwater Levy	1,169
Waste Disposal	75,936
	<b>156,662</b>
<b>Internally Restricted</b>	
Arts Collection	0
Cemeteries	32
Coastal Management & Infrastructure	500
Committed Capital Works	0
Communication Towers	0
Critical Asset Compliance	0
Dog Off Leash Area Reserve	70
Economic Development Projects	0
Employee Leave Entitlement	0
General Insurance	2,504
Industrial Land Development	3,318
Investment Writedowns	0
Jetty Licensing	0
Land Decontamination	0
Plant Replacement	12,422
Developer Contributions Matching Funds	0
Developer Contributions Recoupment	3,917
Sporting Facilities	55
Strategic Projects	1,317
Property	0
Revolving Energy	0
River Foreshore Development	0
Deposits, retentions and bonds	
	<b>24,135</b>
	<b>180,797</b>

**Reserves Movements for  
Financial Years ending  
30 June - Continued**

**2023/24**

**\$'000**

**General Fund Restricted**

**Transfer From Reserve**

**Externally Restricted**

Developer Contributions	2,850
Grants	70,452
Loans	41,193
Self Insurance	1,969
Special Rates Variation	15,019
Stormwater Levy	1,223
Waste Disposal	79,253
	<b>211,959</b>

**Internally Restricted**

Arts Collection	0
Cemeteries	0
Coastal Management & Infrastructure	795
Committed Capital Works	0
Communication Towers	0
Critical Asset Compliance	307
Dog Off Leash Area Reserve	110
Economic Development Projects	(56)
Employee Leave Entitlement	0
General Insurance	2,495
Industrial Land Development	991
Investment Writedowns	0
Jetty Licensing	0
Land Decontamination	58
Plant Replacement	12,238
Developer Contributions Matching Funds	0
Developer Contributions Recoupment	6,030
Sporting Facilities	0
Strategic Projects	1,680
Property	520
Revolving Energy	0
River Foreshore Development	69
Deposits, retentions and bonds	
	<b>25,237</b>
	<b>237,196</b>



**Reserves Movements for  
Financial Years ending  
30 June - Continued**

**2023/24**

**\$'000**

**General Fund Restricted**

**Estimated Reserve Balances**

**Externally Restricted**

Developer Contributions	12,628
Grants	6,598
Loans	8,045
Self Insurance	4,047
Special Rates Variation	(2,365)
Stormwater Levy	(361)
Waste Disposal	5,971
	<b>34,563</b>

**Internally Restricted**

Arts Collection	39
Cemeteries	92
Coastal Management & Infrastructure	198
Committed Capital Works	(801)
Communication Towers	(12)
Critical Asset Compliance	(42)
Dog Off Leash Area Reserve	(70)
Economic Development Projects	274
Employee Leave Entitlement	5,881
Financial Assistance Grant	3,904
General Insurance	430
Industrial Land Development	8,365
Investment Writedowns	0
Jetty Licensing	19
Land Decontamination	(59)
Plant Replacement	(92)
Developer Contributions Matching Funds	0
Developer Contributions Recoupment	1,050
Sporting Facilities	73
Strategic Projects	(445)
Property	1,104
Revolving Energy	21
River Foreshore Development	917
Deposits, retentions and bonds	4,862
	<b>25,708</b>
	<b>60,271</b>

**Net Cash Movement From/(To) Reserves**

**(56,399)**

**Estimated Result For the  
Year Ending 30 June**

**2023/24**

**\$'000**

**Income Statement - Water Fund**

**Income from Continuing Operations**

**Revenue:**

Rates and Annual Charges	4,981
User Charges and Fees	23,711
Interest and Investment Revenue	1,167
Other Revenues	96
Internal Revenue	2,483
Grants and Contributions provided for Operating Purposes	0
Grants and Contributions provided for Capital Purposes	2,327

**Other Income:**

Net Gains from the disposal of assets

**Total Income from Continuing Operations 34,765**

**Expenses from Continuing Operations**

Employee Benefits and On-Costs	8,316
Borrowing Costs	0
Materials and Contracts	8,228
Depreciation and Amortisation	14,269
Other Expenses	57
Internal Expenses	6,282
Net Losses from the disposal of assets	0

**Total Expenses from Continuing Operations 37,152**

**Net Operating Result (2,387)**

**Net Operating Result before grants and contributions provided  
for capital purposes (4,714)**

	Estimated Result as at 30 June
	2023/24
Statement of Financial Position - Water Fund	\$'000
<b>ASSETS</b>	
<b>Current Assets</b>	
Cash and Cash Equivalents	13,824
Investments	28,230
Receivables	4,311
Inventories	1,308
Other	0
Non-current Assets Classified as 'Held for Sale'	0
<b>Total Current Assets</b>	<b>47,673</b>
<b>Non-Current Assets</b>	
Investments	0
Receivables	1,999
Inventories	0
Infrastructure, Property, Plant & Equipment	482,999
Investment Property	0
Intangible Assets	12
Right of use assets	0
<b>Total Non-Current Assets</b>	<b>485,010</b>
<b>TOTAL ASSETS</b>	<b>532,683</b>
<b>LIABILITIES</b>	
<b>Current Liabilities</b>	
Payables	1,607
Income received in advance	0
Contract liabilities	1,014
Lease liabilities	0
Borrowings	0
Employee benefit provision	213
Provisions	0
<b>Total Current Liabilities</b>	<b>2,834</b>
<b>Non-Current Liabilities</b>	
Payables	0
Lease liabilities	0
Borrowings	0
Employee benefit provision	0
Provisions	0
<b>Total Non-Current Liabilities</b>	<b>0</b>
<b>TOTAL LIABILITIES</b>	<b>2,834</b>
<b>NET ASSETS</b>	<b>529,849</b>
<b>EQUITY</b>	
Retained Earnings	231,889
Revaluation Reserves	297,960
<b>TOTAL EQUITY</b>	<b>529,849</b>

	Estimated Result For the Year Ending 30 June
	2023/24
Statement of Cash Flows - Water Fund	\$'000
<b>Cash Flows from Operating Activities</b>	
<b>Receipts:</b>	
Rates and Annual Charges	4,981
User Charges and Fees	23,711
Interest and Investment Revenue	1,167
Grants and Contributions	2,327
Other Revenues	96
Internal Revenues	2,483
<b>Payments:</b>	
Employee Benefits and On-Costs	(8,316)
Borrowing Costs	0
Materials and Contracts	(8,228)
Other Expenses	(57)
Internal Expenses	(6,282)
<b>Net Cash Provided from Operating Activities</b>	<b>11,882</b>
<b>Cash Flows from Investing Activities</b>	
<b>Receipts:</b>	
Sale of Investment Securities	5,000
Sale of Investment Property	0
Sale of Real Estate	0
Sale of Infrastructure, Property, Plant & Equipment	120
Sale of Interest in Joint Venture & Associates	0
Other	1,190
<b>Payments:</b>	
Purchase of Investment Securities	0
Purchase of Investment Property	0
Purchase of Infrastructure, Property, Plant & Equipment	(17,303)
Purchase of Real Estate Assets	0
Purchase of Interest in Joint Ventures & Associates	0
Deferred Debtors & Advances Made	0
<b>Net Cash Provided from Investing Activities</b>	<b>(10,993)</b>
<b>Cash Flows from Financing Activities</b>	
<b>Receipts:</b>	
Proceeds from Borrowings & Advances	0
Other Financing Activity Receipts	0
<b>Payments:</b>	
Repayment of borrowings & Advances	0
Repayment of Finance Lease Liabilities	0
Other Financing Activity Payments	(163)
<b>Net Cash Provided from Financing Activities</b>	<b>(163)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>726</b>
<b>Plus: Cash &amp; Equivalents - beginning of year</b>	<b>13,098</b>
<b>Cash &amp; Equivalents - end of year</b>	<b>13,824</b>



	Estimated Result For the Year Ending 30 June
	2023/24
<b>Income Statement - Sewer Fund</b>	\$'000
<b>Income from Continuing Operations</b>	
<i><b>Revenue:</b></i>	
Rates and Annual Charges	51,384
User Charges and Fees	3,990
Interest and Investment Revenue	750
Other Revenues	5
Internal Revenue	1,765
Grants and Contributions provided for Operating Purposes	0
Grants and Contributions provided for Capital Purposes	2,105
	<b>59,999</b>
<i><b>Other Income:</b></i>	
Net Gains from the disposal of assets	0
<b>Total Income from Continuing Operations</b>	<b>59,999</b>
 <b>Expenses from Continuing Operations</b>	
Employee Benefits and On-Costs	11,881
Borrowing Costs	3,175
Materials and Contracts	12,067
Depreciation and Amortisation	16,191
Other Expenses	37
Internal Expenses	7,007
Net Losses from the disposal of assets	0
<b>Total Expenses from Continuing Operations</b>	<b>50,358</b>
<b>Net Operating Result</b>	<b>9,641</b>
<b>Net Operating Result before grants and contributions provided for capital purposes</b>	<b>7,536</b>

	Estimated Result as at 30 June 2023/24 \$'000
<b>Statement of Financial Position - Sewer Fund</b>	
<b>ASSETS</b>	
<b>Current Assets</b>	
Cash and Cash Equivalents	6,603
Investments	2,795
Receivables	5,281
Inventories	0
Other	0
Non-current Assets Classified as 'Held for Sale'	0
<b>Total Current Assets</b>	<b>14,679</b>
<b>Non-Current Assets</b>	
Investments	0
Receivables	1,127
Inventories	0
Infrastructure, Property, Plant & Equipment	749,708
Investment Property	0
Intangible Assets	17
Right of use assets	0
<b>Total Non-Current Assets</b>	<b>750,852</b>
<b>TOTAL ASSETS</b>	<b>765,531</b>
<b>LIABILITIES</b>	
<b>Current Liabilities</b>	
Payables	1,373
Income received in advance	0
Contract liabilities	513
Lease liabilities	0
Borrowings	5,045
Employee benefit provision	145
Provisions	0
<b>Total Current Liabilities</b>	<b>7,076</b>
<b>Non-Current Liabilities</b>	
Payables	0
Lease liabilities	0
Borrowings	69,161
Employee benefit provision	0
Provisions	0
<b>Total Non-Current Liabilities</b>	<b>0</b>
<b>TOTAL LIABILITIES</b>	<b>69,161</b>
	<b>76,237</b>
<b>NET ASSETS</b>	<b>689,294</b>
<b>EQUITY</b>	
Retained Earnings	465,522
Revaluation Reserves	223,772
<b>TOTAL EQUITY</b>	<b>689,294</b>

	Estimated Result For the Year Ending 30 June
	2023/24
Statement of Cash Flows - Sewer Fund	\$'000
<b>Cash Flows from Operating Activities</b>	
<b>Receipts:</b>	
Rates and Annual Charges	51,384
User Charges and Fees	3,990
Interest and Investment Revenue	750
Grants and Contributions	2,105
Other Revenues	5
Internal Revenues	1,765
<b>Payments:</b>	
Employee Benefits and On-Costs	(11,881)
Borrowing Costs	(3,175)
Materials and Contracts	(12,067)
Other Expenses	(37)
Internal Expenses	(7,007)
<b>Net Cash Provided from Operating Activities</b>	<b>25,832</b>
<b>Cash Flows from Investing Activities</b>	
<b>Receipts:</b>	
Sale of Investment Securities	0
Sale of Investment Property	0
Sale of Real Estate	0
Sale of Infrastructure, Property, Plant & Equipment	100
Sale of Interest in Joint Venture & Associates	0
Other	0
<b>Payments:</b>	
Purchase of Investment Securities	0
Purchase of Investment Property	0
Purchase of Infrastructure, Property, Plant & Equipment	(23,950)
Purchase of Real Estate Assets	0
Purchase of Interest in Joint Ventures & Associates	0
Deferred Debtors & Advances Made	0
<b>Net Cash Provided from Investing Activities</b>	<b>(23,850)</b>
<b>Cash Flows from Financing Activities</b>	
<b>Receipts:</b>	
Proceeds from Borrowings & Advances	0
Other Financing Activity Receipts	0
<b>Payments:</b>	
Repayment of borrowings & Advances	(6,023)
Repayment of Finance Lease Liabilities	0
Other Financing Activity Payments	(1,654)
<b>Net Cash Provided from Financing Activities</b>	<b>(7,677)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(5,695)</b>
<b>Plus: Cash &amp; Equivalents - beginning of year</b>	<b>12,298</b>
<b>Cash &amp; Equivalents - end of year</b>	<b>6,603</b>

2023/24

	\$'000	\$'000	\$'000
Net Cost of Programs	Revenue	Operating and Capital Expenditure	Net Cost of Program
<b>General Fund</b>			
<b>Operating Program</b>			
General Purpose Revenue	87,688	0	(87,688)
Bridges	0	0	0
Buildings and Property	2,530	14,388	11,858
Commercial Undertakings	43,911	45,651	1,740
Community and Culture	2,709	9,597	6,888
Economic Development	6	753	747
Environmental Management	460	2,951	2,491
Fire Protection and Emergency Services	678	4,197	3,519
Governance and Civic	30	7,772	7,742
Internal Corporate Services	59,471	55,177	(4,294)
Land Use Planning	532	3,627	3,095
Open Space, Sport and Recreation	486	19,200	18,714
Regulatory Services	9,420	18,596	9,176
Roads and Transport	2,802	43,746	40,944
Stormwater	0	1,121	1,121
Waste and Recycling Program	75,816	72,662	(3,154)
Water and Sewer Services	1,421	603	(818)
Waterways Infrastructure	139	5,576	5,437
	<b>288,099</b>	<b>305,617</b>	<b>17,518</b>
<b>Capital Program</b>			
Bridges	7,796	8,998	1,202
Buildings and Property	0	18,301	18,301
Commercial Undertakings	0	6,145	6,145
Community and Culture	0	3,412	3,412
Economic Development	0	6,152	6,152
Environmental Management	2,983	6,423	3,440
Fire Protection and Emergency Services	0	2,439	2,439
Governance and Civic	0	0	0
Internal Corporate Services	0	2,775	2,775
Land Use Planning	0	0	0
Open Space, Sport and Recreation	4,826	29,829	25,003
Regulatory Services	0	0	0
Roads and Transport	21,950	40,497	18,547
Stormwater	260	1,707	1,447
Strategic Roads and Bridges	0	4,013	4,013
Waste and Recycling Program	0	13,523	13,523
Water and Sewer Services	0	0	0
Waterways Infrastructure	1,125	2,727	1,602
	<b>38,940</b>	<b>146,941</b>	<b>108,001</b>
<b>General Fund Total</b>	<b>327,039</b>	<b>452,558</b>	<b>125,519</b>



2023/24

	\$'000	\$'000	\$'000
Net Cost of Programs	Revenue	Operating and Capital Expenditure	Net Cost of Program

## Water Fund

### Operating Program

Water and Sewer Services	34,039	37,315	3,276
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### Capital Program

Water and Sewer Services	727	17,303	16,576
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	34,766	54,618	19,852
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### Other Outgoings

Dividend and Tax Equivalent to General Fund		163	
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## Sewer Fund

### Operating Program

Water and Sewer Services	59,695	52,011	(7,684)
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### Capital Program

Water and Sewer Services	305	23,950	23,645
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	60,000	75,961	15,961
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### Other Outgoings

Dividend and Tax Equivalent to General Fund		1,654	
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## Key Performance Indicators Statement

Indicator	Target	Fund	2023/24
Local Government Industry Indicators			
Operating Performance Ratio	Greater than 0%	Consolidated	-6.9%
		General	-7.8%
		Water	-14.5%
		Sewer	13.0%
Own Source Operating Revenue Ratio	Greater than 60%	Consolidated	80.5%
		General	80.2%
		Water	93.3%
		Sewer	96.5%
Unrestricted Current Ratio	Greater than 1.5	Consolidated	1.27
		General	1.27
		Water	9.37
		Sewer	2.07
Debt Service Cover Ratio	Greater than 2.0	Consolidated	4.41
		General	4.38
		Water	No Debt
		Sewer	2.81
Debt Service Ratio	Less than 15%	Consolidated	9.3%
		General	6.5%
		Water	No Debt
		Sewer	15.9%
Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	Less than 10%	Consolidated	6.7%
		General	5.2%
		Water	15.7%
		Sewer	9.1%
Cash Expense Cover Ratio	Greater than 3 months	Consolidated	3.62
		General	1.89
		Water	14.78
		Sewer	2.31
Infrastructure Asset Performance Indicators			
Infrastructure Renewals Ratio	Greater than 100%	Consolidated	93.8%
		General	118.6%
		Water	48.9%
		Sewer	50.7%
Infrastructure Backlog Ratio	Less than 2%	Consolidated	4.1%
		General	4.2%
		Water	6.6%
		Sewer	2.2%
Asset Maintenance Ratio	Greater than 1x	Consolidated	0.93
		General	0.91
		Water	0.90
		Sewer	1.00
Cost to bring assets to agreed service level	No Benchmark	Consolidated	10.38%
		General	15.73%
		Water	1.00%
		Sewer	1.00%

	2023/24
<b>Working Capital Calculation</b>	<b>\$'000</b>
<b>Current Assets</b>	
	105,938
<b>Current liabilities</b>	
	(114,420)
<b>Net Current Assets</b>	<b>(8,482)</b>
<b>Adjustments for Asset Restrictions</b>	
External Restrictions	(38,116)
Internal Restrictions	(27,229)
<b>Adjustments for Liability Restrictions</b>	
Current Liabilities not expected to settle within 12 months	19,738
External Liabilities covered by externally restricted assets	44,970
External Liabilities covered by internally restricted assets	14,455
<b>Estimated Working Capital Available</b>	<b>5,336</b>
% of Current Liabilities expected to settle within 12 months	5.64%
(Benchmark 5%)	

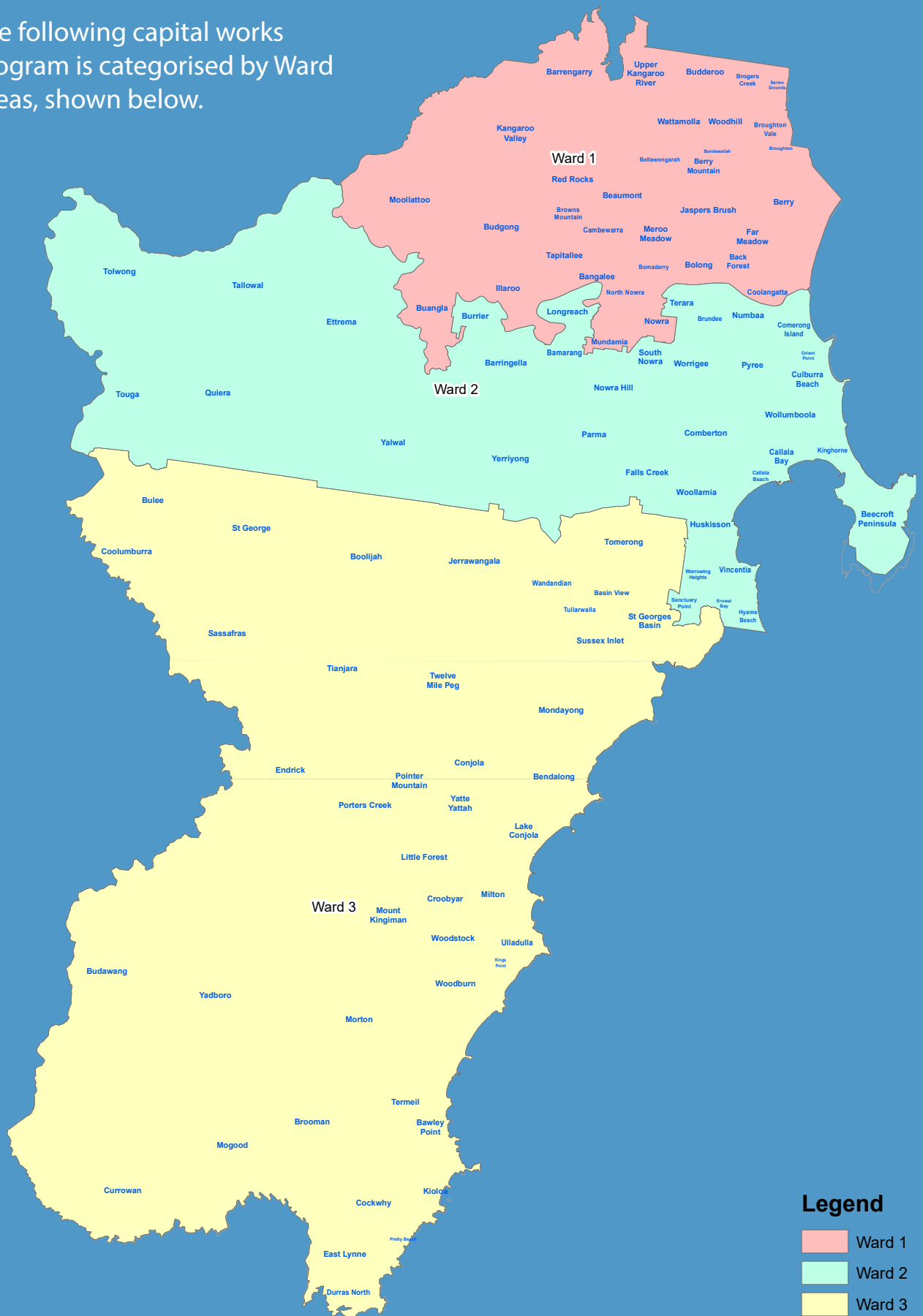
# Capital Works

2023/24





The following capital works program is categorised by Ward Areas, shown below.



# Council Program

Key

<span style="background-color: #e6f2ff; border: 1px solid black; padding: 2px;">Capital works program item</span>	<span style="background-color: #e6e6ff; border: 1px solid black; padding: 2px;">Project contingent on grant approval</span>
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## Capital Listing

Line	Proposed Capital Works Program 2023/24	Proposed Budget \$'000	Ward 1 \$'000	Ward 2 \$'000	Ward 3 \$'000	City-Wide Benefit & URA Specific \$'000
1	<b>Bridges</b>	8,998	919	50	7,532	497
2	<b>Bridges</b>	8,998	919	50	7,532	497
3	<b>Concrete and Timber</b>	8,998	919	50	7,532	497
4	Bolong Road - Abernathys Creek / Manildra Plant - Culvert Repair	80	80	0	0	0
5	Boxsells Bridge, Meroo Meadow (Fixing Country Bridges-2B) - Renewal	839	839	0	0	0
6	Bridge Creek Bridge-Mogood, The River Road (Fixing Country Bridges-2A) - Renewal	100	0	0	100	0
7	Bridge Program - Various - Bridge Concrete Culvert Replacement	152	0	0	0	152
8	Burrill St - Bridge Concrete/Abutment/Rock Armour Rural Upgrade/New	100	0	0	100	0
9	Murrays Bridge, Conjola (Fixing Country Bridges-2B) - Renewal	5,598	0	0	5,598	0
10	Smarts Bridge, Croobyar Road, Croobyar (Fixing Country Bridges-2B) - Renewal	1,059	0	0	1,059	0
11	Springs Road Bridge - Swan Lake Cudmirrah - Renewal	100	0	0	100	0
12	Steel arch refurbishment Various Locations Upgrade - Renewal	345	0	0	0	345
13	Western Distributor, Marine Estate Management Strategy - Currowan Creek Fish Passage - Upgrade of Causeway to Bridge	575	0	0	575	0
14	Wool Road-Twin Steel Arch Culvert Replacement - Worroving Waterway	50	0	50	0	0
15	<b>Buildings and Property</b>	18,301	9,171	2,363	2,975	3,792
16	<b>Community, Residential and Commercial Buildings</b>	18,058	9,033	2,313	2,975	3,737
17	<b>Depot Improvements</b>	1,641	1,090	515	36	0
18	Depot safety improvement works	1,090	1,090	0	0	0
19	Ulladulla Depot - Council Sheds Urban Renewal	36	0	0	36	0
20	Woollamia Depot - Administration Office Building Upgrade	515	0	515	0	0
21	<b>Public Amenities</b>	1,461	21	1,380	0	60
22	Nowra Osborne Street - Davis Park Public Amenity - Decommission	21	21	0	0	0
23	Public Amenities Component Renewal Program from Asset Management Plan	60	0	0	0	60
24	Sanctuary Point - Francis Ryan Reserve - New Amenities	1,380	0	1,380	0	0
25	<b>Public Buildings</b>	4,503	1,839	418	1,369	877
26	16 Berry Street - Roof restoration remediation	198	198	0	0	0
27	177 Illaroo Rd Nowra - Motor Cycle Veterans Club - Balance of Development Application works	31	31	0	0	0
28	2/80 Park Road Drainage & Concreting Works	20	20	0	0	0
29	23-25 Park Road Nowra - Kids Corner - Repairs Kitchen & Amenities	11	11	0	0	0
30	5 Birriley Street Bomaderry - Salt Ministries - Works to Resolve Water Drainage issues	21	21	0	0	0
31	Berry Museum Queen Street - Roof Repairs	56	56	0	0	0

Line	Proposed Capital Works Program 2023/24	Proposed Budget \$'000	Ward 1 \$'000	Ward 2 \$'000	Ward 3 \$'000	City-Wide Benefit & URA Specific \$'000
32	Berry Rural Fire Station - Water Damage Repairs	50	50	0	0	0
33	Berry School of Arts - Roof, Chimney & Floor Repairs	29	29	0	0	0
34	Bomaderry Preschool Birriley Street - Roof Repairs	100	100	0	0	0
35	Childcare Centres Height Safety System Installations	28	0	0	0	28
36	Currarong Arts & Crafts - Building Improvements	10	0	10	0	0
37	Emergency Services Building Renewal Works	150	0	0	0	150
38	100 St Vincent Street - Stage 2 Building Works	84	0	0	84	0
39	100 St Vincent Street - Ulladulla - Stage 2 Fire Compliance Work	193	0	0	193	0
40	Huskisson Theatre - Upgrade Pathway (Comply with Access Requirements)	25	0	25	0	0
41	Install of UV Filtration System - Cambewarra/Beaumont Rural Fire Station	31	31	0	0	0
42	Jervis Bay Maritime Museum Jetty Replacement 2022	38	0	38	0	0
43	Lyrebird Preschool Jervis Street Nowra - Roof Repairs	100	100	0	0	0
44	Milton Theatre - Compliance - Audit Report Action Items	136	0	0	136	0
45	Nowra & Berry School of Arts, Milton Cultural Centre - Fire Compliance Report Items	66	0	0	0	66
46	Nowra Admin Building - Fire Compliance	607	607	0	0	0
47	Nowra Players Theatre - Stage 2 Compliance Construction	385	385	0	0	0
48	Nowra Youth Centre - Roof Repairs	50	50	0	0	0
49	Orient Point Preschool Carpark Works	200	0	200	0	0
50	Pleasant Way Nowra - Graham Lodge Works - Resolve Water Issues	100	100	0	0	0
51	Preschools-Fire Detect, Control Indicator Equipment & Electrical Upgrade	93	0	0	0	93
52	Princes Highway Milton - Milton Library - Painting & Roof Repair	27	0	0	27	0
53	Public Amenity Door Lock Replacement Project	38	0	0	0	38
54	Pyree Former School Buildings - Stage 2 & Potters Shed Improvements	45	0	45	0	0
55	Sanctuary Point Preschool Kerry Street - Roof Repairs	100	0	100	0	0
56	SES St Georges Basin - Driveway Works to Resolve Water Issues & Kitchen Refurbishment	60	0	0	60	0
57	Shoalhaven Community College - Fire Safety - Paths of Travel	50	0	0	0	50
58	Swim Sport Fitness Central - Recreation Buildings Programmed Works - Various	95	0	0	0	95
59	Swim Sport Fitness North - Recreation Buildings Programmed Works - Various	275	0	0	0	275

Line	Proposed Capital Works Program 2023/24	Proposed Budget \$'000	Ward 1 \$'000	Ward 2 \$'000	Ward 3 \$'000	City-Wide Benefit & URA Specific \$'000
60	Swim Sport Fitness South – Precinct Building Programmed Works – Capital	82	0	0	0	82
61	Stewart Place Nowra - Roof Replacement	50	50	0	0	0
62	Ulladulla Civic Centre Improvements	869	0	0	869	0
63	<b>Showground Buildings</b>	<b>10,453</b>	<b>6,083</b>	<b>0</b>	<b>1,570</b>	<b>2,800</b>
64	Berry Showground - Caravan Compliance - Access	385	385	0	0	0
65	Berry Showground - fire, electrical compliance	175	175	0	0	0
66	Berry Showground Resilience (BLERF-0111 Grant)	1,693	1,693	0	0	0
67	Kangaroo Valley Showground Resilience (BLERF-0111 Grant)	1,495	1,495	0	0	0
68	Milton Showground Dog Club Relocation	60	0	0	60	0
69	Milton Showground Resilience (BLERF-0111 Grant)	1,370	0	0	1,370	0
70	Nowra Showground Resilience (BLERF-0111 Grant)	2,018	2,018	0	0	0
71	Showground Amenities - Shoalhaven City Council (BLERF Grant Co-Contribution)	2,800	0	0	0	2,800
72	Swim Sport Fitness - Milton Showground Stimulus Round 1 - Amenities Building	140	0	0	140	0
73	Swim Sport Fitness - Berry Showground Stimulus Round 2 - Animal Nursery	317	317	0	0	0
74	<b>Corporate Buildings</b>	<b>193</b>	<b>138</b>	<b>0</b>	<b>0</b>	<b>55</b>
75	<b>Administrative Building Management - Capital</b>	<b>193</b>	<b>138</b>	<b>0</b>	<b>0</b>	<b>55</b>
76	IT Cabling Upgrade (in conjunction with fire system upgrade)	55	0	0	0	55
77	Nowra Admin Building - Renew Western Foyer Glasswork Seals	138	138	0	0	0
78	<b>Property Management</b>	<b>50</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>
79	<b>Property Development</b>	<b>50</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>
80	Owen Street/ Sydney Street/ Morton Street Huskisson Development - Design & Investigation	50	0	50	0	0
81	<b>Commercial Undertakings</b>	<b>6,145</b>	<b>583</b>	<b>666</b>	<b>883</b>	<b>4,013</b>
82	<b>Cemeteries</b>	<b>370</b>	<b>138</b>	<b>149</b>	<b>61</b>	<b>22</b>
83	<b>Bereavement Services Capital Expenditure</b>	<b>370</b>	<b>138</b>	<b>149</b>	<b>61</b>	<b>22</b>
84	Asset Refurbishment and Replacement - Bereavement	22	0	0	0	22
85	Berry Cemetery - Kerb and Road Reseal	75	75	0	0	0
86	Nowra General Cemetery - Shed repair	13	13	0	0	0
87	Shoalhaven Memorial Gardens & Lawn Cemetery - Asset Protection Zone construction	50	50	0	0	0
88	Sandridge Cemetery - Lawn Beams Construction and Landscaping	16	0	0	16	0
89	Sandridge Cemetery - Memorial Tree	45	0	0	45	0
90	Shoalhaven Memorial Gardens & Lawn Cemetery - Bushwalk Garden Extension	50	0	50	0	0
91	Shoalhaven Memorial Gardens & Lawn Cemetery - Cremator Charger	60	0	60	0	0



Line	Proposed Capital Works Program 2023/24	Proposed Budget \$'000	Ward 1 \$'000	Ward 2 \$'000	Ward 3 \$'000	City-Wide Benefit & URA Specific \$'000
92	Shoalhaven Memorial Gardens & Lawn Cemetery - Lawn Beams Section 7 and Monument Construction and Land	19	0	19	0	0
93	Shoalhaven Memorial Gardens & Lawn Cemetery - Lighting Upgrade	20	0	20	0	0
94	<b>Entertainment Centre</b>	<b>830</b>	<b>144</b>	<b>0</b>	<b>0</b>	<b>686</b>
95	<b>SEC Capital</b>	<b>830</b>	<b>144</b>	<b>0</b>	<b>0</b>	<b>686</b>
96	Shoalhaven Entertainment Centre Audio/visual equipment	200	0	0	0	200
97	Shoalhaven Entertainment Centre Catering equipment	50	0	0	0	50
98	Shoalhaven Entertainment Centre Communications equipment	100	0	0	0	100
99	Shoalhaven Entertainment Centre Front of House equipment	32	0	0	0	32
100	Shoalhaven Entertainment Centre Furnishings	26	0	0	0	26
101	Shoalhaven Entertainment Centre General Capital	58	0	0	0	58
102	Shoalhaven Entertainment Centre Generator Connection Point	34	34	0	0	0
103	Shoalhaven Entertainment Centre Mechanical equipment	44	0	0	0	44
104	Shoalhaven Entertainment Centre Theatrical Lighting	150	0	0	0	150
105	Shoalhaven Entertainment Centre Upgrade & Cladding	110	110	0	0	0
106	Shoalhaven Entertainment Centre Work Health Safety equipment	26	0	0	0	26
107	<b>Mechanical Services</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>
108	<b>Fleet &amp; Mechanical Services Capital</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>
109	Fleet Plant Purchases	3,000	0	0	0	3,000
110	<b>Swim and Fitness</b>	<b>750</b>	<b>221</b>	<b>107</b>	<b>172</b>	<b>250</b>
111	<b>Aquatics Capital Program</b>	<b>750</b>	<b>221</b>	<b>107</b>	<b>172</b>	<b>250</b>
112	Bay and Basin Leisure Centre Capital Program	107	0	107	0	0
113	Berry Pool Capital Program	25	25	0	0	0
114	Bomaderry Aquatic Centre Capital Program	43	43	0	0	0
115	Kangaroo Valley Swimming Pool Capital Program	53	53	0	0	0
116	Nowra Aquatic Park Capital Program	61	61	0	0	0
117	Shoalhaven Heads Swimming Pool Capital Program	24	24	0	0	0
118	Shoalhaven Indoor Sports Centre Capital Program	15	15	0	0	0
119	Shoalhaven Swim Sport Fitness Building Fire Compliance	250	0	0	0	250
120	Sussex Inlet Leisure Centre Capital Program	30	0	0	30	0
121	Ulladulla Leisure Centre	142	0	0	142	0

Line	Proposed Capital Works Program 2023/24	Proposed Budget \$'000	Ward 1 \$'000	Ward 2 \$'000	Ward 3 \$'000	City-Wide Benefit & URA Specific \$'000
122	<b>Tourist Parks</b>	1,195	80	410	650	55
123	<b>Holiday Haven Burrill Lake Capital Works</b>	90	0	0	90	0
124	Holiday Haven - Burrill Lake - Current Infrastructure	90	0	0	90	0
125	<b>Holiday Haven Culburra Capital Works</b>	110	0	110	0	0
126	Holiday Haven - Culburra - Current Infrastructure	110	0	110	0	0
127	<b>Holiday Haven Currarong Capital Works</b>	150	0	150	0	0
128	Holiday Haven - Currarong - Current Infrastructure	150	0	150	0	0
129	<b>Holiday Haven Kangaroo Valley Capital Works</b>	80	80	0	0	0
130	Holiday Haven - Kangaroo Valley - Current Infrastructure	80	80	0	0	0
131	<b>Holiday Haven Lake Conjola Capital Works</b>	290	0	0	290	0
132	Holiday Haven - Lake Conjola - Current Infrastructure	150	0	0	150	0
133	Holiday Haven - Lake Conjola - Playground - New - FY23	140	0	0	140	0
134	<b>Holiday Haven Lake Tabourie Capital Works</b>	195	0	0	195	0
135	Holiday Haven - Lake Tabourie - Current Infrastructure	150	0	0	150	0
136	Holiday Haven - Lake Tabourie - Playground Replacement	45	0	0	45	0
137	<b>Holiday Haven Other Infrastructure</b>	55	0	0	0	55
138	Holiday Haven - Corporate - Capital Infrastructure	55	0	0	0	55
139	<b>Holiday Haven Recreation</b>	75	0	0	75	0
140	Holiday Haven - Bendalong - Pool/Splash - New	75	0	0	75	0
141	<b>Holiday Haven White Sands Capital Works</b>	150	0	150	0	0
142	Holiday Haven - White Sands - Current Infrastructure	150	0	150	0	0
143	<b>Community and Culture</b>	3,412	25	0	0	3,387
144	<b>Library</b>	494	0	0	0	494
145	<b>Books &amp; Audio Visual</b>	430	0	0	0	430
146	Library Books & Audio Visual	430	0	0	0	430
147	<b>Library Furniture &amp; Equipment</b>	64	0	0	0	64
148	Library Furniture & Equip	64	0	0	0	64
149	<b>Shoalhaven Regional Gallery</b>	25	25	0	0	0
150	<b>Shoalhaven Regional Gallery Capital</b>	25	25	0	0	0
151	Shoalhaven Regional Gallery Capital	25	25	0	0	0
152	<b>Tourism and Events</b>	2,893	0	0	0	2,893
153	<b>Tourism Projects</b>	2,893	0	0	0	2,893
154	Basin Walking Track Stage 1 (Sustainable Tourism Infrastructure Grant)	294	0	0	0	294
155	Basin Walking Track Stage 2 (Sustainable Tourism Infrastructure Grant)	534	0	0	0	534
156	Bherwerre Walking Track (Sustainable Tourism Infrastructure Grant)	366	0	0	0	366
157	Hyams Beach (Sustainable Tourism Infrastructure Grant)	465	0	0	0	465
158	Murramarang Coastal Walk (Sustainable Tourism Infrastructure Grant)	27	0	0	0	27

Line	Proposed Capital Works Program 2023/24	Proposed Budget \$'000	Ward 1 \$'000	Ward 2 \$'000	Ward 3 \$'000	City-Wide Benefit & URA Specific \$'000
159	Project Management / Design (Sustainable Tourism Infrastructure Grant)	1,042	0	0	0	1,042
160	Ulladulla Headland Trails (Sustainable Tourism Infrastructure Grant)	137	0	0	0	137
161	Ulladulla Headland / One Track (Sustainable Tourism Infrastructure Grant)	28	0	0	0	28
162	<b>Economic Development</b>	<b>6,151</b>	<b>1,072</b>	<b>2,300</b>	<b>2,629</b>	<b>150</b>
163	<b>Economic Development</b>	<b>6,151</b>	<b>1,072</b>	<b>2,300</b>	<b>2,629</b>	<b>150</b>
164	<b>Economic Development Area Projects</b>	<b>4,929</b>	<b>0</b>	<b>2,300</b>	<b>2,629</b>	<b>0</b>
165	EDO - Huskisson Mangrove Boardwalk	2,300	0	2,300	0	0
166	Ulladulla Maritime - Berthing Facility	2,629	0	0	2,629	0
167	<b>Industrial Land Development</b>	<b>1,222</b>	<b>1,072</b>	<b>0</b>	<b>0</b>	<b>150</b>
168	Albatross Aviation Technology Park Fire Reticulation	150	0	0	0	150
169	Albatross Aviation Technology Park Fire Water Storage	1,072	1,072	0	0	0
170	<b>Environmental Management</b>	<b>6,423</b>	<b>143</b>	<b>3,053</b>	<b>631</b>	<b>2,596</b>
171	<b>Coastal and Estuary Management</b>	<b>3,263</b>	<b>0</b>	<b>310</b>	<b>536</b>	<b>2,417</b>
172	<b>Coastal Program</b>	<b>3,263</b>	<b>0</b>	<b>310</b>	<b>536</b>	<b>2,417</b>
173	2020 Collingwood Beach Coastal and Estuary Grant	30	0	30	0	0
174	Annual Geotechnical Engineering Monitoring - Coastwide	50	0	0	0	50
175	Beach Access Upgrades	167	0	0	0	167
176	Callala Bay Foreshore Protection	50	0	50	0	0
177	Citywide Dune Revegetation and Maintenance	100	0	0	0	100
178	Coastal Cliffs, Slopes Emergency Action Plan	50	0	0	0	50
179	Coastal Erosion Works	273	0	0	0	273
180	Coastal Monitoring Implementation - CoastSnap/BeachStat	73	0	0	0	73
181	Currarong Beach access upgrades	120	0	120	0	0
182	Entrance management of Blackwater Creek, Mollymook	25	0	0	25	0
183	Feasibility study for coastal protection Allerton Ave Culburra	25	0	25	0	0
184	Huskisson - Sea Pool Steps	60	0	60	0	0
185	Hyams beach creek entrance management	25	0	25	0	0
186	Implement Beach Scraping at High Priority Beaches	186	0	0	0	186
187	Managing & Stabilising Dune Systems Improving Beach Access	133	0	0	0	133
188	Manyana beach creek entrance management	25	0	0	25	0
189	Narrawallee - Viewing Platform, Surfers Ave	98	0	0	98	0
190	Open Coast and Jervis Bay Coastal Management Program Implementation	1,365	0	0	0	1,365
191	Public Safety Beach Access Works	20	0	0	0	20
192	South Mollymook Coastal Protection Design	388	0	0	388	0
193	<b>Floodplain Management</b>	<b>355</b>	<b>143</b>	<b>75</b>	<b>95</b>	<b>42</b>
194	<b>Floodplain Program</b>	<b>355</b>	<b>143</b>	<b>75</b>	<b>95</b>	<b>42</b>
195	Floodplain Program General - Flood Risk Mitigation Works	42	0	0	0	42
196	Lake Conjola & Tabourie Lake Catchment Rain Gauge Installation	20	0	0	20	0
197	Lower Shoalhaven River Floodplain Risk Management Study Plan Review	75	0	75	0	0

Line	Proposed Capital Works Program 2023/24	Proposed Budget \$'000	Ward 1 \$'000	Ward 2 \$'000	Ward 3 \$'000	City-Wide Benefit & URA Specific \$'000
198	Review of Broughton Creek Flood Study	143	143	0	0	0
199	St Georges Basin Floodplain Risk Management Study Plan Review	75	0	0	75	0
200	<b>Natural Areas</b>	<b>2,805</b>	<b>0</b>	<b>2,668</b>	<b>0</b>	<b>137</b>
201	<b>Natural Areas Infrastructure</b>	<b>2,805</b>	<b>0</b>	<b>2,668</b>	<b>0</b>	<b>137</b>
202	Comerong Island Levee (P11L1) - Audit Works	485	0	485	0	0
203	Floodgate Renewal Program	80	0	0	0	80
204	Natural Walking Tracks (Various locations)	100	0	100	0	0
205	Numbaa Levee (P5L1) - Audit works	1,403	0	1,403	0	0
206	O'Keefe's Point - Floodplain Levee Urban Renewal	75	0	75	0	0
207	Strategic & Tactical Fire Trail Upgrades (Various sites)	57	0	0	0	57
208	Terara Levee (P1L1 & P1L2) - Audit works	515	0	515	0	0
209	Terara Levee (P2L1 & P1L2) - Audit works	40	0	40	0	0
210	Terara Levee Reinstatement	50	0	50	0	0
211	<b>Fire Protection and Emergency Services</b>	<b>2,439</b>	<b>249</b>	<b>0</b>	<b>2,190</b>	<b>0</b>
212	<b>Fire Protection and Emergency Services</b>	<b>2,439</b>	<b>249</b>	<b>0</b>	<b>2,190</b>	<b>0</b>
213	<b>Rural Fire Service Buildings</b>	<b>2,439</b>	<b>249</b>	<b>0</b>	<b>2,190</b>	<b>0</b>
214	Lake Conjola Rural Fire Service Upgrade Existing Station	690	0	0	690	0
215	Manyana Bendalong new Rural Fire Service Station	1,500	0	0	1,500	0
216	Broughton Vale / Berry (station concept development)	58	58	0	0	0
217	Shoalhaven Fire Control Centre - roads and parking (Low Cost Loan Initiative)	191	191	0	0	0
218	<b>Internal Corporate Services</b>	<b>2,775</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,775</b>
219	<b>Fleet and Plant</b>	<b>2,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,275</b>
220	<b>Fleet Unit Purchase / Sale of Plant</b>	<b>2,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,275</b>
221	Fleet Vehicle Purchases	2,275	0	0	0	2,275
222	<b>Information Technology</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
223	<b>IT Capital Projects</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
224	Corporate Mobile Devices	100	0	0	0	100
225	ICT - Corporate Desktop and Laptop	400	0	0	0	400
226	<b>Open Space, Sport and Recreation</b>	<b>29,829</b>	<b>11,425</b>	<b>12,072</b>	<b>4,854</b>	<b>1,478</b>
227	<b>Parks, Reserves, Sport and Recreation Areas</b>	<b>29,829</b>	<b>11,425</b>	<b>12,072</b>	<b>4,854</b>	<b>1,478</b>
228	<b>General Program</b>	<b>166</b>	<b>0</b>	<b>0</b>	<b>55</b>	<b>111</b>
229	Conjola Park Hoylake Grove Reserve - Memo of Agreement - implementation	55	0	0	55	0
230	Forward Design	75	0	0	0	75
231	Shoalhaven City Council Land - Site Infrastructure Solar Project - Stage 1 design & investigation	36	0	0	0	36
232	<b>Open Space - Dog Parks</b>	<b>280</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>280</b>
233	Dog Off-leash Areas - Various Areas	130	0	0	0	130
234	Dog Policy Review - Implementation	150	0	0	0	150
235	<b>Open Space - Drainage</b>	<b>881</b>	<b>0</b>	<b>358</b>	<b>523</b>	<b>0</b>
236	Bill Andriske Oval Drainage	165	0	0	165	0
237	Install of Sub-Surface Drainage - Rugby Park Top Fields	358	0	358	0	0
238	Installation of Sub-Surface Drainage - Thomson Street Sussex Inlet	358	0	0	358	0
239	<b>Open Space - Floodlighting</b>	<b>1,156</b>	<b>710</b>	<b>356</b>	<b>90</b>	<b>0</b>
240	Crookhaven Park Floodlights	356	0	356	0	0



Line	Proposed Capital Works Program 2023/24	Proposed Budget \$'000	Ward 1 \$'000	Ward 2 \$'000	Ward 3 \$'000	City-Wide Benefit & URA Specific \$'000
241	Kangaroo Valley Showground - Floodlight Upgrade (Osborne Park)	360	360	0	0	0
242	Kangaroo Valley Showground Floodlights	350	350	0	0	0
243	Lighthouse Oval Floodlights	90	0	0	90	0
244	<b>Open Space - Major Projects</b>	<b>25,257</b>	<b>10,370</b>	<b>11,198</b>	<b>3,240</b>	<b>449</b>
245	Bay and Basin Leisure Centre Redevelopment - Design & Investigation	900	0	900	0	0
246	Boongaree Berry - Stage 2 to 7	5,270	5,270	0	0	0
247	Moss Vale Road South Urban Release Area Open Space Embellishment - Investigation & Design	449	0	0	0	449
248	Sanctuary Point Library - Construction	8,158	0	8,158	0	0
249	Sanctuary Point Library - Design & Investigation	2,140	0	2,140	0	0
250	Shoalhaven Community and Recreation Precinct - SCARP Croquet	600	600	0	0	0
251	Shoalhaven Community and Recreation Precinct - SCARP- Northern Section - Investigation & Design	1,000	1,000	0	0	0
252	Shoalhaven Community and Recreation Precinct - SCARP - Southern Section - Artie Smith Oval	3,500	3,500	0	0	0
253	Ulladulla Skate Park	3,240	0	0	3,240	0
254	<b>Open Space - Parks Infrastructure</b>	<b>275</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>240</b>
255	Endeavour Park Refurbishment minor improvements (Parramatta Street Nowra)	35	35	0	0	0
256	Play Equipment / Softfall (Replacement)	210	0	0	0	210
257	Swim Sport Fitness - Park Enhancement Program	30	0	0	0	30
258	<b>Open Space - Playgrounds</b>	<b>703</b>	<b>310</b>	<b>160</b>	<b>233</b>	<b>0</b>
259	Bawley Point Reserve - Playground Replacement	143	0	0	143	0
260	Dolphin Reserve, Currarong - Playground replacement	160	0	160	0	0
261	Joe Hyam Reserve - Playground replacement	310	310	0	0	0
262	Kioloa Playground	90	0	0	90	0
263	<b>Open Space - Skate Parks</b>	<b>713</b>	<b>0</b>	<b>0</b>	<b>713</b>	<b>0</b>
264	Regional Skate Park Area 3 - Bay & Basin	580	0	0	580	0
265	Ulladulla Skatepark Works (Stronger Country Communities Fund 3-0541)	133	0	0	133	0
266	<b>Open Space - Sporting Fields</b>	<b>398</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>398</b>
267	Active Recreation Minor Improvement	298	0	0	0	298
268	Swim Sport Fitness - Sports Capital Works Partnership Program	100	0	0	0	100
269	<b>Roads and Transport</b>	<b>40,499</b>	<b>7,507</b>	<b>7,707</b>	<b>10,110</b>	<b>15,175</b>
270	<b>Rural Roads</b>	<b>21,998</b>	<b>3,585</b>	<b>4,545</b>	<b>2,012</b>	<b>11,856</b>
271	<b>Rural Roads</b>	<b>21,998</b>	<b>3,585</b>	<b>4,545</b>	<b>2,012</b>	<b>11,856</b>
272	Callala Bay Road - Roads Strategy CP02ROAD2007 Urban New	150	0	150	0	0
273	Callala Beach Road - Local Road Repair Program CH0.54 to CH1.82 Road & Culvert Rural Renewal	900	0	900	0	0
274	Culburra - Culburra Road - CH0.76 to 1.13km (Regional Roads Repair Program)	500	0	500	0	0
275	Culburra - Culburra Road - CH1.76 to 2.70km (Roads 2 Recovery)	1,276	0	1,276	0	0

Line	Proposed Capital Works Program 2023/24	Proposed Budget \$'000	Ward 1 \$'000	Ward 2 \$'000	Ward 3 \$'000	City-Wide Benefit & URA Specific \$'000
276	Currarong - Currarong Road Rehab - CH7.5 to CH11.4	1,050	1,050	0	0	0
277	Lake Conjola Entrance Road - CH6.0 to CH6.14 (Roads 2 Recovery)	1,160	0	0	1,160	0
278	Local Road Repair Program - Road Stabilisation - Rural	356	0	0	0	356
279	Local Road Upgrades Program - \$40M Federal Grant (first tranche payment)	10,000	0	0	0	10,000
280	Meroo Road - Local Road Repair Program CH0.3 to CH1.5 Construct Urban Renewal (Roads 2 Recovery)	1,850	1,850	0	0	0
281	Murramarang Road Bawley Point CH0.320 to CH1.360 (Fixing Local Roads)	250	0	0	250	0
282	Resheet - Local Road Repair Program Various across the Region	400	0	0	0	400
283	Special Rate Variation Resurfacing - Road Stabilisation (co contribution Natural Disaster Funding)	1,100	0	0	0	1,100
284	Terara Road - Various Construct Renewal (Local Roads Community Infrastructure - 4)	719	0	719	0	0
285	Turpentine Road - Local Road Repair Program Various Stabilisation Patch Construction Rural Renewal	50	0	0	50	0
286	Upper Kangaroo River Road, Kangaroo Valley - Safer Roads Project	685	685	0	0	0
287	Woodstock Road - CH7.39 to CH8.47 Design Rural Upgrade (Local Roads Community Infrastructure - 4)	552	0	0	552	0
288	Yalwal Road – George Evans to Flatrock Part Pavement Rehabilitation (Local Roads Community Infrastructure - 4)	1,000	0	1,000	0	0
289	<b>Urban Roads</b>	<b>18,501</b>	<b>3,922</b>	<b>3,162</b>	<b>8,098</b>	<b>3,319</b>
290	<b>Pathways</b>	<b>12,285</b>	<b>2,995</b>	<b>2,290</b>	<b>6,907</b>	<b>93</b>
291	BBRF3 Myola Active Transport - (Member South Coast \$5M)	1,235	0	1,235	0	0
292	Compliance Upgrade - Shared User Path Bollards (Basin)	47	0	0	47	0
293	Compliance Upgrade - Shared User Path Bollards (Central)	70	0	70	0	0
294	Compliance Upgrade - Shared User Path Bollards (Northern)	40	40	0	0	0
295	Compliance Upgrade - Shared User Path Bollards (Southern)	30	0	0	30	0
296	Dolphin Point Road - Pedestrian Footpath Construction (Member South Coast \$5M funding)	900	0	0	900	0
297	Lake Conjola Entrance Road - Shared User Path Bridge (Bushfire Local Economic Recovery Package)	850	0	0	850	0
298	Loralyn Ave - Pedestrian Walmer Shared User Path Urban Upgrade/New	380	0	380	0	0
299	Matron Porter Drive - Shared User Path (Member South Coast \$5M funding)	600	0	0	600	0
300	Maxwell Crescent - Pedestrian Yellow Bellied Glider Reserve Design Only	20	0	20	0	0

Line	Proposed Capital Works Program 2023/24	Proposed Budget \$'000	Ward 1 \$'000	Ward 2 \$'000	Ward 3 \$'000	City-Wide Benefit & URA Specific \$'000
301	Murramarang Road Shared User Path - Butler Creek to Shelly Beach (Member South Coast \$5M funding)	500	0	0	500	0
302	Murramarang Shared User Path (Bloomfield ICI 95% Grant)	1,410	0	0	1,410	0
303	Murramarang Road Shared User Path - Kioloa to Butler Creek (Member South Coast \$5M funding)	350	0	0	350	0
304	Murramarang Road Shared User Path - Shelly Beach to Transfer Station (Member South Coast \$5M funding)	650	0	0	650	0
305	North-Pedestrian-Bus Stop Area Upgrades - Disability Compliance	30	30	0	0	0
306	Nowra Central Business District Renewal	1,535	1,535	0	0	0
307	Old Southern Road - Shared User Path (Member South Coast \$5M funding)	750	750	0	0	0
308	Pedestrian Facilities - Country Passenger Transport Infrastructure Grant Scheme Various - Accessible Public Transport	52	0	0	0	52
309	Pedestrian Facilities - Kerb Ramps	21	0	0	0	21
310	Placemaking for Vincentia Village (Building Better Regions Fund)	200	0	200	0	0
311	River Road, Shoalhaven Heads- Shared User Path Stage 2 - CH0.65 to CH 0.97	640	640	0	0	0
312	Sheaffe Street - Pedestrian & Drainage Lakersteen Street Callala Bay to end of Shared User Path (Member South Coast \$5M funding)	350	0	350	0	0
313	Silkwood Walk - Streetscape Walk Path Lighting Urban Upgrade/New	25	0	25	0	0
314	St Vincent Street - Pedestrian High School Safety Construct Urban New	1,520	0	0	1,520	0
315	Various Locations - Bus Shelter Renewals	20	0	0	0	20
316	Victor Ave, Narrawallee - Pathway Steps to Seat - Disability Compliance	50	0	0	50	0
317	Woollamia Road - Shared User Path Safety Improvements - CH8060 to CH8700	10	0	10	0	0
318	<b>Public Carpark Construction</b>	<b>1,103</b>	<b>100</b>	<b>803</b>	<b>200</b>	<b>0</b>
319	Burr Avenue, Nowra - Carpark	100	100	0	0	0
320	Nowra Central Business District Multideck Carpark	100	0	100	0	0
321	Sanctuary Point Carparking	703	0	703	0	0
322	Sussex Inlet - Nielson Road - Carpark (behind Peace Park)	200	0	0	200	0
323	<b>Urban Roads</b>	<b>5,113</b>	<b>827</b>	<b>69</b>	<b>991</b>	<b>3,226</b>
324	Basin - Local Road Repair Program - Reseal - RURAL	155	0	0	0	155
325	Cul-de-sac Land Acquisition - Kingsley Ave Ulladulla	530	0	0	530	0
326	George Evans Road - Traffic Facilities Yalwal Road Interchange Urban Upgrade/New	2,200	0	0	0	2,200
327	Greenwell Point Road BSP 1.25km East of Jindy Andy	202	202	0	0	0
328	North - Local Road Repair Program - Reseal - RURAL	225	225	0	0	0
329	Old Southern Road - Various Local Investigation Urban Renewal (Local Roads Community Infrastructure - 4)	400	400	0	0	0

Line	Proposed Capital Works Program 2023/24	Proposed Budget \$'000	Ward 1 \$'000	Ward 2 \$'000	Ward 3 \$'000	City-Wide Benefit & URA Specific \$'000
330	Owen/Sydney St Roundabout Huskisson	9	0	9	0	0
331	South - Local Road Repair Program - Reseal - RURAL	255	0	0	255	0
332	Special Rate Variation resurfacing	720	0	0	0	720
333	St Vincent Street - Roads Strategy CP05ROAD4008 Urban New	156	0	0	156	0
334	The Wool Road - Regional Road Repair Program CH1.9 CH2.4 Design Urban Renewal	50	0	0	50	0
335	Traffic Facilities - Street Lighting Program	130	0	0	0	130
336	Virtual Fencing Pilot Trial - MIN21.343	21	0	0	0	21
337	Yalwal Road - Local Road Repair Program Albatross Road to Filter Road Pavement Rehabilitation Investigation detailed design	60	0	60	0	0
338	<b>Stormwater</b>	<b>1,708</b>	<b>460</b>	<b>235</b>	<b>235</b>	<b>778</b>
339	<b>Stormwater</b>	<b>1,708</b>	<b>460</b>	<b>235</b>	<b>235</b>	<b>778</b>
340	<b>Drainage</b>	<b>1,708</b>	<b>460</b>	<b>235</b>	<b>235</b>	<b>778</b>
341	Basin District - Pipe Inspection / Renewal / Refurbishment	100	0	100	0	0
342	Central District - Pipe Inspection / Renewal / Refurbishment	100	0	100	0	0
343	Drainage - Investigations - Stormwater Enquiries	34	0	0	0	34
344	Environmental Stormwater Management	80	0	0	0	80
345	Harry Sawkins Park Drainage Pond Reconstruction Desilt and Fountain	100	100	0	0	0
346	Millards Creek / Ulladulla Harbour - Drainage Gross Pollutant Trap Water Quality Urban Renew	80	0	0	80	0
347	Northern District - Pipe Inspection / Renewal / Refurbishment	100	100	0	0	0
348	Piping easements - Existing Subdivisions as per policy (POL 16/143)	52	0	0	0	52
349	Prince Edward Ave - Drainage Skate Park Water Quality Urban Upgrade/New	35	0	35	0	0
350	Reconstruct Open Drains (5yr Cycle - Annual Maintenance separate)	500	0	0	0	500
351	Shoalhaven Heads Scott Street Sinkholes - Pipe Lining Investigation and Strategy	260	260	0	0	0
352	Southern District - Pipe Inspection / Renewal / Refurbishment	100	0	0	100	0
353	Strategic Stormwater Catchment Studies	22	0	0	0	22
354	Sussex Inlet Road - Drainage Subsoil Stage 1 Urban Upgrade/New	29	0	0	29	0
355	Various Drainage Programs - Unallocated	90	0	0	0	90
356	Woodglen Crescent, Mollymook Beach - Improve Drainage	26	0	0	26	0



Line	Proposed Capital Works Program 2023/24	Proposed Budget \$'000	Ward 1 \$'000	Ward 2 \$'000	Ward 3 \$'000	City-Wide Benefit & URA Specific \$'000
357	<b>Strategic Roads and Bridges</b>	<b>4,013</b>	<b>3,013</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
358	<b>Strategic Roads and Bridges</b>	<b>4,013</b>	<b>3,013</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
359	<b>Regional, Sub-Arterial and Industrial</b>	<b>4,013</b>	<b>3,013</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
360	Far North Collector Road Design & Construction	3,000	3,000	0	0	0
361	Hillcrest to Yalwal Sub-Arterial (HYSA)	13	13	0	0	0
362	Sydney/Bowen Street - Roads Strategy CP03ROAD2115 Construct Urban Upgrade	1,000	0	1,000	0	0
363	<b>Waste and Recycling Program</b>	<b>13,522</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,522</b>
364	<b>Landfill and Transfer Station Operations</b>	<b>13,522</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,522</b>
365	<b>Waste Management - Capital Expenditure</b>	<b>13,522</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,522</b>
366	Bins and Equipment	157	0	0	0	157
367	Concrete Bunkers for Recyclables - Various Depots	209	0	0	0	209
368	Glass Recycling Plant - Capital	52	0	0	0	52
369	Landfill Extension - West Nowra	295	0	0	0	295
370	Leachate Management Infrastructure	105	0	0	0	105
371	Materials Recovery Facility	5,832	0	0	0	5,832
372	Shoalhaven MICRO Factorie	50	0	0	0	50
373	Waste Depot Infrastructure	764	0	0	0	764
374	Waste Depots Solar / Communications / Security	523	0	0	0	523
375	Waste Education Centre	1,919	0	0	0	1,919
376	Waste Hardstands and Roads	63	0	0	0	63
377	Waste Landfill Cell Construction - West Nowra	54	0	0	0	54
378	Waste Management Office Equipment	10	0	0	0	10
379	Waste Plant and Vehicle Purchases	1,785	0	0	0	1,785
380	Waste Plant Purchases Landfill Compactor	1,047	0	0	0	1,047
381	Waste Recycling Reuse Initiative	500	0	0	0	500
382	West Nowra Landfill Closure Rehabilitation	157	0	0	0	157
383	<b>Water and Sewer Services</b>	<b>41,253</b>	<b>482</b>	<b>180</b>	<b>0</b>	<b>40,591</b>
384	<b>Sewer Services</b>	<b>23,950</b>	<b>482</b>	<b>180</b>	<b>0</b>	<b>23,288</b>
385	<b>Chargeable Private Works - Sewer</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>
386	Pressure Sewer System Installation	50	0	0	0	50
387	<b>New Works (Asset Enhancement) - Sewer</b>	<b>8,976</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>8,876</b>
388	Bomaderry sludge lagoon odour control	100	100	0	0	0
389	Sewer New Works Asset Enhancement Unallocated	8,876	0	0	0	8,876
390	<b>New Works Growth - Sewer</b>	<b>4,842</b>	<b>382</b>	<b>0</b>	<b>0</b>	<b>4,460</b>
391	Moss Vale Road expansion area - Wastewater	410	0	0	0	410
392	Nowra Lyrebird Sewage Pumping Station 2 GM Upgrade	382	382	0	0	0
393	Sewer New Works Growth Unallocated	4,050	0	0	0	4,050
394	<b>Other Asset Purchases - Sewer</b>	<b>2,322</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,322</b>
395	Sewer Land Purchases	200	0	0	0	200
396	Sewer Office furniture & equipment	120	0	0	0	120
397	Sewer Vehicle Purchases	208	0	0	0	208
398	Sewer Plant Purchases	1,794	0	0	0	1,794
399	<b>Renewal / Replacement Works - Sewer</b>	<b>7,760</b>	<b>0</b>	<b>180</b>	<b>0</b>	<b>7,580</b>
400	Sewage Pumping Stations Electrical Control Panel Replacements	60	0	0	0	60
401	Huskisson Vincentia Sewage Pumping Station 7 RM & GM upgrade	180	0	180	0	0
402	Sewer Renewals Unallocated	7,520	0	0	0	7,520

Line	Proposed Capital Works Program 2023/24	Proposed Budget \$'000	Ward 1 \$'000	Ward 2 \$'000	Ward 3 \$'000	City-Wide Benefit & URA Specific \$'000
403	<b>Water Services</b>	<b>17,303</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,303</b>
404	<b>New Works (Asset Enhancement) - Water</b>	<b>1,519</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,519</b>
405	Water New Works Asset Enhancement Unallocated	365	0	0	0	365
406	Yalwal Tourist Upgrade	1,154	0	0	0	1,154
407	<b>New Works Growth - Water</b>	<b>7,330</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,330</b>
408	Water New Works Growth Unallocated	7,330	0	0	0	7,330
409	<b>Other Asset Purchases - Water</b>	<b>3,469</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,469</b>
410	Upgrade Telecommunications Sites (BLERF-0263 - grant)	220	0	0	0	220
411	Water Communication Towers Capital	100	0	0	0	100
412	Water Land Purchases	100	0	0	0	100
413	Water New services install & relocate	500	0	0	0	500
414	Water Office furniture & equipment	120	0	0	0	120
415	Water Other Assets Unallocated	406	0	0	0	406
416	Water Plant Purchases	1,197	0	0	0	1,197
417	Water Vehicle Purchases	826	0	0	0	826
418	<b>Renewal / Replacement Works - Water</b>	<b>4,985</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,985</b>
419	Water Renewals Unallocated	4,935	0	0	0	4,935
420	Water Various pump refurbishments	50	0	0	0	50
421	<b>Waterways Infrastructure</b>	<b>2,728</b>	<b>161</b>	<b>686</b>	<b>1,849</b>	<b>32</b>
422	<b>Waterways Infrastructure</b>	<b>2,728</b>	<b>161</b>	<b>686</b>	<b>1,849</b>	<b>32</b>
423	<b>Boat Ramps &amp; Jetties</b>	<b>2,728</b>	<b>161</b>	<b>686</b>	<b>1,849</b>	<b>32</b>
424	Basin View Parade - Waterways Pontoon Urban Upgrade/New	25	0	0	25	0
425	Bendalong & Kioloa – Fishing Access Improvements	40	0	0	40	0
426	Conjola Park Rehabilitation	545	0	0	545	0
427	Crookhaven Heads Boat Ramp Upgrade	50	0	50	0	0
428	Jervis Street Greenwell Point Jetty Replacement	75	0	75	0	0
429	Lake Conjola Entrance Road boat ramp car park stage 2 (Boating Now Funding)	324	0	0	324	0
430	Lakehaven Drive - Waterways Fishing Facility/Wall Urban Renewal	200	0	0	200	0
431	Lakehaven Drive - Waterways Lion Park Boat Launching Ramp Urban Renewal	30	0	0	30	0
432	Paringa Park Paddlecraft Access Ramp - Nowra Rowing Club (Boating Now Funding)	111	111	0	0	0
433	Ulladulla Harbour Southern Ramp Upgrade (Boating Now Funding)	685	0	0	685	0
434	Waterways - Fishing Cleaning Facilities Renewal	32	0	0	0	32
435	West Street Shaws Creek - Waterways Slipway Urban Renewal Investigation & Design	21	0	21	0	0
436	Wharf Road Shoalhaven Heads - Boat Revamp Investigation & Design (Boating Now Funding)	50	50	0	0	0
437	Woollamia Industrial - Stage 5 - Asset Protection Zone Trail	450	0	450	0	0
438	Woollamia Maritime - Loading Platform	90	0	90	0	0
439	<b>Grand Total</b>	<b>188,196</b>	<b>35,210</b>	<b>30,312</b>	<b>33,888</b>	<b>88,786</b>









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