

Delivery Program Operational Plan & Budget

2020/21 - Draft for Public Exhibition



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.



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

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A printable version of this document can be found in TRIM 56128E

Contents

Message from the Mayor	04
Chief Executive Officer Message	05
Our Values & Community Vision Statement	06
Our Community	08
Our Councillors	10
Executive & Organisational Structure	12
Disaster Recovery & Resilience	14
COVID-19 Financial Relief Package	15
Our Major Projects	16
Our Finances	18
Our Services	22
Planning & Reporting Framework	24
Shoalhaven's Integrated Plan Structure	25
Key Themes & Priorities	
How to Read this Plan	28
Resilient, Safe & Inclusive Communities	30
Sustainable, Liveable Environments	44
Prosperous Communities	56
Responsible Governance	62
Budget 2020/21	
Revenue Policy	80
Special Rate Variation	83
Council Special Rates	84
Capital Works 2020/21	
Capital Works	114



Message from the Mayor

Recent months have tested us all and to you, Shoalhaven residents, ratepayers and volunteers, who rose without hesitation to lend a hand I commend you.

Drought followed by our devastating summer bushfires, gave way to flooding in March and now we navigate our way through the global COVID19 pandemic.

Our collective commitment to recovery is critical for our future to enable it to flourish and return life to a new vibrancy.

In commending all of you I understand that many of you have been at the frontline in dealing with our many challenges over the last few months. Many of you have had little to no rest, especially those in our essential services. Please pass on all our heartfelt thanks to people you know who have been going above and beyond to keep our community safe and healthy.

Looking to the twelve months ahead and beyond, this year's Delivery Program and Operational Plan will continue to deliver community goals that you set in the Community Strategic Plan, which underpins all of Council's work, planning and thinking.

Our goals as a community may be pared back somewhat as these challenging times require us all to do things differently, but future thinking never leaves us as we consider what will be required in the post COVID19 reset and rebuild.

This document is your guide to the priorities and outcomes you have set for the Council to deliver. The outcomes will help develop vibrant Shoalhaven communities, giving residents and visitors space to connect, whilst also continuing to support ongoing improvements to essential services throughout the City.

The capital works program will deliver strategic road developments, that will reduce congestion and travel times leaving more time for all the other tasks in life.

You will also notice that all the cradle to grave services that your council currently undertakes are still there supporting people and families to make the most of our city – from Family Day Care, story times at libraries, sporting fields and funeral services, your council is with you from sun up to sun down.

As always, Council will continue to make improvements and look for efficiencies in how it delivers as effectively as possible, whilst also ensuring the safety of the community and staff.

This Delivery Program and Operational Plan will help drive our economy, support our people and bring our aspirations to life and for that we can all be proud of our financial contributions through rates.

Amanda Findley
Mayor



Chief Executive Officer **Message**

It is with great pride that I present the Delivery Program and Operational Plan for the 2020/21 financial year.

In my first year as CEO, the Shoalhaven has faced many challenges. From bushfires, flood and the current coronavirus pandemic the resilience of our community is truly remarkable.

These adversities have created many challenges for Council as an organisation and I'm very pleased at how we have risen above and witnessed our community growing even stronger in recovery. We must come together in times such as these whilst also meeting our commitment to strong financial management and cost-effective service delivery, striving for greater efficiency in the way we deliver services to our community.

This financial year we will see one of the largest Financial Support Packages Council has offered to assist residents during the unprecedented times of COVID-19. The Council has committed to a relief and recovery stimulus package exceeding \$22 million and includes various support measures such as reduction in fees and charges, financial subsidies for rates, water and sewer changes, and incentives to the development industry to kick-start the Shoalhaven economy through fast-tracked building activity.

In addition to the local emergency response and bushfire recovery, Council continues to work hard through these times, delivering on works, services and programs and ensuring that Shoalhaven City is a great place now and in the future.

The Delivery Program and Operational Plan sets out a transparent scope of works for the Shoalhaven

over the next 12 months. Council is committed to working towards these planned outcomes with some temporary adaptations in place to ensure the safety of staff and customers, in line with the Federal Government's health advice. Whilst this presents some challenges to our work-flows and practices, as much as possible we are continuing with business as usual.

I am looking forward to the completion of several significant activities throughout this financial year, and progressing with the design and planning of many projects.

Social infrastructure continues to be a key focus, and now more than ever it is essential that we provide the community with long-term ways to stay healthy, connected and to foster the sense of community in our growing regional hubs.

Scheduled works include skate park improvements at Ulladulla and Sanctuary Point, croquet court installation at Ulladulla, the ongoing development of Boongaree District Park in Berry and getting underway with construction of a new library for the Bay and Basin district at Sanctuary Point.

Looking towards the future, the Shoalhaven Community and Recreational Precinct at Bomaderry is a long-term public works project aimed at meeting growing population needs as well as bringing great benefits for health and wellness.

Council will continue to take steps to realise this plan, ensuring we are well placed to support a healthy and connected community into the future.

Stephen Dunshea
Chief Executive Officer



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

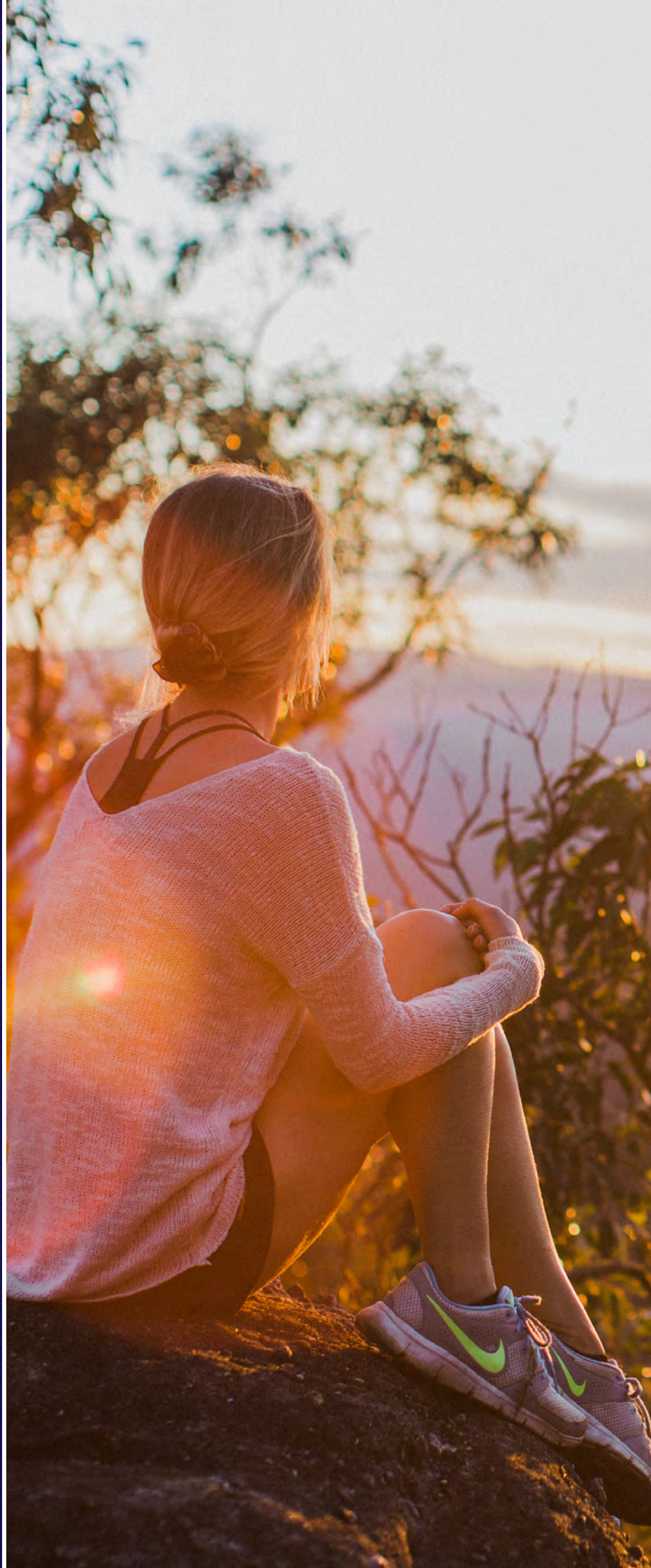
Respect

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

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.



Community Vision Statement

"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 and Murramarang Aboriginal people. European settlement dates from 1822 when land was taken up near the mouth of the Shoalhaven River.

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

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

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



Population

105,766

Median Age

48



7,303

Local Business



43%

part-time workers

54%

full-time workers

41,301

Labour Force



4531kms

Land area

Australian

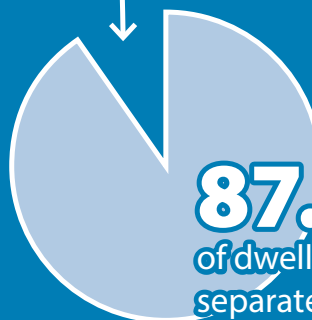
Irish

English

The three largest
ancestries in
Shoalhaven City

9.3%

of the dwellings are
medium or high density

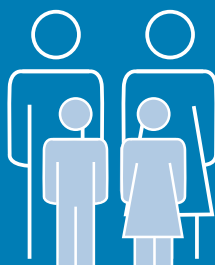


87.6%

of dwellings are
separate houses

\$5.954

Billion (GRP)
Gross Regional
Product



21.6%

of households are made
up of couples with children

Our Councillors



Amanda Findley

Mayor

0434 151 730

findleya@
shoalhaven.nsw.gov.au



WARD 1

Annette Alldrick

Councillor

0428 657 026

Annette.Alldrick@
shoalhaven.nsw.gov.au



Nina Digiglio

Councillor

0428 629 147

Nina.Digiglio@
shoalhaven.nsw.gov.au



Andrew Guile

Councillor

0412 287 706

andrew.guile@
shoalhaven.nsw.gov.au



John Wells

Councillor

0412 676 159

John.Wells@
shoalhaven.nsw.gov.au



WARD 2

Joanna Gash

Councillor

0427 160 170

Jo.Gash@
shoalhaven.nsw.gov.au



John Levett

Councillor

0418 469 094

John.Levett@
shoalhaven.nsw.gov.au



Mitchell Pakes

Assistant Deputy Mayor

0432 557 516

Mitchell.Pakes@
shoalhaven.nsw.gov.au



Greg Watson

Councillor

0412 210 979

watsong@
shoalhaven.nsw.gov.au



WARD 3

Kaye Gartner

Councillor

0428 861 092

Kaye.Gartner@
shoalhaven.nsw.gov.au



Mark Kitchener

Councillor

0478 882 649

Mark.Kitchener@
shoalhaven.nsw.gov.au



Bob Proudfoot

Councillor

0428 970 086

Bob.Proudfoot@
shoalhaven.nsw.gov.au



Patricia White

Deputy Mayor

0447 416 329

Patricia.White@
shoalhaven.nsw.gov.au



Executive & Organisational Structure





Important Message



This draft Delivery Program including the Operational Plan 2020/21 and Annual Budget has been prepared under the evolving response to the Novel Coronavirus pandemic (COVID-19), which may have a significant impact on the delivery of Council's objectives as the situation evolves. The document exhibited may be subject to revision and material change due to present circumstances and will be clarified as part of the final adoption of these draft documents.

Ongoing business disruption that is being experienced will have significant financial consequences on the proposed 2020/21 Budget. The financial impact of this situation is being assessed, along with options to ensure Council continues to be managed in a fiscally responsible manner. It is intended that the outcomes of this assessment and any necessary adjustments to the 2020/21 draft Budget will be provided for consideration through the quarterly budget review process or the sooner should the circumstances warrant.

Disaster Recovery & Resilience

Following the devastating impact of bushfires, floods and COVID-19, Council is working with the community to recover from these disasters and mitigate the impact of these crises now and into the future.

Council's vision is for the Shoalhaven to emerge from the recent bushfire and its impacts in a better, stronger and more resilient position than it was prior to the bushfire emergency.

The plan includes several actions to minimise and mitigate the impact of natural disasters and provides a focus on community recovery through links to mental health and support programs which build resilience. Focus actions include:

- Continue the implementation of the Shoalhaven Recovery Action Plan until transition to normal business and service
- Advocate for legislative change to allow the implementation of measures to assist protection of Shoalhaven urban areas from future bushfire attack
- Assist the implementation of recommendations from the relevant government bushfire inquiries
- Undertake bushfire resilience planning for Shoalhaven Water Assets
- Review and update Shoalhaven Adaptation Plan 2030
- Undertake social mapping to identify community needs with a focus on improving resilience
- Develop and implement initiatives to encourage help-seeking and to build community understanding of mental health issues and available supports
- Facilitate business training and enhance labour force capabilities in parallel with bushfires and pandemic Recovery
- Develop and implement strategies that encourage business growth and job creation in response to the impact of the bushfires and COVID-19 pandemic

COVID-19 Financial Relief Package

To assist local residents during unprecedented times of the COVID-19 pandemic and to support recovery of the region, Council has endorsed an extensive Financial Relief Package for local businesses, residents, sporting and community groups.

The relief package comprises of up to \$17.5 million ratepayer financial relief, rental and fee waivers, 50% discount of development contributions and additional community grants. The estimated total value of the package is over \$22.5 million. Overview of the financial relief measures are provided below, with full details outlined in the budget section.

Residents:

- Option of \$300 of financial relief through reductions in domestic waste, water and sewer annual charges and providing one-off rates subsidy.
- Deferred due date of the first rates instalment by 1 month to 30 September 2020, and a waiver of interest on overdue rate notices for a period of up to 12 months for those demonstrating hardship.
- Community hire fees for libraries and regional gallery will be waived for a period of six months following the official lifting of COVID-19 restrictions.
- The free green waste for a further month following the COVID-19 restrictions being lifted.
- Extension of the Community Development Grants Program with an additional \$20k available to help communities rebuild and reconnect.
- Extension of the Arts Board Program with an additional funding boost of \$25k.
- No fees for weekly local swim club pool hire for the first 6 months after restrictions lift
- 50% reduction in court hire fees for local sports club competition at the Indoor Sports Centre for the first 3 months after restrictions lift

Businesses:

- Rental fees waiver for all Council tenants (Commercial, Retail, Community & Sporting Groups) until October 1, 2020.
- Until further notice, new developments may be eligible for 50% refund of section 7.11 contributions and pre-lodgement DA fees.
- Until further notice, new developments may be eligible for 75% refund of section 64 contributions.
- Business support through promotion - Shoalhaven Tourism "Spend Here This Year" campaign.

Bushfire Recovery Assistance

- Council is committed to continue supporting local businesses and residents on their way to recovery from the catastrophic Currowan Bushfire that ran for 74 days from late November 2019 to early February 2020.
- Council will continue waiving development application fees and interest accruing on the rates instalments issued after December 2019 until 30 June for bushfire affected properties.
- To assist local businesses, Council has temporarily amended its Local Preference Policy (POL20/19) by increasing local preference price discount from 5% to up to 50% for businesses located in the Shoalhaven which will support the region's economic recovery.

Community and Sporting Groups:

- Additional \$50k available through Council's Capital Sports Funding program in 2020/21. Changes to the program will allow clubs to apply for equipment purchases or to recoup costs incurred as a direct result of COVID-19.

Our Major Projects



Boongaree Nature Playground and Amenities

Boongaree provides a unique opportunity to reinvigorate the northern edge of the Berry township. Berry Rotary (with funding from the State Government) and Council are working together to deliver this nature-based play area for the Shoalhaven community and visitors.

Boongaree will offer a nature play park that will be an exciting place for all ages and abilities to play, exercise and have fun. Stage 1 Youth Zone will include a dual accessible flying fox, climbing ropes and disc swings. Family picnic and barbeque facilities are also included, along with an amenities block with a lift and change facility. Construction of these elements is expected to be complete by December 2020. Council will then deliver the remaining part of Stage 1 consisting of the Children's Adventure Play area with a giant climbing area, tunnels, swings, cubby house and a children's learn to ride area. This final segment is set for completion by December 2022.



Croquet Courts at Ulladulla Sports Park

The Milton Ulladulla Croquet Committee and Council have been working in partnership to design and deliver two croquet courts with landscaping, fencing, drainage, irrigation, parking and lighting infrastructure at the Ulladulla Sports Park for the Milton Ulladulla Croquet Club by December 2020. Council is awaiting notification of the success of a Club Grant application for the construction of a multi-use clubhouse facility.



Skate park improvements – Ulladulla & Sanctuary Point

Council plans to develop the existing Ulladulla Skate Park into a regional facility for the community. Until funding comes through for all new facilities, Council has secured a grant for a barbeque area, seating and shelter for the skatepark. Council has already

consulted with local youth and the wider community, with detailed design to commence following Council approval. Once detailed design is complete in late 2020, Council will seek grant opportunities to fund construction.

Sanctuary Point skatepark improvements will deliver improved drainage, skatepark repairs, new seating and a shelter. These improvements will be delivered with the newly surfaced basketball court and new backboard. Council is upgrading this location as it is heavily used by locals across the region.



Sanctuary Point District Library

Council is committed to constructing a new Sanctuary Point District Library on the corner of Kerry Street and Paradise Beach Road, Sanctuary Point for the Bay and Basin community.

This new library will provide important community spaces that provide access to technology and information, with places for meeting, collaborating, connecting, studying and working, as well as reader services and collections in a beautifully designed space.

During 2020/21 Council will be consulting with the local community and key stakeholders to determine what services and resources will be available at the new Sanctuary Point District Library. Construction is due to commence in 2021/22.



Lake Conjola Sustained Entrance Opening

Shoalhaven City Council has been working with the Lake Conjola Community Association and the NSW Government to manage Lake Conjola and its entrance. The 2019/20 bushfires in Conjola Park, Lake Conjola and surrounding areas had a significant impact on the land, the lake and local residents. Council will continue to seek a funding source in order to undertake the additional work required for the effective management of the lake entrance.



Shoalhaven Community & Recreation Precinct

Council aims to develop the Shoalhaven Community and Recreational Precinct into an integrated commercially viable regional facility which will meet the needs of a growing community. The long-term plan aims to provide open space and community facilities including a community pavilion which potentially provides aquatic, medical, physiotherapy, rehabilitation health, wellness and fitness services. The Precinct integrates the new Shoalhaven Indoor Sports Centre with upgraded playing fields, walking/cycling track and outdoor spaces along with a 400m athletics track. Further work has been undertaken in the southern section of the Precinct, including the upgrade of Artie Smith Oval. Council will continue to ensure the project is construction ready and advocate for funding to commence the works.



Material Recovery Facility

Council is committed to maximising the recovery of resources in an ever-changing industry. Efforts have focused on ensuring recycling continues within the Shoalhaven while minimising the risk of recyclables being sent to landfill. The recycling industry is currently experiencing a crisis with success in recycling only achieved if materials can be sorted into their purest form.

A business case showed how Council could develop, construct and operate a high quality Materials Recovery Facility at the West Nowra landfill site. This will accept recycling materials collected in the yellow lid bins, from Council's 10 depots and commercial operations. The proposed Council owned and operated facility, will provide flexibility in adapting to external pressures that affect the economics and management of recycling.



Far-North Collector Road

The Far North Collector Road (FNC) 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 FNC Road will link Illaroo Road (at 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 Southern Connection elements are due for completion by December 2020, with construction on the Far North Collector Road and Bridge to commence by March 2021 and estimated for completion by June 2022.



Resource Recovery Facility

Council has undergone an extensive process of consulting with industry experts to find an economically and environmentally sound solution to a waste problem that faces local governments across Australia – how do you recycle waste that has always gone to landfill?

Household mixed-waste (red lid bins) in the Shoalhaven will soon be processed at a new facility adjacent to Council's current landfill site in West Nowra. The facility will be constructed and operated by a company called Bioelektra. The process uses autoclaves to sterilise and dry the waste and sorts it into its different components using traditionally sorting technologies. Everything that can be reused or recycled is extracted in this one process. This state-of-the-art facility will be Australia's first Advanced Waste Treatment plant capable of diverting over 90% of mixed waste from landfill. Works will commence in 2021 and the facility is expected to be fully operational by 2023.

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



Our finances

The draft 2020/21 budget meets the requirement for no deficit cash budgeting and forecasts a net operating result for General Fund of a surplus of \$23,812K (including capital grants and contributions)

Ongoing business disruption that is being experienced due to the COVID-19 pandemic response will have significant financial consequences on the proposed 2020/21 Budget. The financial impact of this situation is being assessed, along with options to ensure Council continues to be managed in a fiscally responsible manner. It is intended that the outcomes of this assessment and any necessary adjustments to the 2020/21 draft Budget will be provided for consideration through the quarterly budget review process or the sooner should the circumstances warrant.

Our ambitious capital works program also details expenditure of \$120 million which includes:

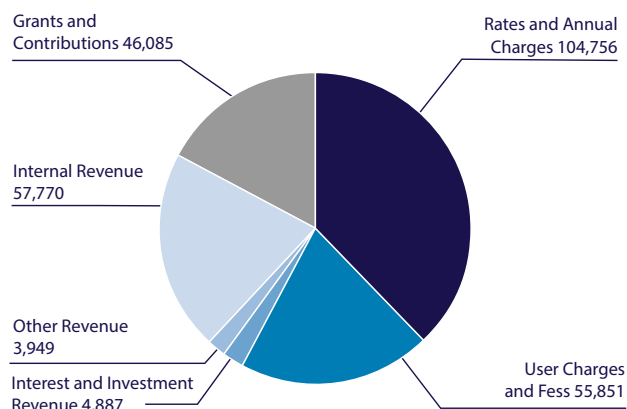
	2020/21 \$'000
Buildings and Property	14,196
Commercial Undertakings	8,377
Community and Culture	1,316
Economic Development	7,810
Environmental Management	1,195
Fire Protection and Emergency Services	636
Internal Corporate Services	8,984
Land Use Planning	11
Open Space, Sport and Recreation	17,804
Regulatory Services	53
Roads and Transport	37,074
Waste and Recycling Program	22,049
Water and Sewer Services	459
Total	119,963

Adjusting for capital grants and contributions which are restricted for specific purpose expenditure, the revised net operating result for 2020/21 is projected to be a deficit of \$3 million as shown in the summary table below.

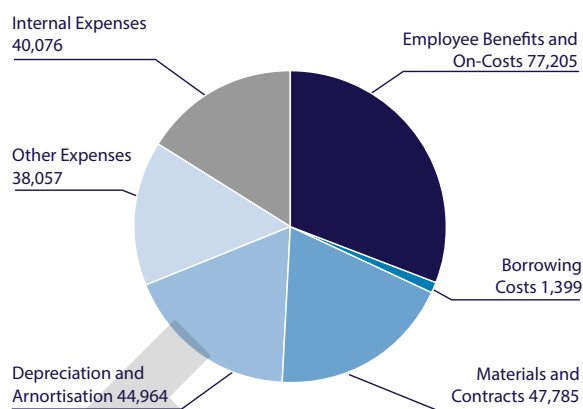
	(\$'000)		
	General Fund	Water Fund	Sewer Fund
Income from Continuing Operations	273,297	33,949	53,294
Expenses from Continuing Operations	249,485	30,470	43,886
Net Operating Result	23,812	3,479	9,408
Net Operating results before Capital	(2,967)	(371)	7,358

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

General Fund

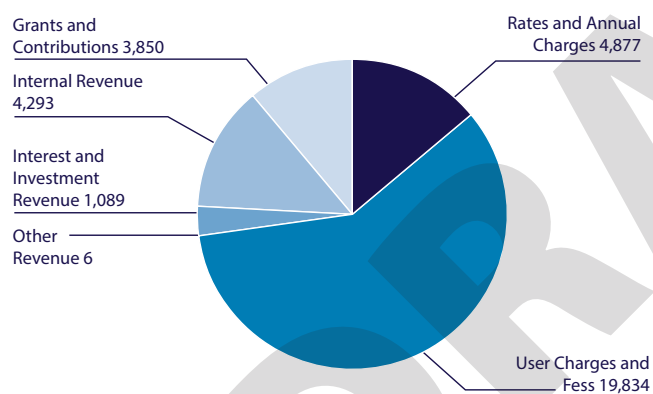


Revenue Breakdown 2020/21 (\$,000)

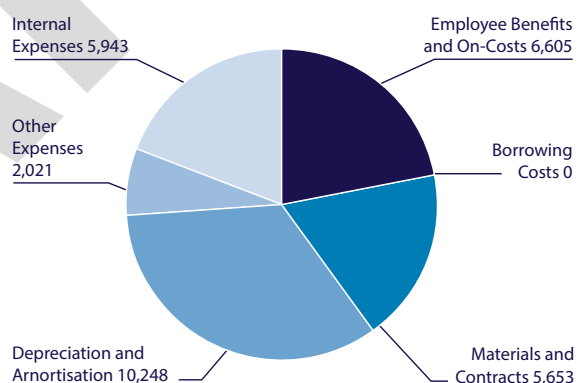


Operating Expenditure Breakdown 2020/21 (\$,000)

Water Fund

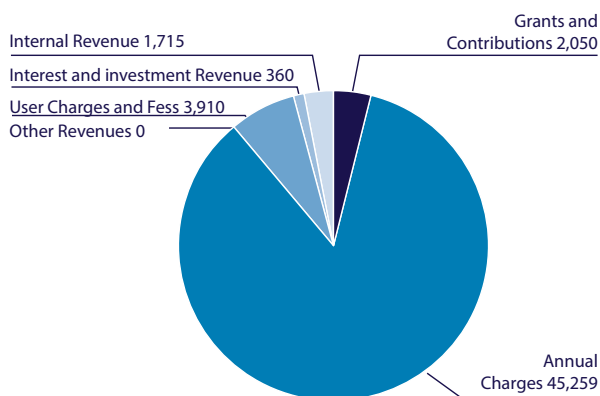


Revenue Breakdown 2020/21 (\$,000)

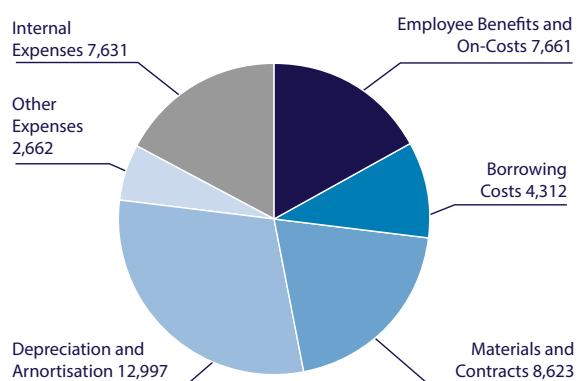


Operating Expenditure Breakdown 2020/21 (\$,000)

Sewer Fund



Revenue Breakdown 2020/21 (\$,000)

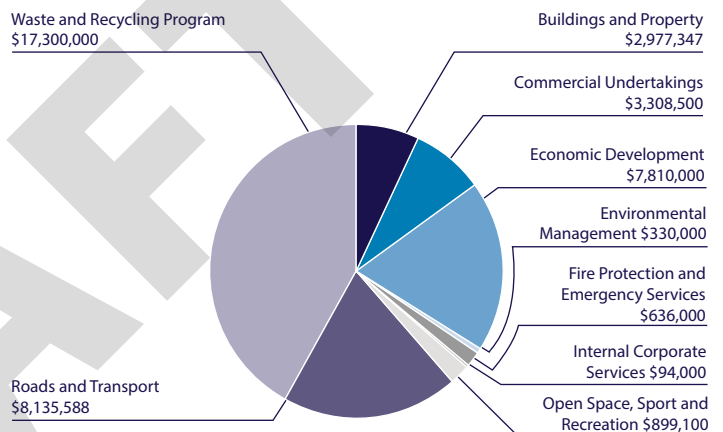
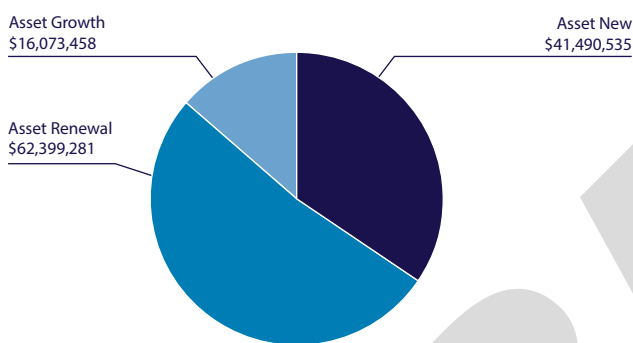


Operating Expenditure Breakdown 2020/21 (\$,000)

Capital Program 2020/21 General Fund

Asset New

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

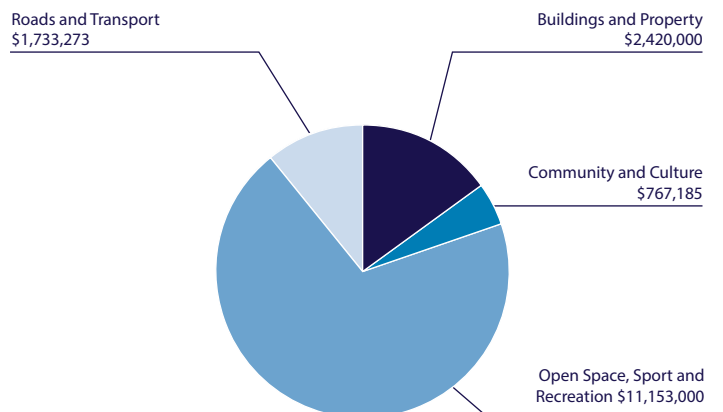
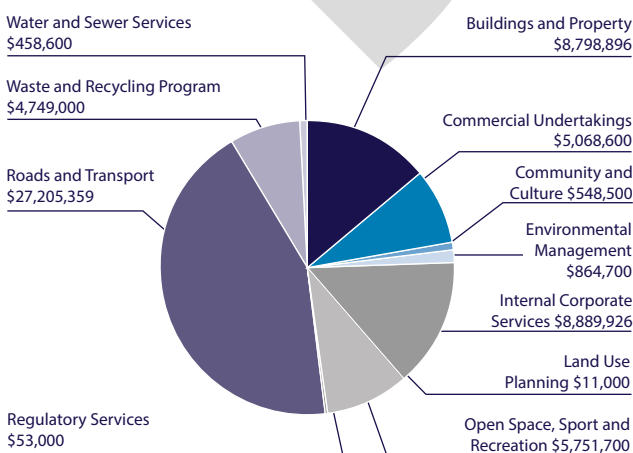


Asset Renewal

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

Asset Growth

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





Our Services

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

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

Some of the services that we provide everyday include:

Footpaths, Roads and Traffic and Stormwater

- Service over 1741 km of Council maintained roads
- Manage 246 road and pedestrian bridges, culverts and causeways
- Maintain 107 roundabouts.
- Maintain 244km 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 the Entertainment centre which provides a range of entertainment opportunities for over 40,000 ticket holders annually.

Environment and Sustainability

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

Regulatory Services

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

Water, Waste Water and Waste Services

- Manage 13 waste depots
- Manage 4 water treatment plants and 1214km of pipes
- Provide 45 million litres of water each day to more than 48,000 households and businesses
- Collect and treat more than 18 million litres of wastewater each day.

Community Safety and Community Groups

- Deliver, monitor and maintain over 40 CCTV cameras in the Nowra, Sanctuary point, Bomaderry Areas
- Support 41 parkcare groups and 66 bushcare groups.

Visitor Services

- Manage 12 holiday parks
- Drive \$900 million 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
- Legal, Internal Audit and Corporate Planning
- Human Resources and Governance
- Communication and Engagement
- Information and Communications Technology
- Procurement and Fleet
- Customer Service and Information Management.



17 telecommunication
towers



Protecting **147**
threatened species
in the area

Servicing **1,741km**
of Council maintained roads



An Entertainment
Centre with over
40,000
attendees annually

Arts Centre
attracts over
29,000
visitors per year

5 libraries including
two
mobile libraries



107 roundabouts



246 road and pedestrian
bridges, culverts and causeways



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

Managing **220** beaches &
beach access ways



Approximately
3 million
visitors annually

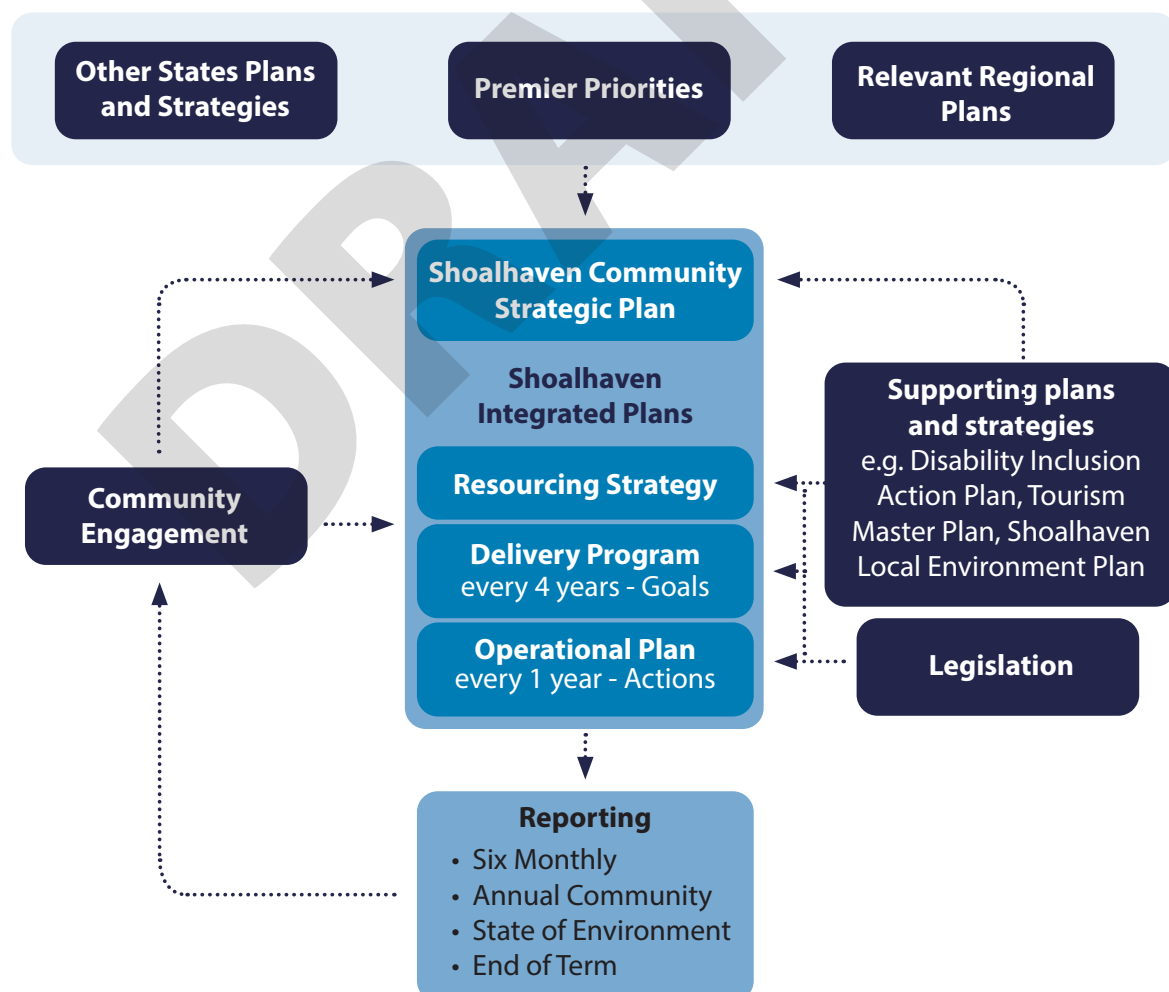
Planning & Reporting Framework

The Integrated Plan is developed in conjunction with State and Regional Plans, the Resourcing Strategy, other supporting plans, Councillors, staff and community.

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

The Resourcing Strategy is used to address the budget needs through the Long Term Financial Plan, assets required through the Asset Plan and

Council's workforce through the workforce plan. The Delivery Program Goals are Council's response to the Community Strategic Plan. The one-year Operational Plan Actions details what will be completed over the each 12 month period.



(Figure 1): Integrated Planning and Reporting Framework

Shoalhaven's Integrated Plan Structure

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

1. Shoalhaven 2027 Community Strategic Plan (CSP)
2. Delivery Program Goals
3. Operational Plan
Actions, Financials
Fees & Charges, Budget
4. Council's Resourcing Strategy

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

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

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

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

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

Due to the postponement of the local government elections, the current Delivery Program will be extended by an additional year to June 2022.





I want a city
that has...

Key Themes & Priorities

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

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



Resilient, Safe and Inclusive Communities

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



Sustainable, Liveable Environments

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



Prosperous Communities

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



Responsible Governance

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

How to Read this Plan

**Community Strategic
Plan Code**

**Community Strategic
Plan Goal**

**Council Department
Responsible for Action**

Priority 1.1

Build inclusive, safe and connected communities

Why is this priority important?

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

How will we know we are making a difference?

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

What will Council focus on over the next two years?

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

Delivery Program Code and Action	Council Unit or Section Responsible for Action	Reporting Measure	Target/ Timeframe
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What will Council do in 2020/21?

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
1.1.01 - Undertake to prevent, prepare for, respond to and recover from natural disasters				
1.1.01.01	Execute the duties of the Local Emergency Management Officer (LEMO)	Communications & Engagement Unit	Percentage of Shoalhaven Supporting Plans and Consequence Management Guides reviewed	80%
1.1.01.02	Inspect Asset Protection Zones and fire trails for compliance against bushfire mitigation guidelines	Natural Resources & Floodplains Unit	Percentage of Asset Protection Zones inspected	100%
			Percentage of Asset Protection Zones maintained	100%
1.1.01.03	Annual audit of Council's responsibilities within the Shoalhaven District Bushfire Plan	Natural Resources & Floodplains Unit	Audit completed, certified bushfire mitigation works assessed and asset custodians notified of rectification works	June 2021
1.1.01.04	Advocate for legislative change to allow the implementation of measures to assist protection of Shoalhaven urban areas from future bushfire attack	Strategic Planning Section	Number of advocacy initiatives	Count
1.1.01.05	Assist the implementation of recommendations from the relevant government bushfire inquiries	Environmental Services Section	Number of Council endorsed recommendations implemented	Count
1.1.01.06	Implement high priority actions (0 -2 years) in the certified Coastal Zone Management Plan	Natural Resources & Floodplains Unit	Number of priority actions implemented	Count



Resilient, safe & inclusive communities

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

An ageing population is a typical feature of coastal locations in NSW, given the high retiree population and the fact that younger people often migrate to other locations for educational or work pursuits. Approximately seven in every 10 Shoalhaven City households are a family, with two in 10 a single

person. Nearly all occupied dwellings in the City are single houses, with most of the population living in detached low-density housing.

Shoalhaven City has a rich Aboriginal cultural heritage, with nearly one in 20 residents identifying as Aboriginal or Torres Strait Islander. These strong links with Aboriginal culture are further reflected in Council's recognition of the strong spiritual ties that the traditional owners continue to have with the land.

Links to State and Regional Plans	What's important to the community:
<p>NSW Premier's Priorities for Resilient, safe and inclusive communities include:</p> <ul style="list-style-type: none">• Protecting our most vulnerable children• Increasing permanency for children in out-of-home care• Reducing domestic violence reoffending• Reducing recidivism in the prison population• Reducing homelessness• Improving service levels in hospitals• Improving outpatient and community care• Towards zero suicides	<p>A broad range of issues were identified for this theme including:</p> <ul style="list-style-type: none">• Community safety, such as additional policing especially in the Bay and Basin area• Support for those struggling with substance abuse• Activities for youth and young families• A close and involved community• An inclusive community• Improved health care especially for the elderly• Homelessness and the need for affordable housing• Increased number of cultural events and improvements to Shoalhaven's arts• Improvements to our parks and reserves• Focus on better sporting facilities• Better facilities for children and youth• Provide more dog friendly areas
<p>Illawarra Shoalhaven Joint Organisation Strategic Priorities</p> <ul style="list-style-type: none">• Ensure all members of the community have a sense of belonging and the ability to make healthy lifestyle choices.	



Priority 1.1

Build inclusive, safe and connected communities

Why is this priority important?

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

How will we know we are making a difference?

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

What will Council focus on over the next two years?

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

What will Council do in 2020/21?

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
1.1.01 - Undertake to prevent, prepare for, respond to and recover from natural disasters				
1.1.01.01	Execute the duties of the Local Emergency Management Officer (LEMO)	Communications & Engagement Unit	Percentage of Shoalhaven Supporting Plans and Consequence Management Guides reviewed	80%
1.1.01.02	Inspect Asset Protection Zones and fire trails for compliance against bushfire mitigation guidelines	Natural Resources & Floodplains Unit	Percentage of Asset Protection Zones inspected	100%
			Percentage of Asset Protection Zones maintained	100%
1.1.01.03	Annual audit of Council's responsibilities within the Shoalhaven District Bushfire Plan	Natural Resources & Floodplains Unit	Audit completed, certified bushfire mitigation works assessed and asset custodians notified of rectification works	June 2021
1.1.01.04	Advocate for legislative change to allow the implementation of measures to assist protection of Shoalhaven urban areas from future bushfire attack	Strategic Planning Section	Number of advocacy initiatives	Count
1.1.01.05	Assist the implementation of recommendations from the relevant government bushfire inquiries	Environmental Services Section	Number of Council endorsed recommendations implemented	Count
1.1.01.06	Implement high priority actions (0 -2 years) in the certified Coastal Zone Management Plan	Natural Resources & Floodplains Unit	Number of priority actions implemented	Count

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
1.1.01.07	Continue the implementation of the Shoalhaven Recovery Action Plan through the Shoalhaven Recovery Committee until transition to normal business and service	Chief Executive Office	Number of newsletters to the community promoting recovery support programs and initiatives	Count
			Number of businesses utilising Council recovery support programs including mentoring and workshops	Count
1.1.01.08	Develop and implement initiatives to encourage help-seeking and to build community understanding of Mental Health issues and available supports	Chief Executive Office	Number of initiatives that engage partner organisations	Count
			Number of events (workshops/expos/info nights) completed	Count
			Number of partner organisations engaged	Count
			Percentage of partner organisations reporting new help seeking activities	80%
1.1.02 - Support communities to become safer and stronger through positive and effective planning, partnerships and programs				
1.1.02.01	Consult the community on the development and planning of Community facilities	Community & Recreation - Unit	Prepare plans and advocate for funding for a Skate Park at Bay & Basin	June 2021
			Prepare plans and advocate for funding for Marriott Park improvements	June 2021
			Prepare masterplan for Berry Showground	June 2021
			Number of funding advocacy activities completed to progress the Shoalhaven Community & Recreation Precinct project	5

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
1.1.02.02	Undertake social mapping to identify community needs with a focus on improving resilience	Community & Recreation Unit	Number of social maps completed for selected communities	3
1.1.02.03	Coordinate and support community development programs and events in the Shoalhaven	Community & Recreation Unit	Number of community events coordinated and supported including NAIDOC, Youth and Seniors Weeks	3
			Number of Targeted Early Intervention Program initiatives supported and coordinated	Count
1.1.02.04	Continue to work with stakeholders to implement initiatives from the Shoalhaven Aboriginal and Youth Employment Forum	Human Resources, Governance & Risk Section	Number of Shoalhaven Aboriginal & Youth Employment Forum initiatives implemented	6
1.1.02.05	Partner with relevant agencies in the response to and recovery from the coronavirus pandemic	Corporate Planning	Number of partnership initiatives in response to coronavirus pandemic	Count
1.1.03 - Develop plans and strategies which help to create an inclusive, caring and accessible community				
1.1.03.01	Conduct and respond to biennial WHS inspections at public halls and management committee facilities	Swim Sport Fitness Unit	Percentage of scheduled facility inspections completed and actioned	100%
1.1.03.02	Shoalhaven Regional Gallery to deliver Art Workshops and curriculum education programs across the Shoalhaven	Arts & Culture Unit	Number of Pop Up Art workshops delivered to outlying areas	4
			Number of Students participating in curriculum based programs	500
1.1.03.03	Implement actions from the Shoalhaven Libraries Strategic Plan 2017-2021	Library Services Unit	Number of actions implemented from the Shoalhaven Libraries Strategic Plan 2017-2021	Count

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
1.1.04 - Provide solid waste and recycling collection, resource recovery and landfilling				
1.1.04.01	Provide recycling and waste management services to the community	Waste Services Unit	Reduce total waste to landfill per person	< 606 kg
			Percentage increase recovery of waste year on year	> 2%
			Percentage of the adopted 20-21 Waste Capital Works Program delivered by June 2021	85%
1.1.05 - Develop plans which will enable a variety of housing options to be provided to the community and helps to connect people and places				
1.1.05.01	Undertake projects in the Strategic Planning Works Program to meet community needs regarding housing and the built environment including continued implementation of the Shoalhaven Affordable Housing Strategy, specifically progressing the realisation of identified affordable housing project site at Coomea Street, Bomaderry	Strategic Planning Section	Resolve the annual reporting framework for Affordable Housing Strategy	December 2020
		Property Services Unit	Make the Council site at Coomea Street available for development consistent with the Affordable Housing Strategy	December 2020
1.1.06 - Use Council's regulatory powers and government legislation to enhance community safety				
1.1.06.01	Perform the duties required to ensure the satisfactory operation of on-site sewage management systems	On-site Sewage Management Unit	Percentage of planned on-site sewage management systems inspections completed	100%
			Percentage of follow up regulatory action commenced in response to failed on-site sewage management system inspections	100%

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
1.1.06.02	Undertake environmental health regulatory inspections to ensure compliance with legislative standards	Environmental Health Unit	Percentage of planned environmental health inspections completed	100%
			Percentage of follow up regulatory action commenced in response to failed environmental health inspections	100%
1.1.06.03	Undertake swimming pool inspections in accordance with the adopted program	Compliance Unit	Number of complaints related to swimming pool barrier issues received	Count
			Number of complaints related to swimming pool barrier issues actioned	Count
			Percentage of premises on the Tourist and Visitor register notified at the expiration of their Swimming Pool Compliance Certificate	100%
1.1.06.04	Ranger Services undertake proactive patrols in order to meet the needs of the community and council	Ranger Services Unit	Number of proactive ranger patrols	3000
1.1.06.05	Undertake retail food regulatory inspections to ensure compliance with legislative standards	Environmental Health Unit	Percentage of businesses achieving 'good' or 'excellent' food safety star rating	80%
			Percentage of follow up regulatory action commenced in response to failed food hygiene inspections	100%
1.1.07 - Continue to maintain and improve emergency service facilities				
1.1.07.01	Liaise with the Rural Fire Service Strategic Planning Committee to deliver assigned and future projects for emergency service facilities	Technical Services Section	Number of RFS Strategic Planning Committee meetings held	4

Priority 1.2

Activate communities through arts, culture and events

Why is this priority important?

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

How will we know we are making a difference?

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

What will Council focus on over the next two years?

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

What will Council do in 2020/21?

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
1.2.01 - Bring the Arts to the community				
1.2.01.01	Shoalhaven Regional Gallery to deliver a diverse program of arts and cultural activities that cater for audiences across the Shoalhaven	Arts & Culture Unit	Number of visitors to Shoalhaven Regional Gallery	32,000
			Percentage of visitors 'likely or very likely' to recommend the gallery	>50%
			Number of people paying to attend public programs	500
1.2.01.02	Shoalhaven Entertainment Centre will curate and deliver an inclusive Annual Season of shows, events and public programs for 2020-21 reflective of our diverse community	Shoalhaven Entertainment Centre Unit	Maintain attendance at ticketed performances at the Shoalhaven Entertainment Centre	39,000
			Percentage of audience members' positive perception of the Centre's contribution to cultural life in the Shoalhaven	>85%
1.2.01.03	Increase diversification of income streams to support the activities of the Shoalhaven Regional Gallery	Arts & Culture Unit	Number of grant applications prepared and submitted	5
			Tap and Go donation system installed	June 2021

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
1.2.02 - Provide cultural facilities that meet the needs of the community				
1.2.02.01	Shoalhaven Libraries will create opportunities for diverse communities to be welcomed and celebrated in appropriate ways through a range of events	Library Services Unit	Number of Library events delivered	500
			Number Library Visits	420,000
			Number of Virtual Visits at Council's Libraries	374,000
1.2.02.02	Progress design and construction of a new Sanctuary Point District Library	Library Services Unit	Undertake community consultation for the new Sanctuary Point District Library	June 2021
			Detailed design completed for the new Sanctuary Point District Library ready for construction to commence in 2021/22	June 2021
1.2.02.03	Implement the Strategic Business & Marketing Plan to support the future growth and development of the Shoalhaven Entertainment Centre	Shoalhaven Entertainment Centre Unit	Adopt the 2020-2030 Artistic Programming Framework and Vision	June 2021
			Percentage increase in membership renewal	>5%
			Prepare plans and advocate for wayfinding signage to improve visibility of the Shoalhaven Entertainment Centre	June 2021
1.2.03 - Recognise and protect our cultural heritage				
1.2.03.01	Undertake projects in the Strategic Planning Works Program to maintain and enhance Shoalhaven's cultural heritage, including continuing to run Council's annual local Heritage Assistance Grants	Strategic Planning Section	Number of Heritage Assistance grants issued	Count
			Value of Heritage Assistance grants issued	Amount issued (\$)

Priority 1.3

Support active and healthy communities

Why is this priority important?

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

How will we know we are making a difference?

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

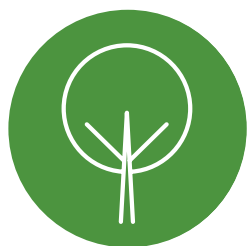
What will Council focus on over the next two years?

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

What will Council do in 2020/21?

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
1.3.01 - Undertake maintenance and enhancements of Council parks and sporting fields				
1.3.01.01	Undertake scheduled park servicing as listed in the Maintenance Management System at the commencement of the financial year	Parks & Open Spaces Unit	Percentage of the Parks and Reserves' services completed against scheduled services	80%
1.3.01.02	Support Parkcare Group Volunteers to improve local parks and reserves	Parks & Open Spaces Unit	Maintain Annual Parkcare volunteer hours	3,500
1.3.01.03	Deliver improved playing surfaces for sporting groups in the Shoalhaven	Community & Recreation Unit	Undertake annual sportsfield improvement program	June 2021
1.3.02 - Provide recreation and leisure facilities to meet community needs				
1.3.02.01	Provide a range of programs and services to cater for community demand for aquatics, health and fitness programs	Swim Sport Fitness Unit	Maintain the number of attendances at Council's aquatic and leisure centres	800,000
1.3.02.02	Complete Stage 1 of implementation of the bookings management software	Swim Sport Fitness Unit	Online bookings available to the public for Community Halls	June 2021
1.3.02.03	Improve pool environment for patrons at Sussex Inlet Aquatic Centre	Swim Sport Fitness Unit	Complete installation of air handling equipment (HVAC)	June 2021
1.3.02.04	Complete upgrade to Ulladulla Leisure Centre amenities to include lift & change facilities	Swim Sport Fitness Unit	Lift and change facilities installed	June 2021

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
1.3.03 - Plan, manage and provide for the social and recreational infrastructure needs of the community to ensure access, equity and sustainability				
1.3.03.01	Liaise with Management Committees to meet their financial reporting requirements	Swim Sport Fitness Unit	Percentage of Management Committees that meet financial reporting requirements	90
1.3.03.02	Deliver Priorities from the Community Infrastructure Strategic Plan	Community & Recreation Unit	Coordinate the delivery of Boongaree Nature Playground Stage 1	June 2021
			Ulladulla Skate Park embellishments delivered	June 2021
			Sanctuary Point Skate Park improvements delivered	June 2021
			Coordinate the delivery of two croquet courts at Ulladulla Sports Park	December 2020
			Coordinate design of amenities at Francis Ryan Reserve to commence construction in 2021/22	June 2021
1.3.03.03	Deliver legislated requirements under Crown Lands Management Act	Community & Recreation Unit	Continue to develop plans of management for Council managed Crown Lands	June 2021
1.3.04 - Operate and maintain the water and sewer schemes				
1.3.04.01	Meet Environmental Protection licences for sewage schemes and complete Annual Returns	Water Operations & Maintenance Section	Compliance with EPA licences regulatory requirements	100%
1.3.04.02	Operate, maintain and test water quality to meet the Australian Drinking Water Guidelines	Water Operations & Maintenance Section	Compliance with regulatory requirements of Australian Drinking Water Guidelines	100%
1.3.04.03	Undertake bushfire resilience planning for Shoalhaven Water Assets	Water Operations & Maintenance Section	Complete works program identified from the Currowan Fire event	100%



Sustainable, liveable environments

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

The natural and rural landscapes form part of the cultural heritage and 'sense of connection' for the community and are an important tourism

and economic assets. Nowra, regarded as the major regional centre of Shoalhaven, is located on the banks of the Shoalhaven River, providing administrative, commercial and other high order services for the area. Ulladulla and the Vincentia district (Bay and Basin area) are Shoalhaven's major towns. Shoalhaven's major settlement areas are Nowra-Bomaderry, Milton-Ulladulla and the Bay and Basin area.

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



Priority 2.1

Improve and maintain our road and transport infrastructure

Why is this priority important?

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

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

How will we know we are making a difference?

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

What will Council focus on over the next two years?

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

What will Council do in 2020/21?

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
2.1.01 - Advocate for improvements to regional transport linkages				
2.1.01.01	Work with all levels of government and private organisations to improve Shoalhaven's transport links and continue to advocate for improvements to public transport in the Shoalhaven	Economic Development Office	Number of SEATS meetings attended	3
		Chief Executive Office	Number collaborative transport initiatives working with the Illawarra Shoalhaven Joint Organisation	Count
2.1.02 - Manage and maintain administrative buildings, depots, jetties & boat ramps				
2.1.02.01	Support the organisation to review and update Asset Management Plans	Asset Strategy Unit	Number of workshops and training sessions held to support Asset custodians	8
2.1.02.02	Advocate and apply for funding to deliver public infrastructure	Works & Services Section	Annual grant application program developed	June 2021
2.1.02.03	Review of Community and Public Buildings for fire compliance	Building Services Unit	Building Fire Compliance Action Plan completed	June 2021
2.1.03 - Build and improve roads, bridges and drainage				
2.1.03.01	Complete the Stormwater Drainage Program as listed in the 20/21 adopted capital works program	Road Asset Management Unit	Percentage of planned stormwater drainage projects completed	85%
2.1.03.02	Complete the Waterways Infrastructure Program as listed in the 20/21 adopted capital works program	Road Asset Management Unit	Percentage of planned waterways infrastructure projects completed	90%
2.1.03.03	Complete the Local Road Repair Program as listed in the 20/21 adopted capital works program	Works & Services Section	Percentage of planned road rehabilitation projects completed	80%
2.1.03.04	Implement Council's Road Risk Management Procedure by ensuring reportable defects are repaired	Works & Services Section	Percentage of reportable defects addressed within timeframes in the procedure	90%

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
2.1.04 - Manage footpaths and cycleways				
2.1.04.01	Review and apply a 10-year plan with the Pedestrian Access Mobility Plan (PAMP) for footpaths and cycle ways	Traffic Engineering Unit	Completion of 10 year plan for footpaths and cycleways	June 2021
2.1.04.02	Create the annual maintenance program for the renewal of pathways and cycleways	Road Asset Management Unit	Annual maintenance program for pathways and cycleways developed	June 2021
2.1.05 - Manage roads, drainage and bridges				
2.1.05.01	Apply for available funding to improve road safety, efficiency and active transport solutions	Traffic Engineering Unit	Percentage of successful grant applications	90%
2.1.05.02	Complete TRACKS transport modelling for the Shoalhaven LGA	Traffic Engineering Unit	Complete Nowra CBD Transport Study	June 2021
2.1.05.03	Create the annual maintenance program for the renewal of roads, bridges and drainage	Works & Services Section	Annual maintenance and replacement program for roads, bridges and drainage developed	June 2021

Priority 2.2

Plan & manage appropriate & sustainable development

Why is this priority important?

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

How will we know we are making a difference?

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

What will Council focus on over the next two years?

Delivery Program Goal		Responsible Group
2.2.01	Develop quality land use plans	• Planning, Environment & Development
2.2.02	Facilitate the provision of development that meets the changing needs and expectations of the community	• Planning, Environment & Development
2.2.03	Manage development to ensure compliance with land use plans and approvals	• Planning, Environment & Development
2.2.04	Provide strategic planning support services to the organisation and community	• Planning, Environment & Development

What will Council do in 2020/21?

Operational Plan Action - Reference and Action	Responsible Section or Unit	Reporting Measure	Target/ Timeframe
2.2.01 - Develop land use plans which reflect community needs and ongoing population growth			
2.2.01.01	Strategic Planning Section	Annual Council report on Strategic Planning Works Program	June 2021
<p>Prepare and maintain strategies and plans outlined in the Strategic Planning Works Program to support appropriate population growth or development, and environmental conservation in Shoalhaven, specifically including:</p> <ul style="list-style-type: none"> • the Shoalhaven Growth Management Strategy review; • Shoalhaven Local Strategic Planning Statement; and • progressing the detailed planning controls for the Moss Vale Road North Urban Release Area. 			
2.2.02 - Facilitate the provision of development that meets the changing needs and expectations of the community			
2.2.02.01	Development Services Unit	Percentage of Development Applications processed within 40 days	65%
Assess and determine development applications within legislative timeframes and community expectations			

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
2.2.02.02	Resolve Subdivision and Subdivision Works Certificates to meet applicant and community expectations.	Development Services Unit	Percentage of Subdivision Certificates resolved within 14 days	75%
			Percentage of Subdivision Works certificates completed in 28 days	65%
2.2.02.03	Continue implementation of recommendations from Development Services independent review to improve development and approval outcomes	Development Services Section	Number of recommendations implemented	Count
2.2.03 - Manage development to ensure compliance with land use plans and approvals				
2.2.03.01	Provide development compliance services to the community	Building Compliance Unit	Number of development non-compliance matters received	Count
			Number of development non-compliance actions completed	Count
2.2.04 - Provide strategic planning support services to the organisation				
2.2.04.01	Provide graphics and cartography support to the organisation and issue Zoning (10.7) and dwelling entitlement certificates to the community	Strategic Planning Section	Number of 10.7 dwelling entitlement certificates issued	Count

Priority 2.3

Protect and showcase the natural environment

Why is this priority important?

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

How will we know we are making a difference?

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

What will Council focus on over the next two years?

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

What will Council do in 2020/21?

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
2.3.01 - Improve the protection of valuable natural and cultural roadside assets				
2.3.01.01	Maintain environmental assessments to ensure protection of natural and cultural roadside assets	Property Services Unit	Environmental assessments completed for roadside projects	100%
2.3.02 - Develop strategies to reduce Shoalhaven's carbon footprint				
2.3.02.01	Review and update Shoalhaven Adaptation Plan 2030	Environmental Services Section	Draft Shoalhaven Adaptation Plan completed	June 2021
2.3.02.02	Review and update Sustainability Action Plan 2030	Environmental Services Section	Draft Sustainability Action Plan completed	June 2021
2.3.02.03	Install solar photovoltaic (PV) systems at 9 priority Shoalhaven Water sites	Water Asset Planning & Development Section	Reduction in equivalent CO2-emissions through installation of 430 kW of solar photovoltaic (PV) systems	525t CO2e
2.3.02.04	Commence implementation of Council's Sustainable Energy Strategy 2020-25 to reduce carbon emissions and increase the uptake of renewable energy to achieve Sustainable Energy Policy targets	Chief Executive Office	Number of initiatives implemented	Count
			Value of projects funded through the Revolving Energy Fund	Amount funded (\$)
2.3.03 - Maintain and enhance the natural environment				
2.3.03.01	Implement Council's policies, plans and strategies for natural area reserves	Natural Resources & Floodplains Unit	Number of natural area reserves with works completed	Count
2.3.03.02	Develop and implement strategies that reduce illegal dumping in the Shoalhaven	Ranger Services Unit	Number of proactive illegal dumping enforcement programs	2

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
2.3.03.03	Review and implement the Council's Walking Track Asset Management Plan	Natural Resources & Floodplains Unit	Percentage of walking track assets inspected for condition assessment	100%
			Percentage of reported walking track asset defects repaired	100%
2.3.03.04	Review and update the Coast & Estuary Asset Management Plan	Natural Resources & Floodplains Unit	Coast and Estuary Asset Management Plan completed	June 2021
2.3.03.05	Progress a solution for the sustained entrance opening for Lake Conjola	Works & Services Section	Complete entrance opening works subject to funding source	June 2021
2.3.03.06	Undertake water quality monitoring program of the Shoalhaven's estuaries, lakes, rivers and beaches	Environmental Health Unit	Percentage of planned water quality monitoring program completed	100%
			Percentage of follow up investigations commenced in response to irregular water quality results	100%
2.3.03.07	Develop Coastal Management Programs as per the requirements of the NSW Coastal Management Act 2016 and the Coastal Manual	Natural Resources & Floodplains Unit	Percentage of coastal management program complete for the Shoalhaven Open Coast and St Georges Basin Estuary	25%
			Percentage of coastal management program complete for the Shoalhaven River Estuary Coastal Management Program	25%
			Percentage of coastal management program complete for Lake Conjola Estuary	25%

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
2.3.03.08	Undertake Flood Studies and develop Flood Risk Management Plans	Natural Resources & Floodplains Unit	Millards Creek Flood Study completed	June 2021
			Currarong Creek Flood Study completed	June 2021
			Shoalhaven River Floodplain Risk Management Study and Plan completed	June 2021
			St Georges Basin Floodplain Risk Management Study and Plan completed	June 2021
2.3.03.09	Review and implement the asset management plan for flood mitigation	Natural Resources & Floodplains Unit	Length of flood mitigation assets inspected	30km
			Percentage of reported flood mitigation asset defects repaired	100%
2.3.03.10	Prepare, review and implement Bushcare Group Action Plans in consultation with community	Natural Resources & Floodplains Unit	Number of Bushcare Group Action Plans reviewed	8
2.3.03.11	Undertake compliance actions associated with priority weeds and biosecurity in accordance with the Regional Plan	Biosecurity Unit	Number of priority weed inspections	1,560
			Percentage of follow up action commenced in response to failed priority weed inspections	100%
2.3.03.12	Support organisational requirements for environmental planning and assessment	Environmental Planning Assessment Unit	Number of Environmental Assessments complete	Count



Prosperous communities

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

Key industries that have, and will continue to have a significant role in maintaining and growing our

economy include Defence and Public Administration; Manufacturing; Professional and Technical Services; Transport, Logistics and Wholesale Trade; Agriculture and Aquaculture; Health Care and Human Services; Education and Training; Tourism, Accommodation and Food Services; and Retail Trade.

Links to State and Regional Plans	What's important to the community:
<p>NSW Premier's Priorities for Prosperous communities include:</p> <ul style="list-style-type: none">• Bumping up education result for children• Increasing the number of Aboriginal young people reaching their learning potential	<p>A broad range of issues were identified for this theme including:</p> <ul style="list-style-type: none">• Employment, more jobs are needed• Invest in tourism• Education and training options especially for Shoalhaven's youth• Build a vibrant community• Greater shopping variety in the local area• Continue to improve Nowra CBD• Help create growth through business opportunities• Help to build sporting facilities that bring growth and jobs to Shoalhaven• Development and release of new employment lands
<p>Illawarra Shoalhaven Joint Organisation Strategic Priorities</p> <ul style="list-style-type: none">• Lead regional initiatives to attract new business, maintain and grow existing businesses and advocate for related infrastructure to ensure a strong, resilient and diversified economy.	



Priority 3.1

Maintain and grow a robust economy with vibrant towns and villages

Why is this priority important?

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

How will we know we are making a difference?

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

What will Council focus on over the next two years?

Delivery Program Goal		Responsible Group
3.1.01	Work with business, government and other entities to build a strong and productive Shoalhaven economy	• Chief Executive Office
3.1.02	Actively pursue innovative processes and new technologies for the benefit of the Shoalhaven community	• Chief Executive Office
3.1.03	Promote and service the Shoalhaven as a diverse tourist destination	• Finance, Corporate & Community Services
3.1.04	Provide tourism services for the Shoalhaven	• Finance, Corporate & Community Services
3.1.05	Identify individual trends and develop strategies for Holiday Haven Tourist Parks which meet business needs.	• Assets & Works
3.1.06	Make our CBDs and town centres active places	• Planning, Environment & Development

What will Council do in 2020/21?

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
3.1.01 - Work with business, government and other entities to build a strong and productive Shoalhaven economy				
3.1.01.01	Develop, maintain and/or enhance industry and government networks and relationships	Economic Development Office	Number of government and industry meetings attended	300
3.1.01.02	Maintain stocks of employment land in line with Council's employment land strategy	Economic Development Office	Number of blocks of employment land available	25
3.1.01.03	Develop and implement strategies that encourage business growth and job creation in response to the impact of the bushfires and COVID-19 pandemic	Economic Development Office	Number of business growth / job creation strategies developed or reviewed	1
3.1.01.04	Deliver key outcomes in the Economic Development Strategy 2017-26 which focus on transport infrastructure; liveability and lifestyle; labour force capability and future economic vision for a Productive Shoalhaven	Economic Development Office	Number of initiatives from the Economic Development Strategy progressed	Count
3.1.01.05	Facilitate business training and enhance labour force capabilities in parallel with bushfires and pandemic recovery	Economic Development Office	Number of business training sessions facilitated	30
3.1.02 - Actively pursue innovative processes and new technologies for the benefit of the Shoalhaven community				
3.1.02.01	Investigate, facilitate and develop economic development and infrastructure projects that meet the objectives of relevant federal and state government grants	Economic Development Office	Increase in grant funds secured	\$
			Number of grant applications submitted	Count

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
3.1.03 - Promote and service the Shoalhaven as a diverse tourist destination				
3.1.03.01	Advocate for strategic Destination Management Planning to effectively manage and drive visitation and tourism expenditure goals for the region	Tourism Section	Maintain strong relationships with the tourism industry through regular meetings with the Shoalhaven Tourism Advisory Group	4
3.1.03.02	Deliver effective Destination Marketing to promote the Shoalhaven as a diverse region, drive off-season visitation and encourage visitor dispersal in peak periods	Tourism Marketing Unit	Number of Shoalhaven Tourism Advisory Group endorsed flagship marketing campaigns delivered	4
			Total economic impact of expenditure by all visitors to the Shoalhaven	\$1billion
			Increase in total subscribers to the direct marketing consumer database	10%
3.1.03.03	Deliver an event support program to drive off-season visitation to reduce seasonality of tourism employment opportunities	Tourism Investment & Events Unit	Maintain or increase number of supported events	>30
			Increase total return on investment for supported events	\$
3.1.03.04	Facilitate and support the delivery of community and tourism events striving to achieve engaged, activated and liveable communities	Tourism Investment & Events Unit	Number of approved events on Council owned or managed land	Count
3.1.03.05	Support local tourism businesses and industry with regular communications and funding for cooperative precinct marketing projects	Tourism Section	Number of regular email communications to the tourism operator database	>12
			Value of financial assistance for precinct marketing programs	>\$20,000
3.1.03.06	Provide product development, marketing and trade support to Aboriginal Tourism Operators	Tourism Marketing Unit	Number of additional Australian Tourism Data Warehouse listings for Aboriginal Tourism Operators	3

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
3.1.04 - Provide tourism services for the Shoalhaven				
3.1.04.01	Annual review and delivery of a strategic plan for visitors' services including growing ambassadors, delivery of operational visitors centres and mobile tourism services	Visitors Centre Unit	Achieve Google business reviews above 4 stars through high quality service at the Shoalhaven Visitor Centre	>4 stars
			Grow the number of tourism ambassador volunteers	>40
			Maintain Customer Service enquiry numbers at Visitor Centres	45,000
3.1.04.02	Plan and manage improvements to Tourism Infrastructure	Tourism Section	Deliver the agreed milestones from the Sustainable Tourism Infrastructure Project	June 2021
			Number of initiatives implemented to manage peak tourist impacts at Hyams Beach	4
3.1.05 - Identify individual trends and develop strategies for Holiday Haven Tourist Parks which meet business needs				
3.1.05.01	Increase Holiday Haven Parks Cabin Occupancy by 1.5% on prior year	Tourist Parks Unit	Percentage increase in cabin occupancy compared to same period last year	1.5%
3.1.05.02	Increase Holiday Haven Parks Site Occupancy by 1% on prior year	Tourist Parks Unit	Percentage increase in site occupancy compared to same period last year	1%
3.1.05.03	Review Holiday Haven Parks Contractor service level agreement	Tourist Parks Unit	Complete six monthly reviews and performance feedback to Contractors	100%
3.1.05.04	Develop a 10 year capital plan for Holiday Haven Parks to meet the needs of clients and contemporary standards	Tourist Parks Unit	10 year capital plan developed including creation of the Holiday Haven Guest Experience Standard	June 2021
3.1.06 - Make our CBDs and town centres active places				
3.1.06.01	Undertake projects in the Strategic Planning Works Program to activate and strengthen Shoalhaven's CBD's and town centres including progressing the activation of the Shoalhaven River-Front Precinct	Strategic Planning Section	Annual Council report on Strategic Planning Works Program	June 2021



Responsible governance

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

Links to State and Regional Plans	What's important to the community:
<p>NSW Premier's Priorities for Responsive governance include:</p> <ul style="list-style-type: none">• Government made easy• World class public service	<p>A broad range of issues were identified for this theme including:</p> <ul style="list-style-type: none">• Green bins and better ways to recycle waste• Improved medical facilities especially for those coastal villages• More park bins and improved cleaning in the CBD• Strong leadership• A cohesive Council that can be trusted• Ensure funding equity across the Shoalhaven• Ability to participate in decision making• Ability to have "their say" in Councils projects, policies and plans• Vibrant and active CBDs and town centre
<p>Illawarra Shoalhaven Joint Organisation Strategic Priorities</p> <ul style="list-style-type: none">• Reduce duplication by operating a range of shared services that ultimately result in collective member council economies of scale with greater reach in achieving regional outcomes.• Facilitates inter-council collaborative working groups to deliver on regional priorities.	



CAUTION

**PRESSURE CLEANING
IN PROGRESS
FACILITY CLOSED**

Priority 4.1

Reliable services that meet daily community needs

Why is this priority important?

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

How will we know we are making a difference?

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

What will Council focus on over the next two years?

Delivery Program Goal		Responsible Group
4.1.01	Provide quality customer service through the customer service unit	• Finance, Corporate & Community Services
4.1.02	Provide an accessible quality Family Day Care service	• Finance, Corporate & Community Services
4.1.03	Provide sustainable burial, cremation, memorial services and cemetery maintenance to the Shoalhaven community and seek to influence policy development in the industry.	• Assets & Works
4.1.04	Manage the delivery of infrastructure, roads, drainage and bridges	• Assets & Works
4.1.05	Deliver a full range of Council's services at Ulladulla Service Centre	• Planning, Environment & Development
4.1.06	Deliver water and sewerage capital works	• Shoalhaven Water
4.1.07	Plan for water and sewage capital work	• Shoalhaven Water

What will Council do in 2020/21?

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
4.1.01 - Provide quality customer service through the customer service unit				
4.1.01.01	Provide an efficient and high quality first resolution customer service	Customer Service Unit	Percentage of Customer Service switchboard calls answered within 20 seconds	90%
			Average wait time at the Customer Service Counter	< 5 minutes
4.1.01.02	Enable Council's new website to provide accurate and actionable customer service information and utilise the digital platform to improve service delivery	Corporate Planning	Number of customer service digital initiatives implemented	3+
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 & Recreation Unit	Increase the number of Family Day Care Educators	> 30
			Percentage of scheduled Family Day Care inspections undertaken	100%
4.1.03 - Provide sustainable burial, cremation, memorial services and cemetery maintenance to the Shoalhaven community and seek to influence policy development in the industry				
4.1.03.01	Maintain cemeteries to meet community standards	Bereavement Services Unit	Maintain or improve satisfaction levels with services	>99%
4.1.03.02	Maintain and enhance Bereavement industry connections and involvement in policy and legislation development and implementation	Bereavement Services Unit	Contribution to Industry Associations and Statutory Authorities through meeting attendance	80%
4.1.03.03	Develop new or improved value adding opportunities, products and services to generate additional revenue	Bereavement Services Unit	Percentage increase in revenue from memorialisation and pre-need purchase	2.5%

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
4.1.04 - Manage the delivery of infrastructure, roads, drainage and bridges				
4.1.04.01	Create the annual Capital Works Program which outlines new roads, bridges and drainage infrastructure	Works & Services Section	Annual new capital works program for roads, bridges and drainage developed	June 2021
4.1.04.02	Complete the Woollamia Boat Launching Ramp Improvements	Project Delivery & Contracts Section	Woollamia Boat Launching Ramp Improvements complete	December 2020
4.1.04.03	Shoalhaven Heads River Road Foreshore Precinct	Project Delivery & Contracts Section	Drainage construction complete	September 2020
			Revetment construction complete	March 2021
4.1.04.04	Construction of Croquet Courts at Ulladulla Sports Park	Project Delivery & Contracts Section	Ulladulla Croquet Courts construction complete	December 2020
4.1.04.05	Construction of Boongaree Nature Playground Stage 1	Project Delivery & Contracts Section	Youth Zone and Amenities construction complete	December 2020
			Early Childhood Play elements 50% construction complete	June 2021
4.1.04.06	Far-North Collector Road	Project Delivery & Contracts Section	Complete construction of Southern Connection	December 2020
			Commence construction FNC Road and Bridge for estimated completion by June 2022	March 2021
4.1.04.07	East Nowra Sub Arterial Road	Project Delivery & Contracts Section	Complete geotechnical investigations	September 2020
			Complete preliminary detailed designs subject to grant funding	June 2021

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Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
4.1.05 - Deliver a full range of Council's services at Ulladulla Service Centre				
4.1.05.01	Provide customer support services through the Ulladulla Service Centre	Ulladulla Customer Service Centre Section	Percentage of the full range of Council services that can be accessed via the Ulladulla Service Centre	100%
4.1.06 - Deliver Water and Sewerage Capital Works				
4.1.06.01	Deliver major capital projects to support growth and development within the Shoalhaven Region	Water Asset Planning & Development Section	Commissioning of Woollamia Sewerage Scheme	June 2021
			Complete St Anns Sewer Rising Main Replacement	June 2021
4.1.07 - Plan for Water and Sewerage Capital Works				
4.1.07.01	Plan major capital projects to support growth and development within the Shoalhaven Region	Water Asset Planning & Development Section	Complete design for water and sewerage infrastructure to support Moss Vale Rd North and South	June 2021

Priority 4.2

Provide advocacy and transparent leadership through effective government and administration

Why is this priority important?

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

How will we know we are making a difference?

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

What will Council focus on over the next two years?

Delivery Program Goal		Responsible Group
4.2.01	Ensure community needs and priorities are reflected within Council's IP&R framework and that legislative requirements are met	• Chief Executive Office
4.2.02	Provide corporate services which support the progress of legal matters, corporate planning and reporting and maintains a rigorous internal audit processes	• Chief Executive Office
4.2.03	Maintain and improve Council's reputation and brand within the community and throughout the region	• Chief Executive Office
4.2.04	Enhance organisational diversity	• Finance, Corporate & Community Services
4.2.05	Provide corporate services which support the operations of Council including Governance, Human Resource, Insurance/ Risk Management, Work, Health & Safety	• Finance, Corporate & Community Services
4.2.06	Continue to provide software and IT solutions to ensure ongoing support for operational requirements.	• Finance, Corporate & Community Services

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

What will Council do in 2020/21?

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
4.2.01 - Ensure community needs and priorities are reflected within Council's IP&R framework and that legislative requirements are met				
4.2.01.01	Manage the organisational corporate planning and reporting needs and continue to provide improvements in business planning and reporting	Corporate Planning	Produce the Annual Community Report including the State of the Environment Report	November 2020
			Develop new Delivery Program Operational Plan	June 2021
4.2.02 - Provide corporate services which support the progress of legal matters, corporate planning and reporting and maintains rigorous internal audit processes				
4.2.02.01	Coordinate Audit, Risk and Improvement Committee functions & responsibilities and deliver the planned internal audits	Internal Audit	Number of Audit, Risk and Improvement Committee meetings delivered as per the Charter requirements	6
4.2.02.02	Provide legal services and support to the organisation including management of the external legal services panel	Legal Services	Undertake satisfaction survey and report for legal services panel stakeholders	June 2021
			Percentage of legal advice provided within agreed timeframes	95%
4.2.02.03	Increase knowledge and awareness of current legal issues impacting the organisation	Legal Services	Number of legal education sessions delivered for Councillors and council staff	3
4.2.02.04	Provide organisational support for the corporate planning and audit reporting software	Corporate Planning	Percentage management satisfaction with the planning and reporting tool	>70%

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
4.2.03 - Maintain and improve Council's reputation and brand within the community and throughout the region				
4.2.03.01	Implement Council's Branding Guidelines across the organisation	Communications & Engagement Unit	Key templates with corporate branding identified and available for business use	June 2021
4.2.03.02	Review and implement Council's Media and Social Media Policy	Communications & Engagement Unit	Deliver Media and Social Media improvement training for key staff and media spokespeople	June 2021
4.2.04 - Enhance organisational diversity				
4.2.04.01	Annual review and update of Council's Workforce Plan to ensure strategies are updated and implemented	HR & Organisational Development Unit	Annual review of Council's Workforce Plan completed	June 2021
4.2.05 - Provide corporate services which support the operations of Council including Governance, Human Resource, Insurance/ Risk Management, Work, Health & Safety				
4.2.05.01	Implement initiatives identified in the Work Health Safety & Injury Management Strategic Business Plan	WHS & Risk Unit	Number of Strategic WHS Plan initiatives implemented	8
4.2.05.02	Ensure Safety Performance improvement compared to previous 3 year period	WHS & Risk Unit	Percentage improvement in Lost time Injury Frequency Rate	>5%
4.2.05.03	Process application requests for access to public information	Governance Unit	Percentage of formal GIPA requests met within statutory requirements	100%
4.2.05.04	Develop Human Resources, Industrial Relations and Organisational Development framework which provides a strategic direction for the management of Council's Human Resources	HR & Organisational Development Unit	Human Resources, Industrial Relations and Organisational Development framework developed	June 2021
4.2.05.05	Assist the CEO with the implementation of workplace changes	HR & Organisational Development Unit	Number of workplace change initiatives implemented	5

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
4.2.06 - Continue to provide software and IT solutions to ensure ongoing support for operational requirements				
4.2.06.01	Provide services including maintenance, support and management of Council's GIS systems and data to meet strategic, legislative and operational requirements of the organisation	GIS Unit	Develop governance rules around GIS Data collection	December 2020
4.2.06.02	Maintain and improve Council's corporate business systems to ensure legislative compliance, effective operation and security	Business Systems Unit	Council software licence compliance maintained	100%
			Implement Learning Management System for online training	June 2021
4.2.06.03	Provide effective, secure and efficient record keeping frameworks and services to meet strategic, legislative and operational requirements of the organisation	Records Management Unit	Implement an enhanced enterprise search capability for Information Management	December 2020
4.2.06.04	Provide efficient and secure Information Technology Support Services and Systems	Technical Support Unit	Percentage of service desk requests completed within service level agreements	80%
			Critical systems Up Time	99.9%

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
4.2.07 - Continue to provide Financial operations				
4.2.07.01	Continue to improve operating efficiencies in Revenue Unit	Revenue Unit	Percentage of electronic rate notice distribution	15%
4.2.07.02	Manage Council's liquidity	Revenue Unit	Rates and annual charges outstanding	<10%
4.2.07.03	Continue to improve operating efficiencies in Payroll Unit	Payroll Unit	Number of timesheet employees transitioned to electronic time and attendance system	50
			Number of team cross platform training sessions delivered	3
4.2.07.04	Manage Council's Investment Portfolio to maximise returns with due consideration for risk, liquidity and security	Finance Unit	Investment portfolio performance above AusBond Bank Bill Index	Count
4.2.07.05	Ensure tender processes are streamlined and probity controls are in place	Supply Unit	Compliance with Tendering Procurement Procedure	>70%
4.2.07.06	Improve quality of procurement	Supply Unit	Operational spend under management (contract)	>60%
4.2.07.07	Comply with the engagement timetable for the 2019/20 financial statements	Finance Unit	Annual audited statement adopted without qualified comments	October 2020
4.2.07.08	Approval of 2021-22 Budget assumptions by Council	Finance Unit	2021-22 Budget assumptions approved	December 2020

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
4.2.08 - Continue to deliver the Technology One project to provide ongoing improvements to internal Council systems and operations				
4.2.08.01	Provide Corporate Systems transformation through the implementation of TechnologyOne's OneCouncil system	Corporate Systems - Project Manager	Phase 3 - HR and Payroll live	July 2020
			Phase 3 - Finance and Asset and Works Management live	October 2020
			Phase 4 - Initiation and scoping complete, future processes agreed and system configured ready for testing	June 2021
4.2.09 - Continue to provide mechanical and fabrication services to support the operations of Council				
4.2.09.01	Deliver mechanical services to the organisation	Mechanical & Fleet Services Unit	Deliver plant and vehicles in accordance with the approved Replacement Program	95%
			Percentage of scheduled maintenance of plant and vehicles including Rural Fire Service Fleet	100%
4.2.10 - Identify and pursue opportunities for investment in property and proactively manage Council's property portfolio to maximise returns				
4.2.10.01	Identify a number of potential future tenants for Council's properties to improve the timely letting of Council's properties	Property Services Unit	Vacancy rate (across all categories) of Council tenanted buildings	<5%
4.2.10.02	Improve debtors position across revenue streams in Property Services	Property Services Unit	Total value of aggregated 91+ day debtors position in Property Services	<\$15,000
4.2.10.03	Progress the development and disposal of properties within Council's Shoalhaven land register to meet Council and community need	Property Services Unit	Acquisition and disposal program reviewed and reported to Council	June 2021

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
4.2.11 - Provide innovative and rigorous customer interaction on all Water Utility services to meet and exceed customer expectations, National standards and Shoalhaven Water Group operations				
4.2.11.01	Undertake regulatory and business performance reporting and include results annually through Customer Service Plan	Water Customer & Business Services Section	Full participation in the National Performance Reporting by December 2020	100%
4.2.11.02	Respond to customers in a timely fashion	Water Customer & Business Services Section	Percentage of phone calls answered within 30 seconds	95%
4.2.11.03	Ensure water is affordable for our customers	Water Customer & Business Services Section	Maintain ranking in the top 10% of the most affordable water price in utility category	<10%
4.2.12 - Use Council's regulatory functions and government legislation - Shoalhaven Water				
4.2.12.01	Improve Shoalhaven Water's levels of service for Development & Regulatory Function	Water Asset Planning & Development Section	Percentage of Development Application and subdivision referrals completed within 21 days	80%
			Percentage of all approved Tradewaste discharge locations inspected	90%
4.2.13 - Enhance Asset Management Capability - Shoalhaven Water				
4.2.13.01	Achieve intermediate Asset Management maturity as defined in Shoalhaven Water's Asset Management Plans	Water Asset Planning & Development Section	Number of scheduled sewer and water asset maintenance activities in new works order system	60
			Develop resilience strategies for Shoalhaven Water assets affected by coastal erosion	June 2021

Priority 4.3

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

Why is this priority important?

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

How will we know we are making a difference?

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

What will Council focus on over the next two years?

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

What will Council do in 2020/21?

Operational Plan Action - Reference and Action		Responsible Section or Unit	Reporting Measure	Target/ Timeframe
4.3.01 - Improve and enhance council’s communication and engagement with the community about our future direction, major projects, key policies and messages				
4.3.01.01	Provide opportunities to connect with Council's civic events, major projects, key policies and future direction	Communications & Engagement Unit	Provide face to face opportunities for the community to connect	Count
			Increase number of registrations on Council's Get Involved Platform	Count
4.3.02 - Support effective communications between Council and community				
4.3.02.01	Provide opportunities for the community to engage with Council consultations, projects and information	Communications & Engagement Unit	Increase the reach of Council media releases into news items	Count
			Increase the overall reach of Council's digital communications platforms	Count
4.3.03 - Build community awareness and involvement in the natural environment				
4.3.03.01	Engage with the community about maintaining and enhancing the natural environment	Environmental Services Section	Number of community engagement activities conducted	Count
4.3.04 - Continue to inform and consult with the community about planning and development policies and applications in accordance with legislative requirements				
4.3.04.01	Inform and consult with the community in accordance with the community consultation policy for development applications	Development Services Section	Compliance with consultation policy for all development applications	100%
4.3.04.02	Inform and consult with the community about strategic planning in accordance with legislative requirements	Strategic Planning Section	Number of formal exhibitions or consultations	Count

DRAFT



Budget

2020/21



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

Estimated Income and Expenditure 2020/21

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.

To ensure consistency with our Long Term Financial Plan (LTFP) and to meet our Fit for the Future benchmarks, Council successfully applied to IPART, in February 2018, for an SRV for each of the three financial years: 2018/19; 2019/20 and 2020/21.

Special rates variation was approved in order to allow the council to improve its financial sustainability, fund capital expenditure, reduce its infrastructure backlog, reduce its operating deficit and fund asset renewal and maintenance.

As per IPART determination, in 20/21 Shoalhaven City Council can increase rates by maximum 5% (2.6% rate peg plus 2.4% increase in addition to the rate peg as per approved SRV).

Considering unprecedented times of COVID-19 pandemic, Shoalhaven City Council will not take up full SRV and will increase rates by 3.4% (2.6% rate peg plus 0.8% SRV) in 2020/21.

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.

As permitted under the section 511 of the Local Government Act 1993, because will not increase rates by the maximum allowable amount, the Council will catch-up on shortfall in general income in the following years.

The major assumptions included in the 2020/21 estimates and the Long Term Financial Plan are:

Consumer Price Index (Cpi)	1.5% (mid-point of RBA inflation target range)
Road and Bridge Construction Index	1.6% (source: ABS Producer Price Index 3101)
Population Growth	0.67% pa (source: forecast. id)
Number of Assessable Properties	+1.0% pa
Rate Increases	3.4% increase in 2020/21, 2021/22 and 2022/23 (0.8% SRV catch up plus rate peg of 2.5%)
Financial Assistance Grant	CPI
Other Recurrent Government Grants	+2.0% pa
Interest on Investments	2% (estimate of weighted average return applied to cash flow projection)
Employee Costs	2.5% estimated award increase

On-Costs	38.9%
Road Maintenance	1.6%
Materials and Contracts	No increase
Electricity Costs	5% increase
Borrowings Repayment Schedule	10-20 years
General	15-20 years
Water and Sewer	
Interest Expense For New Loans	2.5%
Other Expenses	No increase

Rating Structure - ordinary rates and special rates

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

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

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 2019/20 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 \$661, with the exception of Residential – Non-Urban category that has a base of \$48 and Business – Ordinary category that 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 Valuer General of NSW. Business – Ordinary rates are levied on parcels of land held by the Crown and categorized as Business Permit (i.e., Crown leases such as permissive occupancies, jetties, slipways, moorings, pastoral leases, etc.).

The following rates are proposed for 2020/21 in respect of each category of ordinary rate levied by Council:

Residential: Will be levied a base amount of \$661 and an ad valorem rate of 0.17871 cents in the \$ for Ordinary Residential Rates and a base amount of \$48 and an ad valorem of 0.17871 cents in the \$ for Residential Non Urban Rates.

Farmland: The rates for both Farmland and Dairy Farmland will be levied a base amount of \$661 and an ad valorem rate of 0.14830 and 0.07560 cents in the \$, respectively.

Business: All sub-categories will utilise the same base amount of \$661, excluding Business Permit (Ordinary – Business category), where no base amount is applied given the type of properties within this category. However, different ad valorems have been applied, depending upon the level of service provided in each area. An ad valorem rate for Nowra CBD business rates is 0.55320 cents in the \$ and 0.25920 for the other business rates.

Council's Proposed Section 508A 2020/21 Rating Structure

Category	Sub-Category	No of Assessments	Land Value	Average Land Value	Ad Valorem (c in \$)	Base Rate Amount	Base Rate %age	Yield Base Rate	Yield Ad Valorem	Total Rate Yield (\$)
Residential	Ordinary Residential Rates	54,367	20,162,258,795	370,852	0.17871	661	50%	35,936,822	36,031,973	71,968,795
	Residential Non Urban Rates	953	37,363,400	39,206	0.17871	48	41%	45,744	66,772	112,516
Farmland	Ordinary Farmland Rates	695	940,123,200	1,352,695	0.1483	661	25%	459,395	1,394,203	1,853,598
	Farmland - Dairy Farmers Rates	133	245,589,000	1,846,534	0.0756	661	32%	87,913	185,665	273,578
Business	Ordinary Business Rates	160	2,212,365	13,827	0.32051			-	7,091	7,091
	Business Nowra Rates	363	231,954,900	638,994	0.5532	661	16%	239,943	1,283,175	1,523,118
	Business Commercial / Industrial Rates	1,760	1,043,253,476	592,758	0.2592	661	30%	1,163,360	2,704,113	3,867,473
		58,431	22,662,755,136	387,853				37,933,177	41,672,991	79,606,169

Special Rate Variations

The 0.8% of SRV rates increase will generate an additional \$622k of revenue in 2020/21 that will be spent on the Roads and Buildings renewals program.

As shown in the summary below, Council continues to improve its operational efficiencies and in 2020/21 \$1.3million of SRV was reallocated from funding Council operations to Building and Facilities Renewal Program. This shift in allocation is in line with the Council's IPART SRV Application.

	2019/20 SRV Levied	2019/20 SRV plus ratepeg (2.6%)	Additional SRV 2020/21 (0.8%)	2020/21 SRV Total
Assist to Cover Existing Operating Costs	4,312,786	3,026,666		3,026,666
Additional Operations	2,050,000	2,101,250		2,101,250
Verons Loan Repayments \$148,981	148,981	148,981		148,981
Additional Maintenance				
Roads	615,000	630,375		630,375
Buildings and Facilities	205,000	210,125		210,125
Parks and Reserves	205,000	210,125		210,125
Additional Capital				
Roads and Transport Renewals	2,201,779	2,595,739	321,690	2,917,429
Building and Facilities Renewal	1,000,000	2,095,000	300,000	2,395,000
Sports Field Upgrade	512,500	525,313		525,313
Total:	11,251,047	11,543,574	621,690	12,165,264

The special rate introduced in 2013/2014 of 4.6% created additional revenue of approximately \$2.7million in 2020/21. The escalated funds will be used for the following projects in 2020/21:

Capital Renewal	
Warrain Cres	\$200,000
Ellmoos Ave	\$300,000
Bawley Point Rd	\$500,000
Narang Rd	\$100,000
Broughton St	\$315,000
Milton Showground roads	\$300,651
BTU Rd	\$637,300
Murramarang Rd Bawley Pt	\$200,000
Sydney St	\$17,500
Tomerong St	\$15,000
Donlan Rd	\$20,000
Village Dr	\$30,000
Lake Conjola Entrance Rd	\$30,406
Artie Smith Oval Carpark	\$25,000
Tourist Road (partial funding)	\$7,880
Total	\$2,698,737



Council Special Rates

Special Category Rates – Sussex Inlet CBD Promotion

Council has maintained a special category rate for 2020/21 for the promotion of Sussex Inlet, pursuant to Section 495 of the Local Government Act 1993. The structure of this special rate is an ad valorem rate only, levied on the land value of each rateable property, as supplied by the Valuer General of NSW. The Sussex Inlet special rate applies to all properties within the Sussex Inlet area that are categorised as Business for rating purposes.

Resolving Small Lot Rural Subdivisions (Paper Subdivisions)

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

The \$7.2 million TCorp loan relating to infrastructure work on the Jerberra residential estate was approved in early January 2016. It is a fixed rate loan for a term of 10 years.

The infrastructure works were completed in 2019/20 (with the exception of minor land acquisition for fire trails) with the total construction cost of \$5 million and the adjustment was made to the Jerberra Estate rates to reflect \$2.2 million of savings. As a result of the adjustment, the total of the annual rate yield for Jerberra Estate, decreased from \$828,060 to \$321,410 for the remaining five years of the loan.

In respect of each special rate levied by Council, the following are proposed as the special rates for 2020/21:

Category	Sub-Category	No. of Assessments	Land Value	Average Land Value	Ad Valorem (c in \$)	Base Rate Amount	Base Rate %age	Yield Base Rate	Yield Ad Valorem	Total Rate Yield (\$)
Residential	(903) Verons Road Upgrade Special Rate - Dwelling Potential (commenced 1 July 2017)	22.00	9,440,000	429,090.91	0.623359	2,674.00	49.98%	58,828	58,867	117,695
Residential	(904) Verons Road Upgrade Special Rate - No Dwelling Potential (commenced 1 July 2017)	10.00	2,127,000	212,700.00	0.14010	298.00	50.00%	2,980	2,980	5,960
Residential	(170) Nebraska Road Construction Special Rate	23.00	2,402,400	104,452.17	0.11677	121.00	49.80%	2,783	2,805	5,588
Residential	(900) Jerberra Rd Infrastructure	107.00	26,770,100	250,187.85	0.43740	1,094.33	50.00%	117,093	117,092	234,186
Residential	(901) Jerberra Electricity Infrastructure	107.00	26,770,100	250,187.85	0.14749	368.99	50.00%	39,483	39,483	78,965
Residential	(902) Jerberra Road - E2	16.00	469,000	29,312.50	0.88050	258.09	50.00%	4,129	4,130	8,259
Business	Sussex Area Special Rate	100.00	51,850,601	518,506.01	0.03130				16,229	16,229
								225,296	241,586	466,882

Stormwater Management Service Charge

Council introduced a Stormwater Management Service Charge in 2006/07, pursuant to Section 501 of the Local Government Act 1993. The charge for 2020/21 will remain at \$25.00 per eligible residential or business rate assessment. The charge per strata assessment for the 2020/21 rating period will be \$12.50.

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

Proposed Drainage Projects	Proposed Budget (\$)	Funding Sources		
		General Fund (\$)	Other (\$)	Stormwater Levy (\$)
Stormwater Management Plan	80,700	80,700	0	0
Strategic Stormwater Catchment Analysis	20,200	20,200	0	0
Drainage Investigation	30,800	30,800	0	0
Scott St easemnt piping-Shoalhaven Heads drainage	200,000	200,000	0	0
Lake Conjola Ent Rd - Culvert Upgrade - Drainage	80,000	80,000	0	0
Worrigee Rd/Isa Rd Intersection	120,000	120,000	0	0
Pipe inspection, renewal & refurbishment - North	100,000	0	0	100,000
Pipe inspection, renewal & refurbishment - Central	100,000	0	0	100,000
Pipe inspection, renewal & refurbishment - Basin	100,000	0	0	100,000
Pipe inspection, renewal & refurbishment - South	100,000	0	0	100,000
Piping of easement – Dalton Place, Wandandian	12,000	0	0	12,000
Buralee Dr easement - Worrigee	30,000	0	0	30,000
Did-dell St coastal erosion - Ulladulla	95,000	0	0	95,000
Edendale St, Woollamia - Culvert wing wall	41,000	0	0	41,000
Millards Creek & Ulladulla Harbour - Gross Pollutant Traps, Water Quality Feasibility	50,000	0	0	50,000
Nirimba Av - Sanctuary Point	80,000	0	0	80,000
Prince Edward Av (Orient Pt Rd - the mall) Culburra	15,000	0	0	15,000
Racemosa Av/Cavanagh Ln - West Nowra	120,000	0	0	120,000
St Andrews Way - Coolangatta	150,000	0	0	150,000
St George's Basin - Siltation - Silt Trap Screening	35,000	0	0	35,000
Surfers Av coastal erosion - Mollymook Beach	80,000	0	0	80,000
Woodglen Cres - Mollymook Beach	30,000	0	0	30,000
River Road Shoalhaven Heads	760,000	0	760,000	
Moss Vale Road South URA Drainage	250,000	0	250,000	0
Illaroo Road (Judith Drive)	30,000	0	30,000	0
	\$2,709,700	\$531,700	\$1,040,000	\$1,138,000

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 2020/21 financial year as follows:

Type of organisation/ rental	Number	Amount
Community Groups	44	\$687,000
Mens Shed	11	\$16,608
Golf Club	2	\$64,793
Preschool/childcare playgroups	15	\$492,959
Sports Groups	4	\$18,758
Meals on Wheels	6	\$46,210
Telcos (Community/ Gov)	14	\$41,029
Outdoor Dining		\$33,000
		\$1,400,356

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.

Rate Relief for Drought-Affected Farmers

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

- Council amended its Hardship Policy to allow all Farmland rated property owners experiencing financial hardship due to the drought to make an application to have their rates payment deferred to the 2020/21 financial year on submission of a Financial Hardship Application – Farmland form
- Issue of two Drought Relief Waste Disposal vouchers for each Shoalhaven property with a 'Farmland' or 'Farmland – Dairy Farmers' rating
- Suspension of the accrual of interest on overdue rates payments from Farmland and Farmland – Dairy Farmers assessments
- Support for any application for Tractor and B-Double access to local roads.
- Waiver of fees for commercial quantity loads (over 2m3) of Council's pasteurised garden waste product, where and when available

- Acceptance of sufficiently decontaminated silage wrap, at no charge, at all 10 waste depots (not just West Nowra and Ulladulla) to minimise travel distance for farmers
- A Mayor's Relief Fund "Drought" appeal was established in 2018 to assist drought-affected farmers in the Shoalhaven

It was proposed that the City be defined as drought-affected while its parishes are identified by the Department of Primary Industries' Combined Drought Indicator (CDI) as being in the 'Drought Affected (weakening)' phase or worse. As at 24 May 2020, 12 parishes were identified as experiencing Drought and 36 parishes as Drought Affected. Given the long-term effect of drought conditions in the City, Council proposes to continue its drought assistance measures, with the exception of the Mayor's Relief Fund "Drought" appeal, for another year.

Interest on Overdue Rates & Charges

Council's current policy is to adopt the maximum permissible interest rate for each year on overdue rates, charged on a simple interest basis. In accordance with section 566(3) of the Act, it has been determined that the maximum rate of interest payable on overdue rates and charges for the period 1 July 2020 to 31 December 2020 (inclusive) will be 0.0% per annum and that the maximum rate of interest payable on overdue rates and charges for the period 1 January 2021 to 30 June 2021 (inclusive) will be 7.0% per annum. The interest rate has been set at 0.0% for the first half of the 2020-21 financial year in response to the financial impacts faced by the community as a result of the COVID-19 Pandemic.

Interest charges will be waived for the ratepayers that experience financial hardship and apply for the financial assistance under the Council Hardship Policy. For the properties destroyed by the bushfires, Council will continue waiving interest accruing on the rates instalments issued after December 2019 until 30 June.

To assist local residents during unprecedented times of the COVID-19 pandemic Council deferred due date of the first rates instalment by 1 month to 30 September 2020, and a waiver of interest on overdue rate notices for a period of up to 12 months for those demonstrating hardship. Residents will also receive an option of \$300 of financial relief through reductions in domestic waste, water and sewer annual charges and providing one-off rates subsidy.

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

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 2020/21 is:

General Fund Projects	2020/21	Source of Repayments
Cultural Centres Shoalhaven Entertainment Centre Upgrade	\$4,905,158	General Fund
Boongaree Park	\$4,000,000	General Fund
Corporate Business Systems Implementation	\$2,500,000	General Fund
Caravan Park Development	\$3,590,000	Additional Revenue from Tourist Parks
Waste Management - AWT/Organic Processing/MRF	\$15,000,000	Waste Fund
Caravan Park Development	\$3,590,000	Additional Revenue from Tourist Parks
Waste Management - AWT/Organic Processing/MRF	\$15,000,000	Waste Fund
Total	\$29,995,158	
Additional Provision for Borrowings		
Loan to fund multiple infrastructure projects (includes \$4mil for Artie Smith Oval)*	\$5,056,184	General Fund
Matching Funding for potential grants**	\$5,080,000	General Fund
Total	\$10,136,184	
Total	\$40,131,342	

* This loan will be taken up to fund infrastructure projects only if needed to retain an acceptable working funds balance of the general fund.

**Council pursues various grant opportunities and additional borrowings might be required to fund Council contribution to the grant funded projects.

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.

- 1. Subsidised / Partial cost recovery** - Council recovers less than full cost for reasons of community obligation, legislated limits on charging, etc.
- 2. Rate of return** - Council recovers the full cost of providing the service/activity plus a profit margin.
- 3. Market** - Price of the service determined by investigating alternative prices of surrounding service providers.
- 4. Statutory** - Price of the service is determined by legislation and may or may not recover full cost.

Donations, Sponsorships and Subsidies

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

The proposed donations, sponsorships and subsidies for the Operational Plan 2020/21 are shown in the following table.

This listing also highlights proposed commitments in terms of specific programs, e.g., festival funding, cultural activities and Holiday Haven programs, which are included in Council's budget for the 2020/21 financial year. While public notice is not required (refer to Section 356(3)) for these particular programs, an indicative total budget is provided within the listing.

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

Purpose	Recipient	Amount
Beach Patrol Subsidy	Mollymook Surf Life Saving Club	\$5,000
Beach Patrol Subsidy	Nowra Culburra Surf Life Saving Club	\$5,000
Beach Patrol Subsidy	Shoalhaven Heads Surf Life Saving Club	\$5,000
Beach Patrol Subsidy	Sussex Inlet Surf Life Saving Club	\$5,000
Community Bus	Shoalhaven Community Transport **	\$10,307
Community Consultative Body	Basin Villagers Forum	\$500
Community Consultative Body	Bawley Point / Kioloa Progress Association	\$500
Community Consultative Body	Berry Forum	\$500
Community Consultative Body	Budgong Community Group	\$500
Community Consultative Body	Callala Bay Community Association	\$500
Community Consultative Body	Callala Beach Progress Association	\$500
Community Consultative Body	Cambewarra Residents & Ratepayers Association	\$500
Community Consultative Body	Conjola Community Forum	\$500
Community Consultative Body	Culburra Beach Progress Association	\$500
Community Consultative Body	Currarong Community Association	\$500
Community Consultative Body	Huskisson / Woollamia Community Voice	\$500
Community Consultative Body	Hyams Beach Villagers Association	\$500
Community Consultative Body	Milton 2538	\$500
Community Consultative Body	Pride of Bomaderry	\$500
Community Consultative Body	Red Head Villages Association	\$500
Community Consultative Body	Shoalhaven Heads Community Forum	\$500
Community Consultative Body	Sussex Inlet & Districts Community Forum	\$500
Community Consultative Body	Tabourie Lake Residents & Ratepayers Association	\$500
Community Consultative Body	Tomerong Community Forum	\$500

Purpose	Recipient	Amount
Community Consultative Body	Ulladulla & Districts Community Forum	\$500
Community Consultative Body	Vincentia Residents & Ratepayers Association	\$500
Community Consultative Body	Wandandian Progress Association	\$500
School Citizenship Award - Bomaderry High School	Bomaderry High School	\$100
School Citizenship Award - Nowra Anglican College	Nowra Anglican College	\$100
School Citizenship Award - Nowra Christian Community School	Nowra Christian Community School	\$100
School Citizenship Award - Nowra High School	Nowra High School	\$100
School Citizenship Award - Shoalhaven High School	Shoalhaven High School	\$100
School Citizenship Award - St John the Evangelist Catholic High School	St John the Evangelist Catholic High School	\$100
School Citizenship Award - Ulladulla High School	Ulladulla High School	\$100
School Citizenship Award - Vincentia High School	Vincentia High School	\$100
Museum Subsidy	Berry Historical Society Museum	\$2,000
Museum Subsidy	Kangaroo Valley Pioneer Museum	\$2,000
Museum Subsidy	Shoalhaven Historical Society Museum	\$2,000
Museum Subsidy	Tabourie Museum	\$6,500
Operational Costs	Nowra RSPCA	\$1,000
Operational Costs	Ulladulla RSPCA	\$1,000
Operational Costs	Westpac Lifesaver Rescue Helicopter	\$5,000
Operational Costs	Wildlife Rescue South Coast Inc.	\$2,470
Sponsorship	Illawarra Academy of Sport	\$17,000
Community Event - Australia Day	Multiple Events	\$30,987
Community Event - Berry Celtic Festival	Showground Fee Rental	\$2,000
Community Event - Blessing of the Fleet Ulladulla	Blessing of the Fleet Committee	\$15,000
Community Event - Carols by Candlelight	Multiple Events	\$7,925
Community Event - Easter Carnival Huskisson	White Sands Carnival Committee	\$2,000
Community Event - Family Day Out	Shoalhaven Turf Club	\$6,000
Community Event - New Years Eve Celebrations	Multiple Events	\$36,000
Shoalhaven City Eisteddfod	City Eisteddfod **	\$10,130
Sponsorship	Cancer Council Relay for Life - Milton *	\$1,278

Purpose	Recipient	Amount
Sponsorship	Cancer Council Relay for Life - Nowra *	\$6,330
Hire Fees - Callala Community Centre	Friends of Callala Seniors Group	\$1,267
Rates Shoalhaven City Council	Property & Public Halls	\$32,202
Rental Assistance	Sussex Inlet CTC	\$8,530
School of Arts Fees - Albatross Music Company	Albatross Music Company*	\$8,925
School of Arts Fees - Music Shoalhaven	Music Shoalhaven*	\$1,200
School of Arts Fees - Shoalhaven City Concert Band	Shoalhaven City Concert Band*	\$2,508
Nowra Showground Pavilion Fees	Helping the Homeless Soup Kitchen*	\$6,380
Nowra School of Arts Annex Fees	Lay Missionaries of Charity*	\$4,227
Shoalhaven Youth Orchestra	Youth Orchestra	\$8,000
Driver Education Program	Milton Ulladulla Driver Education Program	\$3,000
Sponsorship	Bravehearts Inc. Education	\$5,000
Sponsorship	Milton Ulladulla Entertainers	\$2,500
Trophy - Berry and District Garden Club Inc.	Berry and District Garden Club Inc	\$100
Committed Donation Allocation		\$282,566
Uncommitted Donation Allocation		\$27,314
Total		\$309,880
Other Programs		
Events - Tourism		\$150,000
Cultural Activities		\$132,000
Holiday Haven Programs/Commercial		\$50,000
Business Awards		\$40,000
Planning Service - Heritage Programs		\$17,000
Other Programs - Total		\$389,000
Full Total		\$698,880

* Paid by internal journal transfer

** Will be subject to CPI increase once rate is determined

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

General Fund Budget

Ongoing business disruption that is being experienced will have significant financial consequences on the proposed 2020/21 Budget.

The financial impact of this situation is being assessed, along with options to ensure Council continues to be managed in a fiscally responsible manner. It is intended that the outcomes of this assessment and any necessary adjustments to the 2020/21 draft Budget will be provided for consideration through the quarterly budget review process or the sooner should the circumstances warrant.

	Estimated Result For the Year Ending 30 June
	2020/21
Income Statement - Consolidated	\$'000
Income from Continuing Operations	
Revenue:	
Rates and Annual Charges	154,892
User Charges and Fees	79,595
Interest and Investment Revenue	3,732
Other Revenues	3,955
Grants and Contributions provided for Operating Purposes	19,306
Grants and Contributions provided for Capital Purposes	32,679
Other Income:	
Net Gains from the disposal of assets	0
Total Income from Continuing Operations	294,159
Expenses from Continuing Operations	
Employee Benefits and On-Costs	85,441
Borrowing Costs	5,303
Materials and Contracts	58,601
Depreciation and Amortisation	68,209
Other Expenses	42,102
Net Losses from the disposal of assets	0
Total Expenses from Continuing Operations	259,656
Net Operating Result	34,503
Net Operating Result before grants and contributions provided for capital purposes	1,824

**Estimated Result
as at 30 June**

2020/21

\$'000

Statement of Financial Position - Consolidated

ASSETS

Current Assets

Cash and Cash Equivalents	34,960
Investments	58,781
Receivables	22,360
Inventories	3,207
Other	845
Non-current Assets Classified as 'Held for Sale'	0
Total Current Assets	120,153

Non-Current Assets

Investments	19,665
Receivables	8,786
Inventories	14,471
Infrastructure, Property, Plant & Equipment	2,993,170
Investments Accounted for using the Equity Method	0
Investment Property	1,700
Intangible Assets	5,545
Total Non-Current Assets	3,043,337
Total Assets	3,163,490

LIABILITIES

Current Liabilities

Payables	20,345
Income received in advance	5,633
Borrowings	16,862
Provisions	33,204
Total Current Liabilities	76,044

Non-Current Liabilities

Payables	0
Borrowings	153,725
Provisions	6,751
Total Non-Current Liabilities	160,476
Total Liabilities	236,520
Net assets	2,926,970

EQUITY

Retained Earnings	1,626,673
Revaluation Reserves	1,300,297
Total Equity	2,926,970

	Estimated Result For the Year Ending 30 June
	2020/21
Statement of Cash Flows - Consolidated	\$'000
Cash Flows from Operating Activities	
Receipts:	
Rates and Annual Charges	154,529
User Charges and Fees	79,595
Interest and Investment Revenue	3,732
Grants and Contributions	51,985
Other Revenues	3,955
Payments:	
Employee Benefits and On-Costs	(85,441)
Borrowing Costs	(5,303)
Materials and Contracts	(58,860)
Other Expenses	(42,102)
Net Cash Provided from Operating Activities	102,090
Cash Flows from Investing Activities	
Receipts:	
Sale of Investment Securities	32,000
Sale of Investment Property	0
Sale of Real Estate	2,400
Sale of Infrastructure, Property, Plant & Equipment	3,033
Sale of Interest in Joint Venture & Associates	0
Other	0
Payments:	
Purchase of Investment Securities	0
Purchase of Investment Property	0
Purchase of Infrastructure, Property, Plant & Equipment	(156,163)
Purchase of Real Estate Assets	(7,810)
Purchase of Interest in Joint Ventures & Associates	0
Deferred Debtors & Advances Made	0
Net Cash Provided from Investing Activities	(126,540)
Cash Flows from Financing Activities	
Receipts:	
Proceeds from Borrowings & Advances	40,131
Other Financing Activity Receipts	0
Payments:	
Repayment of borrowings & Advances	(13,239)
Repayment of Finance Lease Liabilities	0
Other Financing Activity Payments	0
Net Cash Provided from Financing Activities	26,892
Net Increase/(Decrease) in Cash & Cash Equivalents	2,442
Plus: Cash & Equivalents - beginning of year	32,518
Cash & Equivalents - end of year	34,960

		Estimated Result For the Year Ending 30 June
		2020/21
Income Statement - General Fund		\$'000
Income from Continuing Operations		
Revenue:		
Rates and Annual Charges		104,756
User Charges and Fees		55,851
Interest and Investment Revenue		4,887
Other Revenues		3,949
Internal Revenue		57,770
Grants and Contributions provided for Operating Purposes		19,306
Grants and Contributions provided for Capital Purposes		26,779
Other Income:		
Net Gains from the disposal of assets		0
Total Income from Continuing Operations		273,298
Expenses from Continuing Operations		
Employee Benefits and On-Costs		77,205
Borrowing Costs		1,399
Materials and Contracts		47,785
Depreciation and Amortisation		44,964
Other Expenses		38,057
Internal Expenses		40,076
Net Losses from the disposal of assets		0
Total Expenses from Continuing Operations		249,486
Net Operating Result		23,812
Net Operating Result before grants and contributions provided for capital purposes		(2,967)

	Estimated Result as at 30 June
	2020/21
Statement of Financial Position - General Fund	\$'000
ASSETS	
Current Assets	
Cash and Cash Equivalents	22,025
Investments	34,143
Receivables	11,967
Inventories	2,090
Other	793
Non-current Assets Classified as 'Held for Sale'	0
Total Current Assets	71,017
Non-Current Assets	
Investments	13,652
Receivables	3,418
Inventories	14,471
Infrastructure, Property, Plant & Equipment	1,940,673
Investments Accounted for using the Equity Method	0
Investment Property	1,700
Intangible Assets	3,346
Total Non-Current Assets	1,977,261
Total Assets	2,048,278
LIABILITIES	
Current Liabilities	
Payables	15,549
Income received in advance	4,745
Borrowings	9,300
Provisions	33,204
Total Current Liabilities	62,798
Non-Current Liabilities	
Payables	0
Borrowings	68,652
Provisions	6,751
Total Non-Current Liabilities	75,403
Total Liabilities	138,201
Net Assets	1,910,077
EQUITY	
Retained Earnings	950,944
Revaluation Reserves	959,133
Total Equity	1,910,077

Statement of Cash Flows - General Fund

Cash Flows from Operating Activities

Receipts:

Rates and Annual Charges	104,460
User Charges and Fees	55,851
Interest and Investment Revenue	4,887
Grants and Contributions	46,085
Other Revenues	3,949
Internal Revenues	59,966

Payments:

Employee Benefits and On-Costs	(77,205)
Borrowing Costs	(1,399)
Materials and Contracts	(47,966)
Other Expenses	(38,057)
Internal Expenses	(42,272)

Net Cash Provided from Operating Activities	68,299
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Cash Flows from Investing Activities

Receipts:

Sale of Investment Securities	15,000
Sale of Investment Property	0
Sale of Real Estate	2,400
Sale of Infrastructure, Property, Plant & Equipment	2,773
Sale of Interest in Joint Venture & Associates	0
Other	0

Payments:

Purchase of Investment Securities	0
Purchase of Investment Property	0
Purchase of Infrastructure, Property, Plant & Equipment	(109,359)
Purchase of Real Estate Assets	(7,810)
Purchase of Interest in Joint Ventures & Associates	0
Deferred Debtors & Advances Made	0

Net Cash Provided from Investing Activities	(96,996)
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Cash Flows from Financing Activities

Receipts:

Proceeds from Borrowings & Advances	40,131
Other Financing Activity Receipts	0

Payments:

Repayment of borrowings & Advances	(6,064)
Repayment of Finance Lease Liabilities	0
Other Financing Activity Payments	0

Net Cash Provided from Financing Activities	34,067
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Net Increase/(Decrease) in Cash & Cash Equivalents	5,370
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Plus: Cash & Equivalents - beginning of year	16,655
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Cash & Equivalents - end of year	22,025
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	Reserves Movements for Financial Years ending 30 June
	2020/21
General Fund Restricted	\$'000
Transfer To Reserve	
Externally Restricted	
Developer Contributions	(3,850)
Grants	(25,871)
Loans	(40,131)
Self Insurance	(1,507)
Special Rates Variation	(14,864)
Stormwater Levy	(1,138)
Waste Disposal	(55,309)
	(142,670)
Internally Restricted	
Arts Collection	0
Cemeteries	(36)
Coastal Management & Infrastructure	(500)
Committed Capital Works	0
Communication Towers	(867)
Critical Asset Compliance	0
Economic Development Projects	0
Employee Leave Entitlement	0
Financial Assistance Grant	0
General Insurance	(1,799)
Industrial Land Development	(2,399)
Jetty Licensing	0
Land Decontamination	0
Plant Replacement	(10,754)
Developer Contributions Matching Funds	0
Developer Contributions Recoupment	(566)
Sporting Facilities	(50)
Strategic Projects	(2,195)
Property	(900)
Revolving Energy	0
River Foreshore Development	0
Deposits, retentions and bonds	0
	(20,066)
	(162,736)

	2020/21
General Fund Restricted	\$'000
Transfer From Reserve	
Externally Restricted	
Developer Contributions	2,116
Grants	25,871
Loans	40,481
Self Insurance	1,507
Special Rates Variation	14,864
Stormwater Levy	1,138
Waste Disposal	57,741
	143,718
Internally Restricted	
Arts Collection	0
Cemeteries	0
Coastal Management & Infrastructure	536
Committed Capital Works	560
Communication Towers	1,787
Critical Asset Compliance	1,083
Economic Development Projects	300
Employee Leave Entitlement	0
Financial Assistance Grant	0
General Insurance	1,799
Industrial Land Development	3,399
Jetty Licensing	0
Land Decontamination	78
Plant Replacement	11,596
Developer Contributions Matching Funds	64
Developer Contributions Recoupment	11,679
Sporting Facilities	231
Strategic Projects	2,258
Property	604
Revolving Energy	0
River Foreshore Development	0
Deposits, retentions and bonds	0
	35,974
	179,692

	2020/21
General Fund Restricted	\$'000
Estimated Reserve Balances	
Externally Restricted	
Developer Contributions	12,824
Grants	0
Loans	850
Self Insurance	1,458
Special Rates Variation	0
Stormwater Levy	0
Waste Disposal	3,997
	19,129
Internally Restricted	
Arts Collection	32
Cemeteries	146
Coastal Management & Infrastructure	0
Committed Capital Works	0
Communication Towers	50
Critical Asset Compliance	0
Economic Development Projects	1,012
Employee Leave Entitlement	8,120
Financial Assistance Grant	0
General Insurance	768
Industrial Land Development	4,627
Jetty Licensing	19
Land Decontamination	0
Plant Replacement	34
Developer Contributions Matching Funds	0
Developer Contributions Recoupment	11,633
Sporting Facilities	2
Strategic Projects	0
Property	2,834
Revolving Energy	390
River Foreshore Development	0
Deposits, retentions and bonds	3,440
	33,107
	52,236
Net Cash Movement from / (to) Reserves	16,956

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

2020/21

\$'000

Income Statement - Water Fund

Income from Continuing Operations

Revenue:

Rates and Annual Charges	4,877
User Charges and Fees	19,834
Interest and Investment Revenue	1,089
Other Revenues	6
Internal Revenue	4,293
Grants and Contributions provided for Operating Purposes	0
Grants and Contributions provided for Capital Purposes	3,850

Other Income:

Net Gains from the disposal of assets	0
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Total Income from Continuing Operations	33,949
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Expenses from Continuing Operations

Employee Benefits and On-Costs	6,605
Borrowing Costs	0
Materials and Contracts	5,653
Depreciation and Amortisation	10,248
Other Expenses	2,021
Internal Expenses	5,943
Net Losses from the disposal of assets	0

Total Expenses from Continuing Operations	30,470
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Net Operating Result	3,479
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Net Operating Result before grants and contributions provided for capital purposes	(371)
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	Estimated Result as at 30 June
	2020/21
Statement of Financial Position - Water Fund	\$'000
ASSETS	
Current Assets	
Cash and Cash Equivalents	10,854
Investments	25,224
Receivables	3,818
Inventories	1,117
Other	52
Non-current Assets Classified as 'Held for Sale'	0
Total Current Assets	41,065
Non-Current Assets	
Investments	4,068
Receivables	4,138
Inventories	0
Infrastructure, Property, Plant & Equipment	411,257
Investments Accounted for using the Equity Method	0
Investment Property	0
Intangible Assets	2,154
Total Non-Current Assets	421,617
Total Assets	462,682
LIABILITIES	
Current Liabilities	
Payables	2,215
Income received in advance	888
Borrowings	0
Provisions	0
Total Current Liabilities	3,103
Non-Current Liabilities	
Payables	0
Borrowings	0
Provisions	0
Total Non-Current Liabilities	0
Total Liabilities	3,103
Net Assets	459,579
EQUITY	
Retained Earnings	251,271
Revaluation Reserves	208,308
Total Equity	459,579

Statement of Cash Flows - Water Fund

Cash Flows from Operating Activities

Receipts:

Rates and Annual Charges	4,866
User Charges and Fees	19,834
Interest and Investment Revenue	1,089
Grants and Contributions	3,850
Other Revenues	6
Internal Revenues	4,293

Payments:

Employee Benefits and On-Costs	(6,605)
Borrowing Costs	0
Materials and Contracts	(5,641)
Other Expenses	(2,733)
Internal Expenses	(5,943)

Net Cash Provided from Operating Activities	13,016
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Cash Flows from Investing Activities

Receipts:

Sale of Investment Securities	10,000
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	989

Payments:

Purchase of Investment Securities	0
Purchase of Investment Property	0
Purchase of Infrastructure, Property, Plant & Equipment	(22,783)
Purchase of Real Estate Assets	0
Purchase of Interest in Joint Ventures & Associates	0
Deferred Debtors & Advances Made	0

Net Cash Provided from Investing Activities	(11,674)
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Cash Flows from Financing Activities

Receipts:

Proceeds from Borrowings & Advances	0
Other Financing Activity Receipts	0

Payments:

Repayment of borrowings & Advances	0
Repayment of Finance Lease Liabilities	0
Other Financing Activity Payments	0

Net Cash Provided from Financing Activities	0
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Net Increase/(Decrease) in Cash & Cash Equivalents	1,342
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Plus: Cash & Equivalents - beginning of year	9,512
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Cash & Equivalents - end of year	10,854
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	Estimated Result For the Year Ending 30 June
	2020/21
Income Statement - Sewer Fund	\$'000
Income from Continuing Operations	
Revenue:	
Rates and Annual Charges	45,259
User Charges and Fees	3,910
Interest and Investment Revenue	360
Other Revenues	0
Internal Revenue	1,715
Grants and Contributions provided for Operating Purposes	0
Grants and Contributions provided for Capital Purposes	2,050
Other Income:	
Net Gains from the disposal of assets	0
Total Income from Continuing Operations	53,294
Expenses from Continuing Operations	
Employee Benefits and On-Costs	7,661
Borrowing Costs	4,312
Materials and Contracts	8,623
Depreciation and Amortisation	12,997
Other Expenses	2,662
Internal Expenses	7,631
Net Losses from the disposal of assets	0
Total Expenses from Continuing Operations	43,886
Net Operating Result	9,408
Net Operating Result before grants and contributions provided for capital purposes	7,358

**Estimated Result as
at 30 June**

2020/21

\$'000

Statement of Financial Position - Sewer Fund

ASSETS

Current Assets

Cash and Cash Equivalents	2,081
Investments	423
Receivables	6,575
Inventories	0
Other	0
Non-current Assets Classified as 'Held for Sale'	0
Total Current Assets	9,079

Non-Current Assets

Investments	936
Receivables	1,230
Inventories	0
Infrastructure, Property, Plant & Equipment	641,240
Investments Accounted for using the Equity Method	0
Investment Property	0
Intangible Assets	45
Total Non-Current Assets	645,451
Total Assets	652,530

LIABILITIES

Current Liabilities

Payables	2,581
Income received in advance	
Borrowings	7,562
Provisions	0
Total Current Liabilities	10,143

Non-Current Liabilities

Payables	0
Borrowings	85,073
Provisions	0
Total Non-Current Liabilities	85,073
Total Liabilities	95,216
Net Assets	557,314

EQUITY

Retained Earnings	424,458
Revaluation Reserves	132,856
Total Equity	557,314

	Estimated Result For the Year Ending 30 June
	2020/21
Statement of Cash Flows - Sewer Fund	\$'000
Cash Flows from Operating Activities	
Receipts:	
Rates and Annual Charges	45,203
User Charges and Fees	3,910
Interest and Investment Revenue	360
Grants and Contributions	2,050
Other Revenues	0
Internal Revenues	1,715
Payments:	
Employee Benefits and On-Costs	(7,661)
Borrowing Costs	(4,312)
Materials and Contracts	(8,713)
Other Expenses	(4,146)
Internal Expenses	(7,631)
Net Cash Provided from Operating Activities	20,775
Cash Flows from Investing Activities	
Receipts:	
Sale of Investment Securities	7,000
Sale of Investment Property	0
Sale of Real Estate	0
Sale of Infrastructure, Property, Plant & Equipment	140
Sale of Interest in Joint Venture & Associates	0
Other	0
Payments:	
Purchase of Investment Securities	0
Purchase of Investment Property	0
Purchase of Infrastructure, Property, Plant & Equipment	(24,021)
Purchase of Real Estate Assets	0
Purchase of Interest in Joint Ventures & Associates	0
Deferred Debtors & Advances Made	0
Net Cash Provided from Investing Activities	(16,881)
Cash Flows from Financing Activities	
Receipts:	
Proceeds from Borrowings & Advances	0
Other Financing Activity Receipts	0
Payments:	
Repayment of borrowings & Advances	(8,164)
Repayment of Finance Lease Liabilities	0
Other Financing Activity Payments	0
Net Cash Provided from Financing Activities	(8,164)
Net Increase/(Decrease) in Cash & Cash Equivalents	(4,270)
Plus: Cash & Equivalents - beginning of year	6,351
Cash & Equivalents - end of year	2,081

2020/21

Net Cost of Programs	Revenue	Operating and Capital Expenditure	Net Cost of Program
General Fund			
Operating Program			
Buildings and Property	2,735	11,717	8,982
Commercial Undertakings	38,797	37,833	(964)
Community and Culture	2,444	8,945	6,501
Economic Development	(4)	776	780
Environmental Management	492	1,941	1,449
Fire Protection and Emergency Services	1,674	3,632	1,958
Governance and Civic	42	7,814	7,772
Internal Corporate Services	128,167	45,063	(83,104)
Land Use Planning	724	3,204	2,480
Open Space, Sport and Recreation	369	14,744	14,375
Regulatory Services	8,465	16,943	8,478
Roads and Transport	2,763	40,208	37,445
Waste and Recycling Program	55,182	52,163	(3,019)
Water and Sewer Services	4,669	4,503	(166)
	246,519	249,486	2,967
Capital Program			
Buildings and Property	610	14,196	13,586
Commercial Undertakings	0	8,377	8,377
Community and Culture	767	1,316	549
Economic Development	6,690	7,810	1,120
Environmental Management	150	1,195	1,045
Fire Protection and Emergency Services	636	636	0
Governance and Civic	0	0	0
Internal Corporate Services	4,193	8,984	4,791
Land Use Planning	0	11	11
Open Space, Sport and Recreation	1,000	17,804	16,804
Regulatory Services	0	53	53
Roads and Transport	12,733	37,074	24,341
Waste and Recycling Program	0	22,049	22,049
Water and Sewer Services	0	459	459
	26,779	119,964	93,185
General Fund Total	273,298	369,450	96,152

	2020/21		
	Revenue	Operating and Capital Expenditure	Net Cost of Program
Water Fund			
Operating Program			
Water and Sewer Services	30,100	30,470	370
Capital Program			
Internal Corporate Services	0	1,093	1,093
Water and Sewer Services	3,850	21,867	18,017
	33,950	53,430	19,480
Other Outgoings			
Dividend and Tax Equivalent to General Fund		712	
Sewer Fund			
Operating Program			
Water and Sewer Services	51,243	43,884	(7,359)
Capital Program			
Water and Sewer Services	2,050	19,890	17,840
	53,293	63,774	10,481
Other Outgoings			
Dividend and Tax Equivalent to General Fund		1,484	

Key Performance Indicators Statement

Catastrophic bushfires followed by floods and now the COVID-19 pandemic significantly impacted next year's financial position of the Council. As a result, some Key Performance Indicators are expected to remain below the benchmarks. However, as per communications received from the OLG, they acknowledge the challenges councils face during COVID-19 crisis and indicated easing adherence to the Fit for the Future indicators during these unprecedented times.

Indicator	Target	Fund	2020/21
Local Government Industry Indicators			
Operating Performance Ratio	Greater than 0%	Consolidated	0.7%
		General	-1.2%
		Water	-1.2%
		Sewer	14.4%
Own Source Operating Revenue Ratio	Greater than 60%	Consolidated	82.3%
		General	83.1%
		Water	88.7%
		Sewer	96.2%
Unrestricted Current Ratio	Greater than 1.5	Consolidated	1.73
		General	1.75
		Water	9.55
		Sewer	0.85
Debt Service Cover Ratio	Greater than 2.0	Consolidated	4.13
		General	5.81
		Water	No Debt
		Sewer	2.08
Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	Less than 10%	Consolidated	5.9%
		General	3.4%
		Water	12.4%
		Sewer	10.5%
Cash Expense Cover Ratio	Greater than 3 months	Consolidated	5.43
		General	3.24
		Water	18.23
		Sewer	1.02
Infrastructure Asset Performance Indicators			
Infrastructure Renewals Ratio	Greater than 100%	Consolidated	96.5%
		General	109.5%
		Water	48.2%
		Sewer	90.1%
Infrastructure Backlog Ratio	Less than 2%	Consolidated	3.1%
		General	3.9%
		Water	1.8%
		Sewer	1.6%
Asset Maintenance Ratio	Greater than 1x	Consolidated	0.87
		General	0.78
		Water	0.86
		Sewer	1.08
Cost to bring assets to agreed service level	No Benchmark	Consolidated	0.90%
		General	1.47%
		Water	0.02%
		Sewer	0.00%

Available Working Capital

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

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

Working Capital Calculation		\$'000
Current Assets		
Cash and cash equivalents		22,025
Investments		34,143
Receivables		11,967
Non-current assets		
Investments		13,652
Current liabilities		
Payables		-15,549
Non-current liabilities		
Payables		0
Net Assets		66,238
Adjustments for Restrictions		
External Cash Restrictions		-19,129
Internal Cash Restrictions		-39,913
Restrictions in receivables		
Grant receivables		-4,321
Domestic waste not received		-1,566
Restrictions in payables		
Domestic Waste and Recycling Contract		630
Deposits, retentions and bonds		3,440
Restricted capital creditors at YE		2,944
Estimated Working Capital Available		8,323

In determining the optimal level at which Council should be aiming to maintain its Available Working Capital balance in its long term financial planning, a common practice of Council is to set a benchmark that equals or exceeds the recorded asset balances for debtors (excluding restricted debtors) and inventory (including real estate held for sale). An analysis of Council's June 2021 Forecasted Balance Sheet has assessed that benchmark as being \$8 million – meaning that Council is continuing to maintain a healthy Working Capital Balance.

	2020/21
Summary of Council Borrowings	\$'000
Debt at Start of Year	
General Fund	43,885
Water Fund	0
Sewer Fund	100,799
Total	144,684
Borrowings	
General Fund	40,131
Water Fund	0
Sewer Fund	0
Total	40,131
Repayments	
General Fund	6,064
Water Fund	0
Sewer Fund	8,164
Total	14,228
Debt Outstanding	
General Fund	77,952
Water Fund	0
Sewer Fund	92,635
Total	170,587

DRAFT



Capital Works

2020/21



Council Program

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



Capital Listing

General Fund Proposed Programming

Buildings and Property	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Admin and Depot Buildings							
Admin Buildings Programmed Works - Nowra & Ulladulla	\$469,600	\$234,800				\$234,800	
Nowra Admin Building Compliance	\$691,932	\$691,932					
Administrative Building Management - Capital	\$80,000						\$80,000
Asbestos Removal - To be defined (new line item)	\$93,000						\$93,000
Asbestos Removal - Woollamia Depot	\$40,000			\$40,000			
Bomaderry Depot Genset installation	\$65,000	\$65,000					
Building Security Access Upgrades	\$92,189	\$92,189					
Customer Contact Centre construction	\$50,000	\$50,000					
Depots Programmed works - Various	\$90,076						\$90,076
Northern Carpark Safety	\$90,000	\$90,000					
Toilet Upgrade	\$50,000	\$50,000					
Commercial Buildings							
Commercial Residential Programmed Works - Various	\$142,608						\$142,608
Milton Ulladulla Pre-school plumbing rectification	\$60,000					\$60,000	
Preschools Programmed Works - Various	\$28,500						\$28,500
Community Buildings							
Bay and Basin Community Centre and Preschool - rectify termite damage	\$200,000			\$200,000			
Building Fire Compliance	\$650,000						\$650,000
Community Buildings Programmed Works - Various	\$204,463						\$204,463
Nowra Showground Pavillion	\$300,000	\$300,000					
Public Halls Programmed Works - Various	\$464,734						\$464,734
Recreation Buildings Programmed Works - Various	\$199,920						\$199,920
RFS/Emergency Programmed Woks - Various	\$77,213						\$77,213
Marine Rescue Phase 1 Building Upgrade	\$50,000			\$50,000			
Shortfall - per Councillor Briefing	\$250,000						\$250,000
South Coast Surf Lifesaving Club - compliance fees for new building (Albatross Rd)	\$110,000	\$110,000					
Surf Clubs Programmed Works - Various	\$97,670						\$97,670
Sussex Inlet Surf Club - Fire Compliance	\$200,000				\$200,000		
Cultural Centres							

General Fund Proposed Programming

	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Arts and Culture - Increase Art Store	\$60,000						
Libraries Programmed Works - Various	\$6,480						\$6,480
Libraries Renewals - Nowra, Sanctuary Point, Milton	\$259,000					\$259,000	
Nowra Arts Centre - Roof	\$25,000						
Nowra Library - roof and HVAC	\$25,000						
Ulladulla Civic Centre Renewal	\$228,700					\$228,700	
Public Amenities							
Nowra - Endeavour park-Replace - single unisex facility	\$15,000						
Public Amenities Programmed Works - Various	\$20,000						\$20,000
Sanctuary Point -Francis Ryan Reserve -New amenities	\$200,000			\$200,000			
Shoalhaven Heads-Jerry Bailey Oval - New Public Toilet	\$15,000						
Vincentia-Plantation Point -Four unisex facilities	\$270,000			\$270,000			
Property Development							
Property Develop General	\$200,000						\$200,000
Commercial Undertakings							
Bereavement Services							
Assets Maintenance and replacement	\$33,050						\$33,050
Bereavement Services - Management Plans	\$18,500						\$18,500
KV Cemetery - Ingress & Egress Improvements	\$25,000	\$25,000					
KV Cemetery - Post & Rail Fence	\$15,000	\$15,000					
Sandridge - Lawn Beams Construction & Landscaping	\$15,000					\$15,000	
SMGLC - Fencing	\$4,750	\$4,750					
SMGLC Chapel Safety Glass Doors	\$25,000	\$25,000					
SMGLC Construction & Landscaping - Lawn Beams Seg 7 & Monument Lawn Beams	\$18,000	\$18,000					
SMGLC Desing and construct Children's Lawn	\$18,500	\$18,500					
SMGLC Master Plan	\$50,000	\$50,000					
SMGLC Roof sprinklers - bushfire protection	\$25,000	\$25,000					
Software Purchase- TechOne Interface	\$7,000						\$7,000
Mechanical Services							
Mechanical Workshop Capital	\$6,400						\$6,400
Workshop Plant & Equipment - Updates & Maintenance - Various	\$217,700						\$217,700
Swim and Fitness							

General Fund Proposed Programming							2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Bay and Basin Leisure Centre							\$159,000			\$159,000			
Berry Pool							\$5,000	\$5,000					
Huskisson Sea Pool							\$50,000			\$50,000			
Sussex Inlet Leisure Centre							\$200,000				\$200,000		
Ulladulla Leisure Centre							\$75,000					\$75,000	
Ulladulla Sea Pool							\$16,000					\$16,000	
Standard renewals per Asset Management Plan							\$248,000						\$248,000
Tourist Parks													
Amenities & camp kitchen upgrades							\$1,122,300						\$1,122,300
Cabin refurbishments							\$940,700						\$940,700
Cabin Replacement							\$100,000						\$100,000
Computer Equipment							\$51,500						\$51,500
Electrical Replacement							\$200,000						\$200,000
New Amenity Building -Lake Tabourie							\$650,000					\$650,000	
New Cabins to be erected (approx 15 new cabins)							\$1,200,000						\$1,200,000
Office Renovations							\$5,000						\$5,000
Plant New/Replacement (cars, mowers)							\$50,000						\$50,000
Recreational Facilities							\$298,700						\$298,700
Risk Minimisation							\$50,000						\$50,000
Roadworks							\$190,000						\$190,000
Security Facilities/Upgrades							\$100,000						\$100,000
Sewer Upgrades							\$206,000						\$206,000
Site Upgrades							\$206,000						\$206,000
Site Works							\$150,000						\$150,000
Stage 1 Kangaroo Valley Conference Centre 19/20 split							\$300,000	\$300,000					
Stormwater Upgrades							\$100,000						\$100,000
Swimming Pool (Currarong)							\$450,000		\$450,000				
Swimming Pool (Lake Conjola)							\$625,000					\$625,000	
Water Upgrades							\$150,000						\$150,000
Community and Culture													
Community Services													
CCTV Upgrade/Renewal							\$53,000	\$53,000					
Library													

General Fund Proposed Programming							2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Books & Audio Visual							\$437,200						\$437,200
Library Furniture & Equipment													
Library Furniture & Equip							\$58,300						\$58,300
Environmental Management													
Coastal Programme													
Activate Coastal Cliffs and Slopes Emergency Action Plans							\$50,000						\$50,000
Barfleure Beach disabled beach access							\$230,000			\$230,000			
Bendalong Boat Harbour							\$100,000					\$100,000	
Citywide Foreshore Access Strategy							\$52,000						\$52,000
Construction of Accessible Viewing Platform – Surfers Ave, Narrawallee							\$50,000					\$50,000	
Narrawallee stairs							\$90,000						
Penguin Head - viewing platform upgrades							\$250,000		\$250,000			\$90,000	
Repair/replace beach access infrastructure with possible upgrade for disability inclusion							\$55,800						\$55,800
S'Heads River Road Foreshore Precinct Rehabilitation							\$25,000	\$25,000					
Shoalhaven Heads Beach viewing platform upgrades							\$20,000	\$20,000					
Ulladulla Harbour Boardwalk - design options for repair &/or replacement							\$65,000					\$65,000	
Estuary Programme													
Lake Conjola Coastal Management Plan							\$70,000					\$70,000	
Shoalhaven River Coastal Management Plan							\$32,500	\$32,500					
SMART cities ICOLL management							\$27,000						\$27,000
Floodplain Programme													
Floodplain Program General							\$38,100						\$38,100
Natural Areas Infrastructure													
Walking Track Upgrades							\$39,300						\$39,300
Fire Protection and Emergency Services													
Rural Fire Service Buildings													
Fire Stations Unallocated (Grant Funded)							\$636,000						\$636,000
Internal Corporate Services													
Asset Planning and Development													
City Design Software - Archicad							\$44,000						\$44,000
Fleet and Plant													
Multifunction machine purchase							\$150,000						\$150,000

General Fund Proposed Programming							2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Plant Purchases													\$2,415,149
Purchase / Sale of Vehicles													
Vehicle Purchases													\$3,347,500
IT Capital Projects													
Additional Disk Storage													\$94,000
Project Q - Completion of Phase 4 onwards													\$2,366,000
RITEQ - Completion of implementation for operational team													\$139,481
Content Manager/Trim Licences - additional 200													\$91,226
Control Point - Increase Capacity													\$62,370
Councillors Equipment													\$8,600
It Administration Equipment													\$6,300
IT Network Equipment Office Purchase													\$20,000
Printing Equipment													\$200,000
Management and Support													
Office Furniture and Equipment													\$39,300
Land Use Planning													
Strategic Planning Equipment													
Thermal Imagery Camera													\$11,000
Open Space, Sport and Recreation													
Active Recreation													
Car Parking Active (Crown Land)													\$89,100
Cattle Exhibition Precinct (matching grant funding)								\$306,000					
Forward Design													\$40,400
Frogs Holla Reserve - Irrigation/drainage, lighting to Australian standards to all fields, formalise car park												\$513,000	
Lighting Upgrades													\$87,000
Nowra Showground Arena Fencing								\$70,000					
Old Basketball Stadium								\$100,000					
Shoalhaven Community and Recreation Precinct Masterplan													\$300,000
South Nowra - Park Road Netball Court Redevelopment								\$200,000					
Sports Capital Works Partnership Program													\$161,300
Sports ground upgrades: Topdressing, Herbicide, Fertilising, Irrigation, Drainage, Resurfacing													\$1,250,000
Sportsfields Shade													\$40,400

General Fund Proposed Programming

	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Sportsground Irrigation	\$100,100						\$100,100
Ulladulla Sports Park	\$350,000					\$350,000	
User Group Identified Projects	\$40,400						\$40,400
Yulunga Reserve Embellishments	\$40,000					\$40,000	
Passive Recreation							
AgriFarm Sportsfield Mower (for use in Ulladulla)	\$28,000						\$28,000
Howell Faulks Park, Cambewarra - Picnic Shelter	\$8,000	\$8,000					
Implementation of POMS	\$39,300						\$39,300
Irrigation Fitter Capital Equipment (vehicle with roof canopy pod and trailer) (ref opex bid trf 22102/22140)	\$55,000						\$55,000
Mollymook Reserve, Bomie Carpark, Rennies Beach (Ulladulla) Beach Showers	\$35,000					\$35,000	
Park Enhancement Program	\$40,400						\$40,400
Play Equip / Softfall Replace	\$196,400						\$196,400
Playground Replacements	\$135,000						\$135,000
Regional Skate Park Area 3 - Bay & Basin	\$550,000			\$550,000			
Southern Litter Crew Capital Equipment (vehicle and tipper trailer)	\$35,000						\$35,000
Regulatory Services							
Development, Building and Compliance							
Development Serv Equip	\$26,500						\$26,500
Environmental Regulation							
Environmental Unit Capital	\$26,500						\$26,500
Roads and Transport							
Car Parking Construction							
Huskisson Car Parking	\$200,000						
McGrath Avenue Parking Spaces	\$100,000	\$100,000		\$200,000			
Pedestrian Facilities							
128-134 Island Point Rd, Sanctuary Point - 4 solar lights in pedestrian alleyway (IGA carpark & takeaway shop)	\$15,000			\$15,000			
Albany St Berry - replacement, fronting Masonic Village (40m)	\$18,000	\$18,000					
Albert St Berry - Garden Club to George St Park (over Town Creek) 25m	\$5,000	\$5,000					
Bomaderry	\$7,500	\$7,500					
Brereton St Nowra - Pedestrian Crossing Upgrade	\$135,000	\$135,000					
Callala Bay	\$1,600		\$1,600				

General Fund Proposed Programming		2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Community Sponsored Paths		\$110,000						\$110,000
Eastbourne Ave, Culburra Bch (Opposite Fairlight Way) - Bus Shelter Replacement Program		\$20,000		\$20,000				
Footpath Forward Investigation		\$8,900						\$8,900
Footpaths - Replace		\$59,400						\$59,400
Hillcrest Ave South Nowra - SUP/Bridge		\$40,000	\$40,000					
Huntingdale Park Rd Berry - replacement (2m)		\$15,000	\$15,000					
Huskisson		\$3,100			\$3,100			
Kerry St, Sanctuary Point - join to existing path on Paradise Beach Rd		\$25,657			\$25,657			
Meroo Street Bomaderry - Pedestrian Crossing Upgrade		\$110,000	\$110,000					
Northern District Bus Shelter Replacement Program		\$20,000	\$20,000					
Northern District Bus Stop Area Upgrades (disability access compliance)		\$30,000	\$30,000					
Park Row, Orient Pt (East of Flora St) - Bus Shelter Replacement Program		\$20,000		\$20,000				
Ritchie Street, Bomaderry		\$28,300	\$28,300					
Vincentia		\$3,800			\$3,800			
Worrigea Street, Nowra (Noah's Ark to Anderson Lane)		\$10,000	\$10,000					
Bridge Program								
Design-Bridge Replacement		\$100,000						\$100,000
Koloona Rd, Bangalee		\$50,000	\$50,000					
Tumblebar - Brooman Rd		\$861,200					\$861,200	
Yalwal Rd - Yalwal		\$50,000	\$50,000					
Kerb & Guttering Programme								
Gardenia Bomaderry		\$12,000	\$12,000					
Meroo Bomaderry		\$12,000	\$12,000					
Queen Berry		\$4,800	\$4,800					
Sheraton Bomaderry		\$12,000	\$12,000					
Bimbimble Bangalee		\$44,000	\$44,000					
Bindon Bomaderry		\$3,200	\$3,200					
Bunberra Bomaderry		\$15,900	\$15,900					
Cont To Ratepayers Adv		\$15,900						\$15,900
Lochaven Bangalee		\$23,200	\$23,200					

General Fund Proposed Programming

	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Pioneer Place, Nowra (replacement)	\$15,000	\$15,000					
Princess Berry	\$48,000	\$48,000					
Raleigh Drive, Worrigea (replacement of kerb inlet pits)	\$40,000	\$40,000					
Local Road Repair Program							
Asphalt resurfacing cul-de-sac heads and intersections, Heavy patching reseal preparations	\$540,300						\$540,300
Basin District	\$416,554			\$416,554			
Bawley Point Rd	\$500,000					\$500,000	
Broughton St	\$315,000	\$315,000					
Btu Rd	\$1,252,936	\$1,252,936					
Callala Beach Rd	\$48,339		\$48,339				
Car park resurfacing - Artie Smith oval	\$25,000	\$25,000					
Cedar Hills Road, Little Forest Creek, Causeway	\$15,000					\$15,000	
Central District	\$722,500		\$722,500				
Comerong Island Rd	\$359,671	\$359,671					
Coonemia Rd	\$1,165,660	\$1,165,660					
Croobyar Rd	\$17,280					\$17,280	
Currambene St, Huskisson; Turpentine Rd, Tomerong - Heavy Patch	\$50,946			\$50,946			
Currarong Rd	\$88,400		\$88,400				
Donlan Rd	\$20,000					\$20,000	
Ellmoos Ave	\$300,000				\$300,000		
Emmett Street	\$500,000		\$500,000				
Gowland Crescent, Callala Bay (Pavement Rehab South East Corner)	\$50,000		\$50,000				
Greenwell Point Rd (loaded as job 86181)	\$14,000	\$14,000					
Hillcrest Ave	\$550,000	\$550,000					
Jacobs Dr	\$6,588	\$6,588					
Jacobs Drive	\$446,000				\$446,000		
Kalandar St (East)	\$345,000	\$345,000					
Lake Conjola Entrance Drive	\$50,000					\$50,000	
Lake Conjola Entrance Rd	\$420,406					\$420,406	
Maintenance resheeting - Basin	\$30,000			\$30,000			
Maintenance resheeting - Central	\$100,000		\$100,000				
Maintenance resheeting - Northern	\$150,000	\$150,000					
Maintenance resheeting - Southern	\$120,000					\$120,000	

General Fund Proposed Programming							2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Milton Showground roads							\$300,651					\$300,651	
Murramarang Rd							\$45,000					\$45,000	
Murramarang Rd Bawley Pt - 85343							\$200,000					\$200,000	
Narang Rd							\$100,000						
NBBS, Regional Funded							\$875,000						\$875,000
North St (West)							\$42,530						
Northern District							\$595,000						
Old Southern Road							\$39,900						
Plunkett Street							\$34,348						
SACRIFICIAL seal							\$150,000						\$150,000
Salisbury Drive							\$35,712						
South Street, Terara (Pavement Rehab at intersect of South St & Milbank Rd)							\$40,000						
Southern District							\$722,500					\$722,500	
Sydney St							\$17,500			\$17,500			
Tapitallee Rd							\$200,000						
The Park Drive (Larmer Ave to Baronia Ave)							\$946,000			\$946,000			
The Park Drive (Larmer Ave To Boronia Ave)							\$25,652			\$25,652			
Tomerong St							\$15,000			\$15,000			
Tourist Rd							\$24,180					\$24,180	
Village Dr							\$30,000					\$30,000	
Warrain Cres							\$200,000		\$200,000				
Wattamolla Rd							\$300,044						
Yalwal Rd, Longreach (Pavement Rehab either side of Sandy Creek Bridge)							\$35,000						
Regional Road Repair Program													
Surface - GREENWELL POINT RD - ch 0.000 to ch 0.213							\$664,680						
Surface - Wool Rd							\$35,720			\$35,720			
Roads to Recovery Program													
Bawley Point Road							\$400,000					\$400,000	
Btu Rd							\$424,475						
Culburra Rd							\$250,000		\$250,000				
Currarong Rd							\$48,174		\$48,174				
Greenwell Point Rd							\$586,856						

General Fund Proposed Programming

	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Orient Point Road - Culburra Beach	\$25,000		\$25,000				
Rural Road Sealing							
Wheelbarrow Road - Termeil	\$316,000					\$316,000	
Roads Strategy Projects							
Croobya Rd Upgrade - Princes Highway to Corks Lane	\$253,250					\$253,250	
Golden Hill Ave Shoalhaven Heads Footpath - Stronger Country Communities	\$50,000	\$50,000					
Hyam's Beach Long Term Traffic Management	\$140,000			\$140,000			
HYSA - Hillcrest Ave to Yalwal Rd Sub Arterial	\$50,000	\$50,000					
Kings Point Drive (For 2kms from Princes Highway)	\$50,000					\$50,000	
Land Acquisition	\$76,400						\$76,400
Milton - Corks Lane - Link Road & Associated Works	\$15,000					\$15,000	
St Vincent St Extensions to Prince Hwy & roundabout - South Ulladulla	\$50,000					\$50,000	
Strategic Transport Studies	\$150,000						\$150,000
Sydney / Bowen St Construction (Owen to Hawke St), Huskisson	\$50,000		\$50,000				
Stormwater / Drainage							
Buralee Dr easement - Worrige	\$30,000	\$30,000					
Did-dell St coastal erosion - Ulladulla	\$95,000					\$95,000	
Drainage Investigation	\$30,800						\$30,800
Edendale St, Woollamia - Culvert wing wall	\$41,000			\$41,000			
Illaroo Road Drainage (Judith Drive)	\$30,000	\$30,000					
Lake Conjola Ent Rd - Culvert Upgrade - Drainage	\$80,000					\$80,000	
Millards Creek & Ulladulla Harbour - Gross Pollutant Traps , Water Quality Feasibility	\$50,000					\$50,000	
Nirimba Av - Sanctuary Point	\$80,000		\$80,000				
Pipe inspection, renewal & refurbishment - basin	\$100,000		\$100,000				
Pipe inspection, renewal & refurbishment - central	\$100,000		\$100,000				
Pipe inspection, renewal & refurbishment - north	\$100,000	\$100,000					
Pipe inspection, renewal & refurbishment -south	\$100,000					\$100,000	
Piping of easement - Dalton Pl, Wandandian	\$12,000			\$12,000			
Prince Edward Av (orient pt rd - the mall) Culburra	\$15,000		\$15,000				
Racemosa Av/Cavanagh Ln - West Nowra	\$120,000	\$120,000					
River Rd (Shoalhaven Hds) - Drainage	\$760,000	\$760,000					
Scott St easemnt piping-Shoalhaven Heads drainage	\$200,000	\$200,000					

General Fund Proposed Programming							2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
St Andrews Way - Coolangatta							\$150,000	\$150,000					
St George's Basin - Siltation - Silt Trap Screening							\$35,000			\$35,000			
Stormwater Manage Plan							\$80,700						\$80,700
Strategic S/Water Catchment An							\$20,200						\$20,200
Surfers Av coastal erosion - Mollymook Beach							\$80,000					\$80,000	
Woodglen Cres - Mollymook Beach							\$30,000					\$30,000	
Worrige Rd/Isa Rd Intersection							\$120,000	\$120,000					
Streetscapes													
Other Streetscape Program													
59 Owen Street Huskisson							\$40,000			\$40,000			
Nowra CBD renewal							\$473,038	\$473,038					
Village Identification Signage							\$52,000						\$52,000
Traffic Facilities Program													
Currambene & Bowen Street Huskisson - Roundabout							\$230,000			\$230,000			
Guardrail renewal and upgrade program							\$50,000						\$50,000
Kangaroo Valley Rd - 12.5kms - Blackspot Program							\$317,000	\$317,000					
Local Roads-Survey/Design							\$60,500						\$60,500
Matron Porter Drive CH3.6 to CH3.95 - Blackspot Program							\$270,000					\$270,000	
Osborne St & Junction St Nowra - Roundabout - Blackspot							\$30,000	\$30,000					
Signage Improvement Program							\$14,900						\$14,900
Street Lighting Programme							\$45,450						\$45,450
Bolong Road - Chainage 9.46 to 10.94 North of Askeaton Park							\$850,000	\$850,000					
O'Keefe Ave Nowra - Pedestrian Crossing with Lights							\$250,000	\$250,000					
Queen Street Berry - Wombat Crossing LATM							\$240,000	\$240,000					
Waterways Infrastructure													
Banagle Wharf - stairs approach renewal							\$90,000	\$90,000					
Nowra Sails							\$300,000	\$300,000					
Crookhaven Heads - Pontoons Investigation							\$40,000		\$40,000				
Island Point Rd, St Georges Basin - jetty asset renewal							\$10,000			\$10,000			
Kioloa and Bendalong Fish Cleaning Facilities - asset renewal							\$50,000					\$50,000	
Sussex Inlet Lakehaven Drive (Lions Park) - Boat Launching Ramp renewal							\$10,000				\$10,000		
Ulladulla Boat Launching Ramp - Urgent maintenance Funding							\$200,000					\$200,000	
Woollamia - BLR to be renewed							\$115,000			\$115,000			

General Fund Proposed Programming		2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Myola Training Wall - path and fishing platforms		\$40,000		\$40,000				
Economic Development								
Industrial Land Development								
Greenwell Point Marina		\$900,000						
Industrial Land Dev Unalloc		\$5,820,000						\$5,820,000
Ulladulla Harbour Berthing Facility		\$500,000					\$500,000	
Woollamia Boat Lift Facility		\$90,000			\$90,000			
Woollamia Boatramp Additional Carpark		\$500,000			\$500,000			
Waste and Recycling Program								
Vehicle / Plant Replacement Program								
Crawler loader (H) 5yrs		\$450,000						\$450,000
Dump truck (WN) 10 yrs		\$350,000						\$350,000
Hook truck / Water tanker (H) 10 yrs		\$175,000						\$175,000
Passenger vehicles & utes (various)		\$120,000						\$120,000
Waste capital works equipment		\$1,120,000						\$1,120,000
Waste Management - Capital Expenditure								
Access Roads (various depots)		\$185,000						
Bins - Hooklift		\$130,000						
Conc floors for recyclable materials (various Depots)		\$200,000						\$200,000
Education centre		\$300,000						
Fencing - Recycling & Waste Transfer Facilities		\$358,000						
Gate Houses & Amenities - Recycling & Waste Transfer Facilities		\$260,000						\$260,000
Hardstands and Roads		\$334,000						\$334,000
Landfill Cell Construction - West Nowra		\$50,000						\$50,000
Leachate management infrastructure		\$500,000						
Storage Sheds		\$75,000						\$75,000
Transfer Sheds & Buy Back areas		\$107,000						\$107,000
WN landfill closure and rehabilitation		\$75,000						
Water and Sewer Services								
Communications Infrastructure & Equip								
Communication Towers Capital -GF		\$450,000						\$450,000
Communications Section		\$8,600						\$8,600
Programmed Works Total		\$69,602,908	\$17,864,009	\$2,969,013	\$4,976,929	\$1,156,000	\$9,341,967	\$33,294,990

General Fund Strategic Projects							2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Buildings and Property													
Cultural Centres													
Bay & Basin Community Hub							\$420,000			\$420,000			
Sanctuary Point District Library							\$2,000,000			\$2,000,000			
Shoalhaven Entertainment Centre Upgrade							\$4,905,158						
Community and Culture													
Sustainable Tourism Infrastructure													
Sustainable Tourism Infrastructure Package							\$767,185						\$767,185
Open Space, Sport and Recreation													
Active Recreation													
Boongaree Park							\$4,000,000						
SCARP - Croquet							\$1,000,000						
Passive Recreation													
Moss Vale Rd South URA							\$250,000						
Vincentia Placemaking							\$2,744,000			\$2,744,000			
Roads and Transport													
Car Parking Construction													
Nowra CBD All Day Carparking							\$300,000				\$300,000		
Sussex Inlet car parking (16 Nielson Road & 45-47 Ellmoos Avenue)							\$485,023				\$485,023		
Roads Strategy Projects													
Moss Vale Road South Land Acquisitions							\$250,000						
Comerong Island Ferry Replacement							\$969,000						
Far North Collector Road D & C							\$3,840,000						
Moss Vale Road South URA Roads							\$250,000						
Stormwater / Drainage													
Moss Vale Road South URA Drainage							\$250,000						
Waterways Infrastructure													
Shoalhaven Heads - Wharf Road - BLR & pontoon							\$615,000						
Woollamia- Extend Pontoons							\$465,000			\$465,000			
Waste and Recycling Program													
Waste Management - Capital Expenditure													
AWT/Organic Processing/MRF							\$15,260,000						
Biolektra Resource Recovery Facility RRF							\$2,000,000						
Strategic Projects Total							\$40,770,366	\$33,589,158	\$0	\$5,629,000	\$785,023		\$767,185

General Fund Proposed Programming							2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Buildings and Property													
Public Amenities													
Berry -Berry District Park-Four unisex facilities- New							\$40,000						
Myola Breakwall - New Public Toilet							\$300,000		\$300,000				
Vincentia-Plantation Point -Four unisex facilities							\$360,000			\$360,000			
Open Space, Sport and Recreation													
Active Recreation													
Southern SCARP - Artie Smith Oval and Croquet Construction							\$5,000,000						
Roads and Transport													
Pedestrian Facilities													
Bawley Point - Kioloa - SUP Improvements							\$300,000					\$300,000	
Bolong Road, Bomaderry							\$60,000						
Bunberra Street, Bomaderry							\$70,000						
Cambewarra Road, Bomaderry							\$30,000						
CPTIGS Accessible PT 2019-21							\$56,000						\$56,000
Huskisson Pedestrian Crossing Improvements - Active Transport Grant							\$590,000			\$590,000			
Hyams Street, Nowra							\$181,200						
Matron Porter Drive - Leo St to Bangalow St - SUP - 20/21 budget from 85275, 85158 & 85023							\$598,800					\$598,800	
St Georges Basin to S/Point - SUP Improvements - Comm Dev Grants Program							\$400,000			\$400,000			
Sussex Inlet Footpath Improvements - (Comm Dev Grants Program)							\$290,000				\$290,000		
Terara Rd & Ferry Lane SUP network							\$5,000						
Local Road Repair Program													
Greenwell Point Rd							\$14,000						
Roads Strategy Projects													
Currarong Road CH7.5 to CH11.7 - Blackspot Program							\$1,000,000		\$1,000,000				
Traffic Facilities Program													
Elizabeth St & Berry St Vincentia - Roundabout - Blackspot Program							\$30,000			\$30,000			
Larmer Ave/Sanctuary Point Rd - sanctuary Point - Roundabout - Blackspot Program (MIN19.58 12 Feb 2019)							\$30,000			\$30,000			
Larmer Ave/The Park Drive Sanctuary Point - Roundabout - Blackspot Program (MIN19.58 12 Feb 2019)							\$30,000			\$30,000			
North St & Osborne St Nowra - Blackspot Program							\$60,000						

General Fund Proposed Programming							
	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Tallwood/Bannister Head Rd Mollymook - Roundabout - Blackspot Program	\$45,000					\$45,000	
The Wool Rd/Mernie St/Woodhill St - Old Erowal Bay - Blackspot Program	\$100,000			\$100,000			
Proposed Grants Total	\$9,590,000	\$5,460,200	\$1,300,000	\$1,540,000	\$290,000	\$943,800	\$56,000
General Fund Total	\$119,963,274	\$56,913,367	\$4,269,013	\$12,145,929	\$2,231,023	\$11,285,767	\$35,252,240
Sewer Services							
Chargeable Private Works							
Wastewater - Chargeable Private Works	\$150,000						\$150,000
New Works (Asset Enhancement)							
New Works (Asset Enhancement)	\$6,630,000						\$6,630,000
New Works Growth							
New Works Growth	\$9,300,000						\$9,300,000
Other Asset Purchases							
Other Asset Purchases	\$950,000						\$950,000
Renewal / Replacement Works							
Renewal / Replacement Works	\$2,860,000						\$2,860,000
Sewer Fund Total	\$19,890,000	\$0	\$0	\$0	\$0	\$0	\$19,890,000
Water Services							
Chargeable Private Works							
Wastewater - Chargeable Private Works	\$50,000						\$50,000
New Works (Asset Enhancement)							
New Works (Asset Enhancement)	\$6,992,000						\$6,992,000
New Works Growth							
New Works Growth	\$4,566,000						\$4,566,000
Other Asset Purchases							
Other Asset Purchases	\$3,828,095						\$3,828,095
Business Improvement	\$1,092,717						\$1,092,717
Renewal / Replacement Works							
Renewal / Replacement Works	\$6,431,000						\$6,431,000
Water Fund Total	\$22,959,812	\$0	\$0	\$0	\$0	\$0	\$22,959,812

DRAFT



Email: council@shoalhaven.nsw.gov.au

Bridge Road, Nowra (02) 4429 3111

Deering Street, Ulladulla (02) 4429 8999

All communication should be addressed to

The Chief Executive Officer:

PO Box 42, Nowra NSW 2541

DX 5323 Nowra NSW

Fax: (02) 4422 1816

shoalhaven.nsw.gov.au     

