

Delivery Program Operational Plan & Budget

2021/22 - Draft for 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.

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Message from the Mayor

As we look ahead to 2021-22, the future appears promising as we return to a more regular way of life. Our facilities and services are open, and our businesses are reporting growth.

This year's Delivery Program and Operational Plan will continue to deliver upon priorities as determined by you - our community, by way of the Community Strategic Plan.

There are some really exciting major projects underway and due for completion this year. Council continues to forge ahead with industry-leading waste management initiatives including the Materials Recovery Facility, and our partnership with Bioelektra, which will drastically reduce our landfill deposits and significantly extend the life of our West Nowra Waste Facility. It is inspiring to see Shoalhaven City paving the way in best practice waste management initiatives to help create a more sustainable future for our community and our environment.

Council continues to take proactive steps towards managing and catering for our current and emerging population, with significant infrastructure projects in progress, including sewer and water infrastructure along Moss Vale Road to support our growing population.

It is important to create safe and inspiring spaces for the community to come together in relaxation and play. Boongaree Park in Berry is quickly taking shape and when it reaches fruition, will be a wonderful hub for all members of the community and a major drawcard for the area. The sustainable tourism projects being undertaken across the Shoalhaven will allow both residents and visitors improved access to some of our incredible natural areas and will help to frame popular tourist spots whilst limiting environmental impacts from its use.

Importantly, Council will continue its crucial work in recovery and resilience. The next twelve months will see further developments in resilience plans, flood studies and Coastal Management Programs to help prepare for future events and to preserve and care for our coastal waterways.

In 2021, our Council is in good shape to meet the needs of our current and future community and I look forward to the Delivery Plan and Operational Program being rolled out over the next twelve months.

Amanda Findley

Mayor



Chief Executive Officer **Message**

I am thrilled to present the Delivery Program and Operational Plan for 2021-22. This document is your guide to the priorities and outcomes you have set for Council to deliver over the next twelve months.

As restrictions ease and we move through bushfire recovery and into resilience, we return to a more consistent pace of business this year, confident in delivering our projects and outcomes for the community.

You have told us that revitalisation of public spaces through infrastructure and activation is important. The long-term development of the Shoalhaven Community and Recreation Precinct at Artie Smith Oval will provide open space and community sporting facilities in one location, including a community pavilion providing support services with the potential to provide aquatic, medical, physiotherapy, rehabilitation health, wellness and fitness services. This hub will play an important role in the health, wellbeing and connection of the local community, now and into the future.

Activation campaigns such as the upcoming 'Live and Local' campaign will support our local musicians and venues, whilst creating vibrant events and helping to bring the community together through shared experiences.

Major community facilities in the pipeline such as the Sanctuary Point Library are fast becoming a reality. The development will provide a place for community activity; access to technology and information; a place for meeting, collaborating, connecting, studying; and access to business spaces, reader services and collections.

Strategic Road Projects including the Far-North Collector Road will better connect our communities and improve travel times by relieving the pressure from nearby roads.

Diversifying the economic base of our region is important in ensuring a stable and resilient local economy. The upcoming release of Stage 10 at Flinders Industrial Estate and Stage 5 at Albatross Aviation Technology Park will encourage the set up or relocation of large-scale commercial operations into the Shoalhaven area, increasing local jobs and flow-on economic benefits in region.

The development of the Ulladulla Harbour berthing facility will have a significant impact on the Shoalhaven's commercial and tourism offering, opening up further opportunities for economic growth and development for our community.

Council continues to refocus on Customer Service as the centrepiece of everything we do and the new customer service centre remains a key project. I hope you enjoy looking through the 2021-22 Delivery Program and Operational Plan, your road map to Council's actions and priorities over the next twelve months, to achieve the aspirations of the Shoalhaven community.

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

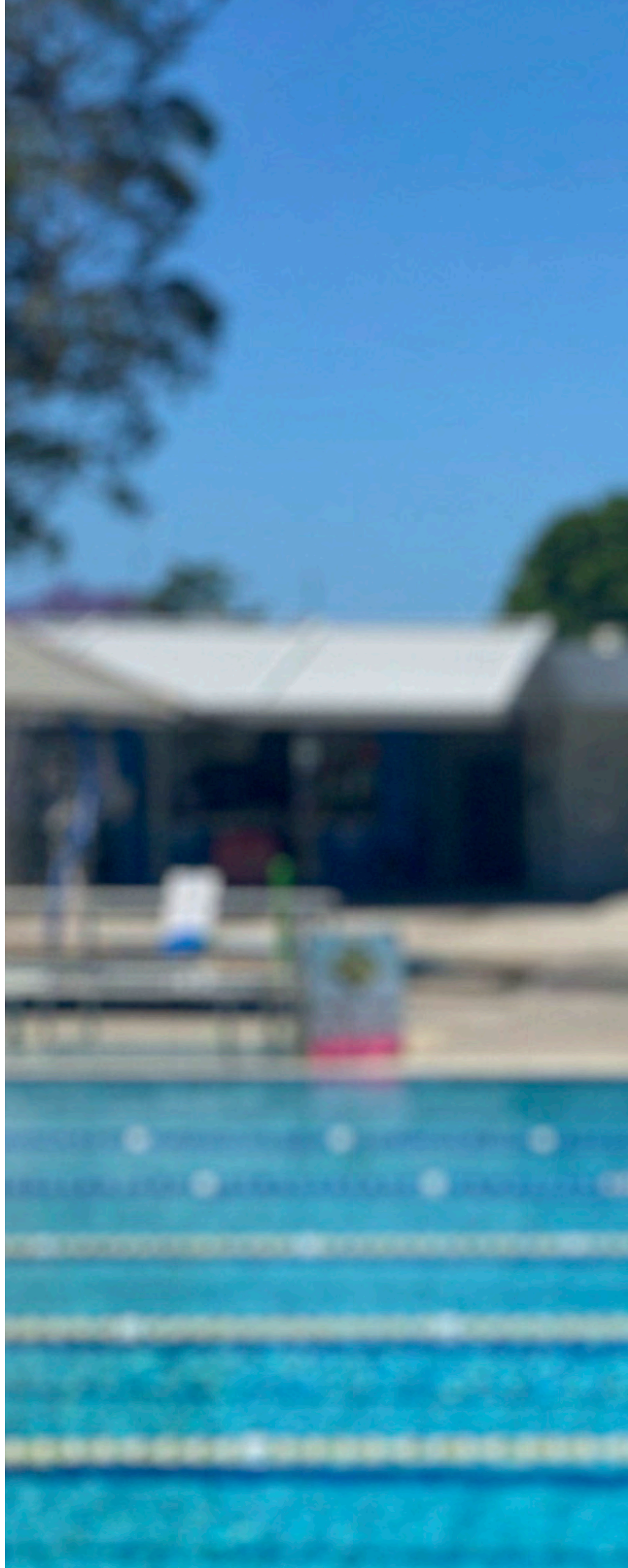
Respect

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



5.5%

of the Shoalhaven's
population identify as
Aboriginal and Torres
Straight Islander

41,301

Labour Force

4531kms

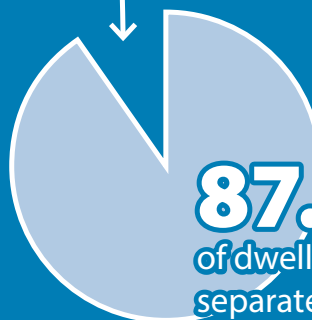
Land area

9.3%

of the dwellings are
medium or high density

\$5.954

Billion (GRP)
Gross Regional
Product



87.6%

of dwellings are
separate houses



21.6%

of households are made
up of couples with children

Our Councillors



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Mayor

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Patricia White

Assistant Deputy Mayor

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Ward 1

Nowra

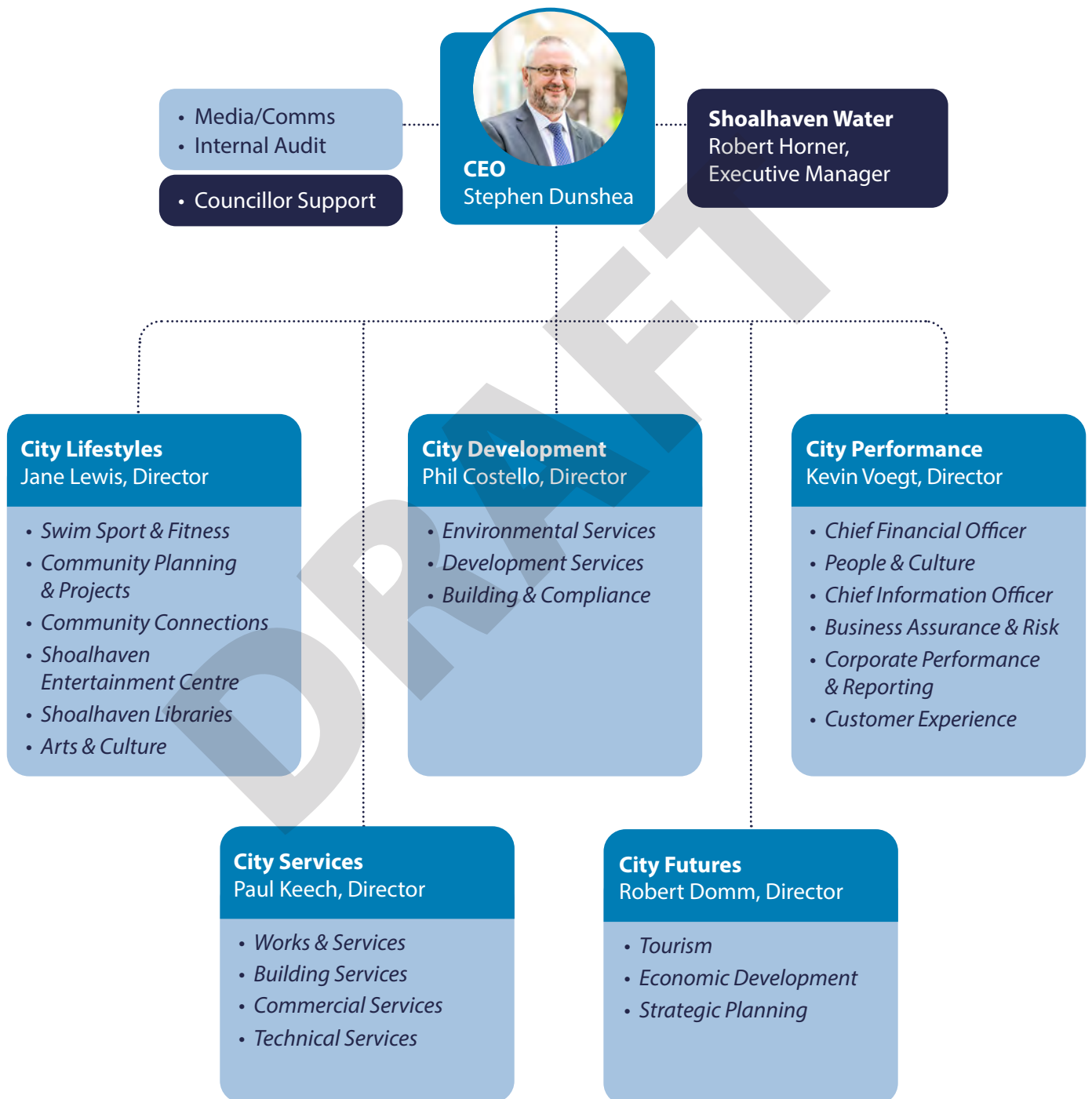
Ward 2

Ward 3

Ulladulla



Executive & Organisational Structure







Resilient, Safe and Inclusive Communities

Council will continue to work towards the vision for the Shoalhaven to emerge from the 2019-20 bushfires and its impacts in a better, stronger and more resilient position than it was prior to the emergency.

The operational plan includes activities which will minimise and mitigate the impact of future natural disasters. There is a continued focus on community recovery through programs which build the resilience of Shoalhaven community and our natural environment.

Council will continue to implement priorities from our coastal management plans and deliver asset protection projects which will safeguard important community assets and build our resilience so that we can be more prepared for future disasters.

Ongoing actions include:

- Working with partners to implement initiatives which encourage help-seeking and to build community understanding of mental health issues and available supports
- Supporting the development of a long term Community-led Resilience Plan
- Implementation of the updated Shoalhaven Adaptation Plan
- Encouragement of business growth and job creation in response to the COVID-19 pandemic
- Engagement to improve community understanding of emergency management arrangements



Important Message

This Delivery Program including the Operational Plan 2021/22 and Annual Budget has been prepared under the evolving response to the Novel Coronavirus pandemic (COVID-19), which may have a unknown impact on the delivery of Council's objectives as the situation evolves.

The financial impact of the situation is continually monitored, along with options to ensure Council continues to be managed in a fiscally responsible manner and any necessary adjustments to the 2021/22 Budget will be provided for consideration through the quarterly budget review process or sooner should the circumstances warrant.

The Draft 2021/22 Budget was developed within a number of Council endorsed strategic budget principles, including that rates be increased by 2.6% to cover known additional costs. At the 27 April Ordinary Meeting, Council resolved to increase rates only by the 2% rate peg and not the allowable 0.6% Special Rate Variation catch-up. This version placed on public exhibition has an updated Revenue Policy, however the Income Statement, Balance Sheet and Capital Works program will be updated following the exhibition period.

Our Major Projects



Shoalhaven Community & Recreation Precinct (SCaRP)

Shoalhaven Community and Recreational Precinct is an integrated regional community and recreation facility that aims to meet the needs of the Shoalhaven's growing community. In 2021/22, Council aims to progress with three components of the SCaRP masterplan. The Artie Smith component will see the commencement of the construction and delivery phase which includes new sporting facilities for AFL, Cricket and Croquet with associated sporting amenities, spectator viewing areas, car parking and supporting infrastructure.

The redevelopment of the original Bomaderry Basketball Stadium will also progress to the construction and delivery stage and aim to bring the original facility up to date and provide additional indoor recreation area for various indoor sports to supplement the Shoalhaven Indoor Sports Centre. Council aims to progress to the investigation and design phase of Stage 2 (Northern Precinct), which incorporates the new community pavilion, athletics track, and rugby league fields. This investigation and design of Stage 2 (Northern Precinct) aims to develop more detailed concepts as articulated in the masterplan, in a staged approach.



Sanctuary Point Library

Council is continuing to progress the new Sanctuary Point Library on the corner of Kerry Street and Paradise Beach Road. Concept plans have been developed and initial community consultation has been completed for this important community space, which will include a large library, community meeting rooms, a technology space, exhibition area and outdoor terrace. Following lodgement of the development application, Council will be undertaking further community consultation on the detailed design for the library with construction due to commence once funding is finalised.

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



Nowra Riverfront Precinct

The Nowra Riverfront Precinct provides a significant opportunity to shape the future of Nowra and strengthen its role as the civic, community, tourism and recreational hub for the Shoalhaven region.

Council is committed to moving forward with proposed urban design and land use planning changes that will enable the redevelopment of this key precinct. Council is actively participating in the Nowra Riverfront Advisory Taskforce that has been set up by the NSW Government to drive the revitalisation of the precinct and assist in fast-tracking development in the area. This joint state and local government approach will ensure activities are coordinated and aligned to the existing works underway, including the new Nowra Bridge and Shoalhaven Hospital Masterplan. New detailed planning and development controls will be prepared to help facilitate these changes and will involve further community consultation and input opportunities.



Material Recovery Facility

The global recycling crisis over the past 2 years prompted Council to critically analyse opportunities to improve the quality of recyclable product within the region. Success in recycling is achievable if materials can be sorted into their purest form. Council have committed to design, develop and construct a state-of-the-art materials recovery facility at West Nowra. This facility will process the recycling materials collected in the yellow lid bins, from Council's 10 depots and other local commercial operations. The Council owned and operated facility, will provide flexibility in adapting to external pressures that affect the economics and management of recycling, improve Council's landfill diversion rate and assist in the transition towards a circular economy.



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 was completed by February 2021, with construction on the Far North Collector Road to commence later in 2021 and estimated for completion by June 2024.



Boongaree – Stages 2, 3 and 4

Boongaree is quickly shaping up to becoming an attraction for the township of Berry and for the greater Shoalhaven. Council is aiming to commence the construction and delivery of stages 2, 3, and 4 which include the pump track, skatepark, practice netball courts and cricket nets, and reconciliation garden in 2021/22. As the works on Stage 1 Rotary Nature Play Park draw closer to completion, they will be complemented with a new and larger skate park, sealed pump track which will be an exciting addition to the Youth Zone. Stage 4 will see the commencement of works in the eastern precinct of Boongaree with the investigation, design and construction of two synthetic practice netball courts and four cricket nets, and the design of the reconciliation garden, a unique and educational garden. The full set of works are expected to be completed by December 2023.



Resource Recovery Facility

Household mixed-waste collected in the red lidded kerbside bins in the Shoalhaven will soon be sent to a Resource Recovery Facility to recover recyclable materials from the mixed waste stream. The new facility will be located adjacent to Council's current landfill site in West Nowra. It will be constructed and operated by Bioelektra Australia, using an autoclave process to sterilise and dry the waste, which is then readily sorted into its different recyclable 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 late 2021 and the facility is expected to be fully operational by 2023.

Our Capital Projects



Creating Prosperous Communities

- Redevelopment of Vincentia's Burton Street Mall
- Continued development of our Industrial Estates
- Ulladulla Harbour Berthing Facility.



Improving Transport Connectivity

- Replacement of 6 bridges - \$4.66M
 - Bundewallah Bridge (Berry)
 - Henry's Bridge (Cambewarra)
 - Kaloonna Bridge (Bangalee)
 - Petty's Bridge (Croobyar)
 - Tannery Bridge (Cambewarra)
 - Yarramunmun Bridge (Yalwal).



Recreational Waterways Program

- Crookhaven Heads Boat Ramp Facility - Investigation and Design
- Ulladulla Harbour Marina Visitor Pontoons
- Havilland Street, Lake Conjola New Boat Ramp Facility (Stage 1)
- Callala Bay Boat Ramp widening & walkway
- Myola Boat Ramp Upgrade Currambene Creek.



Footpaths and Cycleways

- Caulfield Pde, Old Erowal Bay - Missing Link Asphalt Path
- Nowra - Kalandar Street and South Nowra - Isa Road - Shared User Pathways*
- Wullun Close, Sanctuary Point - Path Link
- Terara Road and Ferry Lane Shared User Pathway*
- Myola Active Transport Improvements*
- Berry Street, Vincentia - Missing Link Footpath*
- Greenwell Point Road - Pyree Lane Intersection Shoulder Cycling Treatment*
- Matron Porter Drive - Bishop Drive - Shared User Pathway*
- The Springs Road Shared User Path Bridge Project*
- Ulladulla High School Safety Improvements*
- Murramurang Road - Shared User Path (Bawley Point - Kioloa)*
- Millards Creek, Princes Highway Ulladulla, Shared User Pathway Bridge Project*.

**Awaiting grant funding confirmations*



Water & Wastewater Services – Shoalhaven Water

- Moss Vale Road Urban Release area water and sewer development
- South Nowra Surcharge Main and Lyrebird Gravity Main Upgrade
- New Reclaimed Water Management Scheme (REMS) Storage Dam
- Asset protection projects identified in the Coastal Zone Management Plan.



Our finances

The 2021/22 budget is in accordance with Council's adopted budget principles for no cash deficit budgeting and provides funding for strategic priorities identified in the operational plan totalling \$496 million comprising of an operating budget of \$266 million and a capital works program of \$230 million.

Council continues to operate in the context of uncertainty with the proposed 2021/22 budget being a flexible and dynamic budget to ensure that the levels of service provided to the community remain unchanged with opportunities for expansion to be considered as and when the uncertainty decreases.

Whilst Council continues to prioritise renewal and maintenance of existing assets, the amount available for these activities remains insufficient. An average of 40% of Council's assets are beyond their expected life with many assets in a condition which is below the expected levels of service. This remains an ongoing fiscal challenge for Shoalhaven City Council, and many other Councils in NSW, and is a key factor considered in Council's long-term financial and asset management strategic plans.

Council has used the additional funds from the introduction of the Special Rates Variation (SRV) to substantively address the asset maintenance backlog. There remains an estimated backlog of \$56M of to bring assets to a satisfactory condition which meets the community's needs identified in the Community Strategic plan (CSP). Council has also identified a current funding shortfall of \$9M annually to keep assets to a satisfactory condition into the future.

Our \$230 million capital works program includes:

	2021/22 \$'000
Roads and Transport	46,137
Economic Development	35,411
Waste and Recycling Program	31,210
Open Space, Sport and Recreation	19,660
Commercial Undertakings	18,075
Buildings and Property	16,491
Internal Corporate Services	3,300
Environmental Management	3,143
Community and Culture	2,281
Fire Protection and Emergency Services	649
Regulatory Services	174
Water and Sewer Services (general fund)	9
Total General Fund	176,531
Water and Sewer Capital Works	53,674
Total Capital Program	230,214

The funding sources for the capital program are:

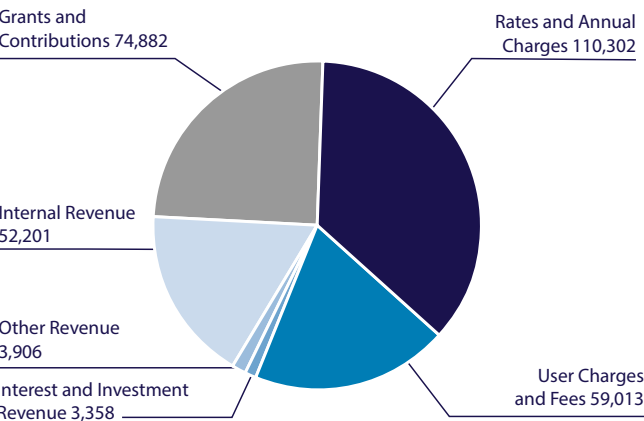
Funding Source	\$'000
Grants	50,300
Water and Sewer funds	53,683
Loans	32,714
General Fund including Carry Forwards	25,175
Existing Loans	23,411
Industrial Land	9,614
Section 7.11 Deleted	8,423
Special Rates	8,103
Waste Reserve	6,210
Plant Replacement	5,904
Section 7.11	2,211
Coast Management Infrastructure	1,411
Stormwater Levy	1,153
Other Internal Reserves	1,902
Total Capital Program	230,214

The 2021/22 balanced budget is outlined below (\$'000):

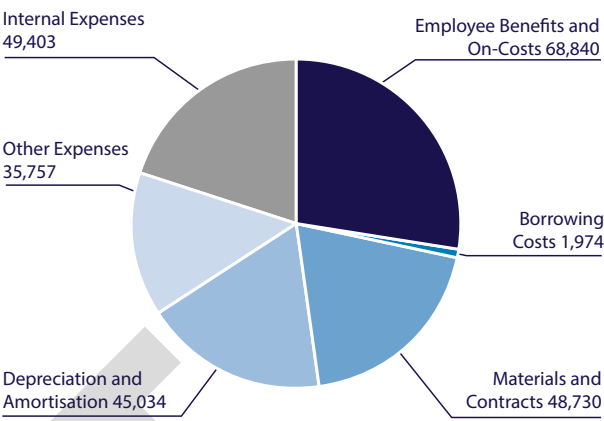
	General Fund	Water Fund	Sewer Fund
Income from Continuing Operations	303,662	29,718	55,952
Expenses from Continuing Operations	249,738	29,314	42,493
Net Operating Result	53,924	404	13,459
Net Operating results before Capital	(733)	(446)	10,109
Net Cash Movement	(59,554)	(14,960)	(10,047)
Net Reserve Movement	(59,554)	(14,960)	(10,047)
Net Unrestricted Cash Movement	0	0	0

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

General Fund

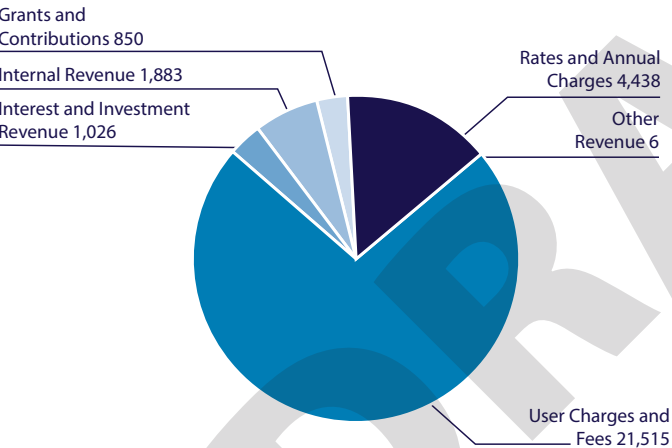


Revenue Breakdown 2021/22 (\$,000)

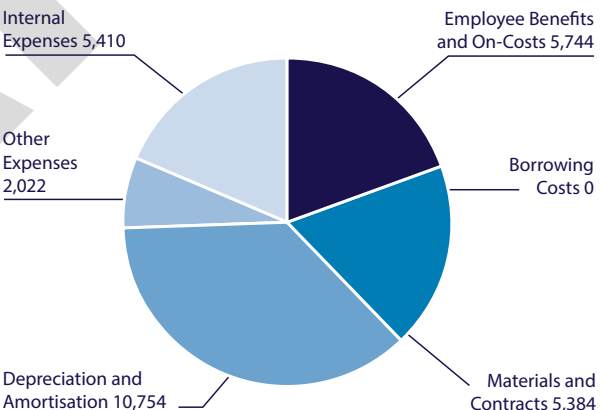


Operating Expenditure Breakdown 2021/22 (\$,000)

Water Fund

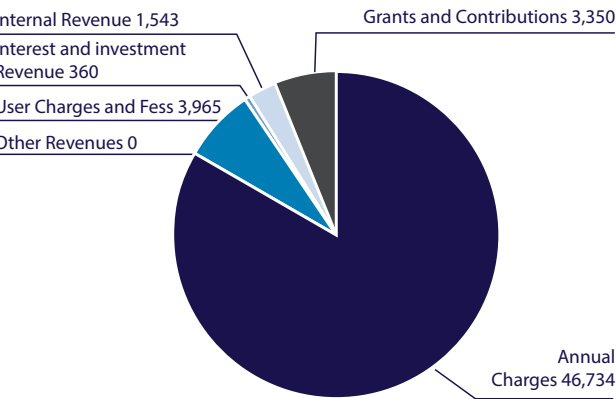


Revenue Breakdown 2021/22 (\$,000)

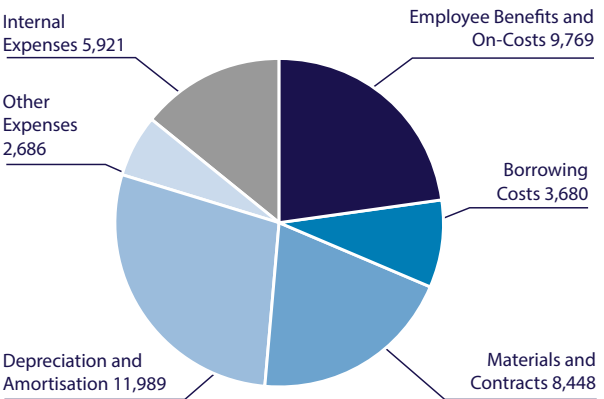


Operating Expenditure Breakdown 2021/22 (\$,000)

Sewer Fund

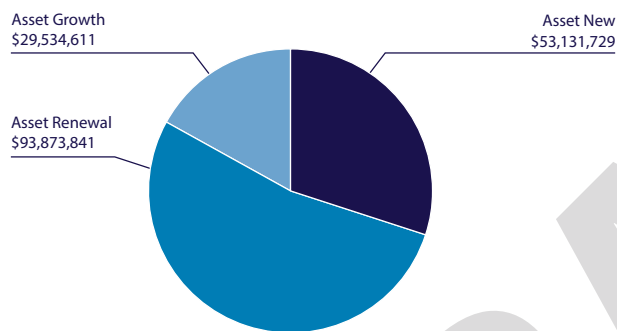


Revenue Breakdown 2021/22 (\$,000)



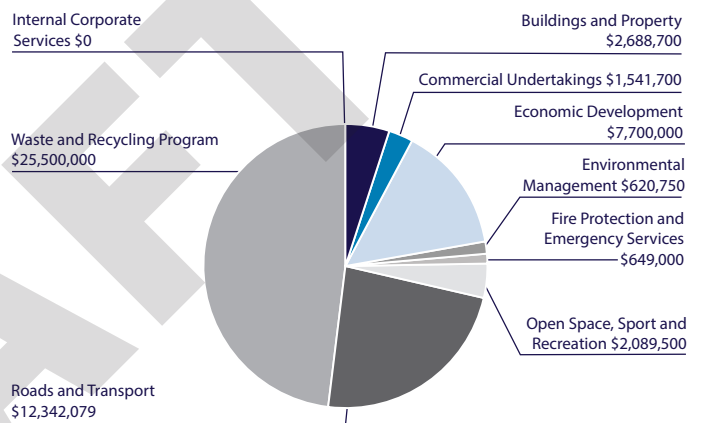
Operating Expenditure Breakdown 2021/22 (\$,000)

Capital Program 2021/22 General Fund



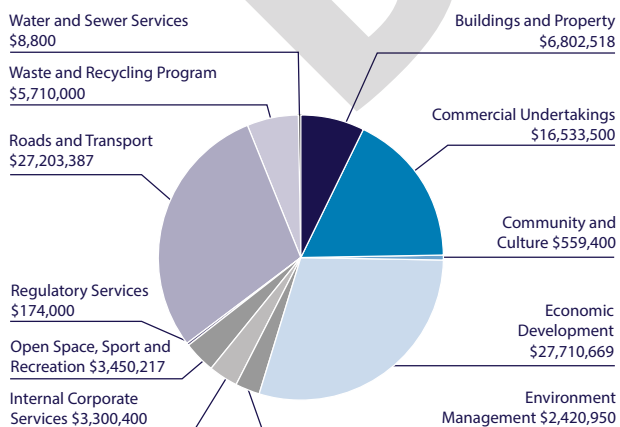
Asset New

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



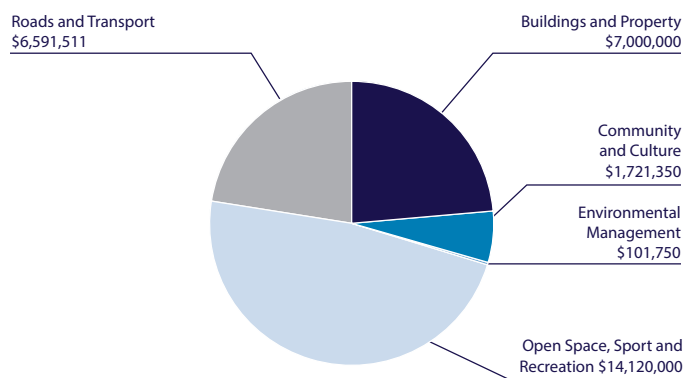
Asset Renewal

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 1,737 km of Council maintained roads
- Manage 246 road and pedestrian bridges, culverts and causeways
- Maintain 109 roundabouts.
- Maintain 247km 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.

Environment and Sustainability

- Manage 40 of the 109 beaches in Shoalhaven and including over 220 beach access ways
- Help protect 152 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 10 recycling and 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
- Manage 13 Wastewater treatment plants and 1200km sewer mains.
- 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 55 parkcare groups and 60 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 and Procurement
- Human Resources, Work Health and Safety
- Business Assurance, Governance and Legal Services
- Information and Communications Technology
- Corporate Performance and Reporting
- Customer Experience
- Communication and Engagement, Internal Audit.



17 telecommunication
towers



Protecting **152**
threatened species
in the area

Servicing **1,737km**
of Council maintained roads



An Entertainment
Centre averaging
40,000
attendees annually

Arts Centre
attracts over
29,000
visitors per year

5 libraries including
two
mobile libraries



109 roundabouts



246 road and pedestrian
bridges, culverts and causeways



water to
48,000
households &
businesses



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

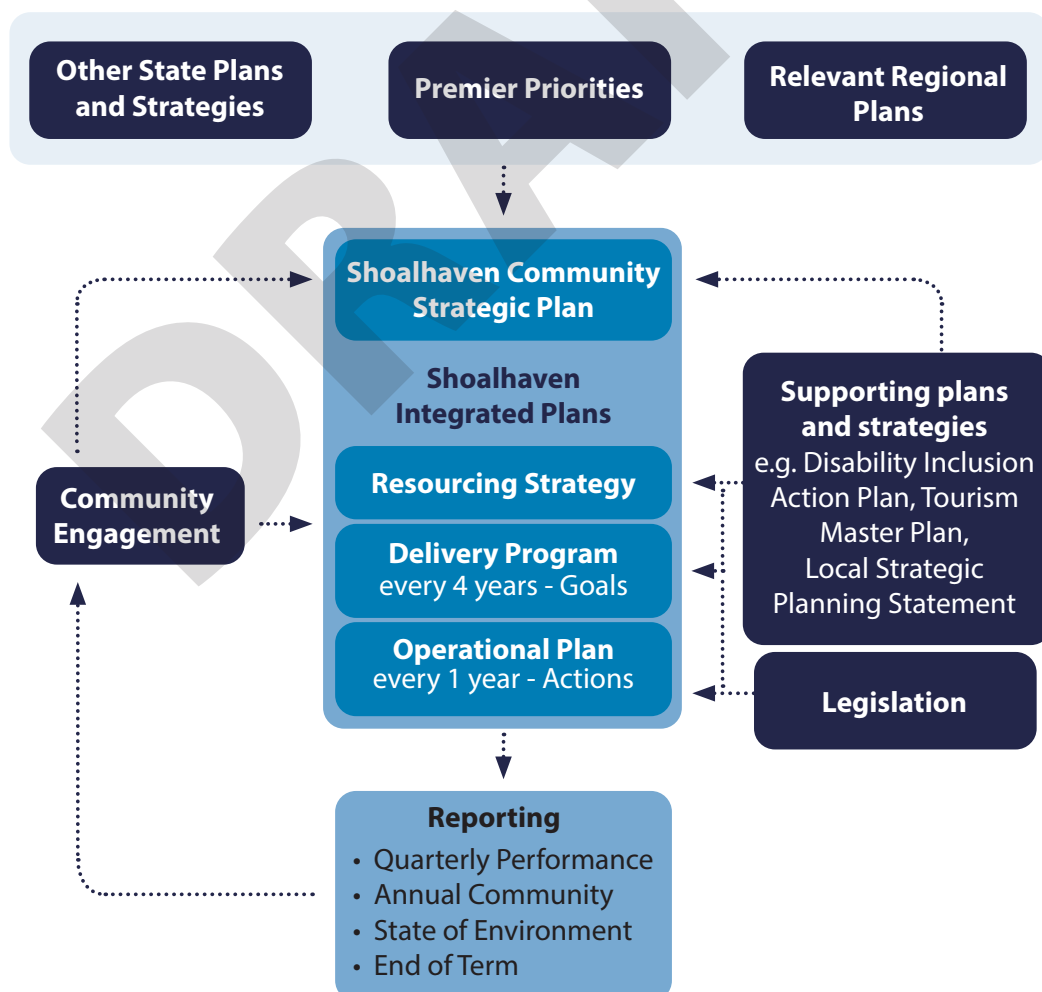
Planning & Reporting Framework

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.

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 long term 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 coming year?

Delivery Program Goal		Responsible Directorate
1.1.01	Undertake to prevent, prepare for, respond to and recover from natural disasters	• All Council
1.1.02	Support communities to become safer and stronger through positive and effective planning, partnerships and programs	• City Lifestyles City Performance
1.1.03	Develop plans and strategies which help to create an inclusive, caring and accessible community	• City Lifestyles
1.1.04	Provide solid waste and recycling collection, resource recovery and landfilling	• City Services
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.	• City Futures
1.1.06	Use Council's regulatory powers and government legislation to enhance community safety	• City Development
1.1.07	Continue to maintain and improve emergency service facilities	• City Services

**Delivery Program
Code and Action**

**Council Unit or Section
Responsible for Action**

**Reporting
Measure**

Target

What will Council do in 2021/22?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
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)	Technical Services	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	Works & Services	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	Works & Services	Audit completed, certified bushfire mitigation works assessed and asset custodians notified of rectification works by June 2022	100%
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	Number of advocacy initiatives	Count
1.1.01.05	Undertake community engagement to enhance the understanding of Emergency Management Arrangements within NSW	Technical Services	Number of community engagement sessions undertaken to enhance the understanding of NSW Emergency Management Arrangements	≥ 4
1.1.01.06	Implement high priority actions (0 -2 years) in the certified Coastal Zone Management Plan	Environmental Services	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:
NSW Premier's Priorities for Resilient, safe and inclusive communities include: • 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	A broad range of issues were identified for this theme including: • 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
Illawarra Shoalhaven Joint Organisation Strategic Priorities • 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 coming year?

Delivery Program Goal		Responsible Directorate
1.1.01	Undertake to prevent, prepare for, respond to and recover from natural disasters	• All Council
1.1.02	Support communities to become safer and stronger through positive and effective planning, partnerships and programs	• City Lifestyles City Performance
1.1.03	Develop plans and strategies which help to create an inclusive, caring and accessible community	• City Lifestyles
1.1.04	Provide solid waste and recycling collection, resource recovery and landfilling	• City Services
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.	• City Futures
1.1.06	Use Council's regulatory powers and government legislation to enhance community safety	• City Development
1.1.07	Continue to maintain and improve emergency service facilities	• City Services

What will Council do in 2021/22?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
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)	Technical Services	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	Works & Services	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	Works & Services	Audit completed, certified bushfire mitigation works assessed and asset custodians notified of rectification works by June 2022	100%
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	Number of advocacy initiatives	Count
1.1.01.05	Undertake community engagement to enhance the understanding of Emergency Management Arrangements within NSW	Technical Services	Number of community engagement sessions undertaken to enhance the understanding of NSW Emergency Management Arrangements	≥ 4
1.1.01.06	Implement high priority actions (0-2 years) in the certified Coastal Zone Management Plan	Environmental Services	Number of priority actions implemented	Count

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
1.1.01.07	Develop and implement initiatives to encourage help-seeking and to build community understanding of Mental Health issues and available supports – including newsletters and other publications.	Community Connections	Number of initiatives that engage partner organisations	Count
			Number of events (workshops/expos/info nights) completed	Count
			Percentage of partner organisations reporting new help seeking activities	≥ 80%
1.1.01.08	Deliver the Shoalhaven Community Recovery Into Resilience Project	CEO	Support development of the Long Term Community-led Resilience Plan	100%
			Deliver the agreed communications and power infrastructure installations	100%
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 Planning & Projects	Continue to develop masterplans for Council parks, reserves and sportsgrounds	100%
			Review and update the Access Areas for Dogs Policy including signage and guide	100%
1.1.02.02	Undertake social mapping to identify community needs	Community Connections	Number of social maps and/or community needs assessments completed for selected communities	≥ 3
1.1.02.03	Coordinate and support community development programs and events in the Shoalhaven	Community Connections	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

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
1.1.02.04	Partner with relevant agencies in the response to and recovery from the coronavirus pandemic	Corporate Performance & Reporting	Number of partnership initiatives in response to coronavirus pandemic	Count
1.1.02.05	Work with stakeholders to implement child safe standards to support the organisation and put strategy in place to keep children safe	People & Culture	Child Safe standards implemented by June 2022	100%
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 across precincts	Swim Sport & Fitness	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	Number of Pop Up Art workshops delivered to outlying areas	≥ 4
			Number of Students participating in curriculum based programs	≥ 500
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	Commercial Services	Reduce total waste to landfill per person	≤ 606kg
			Percentage increase recovery of waste year on year	≥ 2%

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
1.1.04.02	Deliver recycling and waste capital projects	Commercial Services	Materials Recovery Facility (MRF) developed, constructed, and commissioned by 30 June 2022	100%
			Bioelektra Processing Facility Development Approval and EPA licence obtained and construction commenced by 30 June 2022	100%
			Landfill extension preparatory works 30 June 2022	100%
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 Affordable Housing Strategy, review of the Milton-Ulladulla Structure Plan and review of the Shoalhaven's economy	Strategic Planning	Annual Council report on Strategic Planning Works Program by June 2022	100%
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	Environmental Services	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 Department	Reporting Measure	Target
1.1.06.02	Undertake environmental health regulatory inspections to ensure compliance with legislative standards	Environmental Services	Percentage of planned environmental health inspections completed	100%
			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	Certification & Compliance	Percentage of planned swimming pool inspections completed	≥ 95%
1.1.06.04	Ranger Services undertake proactive patrols in order to meet the needs of the community and council	Certification & Compliance	Number of proactive ranger patrols	≥ 3000
1.1.06.05	Undertake retail food regulatory inspections to ensure compliance with legislative standards	Environmental Services	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	Building Services	Number of RFS Strategic Planning Committee meetings held	≥ 2
1.1.07.02	Review and update State Emergency Service and Rural Fire Service Building Services agreement	Building Services	Agreement reviewed and updated by June 2022	100%

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 coming year?

Delivery Program Goal		Responsible Directorate
1.2.01	Bring the Arts to the community	• City Lifestyles
1.2.02	Provide cultural facilities that meet the needs of the community	• City Lifestyles
1.2.03	Recognise and protect our cultural heritage	• City Futures

What will Council do in 2021/22?

Operational Plan Action - Reference and Action	Responsible Department	Reporting Measure	Target
1.2.01 - Bring the Arts to the Community			
1.2.01.01	Arts & Culture	Investigate opportunities for a Regional Art Development Officer in conjunction with Create NSW	100%
	Library Services	Complete investigation into the development of a Shoalhaven Children's Festival in conjunction with Shoalhaven Entertainment Centre and Shoalhaven Regional Gallery	100%
1.2.01.02	Arts & Culture	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
1.2.01.03	Shoalhaven Entertainment Centre	Rebuild attendance to ticketed performances at the Shoalhaven Entertainment Centre	≥ 25,000
		Percentage of audience members' positive perception of the Centre's contribution to cultural life in the Shoalhaven	≥ 85%

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
1.2.01.04	Deliver Live and Local Shoalhaven to engage with the sector and increase live music performance opportunities	Shoalhaven Entertainment Centre	Number of Live and Local microfestivals featuring Shoalhaven musicians	≥ 2
1.2.01.05	Prepare Shoalhaven Live Music Action Plan	Shoalhaven Entertainment Centre	Live Music Action Plan prepared for Council adoption by June 2022	100%
1.2.01.06	Enhance the Shoalhaven Regional Gallery forecourt to improve the entrance and provide a community meeting place	Arts & Culture	Complete landscaping and associated Gallery forecourt improvements by March 2022	100%
1.2.01.07	Increase diversification of income streams to support the activities of the Shoalhaven Regional Gallery	Arts & Culture	Number of grant applications prepared and submitted	≥ 5
1.2.01.08	Continue to progress development of the Shoalhaven Arts Foundation	Arts & Culture	Funding allocated to facilitate drafting of Shoalhaven Foundation Constitution	100%
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	Number of Library events delivered	≥ 500
			Number Library Visits	≥ 420,000
			Number of Virtual Visits at Council's Libraries	≥ 374,000

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
1.2.02.02	Progress design and construction of a new Library at Sanctuary Point	Library Services	Detailed design completed for the new Sanctuary Point Library by June 2021	100%
			Completed tender for construction and commenced build for new Sanctuary Point Library	100%
1.2.02.03	Develop new Shoalhaven Libraries Strategic Plan 2021-2024	Library Services	Number of actions implemented from the Shoalhaven Libraries Strategic Plan 2021 - 2024	≥ 12
1.2.02.04	Investigate library service delivery options for the Sussex Inlet community	Library Services	Complete investigation into the library service delivery options for the Sussex Inlet community	100%
1.2.02.05	Implement the Strategic Business & Marketing Plan to support the future growth and development of the Shoalhaven Entertainment Centre	Shoalhaven Entertainment Centre Unit	Percentage increase of food and beverage income stream at Encore Café and Dining	≥ 5%
			Increase the number of Season Memberships to build audience engagement	≥ 50
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	Number of Heritage Assistance grants issued	Count
			Value of Heritage Assistance grants issued	Amount (\$)

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 coming year?

Delivery Program Goal		Responsible Directorate
1.3.01	Undertake maintenance and enhancements of Council parks and sporting fields	• City Services • City Lifestyles
1.3.02	Provide recreation and leisure facilities to meet community needs	• City Lifestyles
1.3.03	Plan, manage and provide for the social and recreational infrastructure needs of the community to ensure access, equity and sustainability	• City Lifestyles

What will Council do in 2021/22?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
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	Works & Services	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	Works & Services	Maintain Annual Parkcare volunteer hours	≥ 3,500
1.3.01.03	Deliver improved playing surfaces in precincts and Destination Parks in the Shoalhaven	Swim Sport & Fitness	Undertake annual sportsfield improvement program	100%
1.3.01.04	Develop a framework for the implementation of Asset Management Plans across Shoalhaven Swim Sport Fitness including destination parks, sporting precincts and showgrounds	Swim Sport & Fitness	Asset management plan framework completed and 25 percent populated	25%

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
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	Shoalhaven Swim Sport Fitness	Maintain the number of attendances at Council's aquatic and leisure centres	≥ 800,000
1.3.02.02	Collaborate across City Lifestyles departments to provide a range of programs to activate Destination Parks and showgrounds	Shoalhaven Swim Sport Fitness	Implement programs at each destination park - Northern Precinct	≥ 4
			Implement programs at each destination park - Central Precinct	≥ 4
			Implement programs at each destination park - Southern Precinct	≥ 4

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
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 within precincts to meet their financial reporting requirements	Swim Sport & Fitness	Percentage of Management Committees within precincts that meet financial reporting requirements	≥ 90%
1.3.03.02	Continue to deliver priorities in the Community Infrastructure Strategic Plan	Community Planning & Projects	Commence construction of pump track and skate park at Boongaree by January 2022	100%
			Commence construction of Skate Park at Bay & Basin by September 2021	100%
			Commence construction of southern section of SCARP (Artie Smith Oval) by October 2021	100%
			Finalise detailed design and commence construction of Francis Ryan Amenities, Sanctuary Point by December 2021	100%
1.3.03.03	Review and update the Community Infrastructure Strategic Plan	Community Planning & Projects	Community Infrastructure Strategic Plan updated by June 2022	100%
1.3.03.04	Review and update the Playspace Strategy and renewals program	Community Planning & Projects	Playspace strategy updated by June 2022	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:
NSW Premier's Priorities for Sustainable, liveable environments include: • Greener public spaces • Greening our city	A broad range of issues were identified for this theme including: • 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 environment • 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
Illawarra Shoalhaven Regional Plan • Economic development and employment growth • Housing and settlement • Natural environment and agriculture/resource lands • Transport and networks	
Illawarra Shoalhaven Joint Organisation Strategic Priorities • 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 coming year?

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

What will Council do in 2021/22?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
2.1.01 - Advocate for improvements to regional transport linkages				
2.1.01.01	Work with all levels of government, public transport providers/ operators and private organisations to advocate for improvements to public transport and improve transport links.	Economic Development	Number of South East Australian Transport Strategy Inc. meetings attended	≥ 3
		Strategic Planning	Number of submissions made to Transport for NSW advocating on improvements to transport planning, infrastructure and services	Count
2.1.02 - Manage and maintain administrative buildings, depots, jetties & boat ramps				
2.1.02.02	Support the organisation to review and update Asset Management Plans	Technical Services	Number of workshops and training sessions held to support Asset custodians	≥ 8
2.1.02.03	Advocate and apply for funding to deliver waterways infrastructure	Works & Services	Annual grant application program developed by June 2022	100%
2.1.02.04	Review of Community and Public Buildings for fire compliance	Building Services	Building Fire Compliance Action Plan completed by June 2022	100%
2.1.03 - Build and improve roads, bridges and drainage				
2.1.03.01	Complete the Stormwater Drainage Program as listed in the 2021-22 adopted capital works program	Works & Services	Percentage of planned stormwater drainage projects completed	85%

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
2.1.03.02	Complete the Waterways Infrastructure Program as listed in the 2021-22 adopted capital works program	Works & Services	Percentage of planned waterways infrastructure projects completed	90%
2.1.03.03	Complete the Local Road Repair Program as listed in the 2021-22 adopted capital works program	Works & Services	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	Percentage of reportable defects addressed within timeframes in the procedure	90%
2.1.03.05	Prioritise inclusions of sealing of Budgong Road / Mt Scanzi Road in the 10-year indicative capital works program	Works & Services	Priority road sealing projects included in the 10 year indicative capital works program	100%
2.1.04 - Manage footpaths and cycleways				
2.1.04.01	Provide a safe and efficient active transport network of pathways for cycling, walking and various travel needs.	Strategic Planning	Renewal of the Pedestrian and Mobility Action Plan by June 2022	100%
2.1.04.02	Create the annual maintenance program for the renewal of pathways and cycleways	Works & Services	Annual maintenance program for pathways and cycleways developed by June 2022	100%
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	Works & Services	Percentage of successful grant applications	≥ 90%
2.1.05.02	Create the annual maintenance program for the renewal of roads, bridges and drainage	Works & Services	Annual maintenance and replacement program for roads, bridges and drainage developed by June 2022	100%

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 coming year?

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

What will Council do in 2021/22?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
2.2.01 - Develop land use plans which reflect community needs and ongoing population growth				
2.2.01.01	Prepare and maintain strategies and plans outlined in the Strategic Planning Works Program to support appropriate population growth or development, and environmental conservation in Shoalhaven, including progressing the detailed planning controls for the Moss Vale Road North Urban Release Area.	Strategic Planning	Annual Council report on Strategic Planning Works Program by June 2022	100%
2.2.02 - Facilitate the provision of development that meets the changing needs and expectations of the community				
2.2.02.01	Assess and determine development applications within legislative timeframes and community expectations	Development Services	Percentage of Development Applications processed within 40 days (DAs & S4.55s)	≥ 65%
2.2.02.02	Resolve Subdivision and Subdivision Works Certificates to meet applicant and community expectations.	Development Services	Percentage of Subdivision Certificates resolved within 14 days	≥ 75%
			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	Number of recommendations implemented	Count

Operational Plan Action - Reference and Action	Responsible Department	Reporting Measure	Target	
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	Certification & Compliance	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	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 coming year?

Delivery Program Goal		Responsible Directorate
2.3.01	Improve the protection of valuable natural and cultural roadside assets	• City Services
2.3.02	Develop strategies to help to reduce Shoalhaven's carbon footprint	• City Development • City Services • Shoalhaven Water
2.3.03	Maintain and enhance the natural environment	• City Development • City Services

What will Council do in 2021/22?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
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	Works & Services	Environmental assessments completed for roadside projects	100%
2.3.02 - Develop strategies to help to reduce Shoalhaven's carbon footprint				
2.3.02.01	Coordinate implementation of the Shoalhaven Adaptation Plan 2030	Environmental Services	Number of initiatives implemented	Count
2.3.02.02	Review and update Sustainability Action Plan 2030	Technical Services	Draft Sustainability Action Plan completed by 30 November 2021	100%
2.3.02.03	Conduct energy audits at Nowra and Bomaderry Wastewater Treatment Plants to identify energy efficiency and greenhouse gas emissions reduction opportunities	Water Asset Planning & Development	Number of energy audits conducted	≥ 2
2.3.02.04	Continue 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	Technical Services	Number of initiatives implemented	Count
			Value of projects funded through the Revolving Energy Fund	Amount funded (\$)
2.3.02.05	Supervise University of Wollongong Engineering Honours student as they investigate greenhouse gas emissions from Shoalhaven water and wastewater treatment plants	Water Operations and Maintenance	Honours thesis on greenhouse gas emissions from Shoalhaven water and wastewater treatment plants completed	100%

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
2.3.03 - Maintain and enhance the natural environment				
2.3.03.01	Implement Council's policies, plans and strategies for natural area reserves	Environmental Services	Number of natural area reserves with works completed	Count
2.3.03.02	Develop and implement strategies that reduce illegal dumping in the Shoalhaven	Certification & Compliance	Number of proactive illegal dumping enforcement programs	≥ 2
2.3.03.03	Implement Council's Walking Track Asset Management Plan	Works & Services	Percentage of reported walking track asset defects repaired	100%
2.3.03.04	Progress a solution for a sustainable entrance for Lake Conjola	Environmental Services	Complete entrance opening works subject to Crown Land licence being received and Council funding the program	100%
2.3.03.05	Undertake water quality monitoring program of the Shoalhaven's estuaries, lakes, rivers and beaches	Environmental Services	Percentage of planned water quality monitoring program completed	100%
			Percentage of follow up investigations commenced in response to irregular water quality results	100%
2.3.03.06	Develop Coastal Management Programs as per the requirements of the NSW Coastal Management Act 2016 and the Coastal Manual	Environmental Services	Percentage of coastal management program complete for the Shoalhaven Open Coast and St Georges Basin Estuary	50%
			Percentage of coastal management program complete for the Shoalhaven River Estuary Coastal Management Program	50%
			Percentage of coastal management program complete for Lake Conjola Estuary	90%

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
2.3.03.07	Undertake Flood Studies and develop Flood Risk Management Plans	Environmental Services	Millards Creek and Currarong Creek Flood Study adopted by Council by October 2021	100%
			Lower Shoalhaven River and St Georges Basin Flood Risk Management Study and Plan adopted by Council by June 2022	100%
2.3.03.08	Review and implement the asset management plan for flood mitigation	Environmental Services	Length of flood mitigation assets inspected	≥ 30
			Percentage of reported flood mitigation asset defects repaired	100%
2.3.03.09	Prepare, review and implement Bushcare Group Action Plans in consultation with community	Environmental Services	Number of Bushcare Group Action Plans reviewed	≥ 8
2.3.03.10	Undertake compliance actions associated with priority weeds and biosecurity in accordance with the Regional Plan	Environmental Services	Number of priority weed inspections	≥ 1,560
			Percentage of follow up action commenced in response to failed priority weed inspections	100%
2.3.03.11	Support organisational requirements for environmental planning and assessment	Environmental Services	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:
NSW Premier's Priorities for Prosperous communities include: • Bumping up education result for children • Increasing the number of Aboriginal young people reaching their learning potential	A broad range of issues were identified for this theme including: • 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
Illawarra Shoalhaven Joint Organisation Strategic Priorities • 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.	



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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 coming year?

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

What will Council do in 2021/22?

Operational Plan Action - Reference and Action	Responsible Department	Reporting Measure	Target
3.1.01 - Work with business, government and other entities to build a strong and productive Shoalhaven economy			
3.1.01.01	Economic Development	Number of government and industry meetings attended	≥ 300
3.1.01.02	Economic Development	Number of blocks of employment land available	≥ 25
3.1.01.03	Economic Development	Develop Stage 10 at Flinders Industrial Estate	60%
		Develop Stage 5 at Albatross Aviation Technology Park	75%
		Redevelop Vincentia's Burton Street Mall	100%
		Develop a berthing facility within Ulladulla Harbour	90%
3.1.01.04	Economic Development	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	Economic Development	Increase in grant funds secured	Amount (\$)
		Number of grant applications submitted	Count

Operational Plan Action - Reference and Action	Responsible Department	Reporting Measure	Target
3.1.03 - Promote and service the Shoalhaven as a diverse tourist destination			
3.1.03.01	Tourism	Maintain strong relationships with the tourism industry through regular meetings with the Shoalhaven Tourism Advisory Group	≥ 4
3.1.03.02	Tourism	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	Tourism	Maintain or increase number of supported events	≥ 30
		Increase total return on investment for supported events	≥ 10%
3.1.03.04	Tourism	Number of approved events on Council owned or managed land	≥ 120
3.1.03.05	Tourism	Number of regular email communications to the tourism operator database	≥ 12
		Deliver financial assistance for precinct marketing programs	≥ \$20,000
3.1.03.06	Tourism	Number of additional Australian Tourism Data Warehouse listings for Aboriginal Tourism Operators	≥ 3

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
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	Tourism	Maintain a high quality of service and achieve Google business reviews equal to or above 4 stars for the Shoalhaven Visitor Centre	≥ 4*
			Grow the number of tourism ambassador volunteers	≥ 10%
			Maintain Customer Service enquiry numbers at Visitor Centres	≥ 45,000
3.1.05 - Identify individual trends and develop strategies for Holiday Haven Tourist Parks which meet business needs				
3.1.05.01	Maintain Holiday Haven Revenue at record 2020-21 level	Commercial Services	Holiday Haven Revenue compared to same period in 2020-21	Count
3.1.05.02	Review each Holiday Haven Park Contractor service level agreement every six months.	Commercial Services	Six monthly review and performance feedback provided to Contractors	100%
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 and the Nowra CBD revitalisation.	Strategic Planning	Annual Council report on Strategic Planning Works Program by June 2022	100%



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:
NSW Premier's Priorities for Responsive governance include: • Government made easy • World class public service	A broad range of issues were identified for this theme including: • 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
Illawarra Shoalhaven Joint Organisation Strategic Priorities • 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.	



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 coming year?

Delivery Program Goal		Responsible Directorate
4.1.01	Provide quality customer service through the customer service unit	• City Performance
4.1.02	Provide an accessible quality Family Day Care service	• City Lifestyles
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.	• City Services
4.1.04	Manage the delivery of infrastructure, roads, drainage and bridges	• City Services
4.1.05	Deliver a full range of Council's services at Ulladulla Service Centre	• City 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 2021/22?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
4.1.01 - Provide quality customer service through the Customer Experience Department				
4.1.01.01	Provide an excellent customer experience through resolving customer enquiries at first contact	Customer Experience	Percentage of calls to Contact Centre answered within 30 seconds	≥ 90%
			Average wait time at the Customer Service Counter	≤ 5 minutes
4.1.01.02	Ensure Council's website provides accurate and actionable customer service information and utilise digital platforms to improve service delivery	Customer Experience	Number of customer service digital initiatives implemented	≥ 3
4.1.01.03	Establish and grow Council's new Contact Centre	Customer Experience	New Customer Experience team trained and new phone software operating by August 2021	100%
			Customer Quality Assurance plan developed by September 2021	100%
			Service levels agreed and calls transitioned to the new Contact Centre by December 2021	100%

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
4.1.02 - Provide an accessible quality Family Day Care service				
4.1.02.01	Coordinate the delivery of a high quality Family Day Care service	Community Connections	Increase the total 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	Commercial Services	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	Commercial Services	Contribution to Industry Associations and Statutory Authorities through meeting attendance	100%

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
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	Annual new capital works program for roads, bridges and drainage developed by June 2022	100%
4.1.04.02	Far-North Collector Road	Technical Services	Present a financial and works program to Council before 31 August 2021	100%
4.1.04.03	East Nowra Sub Arterial Road	Technical Services	Present an option report to Council before 31 August 2021, having regard to the latest geotechnical information received	100%
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 Service Centre	Percentage of the full range of Council services that can be accessed via the Ulladulla Service Centre	100%
4.1.06 - Plan and deliver Water and Wastewater Capital Works				
4.1.06.01	Construct Sewer & Water infrastructure to support Moss Vale Road Urban Release Areas	Water Asset Planning & Development	Percentage of annual capital works completed that support Moss Vale Road Urban Release Areas	100%

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 coming year?

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

Delivery Program Goal		Responsible Directorate
4.2.07	Continue to provide Financial operations	City Performance
4.2.08	Continue to deliver the Technology One project to provide ongoing improvements to internal Council systems and operations	City Performance
4.2.09	Continue to provide mechanical and fabrication services to support the operations of Council	City Services
4.2.10	Identify and pursue opportunities for investment in property and proactively manage Council's property portfolio to maximise returns	- City Services - City Futures
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	Shoalhaven Water
4.2.12	Use Council's regulatory functions and government legislation - Shoalhaven Water	Shoalhaven Water
4.2.13	Enhance Asset Management Capability - Shoalhaven Water	Shoalhaven Water

What will Council do in 2021/22?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
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 Performance & Reporting	Produce the Annual Report by November 2021	100%
			Develop new Delivery Program Operational Plan by June 2022	100%
4.2.01.02	Support collaboration through Illawarra Shoalhaven Joint Organisation (ISJO) to advance Council and regional strategic objectives	Corporate Performance & Reporting	Number of partnership initiatives for mutual benefit of ISJO stakeholders	≥ 4
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	Audit, Risk and Improvement Committee meetings delivered as per the Charter requirements	5
4.2.02.02	Provide legal services and support to the organisation including management of the external legal services panel	Business Assurance & Risk	Quarterly reporting to Executive Management Team on use of Panel and Legal issues facing Council	4
4.2.02.03	Increase knowledge and awareness of current legal issues impacting the organisation	Business Assurance & Risk	Number of legal education sessions delivered for Councillors and council staff	≥ 3

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
4.2.02.04	Provide organisational support for the corporate planning and audit reporting software	Corporate Performance & Reporting	Percentage management satisfaction with the planning and reporting tool	≥ 70%
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	Key templates with corporate branding identified and available for business	100%
4.2.03.02	Review and implement Council's Media and Social Media Policy	Communications & Engagement	Deliver Media improvement training for key staff and media spokespeople	100%
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	People & Culture	Updated Workforce Plan completed by June 2022	100%
			Number of Equal Opportunity Plan initiatives implemented	Count
			Leadership Development Program implemented by June 2022	100%

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
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	People & Culture	Number of Strategic WHS Plan initiatives implemented	≥ 8
4.2.05.02	Ensure Safety Performance improvement compared to previous 3 year period	People & Culture	Percentage improvement in Lost time Injury Frequency Rate	≥ 5%
4.2.05.03	Process application requests for access to public information	Business Assurance & Risk	Percentage of formal GIPA requests met within statutory requirements	100%
4.2.05.04	Review and update Council's Business Continuity Planning Documents	Business Assurance & Risk	Staff provided training on revised Business Continuity Plans	100%
4.2.05.05	Support the 2021 Shoalhaven City Council Local Government Elections	Business Assurance & Risk	Elections delivered as required by NSW Election Commissions	100%

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
4.2.05.06	Review and Implement Risk Management Framework	Business Assurance & Risk	Risk Register reported to Executive Management Team and Audit Committee	4
4.2.05.07	Manage Workers Compensation Self - Insurers Licence	Business Assurance & Risk	Achieve SIRA Auditing requirements for Workers Compensation Insurers Licencees	96%
4.2.05.08	Provide effective, proactive and strategic support to the organisation for Human Resources	People & Culture	Number of workplace change initiatives implemented	Count
			Recruitment and onboarding process reviewed and updated by June 2022	100%
			Develop the talent attraction strategy by June 2022	100%
4.2.06 - Continue to provide software and IT solutions to ensure ongoing support for operational requirements				
4.2.06.01	Provide spatial services including Council's cadastre and land information maintenance, online GIS, mapping systems integration, road and place naming and property addressing.	Information Services	Percentage of Addressing and Road Naming applications processed within 7 days	100%
			Percentage of registered plans processed within 2 days of Land Registry Services notification	100%

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
4.2.06.02	Maintain and improve Council's corporate business systems to ensure legislative compliance, effective operation and security	Information Services	Council software licence compliance maintained	100%
4.2.06.03	Provide effective, secure and efficient record keeping frameworks and services to meet strategic, legislative and operational requirements of the organisation	Information Services	Percentage of strategic Information Management Service Review recommendations implemented	≥ 50%
4.2.06.04	Provide efficient and secure Information Technology Support Services and Systems	Information Services	Percentage of service desk requests completed within service level agreements	≥ 80%
			Critical systems Up Time	≥ 99.9%
4.2.06.05	Commence planning for consolidation of Council's name and address register	Information Services	Strategic direction adopted and implementation strategy endorsed by June 2022	100%
4.2.07 - Continue to provide Financial operations				
4.2.07.01	Continue to improve operating efficiencies in Revenue Unit	Finance	Percentage of electronic rate notice distribution	≥ 20%
4.2.07.02	Manage Council's liquidity	Finance	Rates and annual charges outstanding	≤ 10%
4.2.07.03	Continue to improve operating efficiencies in Payroll Unit	People & Culture	Number of timesheet employees transitioned to electronic time and attendance system	≥ 50
4.2.07.04	Manage Council's Investment Portfolio to maximise returns with due consideration for risk, liquidity and security	Finance	Investment portfolio performance above AusBond Bank Bill Index	Count

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
4.2.07.05	Ensure procurement probity controls are in place and non-compliance is regularly reported to the Executive Management Team	Finance	Quarterly Non-compliance report provided to the Executive Management Team	4
4.2.07.06	Comply with the engagement timetable for the 2020/21 financial statements	Finance	Annual audited statement adopted without qualified comments by October 2021	100%
4.2.07.07	Approval of 2021-22 Budget assumptions by Council	Finance	2021-22 Budget assumptions approved by 31 December 2021	100%
4.2.07.08	Continue OneCouncil business improvement initiatives to achieve efficiencies and improve levels of service provided by Finance Department	Finance	Number of improvement initiatives implemented	Count
4.2.07.09	Improve integration of Council's resourcing strategies with the Long Term Financial Plan to provide more accurate long term forecasting	Finance	Updated Long Term Financial Plan endorsed by 30 June 2022	100%

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	Project Manager - Corporate Systems	Phase 4 - Regulatory DA Management - System live by July 2021	100%
			Reporting, Dashboarding and Data Strategy established across OneCouncil System by Feb 2022	100%
			Phase 4 - CRM, System Live by March 2022	100%
			Worx.Online Implementation Complete by June 2022	100%

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
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	Commercial Services	Deliver plant and vehicles in accordance with the approved Replacement Program	≥ 95%
			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	Building Services	Vacancy rate (across all categories) of Council tenanted buildings	≤ 5%
4.2.10.02	Update the Shoalhaven City Council Property Strategy	Strategic Property	Property Strategy reviewed and updated by June 2022	100%
4.2.11 - Provide efficient, effective and affordable Water and Wastewater services				
4.2.11.01	Ensure water is affordable for our customers	Water Business Services	Maintain ranking in the top 10% of the most affordable water price in utility category	10%
4.2.11.02	Undertake regulatory and business performance reporting and report results annually to Council	Water Business Services	Provide data for the annual Water Industry National Performance Report and report results to Council	100%
			Participate in the annual Best Practice Management for Water Supply and Sewerage Systems Audit and report results to Council	100%

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
4.2.12 - Operate and Maintain Water and Wastewater Schemes to Regulatory Requirements				
4.2.12.01	Improve Shoalhaven Water's levels of service for Development & Regulatory Function	Water Asset Planning & Development	Percentage of Development Application and subdivision referrals completed within 21 days	≥ 80%
			Percentage of all approved Tradewaste discharge locations inspected	≥ 90%
4.2.12.02	Implement initiatives to reduce the number of dry weather sewage overflow events	Water Operations & Maintenance	Percentage of sewer relining program completed	100%
			Number of monitoring sensors installed and monitored using "Internet of Things" technology	100
4.2.12.03	Provide potable water supply in accordance with Australian Drinking Water Guidelines.	Water Operations & Maintenance	Number of E-Coli incidents encountered through testing program	0
4.2.13 - Develop asset resilience and security of water supply programs.				
4.2.13.01	Investigate asset resilience and security of water supply opportunities	Water Asset Planning & Development	Options Report completed and Concept adopted for improved transfer of water from Northern to Southern Shoalhaven	100%

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 coming year?

Delivery Program Goal		Responsible Directorate
4.3.01	Improve and enhance council's communication and engagement with the community about our future direction, major projects, key policies and messages	• CEO
4.3.02	Support effective communications between Council and community	• CEO
4.3.03	Build community awareness and involvement in the natural environment	• City Development
4.3.04	Continue to inform and consult with the community about planning and development policies and applications in accordance with legislative requirements	• City Development • City Futures

What will Council do in 2021/22?

Operational Plan Action - Reference and Action		Responsible Department	Reporting Measure	Target
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	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	Increase the publication of positive media releases through media outlets	≥ 5%
			Increase the engagement 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	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	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	Number of formal exhibitions or consultations	Count

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Budget

2021/22



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 2021/22

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.

A 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 2020/2021 Shoalhaven City Council could increase rates by maximum 5% (2.6% rate peg plus 2.4% increase in addition to the rate peg as per approved SRV). However, considering unprecedented times of COVID-19 pandemic, Shoalhaven City Council did not take up full SRV and increased rates by 2.6% (rate peg only) in 2020/21. According to the Local Government Act 1993, Council has up to 10 years to catch-up on the Special Rates Variation increase that wasn't taken up last financial year.

Considering the ongoing impact of the COVID-19 pandemic, Shoalhaven City Council will not take up any SRV catch-up from last year and will instead increase rates by 2.0% (rate peg only) in 2021/22.

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, the Council will catch-up on the shortfall in general income in the following years.

The major assumptions included in the 2021/22 estimates are:

Consumer Price Index (CPI)	0.26% (mid-point of RBA inflation target range)
Heavy and civil engineering construction Australia	0.51% (source: ABS Producer Price Index 3101)
Population Growth	0.67% pa (source: forecast. id)
Number of Assessable Properties	+1.0% pa
Rate Increases	2.0% increase
Financial Assistance Grant	CPI
Other Recurrent Government Grants	+2.0% pa
Interest on Investments	1.5% (estimate of weighted average return applied to cash flow projection)
Employee Costs	2% award increase
On-Costs	38.9%
Materials and Contracts	0.5%
Electricity Costs	no increase
Borrowings Repayment Schedule	10 years
Interest Expense For New Loans	1.9%
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 2020/21 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 \$668, with the exception of Residential – Non-Urban category that has a base of \$47 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 categorised as Business Permit (i.e., Crown leases such as permissive occupancies, jetties, slipways, moorings, pastoral leases, etc.).

The following rates are proposed for 2021/22 in respect of each category of ordinary rate levied by Council:

- **Residential:** Will be levied a base amount of \$668 and an ad valorem rate of 0.18112 cents in the \$ for Ordinary Residential Rates and a base amount of \$47 and an ad valorem of 0.18112 cents in the \$ for Residential-Non-Urban Rates.
- **Farmland:** The rates for both Farmland and Dairy Farmland will be levied a base amount of \$668 and an ad valorem rate of 0.1501 and 0.07640 cents in the \$, respectively.
- **Business:** All sub-categories will utilise the same base amount of \$668, 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 0.56070 cents in the \$, Business Permit 0.37282 and Business Commercial Industrial 0.26240.

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

Sub-Category	No. of Rateable Properties	Land Value	Average Land Value	Ad Valorem (c in \$)	Base Rate Amount (\$)	Base Rate %age	Ad Valorem Yield (\$)	Base Rate Yield (\$)	Total Rate Yield (\$)
Residential									
Ordinary Residential Rates	54,852	\$20,285,733,305	\$369,829.73	0.18112	\$668.00	49.93%	\$36,741,520	\$36,640,835	\$73,382,355
Residential Non Urban Rates	948	\$36,762,400	\$38,778.90	0.18112	\$47.00	40.09%	\$66,584	\$44,556	\$111,140
Farmland									
Ordinary Farm-land Rates	662	\$904,500,200	\$1,366,314.50	0.15010	\$668.00	24.57%	\$1,357,655	\$442,216	\$1,799,871
Farmland Rates - Dairy Farmers	141	\$251,131,000	\$1,781,070.92	0.07640	\$668.00	32.93%	\$191,864	\$94,188	\$286,052
Business									
Ordinary Business Rates	152	\$1,782,320	\$11,725.79	0.37282			\$6,645		\$6,645
Business Nowra Rates	364	\$229,907,900	\$631,615.11	0.56070	\$668.00	15.87%	\$1,289,094	\$243,152	\$1,532,246
Business Commercial / Industrial Rates	1,775	\$1,043,015,190	\$587,614.19	0.26240	\$668.00	30.23%	\$2,736,872	\$1,185,700	\$3,922,572
Total	58,894	\$22,752,832,315					\$42,390,233	\$38,650,647	\$81,040,880

Special Rate Variations

As shown in the summary below, Council continues to improve its operational efficiencies and in 2021/22 \$1.3million of SRV was reallocated from funding Council operations to Roads Renewal Program. This shift in allocation is in line with the Council's IPART SRV Application.

	2019/20 SRV Levied	2020/21 Special Rates Levied Increased by the Ratepeg (2%) only
Assist to Cover Existing Operating Costs	68,503	65,662
Additional Operations	3,036,916	2,838,413
Fund new/enhanced service levels (i.e. sustainability program)		
Additional Maintenance - Roads	630,375	642,983
Additional Maintenance - Buildings	210,125	214,328
Additional Maintenance - Parks and Reserves	210,125	214,328
Additional Operations	2,091,000	2,143,275
Capital Expenses		
Roads and Transport Renewals	2,371,293	3,419,499
Streetscape renewal	525,313	535,819
Sports Grounds Upgrades	224,446	535,819
Public Amenities	314,000	
Buildings Renewals	1,781,000	1,081,000
Loan Repayments		
Principal Repayments - Verons Estate infrastructure	80,478	83,319
Total:	11,543,574	11,774,445

The special rate introduced in 2013/2014 of 4.6% created additional revenue of approximately \$2.75 million in 2021/22. The escalated funds will be used for the following projects in 2021/22:

Capital Renewal	
Callala Beach Rd	450,000
Matron Porter Dr	300,000
Meroo Rd Design & Completion	275,000
Old Southern Road, Browns Rd to Twin Waters South	98,000
Tourist Rd	483,600
Village Dr - Highway to Timbs	200,000
Streetscape - Owen St Huskisson - North side	100,000
Murramarang Rd Bawley Pt CH0.320-1.360	500,000
Lake Conjola Entrance Rd (partially funded by SRV)	174,752
Jacobs Dr	171,360
Total	2,752,712

Council

Special Rates

Special Category Rates – Sussex Inlet CBD Promotion

Council has maintained a special category rate for 2021/22 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.



In respect of each special rate levied by Council, the following are proposed as the special rates for 2021/22:

Sub-Category	No. of Rateable Properties	Land Value	Average Land Value	Ad Valorem (c in \$)	Base Rate Amount (\$)	Base Rate %age	Ad Valorem Yield (\$)	Base Rate Yield (\$)	Total Rate Yield (\$)
Residential									
Verons Road Upgrade Special Rate - Dwelling Potential (commenced 1 July 2017)	22	\$9,440,000	\$429,090.91	0.62359	\$2,673.98	49.98%	\$58,867	\$58,828	\$117,694
Verons Road Upgrade Special Rate - No Dwelling Potential (commenced 1 July 2017)	10	\$2,127,000	\$212,700.00	0.14010	\$298.00	50.00%	\$2,980	\$2,980	\$5,960
Nebraska Road Construction Special Rate	23	\$2,402,400	\$104,452.17	0.11677	\$121.00	49.80%	\$2,805	\$2,783	\$5,588
Jerberra Rd Infrastructure	106	\$27,147,100	\$256,104.72	0.43171	\$1,103.76	49.96%	\$117,197	\$116,999	\$234,195
Jerberra Electrcity Infrastructure	106	\$27,147,100	\$256,104.72	0.14580	\$371.55	49.88%	\$39,580	\$39,384	\$78,965
Jerberra Road - E2	16	\$469,000	\$29,312.50	0.88001	\$257.56	49.96%	\$4,127	\$4,121	\$8,248
Business									
Sussex Area Special Rates	99	\$51,790,315	\$523,134.49	0.03167			\$16,402	\$0	\$16,402
Total	382	\$120,522,915					\$241,959	\$225,094	\$467,053

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 2021/22 will remain at \$25.00 per eligible residential or business rate assessment. The charge per strata assessment for the 2021/22 rating period will remain at \$12.50.

The Stormwater Management will be spent on the following projects:

Proposed Drainage Projects	Proposed Budget (\$)	Funding Sources		
		General Fund (\$)	Other (\$)	Stormwater Levy (\$)
Bawley Point - 33 Harrington Cr - Coastal Ero-rehab (design)	5,000	5,000	0	0
Bawley Point - Coastal Erosion - rehab stormw out - (design)	6,000	6,000	0	0
Conjola Park - Cameron/Hayward St - Drainage Improvement	45,000	45,000	0	0
Culburra Bch-Prince Edwards Av (skate prk)-water qual invest	5,000	5,000	0	0
Curtis St/Village Dr - Ulladulla	110,000	0	0	110,000
Environmental Stormwater Management	82,300	0	0	82,300
Fishermen Paradise - Cornfield/Anglers Pde - S'water Improve	18,000	18,000	0	0
Greenwell Pt - Church St/Comerong Av - S'water design	11,000	0	0	11,000
Hyams Beach - Cyrus St - S'water Pipe Outlet rehab (design)	17,000	17,000	0	0
North St / Kingsley Av - Ulladulla	140,000	140,000	0	0
Nowra - Greenwell Point Rd - Drainage(Surv/Invest/Des)	25,000	25,000	0	0
Nowra - Hyam St - marshland water quality assessment	7,000	7,000	0	0
Pipe inspection, renewal & refurbishment - Basin	105,000	0	0	105,000
Pipe inspection, renewal & refurbishment - Central	105,000	0	0	105,000
Pipe inspection, renewal & refurbishment - North	105,000	0	0	105,000
Pipe inspection, renewal & refurbishment - south	105,000	0	0	105,000
Piping easements in Existing Subdivisions (POL16/143) -	25,000	0	0	25,000
Sanctuary Point - 52 Sanctuary Point Rd -Drain Ease (Design)	8,000	8,000	0	0
Sanctuary Point - Fredrick St K&G (design)	10,000	10,000	0	0
Sanctuary Point-5-7 Pelican St-Pipe Capacity Invest (design)	7,000	7,000	0	0
Sanctuary Point-Fredrick St/Karne St-Upgrade existing(design)	8,000	8,000	0	0
Shoalhaven Heads - DiscoveryPI/NoakesSt - Sinkholes - Remedi	75,000	0	0	75,000
Strategic Stormwater Catchment Studies	21,000	0	0	21,000
Sussex Inlet - Road Subsoil Drains - stage 1 improvements	29,000	29,000	0	0
Sussex Inlet - River Rd (129) / Lagoon Cr	15,000	15,000	0	0
Woodglen Cres - Mollymook Beach	140,000	0	0	140,000
Worrigee - Worrigee Rd/Isa Rd Intersection - Drainage Const	260,000	40,000	0	220,000
Worrigee Rd/Isa Rd Intersection	30,000	30,000	0	0
	1,599,300	446,300	0	1,153,000

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 2021/22 financial year as follows:

Type of organisation/ rental	Number	Amount
Community Groups	56	\$755,000
Men's Shed	8	\$16,500
Golf club	2	\$64,615
Preschool/Childcare Playgroups	14	\$487,700
Sports Groups	3	\$20,400
Meals on Wheels	6	\$45,100
Telcos	14	\$40,920
Outdoor dining	60	\$36,000
		\$1,466,235

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

- 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

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 Given the long-term effect of drought conditions in the City, Council proposes to continue its drought assistance measures.

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.

However, in response to the financial impacts faced by the community as a result of the COVID-19 Pandemic and in accordance with section 566(3) of the Act, it has been determined that the rate of interest payable on overdue rates and charges for the period 1 July 2021 to 30 June 2022 (inclusive) will be 1.5% per annum.

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

Pricing Methodology

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

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

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

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

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

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

- 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.

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 2021/22 is:

General Fund Projects	2021/22	Funding Source
Bioelektra Resource Recovery Facility	\$7,000,000	Waste Fund
Materials Recovery Facility (will not be required if BLER Grant application is successful)	8,000,000	Waste Fund
Bomaderry Basketball Stadium	\$1,250,000	General Fund
Caravan Park Development	\$5,264,300	Additional Revenue from Tourist Parks
Local Roads Renewal	\$2,500,000	General Fund
Sanctuary Point - Francis Ryan Reserve - New Amenities	\$900,000	General Fund
Hyams Beach Reserve – New Amenities	450,000	General Fund
Total	\$25,364,300	
Additional Provision for Borrowings		
Matching Funding for potential grants (\$6 million for Sanctuary Point Library and \$1.35 million for Ulladulla Skate Park)*	\$7,350,000	General Fund
Grand Total	\$32,714,300	
Total General Fund Loans	\$12,450,000	

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

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 2021/22 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 2021/22 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**	\$10,360
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
Community Consultative Body	Ulladulla & Districts Community Forum	\$500

Purpose	Recipient	Amount
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	\$31,000
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 **	\$10,180
Sponsorship	Cancer Council Relay for Life - Milton *	\$1,285
Sponsorship	Cancer Council Relay for Life - Nowra *	\$6,360

Purpose	Recipient	Amount
Hire Fees - Callala Community Centre	Friends of Callala Seniors Group	\$1,270
Rates Shoalhaven City Council	Property & Public Halls	\$32,200
Rental Assistance	Sussex Inlet CTC	\$8,530
School of Arts Fees - Albatross Music Company	Albatross Music Company*	\$8,970
School of Arts Fees - Music Shoalhaven	Music Shoalhaven*	\$1,205
School of Arts Fees - Shoalhaven City Concert Band	Shoalhaven City Concert Band*	\$2,520
Nowra Showground Pavilion Fees	Helping the Homeless Soup Kitchen*	\$6,410
Nowra School of Arts Annex Fees	Lay Missionaries of Charity*	\$4,250
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		\$282,835
Uncommitted Donation Allocation		\$28,284
Total		\$311,119
Other Programs		
Events - Tourism		\$135,000
Holiday Haven Programs/Commercial		\$10,458
Business Awards		\$41,415
Planning Service - Heritage Programs		\$21,422
Other Programs - Total		\$208,295
Full Total		\$519,414

* Paid by internal journal transfer

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

General Fund Budget

Changing restrictions and unexpected business disruption that is being experienced due to the COVID-19 pandemic response might have significant financial consequences on the proposed 2021/22 Budget.

The financial impact of this situation is monitored, along with options to ensure Council continues to be managed in a fiscally responsible manner and any necessary adjustments to the 2021/22 Budget will be provided for consideration through the quarterly budget review process or sooner should the circumstances warrant.

Important Message



The Draft 2021/22 Budget was developed within a number of Council endorsed strategic budget principles, including that rates be increased by 2.6% to cover known additional costs. At the 27 April Ordinary Meeting, Council resolved to increase rates only by the 2% rate peg and not the allowable 0.6% Special Rate Variation catch-up. This version placed on public exhibition has an updated Revenue Policy, however the Income Statement, Balance Sheet and Capital Works program will be updated following the exhibition period.

	Estimated Result For the Year Ending 30 June
	2021/22
	\$'000
Income Statement - Consolidated	
Income from Continuing Operations	
Revenue:	
Rates and Annual Charges	161,473
User Charges and Fees	84,491
Interest and Investment Revenue	2,900
Other Revenues	3,912
Grants and Contributions provided for Operating Purposes	20,225
Grants and Contributions provided for Capital Purposes	58,857
Total Income from Continuing Operations	331,858
Expenses from Continuing Operations	
Employee Benefits and On-Costs	87,394
Borrowing Costs	5,459
Materials and Contracts	64,307
Depreciation and Amortisation	67,777
Other Expenses	40,787
Total Expenses from Continuing Operations	265,724
Net Operating Result	66,134
Net Operating Result before grants and contributions provided for capital purposes	7,277

**Estimated Result
as at 30 June**

2021/22

\$'000

Statement of Financial Position - Consolidated

ASSETS

Current Assets

Cash and Cash Equivalents	28,746
Investments	63,368
Receivables	20,309
Inventories	3,522
Other	1,103
Non-current Assets Classified as 'Held for Sale'	0
Total Current Assets	117,048

Non-Current Assets

Investments	8,000
Receivables	7,163
Inventories	9,783
Infrastructure, Property, Plant & Equipment	3,105,800
Investment Property	1,650
Intangible Assets	8,331
Right of use assets	222
Total Non-Current Assets	3,140,949
Total Assets	3,257,997

LIABILITIES

Current Liabilities

Payables	21,548
Income received in advance	1,606
Contract liabilities	6,316
Lease liabilities	146
Borrowings	15,604
Provisions	33,026
Total Current Liabilities	78,246

Non-Current Liabilities

Payables	0
Lease liabilities	84
Borrowings	171,340
Provisions	6,408
Total Non-Current Liabilities	177,832
Total Liabilities	256,078
Net assets	3,001,919

EQUITY

Retained Earnings	1,699,030
Revaluation Reserves	1,302,889
Total Equity	3,001,919

	Estimated Result For the Year Ending 30 June
	2021/22
Statement of Cash Flows - Consolidated	\$'000
Cash Flows from Operating Activities	
Receipts:	
Rates and Annual Charges	161,473
User Charges and Fees	84,491
Interest and Investment Revenue	2,900
Grants and Contributions	79,082
Other Revenues	3,912
Payments:	
Employee Benefits and On-Costs	(87,394)
Borrowing Costs	(5,459)
Materials and Contracts	(64,307)
Other Expenses	(40,787)
Net Cash Provided from Operating Activities	133,911
Cash Flows from Investing Activities	
Receipts:	
Sale of Investment Securities	82,000
Sale of Investment Property	0
Sale of Real Estate	2,400
Sale of Infrastructure, Property, Plant & Equipment	3,116
Payments:	
Purchase of Infrastructure, Property, Plant & Equipment	(223,653)
Purchase of Real Estate Assets	(6,561)
Net Cash Provided from Investing Activities	(142,698)
Cash Flows from Financing Activities	
Receipts:	
Proceeds from Borrowings & Advances	32,714
Payments:	
Repayment of borrowings & Advances	(16,885)
Net Cash Provided from Financing Activities	15,829
Net Increase/(Decrease) in Cash & Cash Equivalents	7,042
Plus: Cash & Equivalents - beginning of year	21,704
Cash & Equivalents - end of year	28,746

Income Statement - General Fund

\$'000

Income from Continuing Operations

Revenue:

Rates and Annual Charges	110,301
User Charges and Fees	59,011
Interest and Investment Revenue	3,358
Other Revenues	3,906
Internal Revenue	52,201
Grants and Contributions provided for Operating Purposes	20,225
Grants and Contributions provided for Capital Purposes	54,657
Total Income from Continuing Operations	303,659

Expenses from Continuing Operations

Employee Benefits and On-Costs	68,840
Borrowing Costs	1,974
Materials and Contracts	48,730
Depreciation and Amortisation	45,034
Other Expenses	35,757
Internal Expenses	49,403
Total Expenses from Continuing Operations	249,739
Net Operating Result	53,920
Net Operating Result before grants and contributions provided for capital purposes	(737)

	Estimated Result as at 30 June
	2021/22
Statement of Financial Position - General Fund	\$'000
ASSETS	
Current Assets	
Cash and Cash Equivalents	10,261
Investments	35,351
Receivables	12,986
Inventories	2,285
Other	1,103
Non-current Assets Classified as 'Held for Sale'	0
Total Current Assets	61,986
Non-Current Assets	
Investments	4,326
Receivables	4,130
Inventories	9,783
Infrastructure, Property, Plant & Equipment	2,057,469
Investment Property	1,650
Intangible Assets	5,625
Right of use assets	222
Total Non-Current Assets	2,083,205
Total Assets	2,145,191
LIABILITIES	
Current Liabilities	
Payables	13,413
Contract liabilities	6,316
Lease liabilities	146
Borrowings	10,188
Provisions	33,026
Total Current Liabilities	63,089
Non-Current Liabilities	
Lease liabilities	84
Borrowings	92,301
Provisions	6,408
Total Non-Current Liabilities	98,793
Total Liabilities	161,882
Net Assets	1,983,309
EQUITY	
Retained Earnings	1,028,135
Revaluation Reserves	955,178
Total Equity	1,983,309

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

2021/22

\$'000

Statement of Cash Flows - General Fund
Cash Flows from Operating Activities
Receipts:

Rates and Annual Charges	110,301
User Charges and Fees	59,013
Interest and Investment Revenue	3,358
Grants and Contributions	74,882
Other Revenues	3,906
Internal Revenues	52,201

Payments:

Employee Benefits and On-Costs	(68,840)
Borrowing Costs	(1,974)
Materials and Contracts	(48,730)
Other Expenses	(35,757)
Internal Expenses	(49,403)

Net Cash Provided from Operating Activities	98,924
--	---------------

Cash Flows from Investing Activities
Receipts:

Sale of Investment Securities	50,000
Sale of Investment Property	0
Sale of Real Estate	2,400
Sale of Infrastructure, Property, Plant & Equipment	2,896

Payments:

Purchase of Infrastructure, Property, Plant & Equipment	(169,979)
Purchase of Real Estate Assets	(6,561)

Net Cash Provided from Investing Activities	(121,244)
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Cash Flows from Financing Activities
Receipts:

Proceeds from Borrowings & Advances	23,714
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Payments:

Repayment of borrowings & Advances	(10,375)
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Net Cash Provided from Financing Activities	22,339
--	---------------

Net Increase/(Decrease) in Cash & Cash Equivalents	49
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Plus: Cash & Equivalents - beginning of year	10,212
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Cash & Equivalents - end of year	10,261
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		Reserves Movements for Financial Years ending 30 June
		2021/22
General Fund Restricted		\$'000
Transfer To Reserve		
Externally Restricted		
Developer Contributions		4,499
Grants		54,455
Loans		32,714
Self Insurance		1,595
Special Rates Variation		15,004
Stormwater Levy		1,153
Waste Disposal		64,780
		174,200
Internally Restricted		
Cemeteries		37
Coastal Management & Infrastructure		500
Communication Towers		891
Dog Off Leash Area Reserve		70
General Insurance		2,102
Industrial Land Development		2,400
Plant Replacement		10,436
Developer Contributions Recoupment		566
Sporting Facilities		51
Strategic Projects		1,149
Property		800,000
		19,002
		193,202

	2021/22
General Fund Restricted	\$'000
Transfer From Reserve	
Externally Restricted	
Developer Contributions	2,973
Grants	54,455
Loans	56,126
Self Insurance	1,595
Special Rates Variation	16,211
Stormwater Levy	1,558
Waste Disposal	65,652
	199,070
Internally Restricted	
Coastal Management & Infrastructure	1,411
Committed Capital Works	5,576
Communication Towers	558
Critical Asset Compliance	851
Economic Development Projects	200
General Insurance	2,102
Industrial Land Development	10,035
Land Decontamination	78
Plant Replacement	11,587
Developer Contributions Recoupment	10,781
Strategic Projects	450
Property	454
	44,083
	243,153

	2021/22
General Fund Restricted	\$'000
Estimated Reserve Balances	
Externally Restricted	
Developer Contributions	15,741
Self Insurance	1,609
Waste Disposal	3,445
	20,795
Internally Restricted	
Arts Collection	71
Cemeteries	211
Communication Towers	333
Critical Asset Compliance	397
Dog Off Leash Area Reserve	140
Economic Development Projects	1,022
Employee Leave Entitlement	7,924
General Insurance	331
Jetty Licensing	19
Plant Replacement	338
Developer Contributions Matching Funds	247
Developer Contributions Recoupment	7,649
Sporting Facilities	51
Strategic Projects	699
Property	1,656
River Foreshore Development	1,171
Deposit, retentions and bonds	3,081
	25,277
	46,072
Net Cash Movement from / (to) Reserves	49,951

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

2021/22

\$'000

Income Statement - Water Fund
Income from Continuing Operations
Revenue:

Rates and Annual Charges	4,438
User Charges and Fees	21,515
Interest and Investment Revenue	1,026
Other Revenues	6
Internal Revenue	1,883
Grants and Contributions provided for Capital Purposes	850

Other Income:

Total Income from Continuing Operations	29,718
--	---------------

Expenses from Continuing Operations

Employee Benefits and On-Costs	5,744
Borrowing Costs	0
Materials and Contracts	5,384
Depreciation and Amortisation	10,754
Other Expenses	2,022
Internal Expenses	5,410
Net Losses from the disposal of assets	0

Total Expenses from Continuing Operations	29,314
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Net Operating Result	404
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Net Operating Result before grants and contributions provided for capital purposes	(446)
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	Estimated Result as at 30 June
	2021/22
Statement of Financial Position - Water Fund	\$'000
ASSETS	
Current Assets	
Cash and Cash Equivalents	11,442
Investments	23,206
Receivables	3,103
Inventories	1,237
Other	0
Non-current Assets Classified as 'Held for Sale'	0
Total Current Assets	38,988
Non-Current Assets	
Investments	2,361
Receivables	3,014
Inventories	0
Infrastructure, Property, Plant & Equipment	402,069
Investment Property	0
Intangible Assets	2,674
Right of use assets	0
Total Non-Current Assets	410,118
Total Assets	449,106
LIABILITIES	
Current Liabilities	
Payables	2,302
Income received in advance	1,606
Contract liabilities	0
Lease liabilities	0
Borrowings	0
Provisions	0
Total Current Liabilities	3,908
Non-Current Liabilities	
Payables	0
Lease liabilities	0
Borrowings	0
Provisions	0
Total Non-Current Liabilities	0
Total Liabilities	3,908
Net Assets	445,198
EQUITY	
Retained Earnings	233,920
Revaluation Reserves	211,278
Total Equity	445,198

Statement of Cash Flows - Water Fund

Cash Flows from Operating Activities

Receipts:

Rates and Annual Charges	4,438
User Charges and Fees	21,515
Interest and Investment Revenue	1,026
Grants and Contributions	850
Other Revenues	6
Internal Revenues	1,883

Payments:

Employee Benefits and On-Costs	(5,744)
Borrowing Costs	0
Materials and Contracts	(5,384)
Other Expenses	(2,192)
Internal Expenses	(5,410)

Net Cash Provided from Operating Activities	10,988
--	---------------

Cash Flows from Investing Activities

Receipts:

Sale of Investment Securities	20,000
Sale of Investment Property	0
Sale of Real Estate	0
Sale of Infrastructure, Property, Plant & Equipment	120
Sale of Interest in Joint Venture & Associates	0
Other	1,052

Payments:

Purchase of Investment Securities	0
Purchase of Investment Property	0
Purchase of Infrastructure, Property, Plant & Equipment	(27,120)
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	(5,948)
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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	5,040
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Plus: Cash & Equivalents - beginning of year	6,402
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Cash & Equivalents - end of year	11,442
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	Estimated Result For the Year Ending 30 June
	2021/22
Income Statement - Sewer Fund	\$'000
Income from Continuing Operations	
Revenue:	
Rates and Annual Charges	46,734
User Charges and Fees	3,965
Interest and Investment Revenue	360
Other Revenues	0
Internal Revenue	1,543
Grants and Contributions provided for Operating Purposes	0
Grants and Contributions provided for Capital Purposes	3,350
Other Income:	
Net Gains from the disposal of assets	0
Total Income from Continuing Operations	55,952
Expenses from Continuing Operations	
Employee Benefits and On-Costs	9,769
Borrowing Costs	3,680
Materials and Contracts	8,448
Depreciation and Amortisation	11,989
Other Expenses	2,686
Internal Expenses	5,921
Net Losses from the disposal of assets	0
Total Expenses from Continuing Operations	42,493
Net Operating Result	13,459
Net Operating Result before grants and contributions provided for capital purposes	10,109

Statement of Financial Position - Sewer Fund**ASSETS****Current Assets**

Cash and Cash Equivalents	7,043
Investments	4,811
Receivables	5,339
Inventories	0
Other	0
Non-current Assets Classified as 'Held for Sale'	0
Total Current Assets	17,193

Non-Current Assets

Investments	1,313
Receivables	1,209
Inventories	0
Infrastructure, Property, Plant & Equipment	646,262
Investment Property	0
Intangible Assets	32
Right of use assets	0
Total Non-Current Assets	648,816
Total Assets	666,009

LIABILITIES**Current Liabilities**

Payables	5,833
Income received in advance	0
Contract liabilities	0
Lease liabilities	0
Borrowings	6,535
Provisions	0
Total Current Liabilities	12,368

Non-Current Liabilities

Payables	0
Lease liabilities	0
Borrowings	80,229
Provisions	0
Total Non-Current Liabilities	80,229
Total Liabilities	92,597
Net Assets	573,412

EQUITY

Retained Earnings	436,979
Revaluation Reserves	136,433
Total Equity	573,412

	Estimated Result For the Year Ending 30 June
	2021/22
Statement of Cash Flows - Sewer Fund	\$'000
Cash Flows from Operating Activities	
Receipts:	
Rates and Annual Charges	46,734
User Charges and Fees	3,965
Interest and Investment Revenue	360
Grants and Contributions	3,350
Other Revenues	0
Internal Revenues	1,543
Payments:	
Employee Benefits and On-Costs	(9,769)
Borrowing Costs	(3,680)
Materials and Contracts	(8,448)
Other Expenses	(4,165)
Internal Expenses	(5,921)
Net Cash Provided from Operating Activities	23,969
Cash Flows from Investing Activities	
Receipts:	
Sale of Investment Securities	12,000
Sale of Investment Property	0
Sale of Real Estate	0
Sale of Infrastructure, Property, Plant & Equipment	100
Sale of Interest in Joint Venture & Associates	0
Other	0
Payments:	
Purchase of Investment Securities	0
Purchase of Investment Property	0
Purchase of Infrastructure, Property, Plant & Equipment	(26,554)
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	(14,454)
Cash Flows from Financing Activities	
Receipts:	
Proceeds from Borrowings & Advances	0
Other Financing Activity Receipts	0
Payments:	
Repayment of borrowings & Advances	(7,562)
Repayment of Finance Lease Liabilities	0
Other Financing Activity Payments	0
Net Cash Provided from Financing Activities	(7,562)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,953
Plus: Cash & Equivalents - beginning of year	5,090
Cash & Equivalents - end of year	7,043

Net Cost of Programs	Revenue	Operating and Capital Expenditure	Net Cost of Program
General Fund			
Operating Program			
General Purpose Revenue	79,950	0	(79,950)
Buildings and Property	1,322	10,302	8,980
Commercial Undertakings	40,578	39,767	(811)
Community and Culture	2,599	9,026	6,427
Economic Development	149	918	769
Environmental Management	1,239	2,196	957
Fire Protection and Emergency Services	1,458	4,021	2,563
Governance and Civic	19	6,723	6,704
Internal Corporate Services	48,391	44,897	(3,494)
Land Use Planning	610	3,286	2,676
Open Space, Sport and Recreation	357	13,913	13,556
Regulatory Services	8,211	17,096	8,885
Roads and Transport	2,821	36,842	34,021
Waste and Recycling Program	64,538	59,556	(4,982)
Water and Sewer Services	1,188	1,195	7
	253,430	249,738	76,258
Capital Program			
Buildings and Property	0	16,491	16,491
Commercial Undertakings	0	18,075	18,075
Community and Culture	1,354	2,281	927
Economic Development	26,117	35,411	9,294
Environmental Management	793	3,143	2,350
Fire Protection and Emergency Services	649	649	0
Governance and Civic	0	0	0
Internal Corporate Services	0	3,300	3,300
Land Use Planning	0	0	0
Open Space, Sport and Recreation	4,100	19,660	15,560
Regulatory Services	0	174	174
Roads and Transport	17,218	46,137	28,919
Waste and Recycling Program	0	31,210	31,210
Water and Sewer Services	0	9	9
	50,231	176,540	126,309
General Fund Total	303,661	426,278	202,567

2021/22

	Revenue	Operating and Capital Expenditure	Net Cost of Program
Water Fund			
Operating Program			
Water and Sewer Services	29,718	29,315	(403)
Capital Program			
Water and Sewer Services	0	27,120	27,120
	29,718	56,435	26,717
Other Outgoings			
Dividend and Tax Equivalent to General Fund		170	
Sewer Fund			
Operating Program			
Water and Sewer Services	53,452	42,493	(10,959)
Capital Program			
Water and Sewer Services	2,500	26,554	24,054
	55,952	69,047	13,095
Other Outgoings			
Dividend and Tax Equivalent to General Fund		1,479	

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	2021/22
Local Government Industry Indicators			
Operating Performance Ratio	Greater than 0%	Consolidated	2.7%
		General	-0.3%
		Water	-1.5%
		Sewer	19.2%
Own Source Operating Revenue Ratio	Greater than 60%	Consolidated	76.2%
		General	75.3%
		Water	97.1%
		Sewer	94.0%
Unrestricted Current Ratio	Greater than 1.5	Consolidated	1.56
		General	1.50
		Water	6.90
		Sewer	1.50
Debt Service Cover Ratio	Greater than 2.0	Consolidated	3.72
		General	3.75
		Water	No Debt
		Sewer	2.52
Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	Less than 10%	Consolidated	8.4%
		General	8.4%
		Water	12.9%
		Sewer	8.2%
Cash Expense Cover Ratio	Greater than 3 months	Consolidated	4.39
		General	3.10
		Water	18.67
		Sewer	3.50
Infrastructure Asset Performance Indicators			
Infrastructure Renewals Ratio	Greater than 100%	Consolidated	86.4%
		General	96.8%
		Water	42.9%
		Sewer	86.8%
Infrastructure Backlog Ratio	Less than 2%	Consolidated	2.3%
		General	2.6%
		Water	2.1%
		Sewer	1.8%
Asset Maintenance Ratio	Greater than 1x	Consolidated	0.89
		General	0.78
		Water	1.06
		Sewer	1.00
Cost to bring assets to agreed service level	No Benchmark	Consolidated	0.86%
		General	1.07%
		Water	0.54%
		Sewer	0.54%

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.

The Available Working Capital for Shoalhaven City Council for the next financial year is estimated below:

	2021/22
Working Capital Calculation	\$'000
Current Assets	
Cash and cash equivalents	10,261
Investments	35,351
Receivables	12,986
Non-current assets	
Investments	4,326
Current liabilities	
Payables	(13,413)
Non-current liabilities	
Payables	0
Net Assets	49,511
Adjustments for Restrictions	
External Cash Restrictions	(20,795)
Internal Cash Restrictions	(25,277)
Restrictions in receivables	
Grant receivables	(4,321)
Domestic waste not received	(900)
Restrictions in payables	
Domestic Waste and Recycling Contract	1,000
Deposits, retentions and bonds	3,018
Restricted capital creditors at YE	6,500
Estimated Working Capital Available	8,736

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 2022 Forecasted Balance Sheet has assessed that benchmark as being \$8 million – meaning that Council is continuing to maintain a healthy Working Capital Balance.

	2021/22
Summary of Council Borrowings	\$'000
Debt at Start of Year	
General Fund	79,884
Water Fund	0
Sewer Fund	94,326
Total	174,210
Borrowings	
General Fund	32,714
Water Fund	0
Sewer Fund	0
Total	32,714
Repayments	
General Fund	10,375
Water Fund	0
Sewer Fund	7,562
Total	17,937
Debt Outstanding	
General Fund	102,223
Water Fund	0
Sewer Fund	86,764
Total	188,987

DRAFT

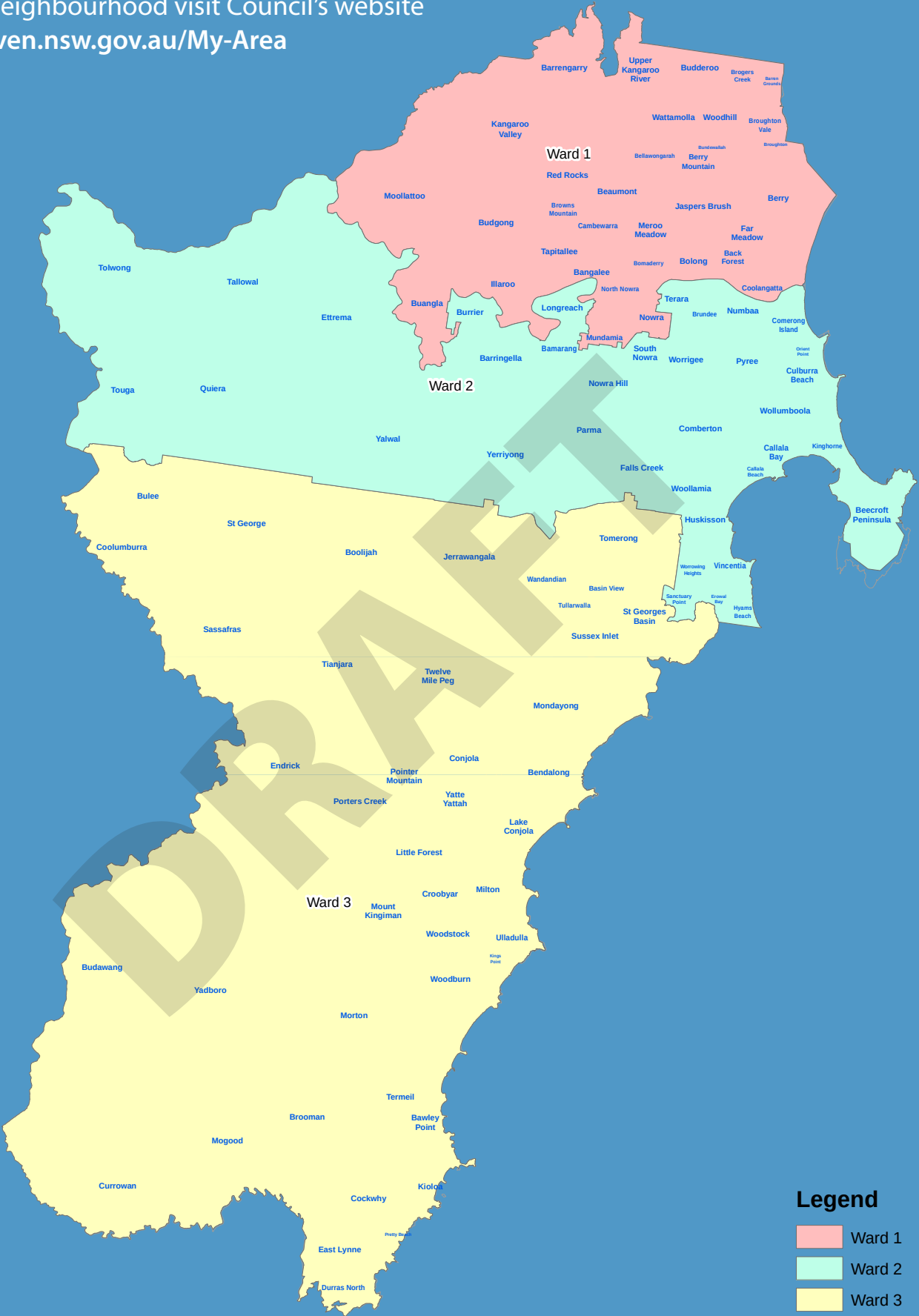


Capital Works

2021/22



The following capital works program is categorised by Ward Areas, shown below. To find out exactly ward boundaries and the projects in your neighbourhood visit Council’s website shoalhaven.nsw.gov.au/My-Area



Council Program

Key

Capital Listing

Capital works program item	Project contingent on grant approval
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Proposed Capital Works Program 2021/22	Proposed Budget \$	Ward 1 \$	Ward 2 \$	Ward 3 \$	All Wards \$
Buildings and Property	16,491,218	2,675,100	9,173,200	524,000	4,118,918
Community, Residential and Commercial Buildings					
Arts Centre	23,600	23,600	0	0	0
Asbestos Removal General	229,000	0	0	0	229,000
Building Fire Compliance	650,000	0	0	0	650,000
Commercial Residential Programmed Works - Various	105,000	0	0	0	105,000
Community Building Programmed Works	278,000	0	0	0	278,000
Community Buildings - Keyless Electronic Entry	52,500	0	0	0	52,500
Depots Programmed Works	50,000	0	0	0	50,000
Erina Rd, Woollamia - Office Extension Woollamia	275,000	0	275,000	0	0
Gallery Meeting Room Upgrade	28,000	28,000	0	0	0
Jervis Bay Maritime Museum Boardwalk	40,000	0	40,000	0	0
Milton Theatre- Renewal works	200,000	0	0	200,000	0
Northern Carpark Safety	50,000	50,000	0	0	0
Nowra Arts Centre - Roof	150,000	150,000	0	0	0
Nowra Library - Roof and HVAC	250,000	250,000	0	0	0
Nowra School of Arts building and Annex renewal	300,000	300,000	0	0	0
Preschools Programmed Works	35,000	0	0	0	35,000
Public Amenities Programmed Works - Various	310,628	0	0	0	310,628
Public Halls Programmed Works	455,000	0	0	0	455,000
Recreation Buildings Programmed Works - Various	443,000	0	0	0	443,000
RFS/Emergency Programmed Works	77,213	0	0	0	77,213
Sanctuary Point - Francis Ryan Reserve - New Amenities	900,000	0	900,000	0	0
<i>Sanctuary Point Library</i>	<i>7,000,000</i>	<i>0</i>	<i>7,000,000</i>	<i>0</i>	<i>0</i>
Shoalhaven Heads - Jerry Bailey Oval - New Public Toilet	195,000	195,000	0	0	0
Surf Clubs Programmed Works	42,000	0	0	0	42,000
Ulladulla Depot - renew sheds	44,000	0	0	44,000	0
Community Buildings Renewal	215,988	0	0	0	215,988
Libraries Programmed Works	70,500	0	0	0	70,500
Public Amenity - Hyams Beach Reserve	450,000	0	450,000	0	0
Nowra Endeavour Park Amenities - Refurbish - Single Unisex	55,000	55,000	0	0	0
Youth Hall - Nowra Showground - Compliance	83,500	83,500	0	0	0
Shoalhaven Heads Surf Club -Twin unisex facilities - Design	30,000	30,000	0	0	0
Ulladulla-Boree Street-Four unisex facilities - Design	50,000	0	0	50,000	0
Hyams Beach Boat Ramp Amenities - Rebuild - Design	40,000	0	40,000	0	0

Proposed Capital Works Program 2021/22	Proposed Budget \$	Ward 1 \$	Ward 2 \$	Ward 3 \$	All Wards \$
Greenwell Point-Titania reserve- New Public Toilet-Construct	430,000	0	430,000	0	0
Woollamia Depot - wash bay, sewer connection	38,200	0	38,200	0	0
Ulladulla - Deering St - Ulladulla Depot master plan implementation	80,000	0	0	80,000	0
Corporate Buildings					
Admin Building Programmed Works	305,089	0	0	0	305,089
Digital Signage in public areas and council offices	60,000	60,000	0	0	0
IT Cabling Upgrade (in conjunction with fire system upgrade)	500,000	0	0	0	500,000
Nowra - Front Counter Renewal	150,000	150,000	0	0	0
Nowra Admin Building Compliance (fire)	1,010,000	1,010,000	0	0	0
Nowra Administration Bdg Proposed works	100,000	0	0	0	100,000
Ulladulla - Admin Back office renewal	150,000	0	0	150,000	0
Nowra Admin Building- Upgrade Accessible Amenities	250,000	250,000	0	0	0
Nowra Admin Building- Basement carpark roller door replace	40,000	40,000	0	0	0
Property Management					
Property Develop General	200,000	0	0	0	200,000
Commercial Undertakings	18,075,200	2,125,500	322,000	372,200	15,255,500
Cemeteries					
Asset refurbishment & replacement - Various	100,000	0	0	0	100,000
Disability Access Mollymook	50,000	0	0	50,000	0
SMGLC Chapel Expansion	25,000	25,000	0	0	0
Solar Array & Storage Battery - Shoalhaven Crematorium	5,000	0	0	0	5,000
Entertainment Centre					
SEC Upgrade & Cladding	2,000,000	1,800,000	0	0	200,000
Shoalhaven Entertainment Centre	57,000	57,000	0	0	0
Mechanical Services					
Fleet Plant Purchases	2,200,000	0	0	0	2,200,000
Fleet Vehicle Purchases	3,347,500	0	0	0	3,347,500
Mechanical Workshop Capital	288,000	0	0	0	288,000
Swim and Fitness					
Bay and Basin Leisure Centre	132,000	0	132,000	0	0
BBLC Electrical Board and Bdg Mgt System	100,000	0	100,000	0	0
Berry Pool	8,000	8,000	0	0	0
Bomaderry Aquatic Centre	108,000	108,000	0	0	0
Huskisson Sea Pool	90,000	0	90,000	0	0
Kangaroo Valley Swimming Pool	23,000	23,000	0	0	0
Milton Swimming Pool	20,200	0	0	20,200	0
Nowra Aquatic Park	58,500	58,500	0	0	0
Shoalhaven Heads Swimming Pool	26,000	26,000	0	0	0
Shoalhaven Indoor Sports Centre	20,000	20,000	0	0	0
Sussex Inlet Leisure Centre	111,000	0	0	111,000	0
Ulladulla Leisure Centre	191,000	0	0	191,000	0
Tourist Parks					

Proposed Capital Works Program 2021/22	Proposed Budget \$	Ward 1 \$	Ward 2 \$	Ward 3 \$	All Wards \$
Holiday Haven Amenities	785,000	0	0	0	785,000
Holiday Haven Cabins	3,005,000	0	0	0	3,005,000
Holiday Haven Ensuities	120,000	0	0	0	120,000
Holiday Haven Other Build	420,000	0	0	0	420,000
Holiday Haven Other Infrastructure	740,000	0	0	0	740,000
Holiday Haven Recreation	2,335,000	0	0	0	2,335,000
Holiday Haven Roadworks	660,000	0	0	0	660,000
Holiday Haven Siteworks	1,050,000	0	0	0	1,050,000
Community and Culture	2,280,750	94,000	0	0	2,186,750
Community Services					
CCTV Upgrade	54,000	54,000	0	0	0
Library					
Books & Audio Visual	405,900	0	0	0	405,900
Library Furniture & Equip	59,500	0	0	0	59,500
Tourism and Events					
Sustainable Tourism Grant Project Management / Design	1,721,350	0	0	0	1,721,350
Arts Centre					
Artwork storage shelving	40,000	40,000	0	0	0
Economic Development	35,410,669	0	3,340,669	7,700,000	24,370,000
Economic Development					
Industrial Land Dev Unallocated	6,370,000	0	0	0	6,370,000
EDO - South Nowra Industrial Access	18,000,000	0	0	0	18,000,000
Placemaking for Vincentia Village BBRF	3,340,669	0	3,340,669	0	0
Ulladulla Maritime - Berthing Facility	3,100,000	0	0	3,100,000	0
EDO - Ulladulla Boardwalk	4,600,000	0	0	4,600,000	0
Environmental Management	3,143,450	567,500	743,400	898,950	933,600
Coastal and Estuary Management					
Bendalong Boat Harbour Master Plan - Drainage	130,000	0	0	130,000	0
Burrill Lake Foreshore Nourishment and Vegetation	57,950	0	0	57,950	0
Climate change impact assessment	50,000	0	0	0	50,000
Coastal Cliffs, Slopes Emergency Action Plan	50,000	0	0	0	50,000
Coastal Monitoring Implementation - Coastsnap/Beachsnap	71,000	0	0	71,000	0
Collingwood Beach Implementation Program	77,200	0	77,200	0	0
Huskinson - Sea Pool Steps	16,200	0	16,200	0	0
Improving Beach Access Ways (Various)	104,500	0	0	0	104,500
Installation - Foreshore disabled access per strategy (Various)	53,000	0	0	0	53,000
Mollymook Cost Benefit Analysis	300,000	0	0	300,000	0
Mollymook Sewage Pump Stations Coastal Protection	300,000	0	0	300,000	0
Penguin Head-cliff/slope instability (Construct)	200,000	0	200,000	0	0
Repair/replace beach access infrastructure (Various)	517,100	0	0	0	517,100
Shoalhaven Heads Viewing Platform and Dune Management	52,500	52,500	0	0	0

Proposed Capital Works Program 2021/22	Proposed Budget \$	Ward 1 \$	Ward 2 \$	Ward 3 \$	All Wards \$
<i>St George's Basin & Sussex Inlet – Development of Coastal Management Plan</i>	450,000	0	450,000	0	0
<i>Lower Shoalhaven River Estuary – Development of Coastal Management Plan</i>	490,000	490,000	0	0	0
Floodplain Management					
Flood Alert Network - Lake Conjola Rainfall Gauge	15,000	0	0	15,000	0
Floodplain Program (Various projects)	38,900	0	0	0	38,900
Shoalhaven River FRMS&P	25,000	25,000	0	0	0
St Georges Basin FRMS&P	25,000	0	0	25,000	0
Natural Areas					
Bushwalk Upgrades (Various)	40,100	0	0	0	40,100
Fire Trails & Walking Track – Upgrades / Maintenance (Various)	80,000	0	0	0	80,000
Fire Protection and Emergency Services	649,000	0	0	0	649,000
Fire Protection and Emergency Services					
Fire Stations Unallocated	649,000	0	0	0	649,000
Internal Corporate Services	3,300,400	0	50,000	0	3,250,400
Asset Planning and Development					
Comerong Island Ferry Precinct Scoping	50,000	0	50,000	0	0
Fleet and Plant					
Fleet Services Business & Master Plan	50,000	0	0	0	50,000
Gain/Loss- Sale Plant Gen	0	0	0	0	0
Gain/Loss- Sale Vehicles Gen	0	0	0	0	0
Information Technology					
Councillor ICT Devices	40,000	0	0	0	40,000
Multifunction machine purchase	25,000	0	0	0	25,000
Wifi Infrastructure Upgrade -all council sites inc. HH, SW	150,000	0	0	0	150,000
Corporate PC Hardware	445,300	0	0	0	445,300
Management and Support					
OneCouncil Implementation - Phase 4 (GF)	2,500,000	0	0	0	2,500,000
Corporate Services Equipment	40,100	0	0	0	40,100
Open Space, Sport and Recreation	19,659,717	15,800,000	985,000	1,895,732	978,985
Parks, Reserves, Sport and Recreation Areas					
Car Parking Active (CrownLand)	90,900	0	0	0	90,900
Community Facilities Equipment Renewal	43,665	0	0	0	43,665
Dog Off-leash Areas - Various Areas	70,000	0	0	0	70,000
Floodlight Controller Installations - Ulladulla	70,000	0	0	70,000	0
Forward Design	41,200	0	0	0	41,200
Frogs Holla Reserve Upgrade	475,732	0	0	475,732	0
Nowra showground - Amenities	100,000	0	0	0	100,000
Original Bomaderry Basketball Stadium Redesign	250,000	250,000	0	0	0
Paringa Park Detailed Design	600,000	600,000	0	0	0
Park Enhancement Program	41,200	0	0	0	41,200
Park Road Netball Court Redevelopment - South Nowra	100,000	0	100,000	0	0
Sports Capital Works Partnership Program	164,500	0	0	0	164,500
Tennis Court Capital - Renewal	151,720	0	0	0	151,720

Proposed Capital Works Program 2021/22	Proposed Budget \$	Ward 1 \$	Ward 2 \$	Ward 3 \$	All Wards \$
Tennis Minor Program	52,000	0	0	0	52,000
Thurgate Oval Dog Off-leash Area	50,000	50,000	0	0	0
Tilbury Reserve Playground Replacement	165,000	0	165,000	0	0
Titania Park Exercise Circuit	200,000	0	200,000	0	0
<i>Ulladulla Skate Park</i>	<i>1,350,000</i>	<i>0</i>	<i>0</i>	<i>1,350,000</i>	<i>0</i>
Bay & Basin Recreation Hub	520,000	0	520,000	0	0
Implementation of Plans of Management	40,100	0	0	0	40,100
Active Recreation Minor Improvement	173,700	0	0	0	173,700
Playground - Bomaderry - Sheridan Drive	150,000	150,000	0	0	0
Playground - Bomaderry - Sampson Crescent	150,000	150,000	0	0	0
Moss Vale Road South URA Open Space Embellishment - Inv & Des	100,000	100,000	0	0	0
SCARP - Invest & Design	5,000,000	5,000,000	0	0	0
Boongaree - Construction	7,900,000	7,900,000	0	0	0
Original Bomaderry Basketball Stadium Construction	1,000,000	1,000,000	0	0	0
Moss Vale Road South URA Open Space Embellishment - Construct	600,000	600,000	0	0	0
Precinct Building Equipment Renewal	10,000	0	0	0	10,000
Regulatory Services	174,000	0	0	0	174,000
Development, Building and Compliance					
Development Services Equipment	147,000	0	0	0	147,000
Environmental Regulation					
Environmental Services Capital	27,000	0	0	0	27,000
Roads and Transport	46,137,377	15,578,811	17,796,569	10,584,797	2,177,200
Car Parking					
<i>Multistorey Carpark Berry/Worrigee Street AS19.29 12 Mar 19</i>	<i>500,000</i>	<i>0</i>	<i>500,000</i>	<i>0</i>	<i>0</i>
Nowra CBD All Day Carparking	300,000	300,000	0	0	0
Sanctuary Point Carparking	714,116	0	714,116	0	0
Sussex Inlet - Sussex Rd - Boat ramp car park renewal	40,000	0	0	40,000	0
Sussex Inlet Carparking	442,077	0	0	442,077	0
Nowra – Car Parking - Marriott Park - Investigation & Design	200,000	200,000	0	0	0
Pedestrian & Cycling Facilities					
<i>Myola - Catherine St East end BBRF3 Path & Parking (Construct)</i>	<i>432,500</i>	<i>0</i>	<i>432,500</i>	<i>0</i>	<i>0</i>
<i>Vincentia - Berry St - Missing Link Footpath (Construct)</i>	<i>200,000</i>	<i>0</i>	<i>200,000</i>	<i>0</i>	<i>0</i>
<i>Nowra – Berry St/Worrigee St - Int upgrade Traffic Lights (Design)</i>	<i>60,000</i>	<i>0</i>	<i>60,000</i>	<i>0</i>	<i>0</i>
Old Errowal Bay - Caulfield Parade - Missing Link Asphalt Path (Construct)	6,000	0	6,000	0	0
CPTIGS Accessible PT 2019-21 – Bus Infrastructure (Construct)	120,000	0	0	0	120,000
<i>Mayfield - Greenwell Point Rd Pyree Lane – Int – Shoulder (Cycling Treatment) – D&C</i>	<i>300,000</i>	<i>0</i>	<i>300,000</i>	<i>0</i>	<i>0</i>
<i>Kerb Ramps – Various (Construct)</i>	<i>20,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>20,000</i>
<i>Milton – Matron Porter Dr / Bishop Dr-Shared User Path (Construct)</i>	<i>300,000</i>	<i>0</i>	<i>0</i>	<i>300,000</i>	<i>0</i>

Proposed Capital Works Program 2021/22	Proposed Budget \$	Ward 1 \$	Ward 2 \$	Ward 3 \$	All Wards \$
Nowra – Kalandar St - Shared User Path - Hwy to Kinghorn St (D&C)	100,000	100,000	0	0	0
South Nowra - Isa Rd - Shared User Path - Old Southern Rd to Basil St & Golden Ash Cl to Worrigee Rd (D&C)	300,000	0	300,000	0	0
Sussex Inlet -The Springs Road Shared User Path Bridge (D&C)	200,000	0	0	200,000	0
Ulladulla – St Vincent St - High School Safety Improvements (D&C)	250,000	0	0	250,000	0
Sanctuary Point – Wullun Cl - Path Link (Construct)	16,000	0	16,000	0	0
Nowra - Terara Rd & Ferry Ln – Shared User Path (Construct)	795,000	0	795,000	0	0
Bawley Point – Murramurang Rd - Shared User Path (D&C)	300,000	0	0	300,000	0
Ulladulla - Millards Creek Princes Highway- Shared User Path Bridge Project (D&C)	200,000	0	0	200,000	0
Roads					
Bolong Rd - Road rehabilitation – Site unallocated (D&C)	19,304	19,304	0	0	0
South Nowra - Browns Rd (From McDonalds east) – Road Rehabilitation (Construct)	300,000	0	300,000	0	0
Bundewallah Bridge – Replacement (Construct)	600,000	600,000	0	0	0
Callala Beach - Callala Beach Rd – Road Rehabilitation & Culvert replacement (D&C)	450,000	0	450,000	0	0
Bomaderry-Cambewarra Rd between Farrelly Place and Highway Road Rehabilitation (Construct)	49,400	49,400	0	0	0
Concrete culvert (bridge sized structures) replacement – Various (Construct)	75,000	0	0	0	75,000
Kerb & Guttering - Contribution To Ratepayers Advance	16,200	0	0	0	16,200
Milton -Croobyar Rd – Road Rehabilitation and Widening (D&C)	745,600	0	0	745,600	0
Culburra - Culburra Beach CBD resurfacing (Construct)	150,000	0	150,000	0	0
Culburra - Culburra Rd - Surface (CH 7.711 to CH 8.413) (Construct)	34,435	0	34,435	0	0
Mollymook Beach - Donlan Rd (Construct)	55,600	0	0	55,600	0
Far North Collector Road (D&C)	1,200,000	1,200,000	0	0	0
Henry's Bridge - Main Rd Cambewarra – Replacement (Construct)	500,000	500,000	0	0	0
Hyam's Beach - Long Term Traffic Management (Construct)	310,000	0	310,000	0	0
South Nowra - HYSA (Hillcrest to Yalwal Sub-Arterial) - Investigation	50,000	0	50,000	0	0
Nowra - Kalandar St East (Design)	27,750	27,750	0	0	0
Ulladulla - Kings Point Drive (2kms from Princes Highway) (D&C)	1,013,000	0	0	1,013,000	0
Bangalee - Koloona Rd- Bridge – Replacement (Construct)	800,000	800,000	0	0	0
Lake Conjola - Entrance Rd – Local Road Repair Program (Construct)	775,000	0	0	775,000	0
Local Road Repair Program	0	0	0	0	0

Proposed Capital Works Program 2021/22	Proposed Budget \$	Ward 1 \$	Ward 2 \$	Ward 3 \$	All Wards \$
Mollymook Beach - Lockhart Ave (Construct)	6,400	0	0	6,400	0
Manyana - The Bounty - Road widening & K&G	10,000	0	0	10,000	0
Mathie St, Basin View - Pavement Rehabilitation (Ch.110-230)	15,000	0	0	15,000	0
Ulladulla - Matron Porter Drive (Construct)	300,000	0	0	300,000	0
Bomaderry - Meroo Rd - Road Rehabilitation (D&C)	1,100,000	1,100,000	0	0	0
Milton - Corks Lane- Link Rd & Associated works	35,000	0	0	35,000	0
Mollymook - Ocean St-K&G-Footpath - Car Park - #45-Design	15,000	0	0	15,000	0
Nowra - Moss Street – Rehabilitation (D&C)	500,960	500,960	0	0	0
Bomaderry - Moss Vale Road South URA land acquisitions	850,000	0	0	0	850,000
Bomaderry - Moss Vale Road URA Road Construction	1,000,000	1,000,000	0	0	0
Budgong – Budgong Rd / Mt Scanzi Rd – progressive seal (Design and staging plan)	150,000	150,000	0	0	0
Kangaroo Valley - Mt Scanzi Roa - Seal	52,000	52,000	0	0	0
Bawley Point - Murramarang Road (CH0.320-1.360) – Rehabilitation (Construct)	500,000	0	0	500,000	0
Worrige - Old Southern Road - Browns Rd to Twin Waters South (Construct)	98,000	0	98,000	0	0
Culburra Beach - Orient Point Road - Rehabilitation (D&C)	500,000	0	500,000	0	0
Huskisson - Owen/Sydney St Roundabout (Construct)	300,000	0	300,000	0	0
Mollymook - No. 62 Pengana Cres - K&G Repair	10,400	0	0	10,400	0
Cunjurong Point – No. 10 Quebec St - K&G Repair	19,200	0	0	19,200	0
Resheet/Reseal – Basin (Construct)	470,000	0	0	0	470,000
Resheet/Reseal - Central – Shoalhaven River to Currumbene Ck (Construct)	780,000	0	780,000	0	0
Resheet/Reseal – Northern (Construct)	612,000	612,000	0	0	0
Resheet/Reseal – Southern (Construct)	800,000	0	0	800,000	0
Tapitallee - Riversdale Rd – Road upgrade of unsealed section	450,000	450,000	0	0	0
Ulladulla – No. 11 Scarlet Gum St - K&G Repair	20,400	0	0	20,400	0
Mollymook – No. 20 Seaview St – K&G Repair	24,000	0	0	24,000	0
Shoalhaven Heads - Shoalhaven Heads Road – Kerb and Gutter (Construct)	50,000	50,000	0	0	0
South Ulladulla - St Vincent St Extension to Princes Hwy & Roundabout (Construct) -	200,000	0	0	200,000	0
Culverts - Steel arch refurbishment - Various locations (Construct)	60,000	0	0	0	60,000
Strategic Transport Analysis (NBSP Land	100,000	0	0	0	100,000
Surface - Wool Rd	579,965	0	579,965	0	0
Narrawallee – No. 20 Surfers Ave – K&G Repair	25,800	0	0	25,800	0
Sydney / Bowen St - Owen to Hawke St - (Construct)	50,000	0	50,000	0	0
Berry - Tannery & Beach Rd - Road & Bridge Contribution Plan Project (Quarry Works)	287,861	287,861	0	0	0

Proposed Capital Works Program 2021/22	Proposed Budget \$	Ward 1 \$	Ward 2 \$	Ward 3 \$	All Wards \$
Cambewarra - Tannery Rd – Bridge Replacement (Construct)	400,000	400,000	0	0	0
Sanctuary Point -The Park Drive (Larmer Ave To Boronia Ave) – Rehabilitation – (D&C)	496,040	0	496,040	0	0
Sanctuary Point - The Park Drive (Construct)	275,400	0	275,400	0	0
Worrough Heights - The Wool Rd, - Asphalt from CH 8.76 to CH 9.70 (Construct)	420,493	0	420,493	0	0
Cambewarra - Tourist Rd - Road rehabilitation - Various (Construct)	483,600	483,600	0	0	0
Ulladulla–Village Drive-Hwy to Timbs Street – Pavement Rehabilitation (Construct)	200,000	0	0	200,000	0
Conjola Park - Windemere Dr – K&G Replacement	16,800	0	0	16,800	0
Morton - Woodburn Rd - Clyde Ridge Rd to Brooman Rd - Bitumen Seal (Construct)	244,000	0	0	244,000	0
Berry - Woodhill Mountain Road - Road rehabilitation – Various (Construct)	500,000	500,000	0	0	0
Worrigee Rd	1,400,000	0	1,400,000	0	0
Yalwal Rd	20,350	0	20,350	0	0
Yalwal - Yarramunmun Creek – Bridge Replacement (Construct)	980,000	0	980,000	0	0
Yatte Yattah - Currowar Lane - Low Cost Seal - 350m (Construct)	70,000	0	0	70,000	0
Pyree - Culburra Rd (R2R) - Rehabilitation (CH 0.760 to 1.13km) - Construct	250,000	0	250,000	0	0
Coonemia Rd	2,375,630	0	2,375,630	0	0
Sussex Inlet-Jacobs Dr-Pavement Rehab	171,360	0	0	171,360	0
Comerong Island Rd	700,000	0	700,000	0	0
Callala Bay Rd former DCP41- CP02ROAD2007	150,000	0	150,000	0	0
BTU Rd (SRV 2014)	660,325	0	660,325	0	0
McArthur Dr/Jervis Bay Rd, Falls Creeks - Intersec Upgr Des	30,000	0	30,000	0	0
Braidwood Rd, Coolumburra - Pavement Rehab (ch.54270-54340)	35,420	0	0	35,420	0
Island Point Rd, St Georges Basin - PaveRehab (ch.1340-1515)	21,175	0	21,175	0	0
Walmer Ave, Sanctuary Point - Pavement Rehab (ch.660-860)	20,000	0	20,000	0	0
Braidwood Rd, Coolumburra - Pavement Rehab (Ch.53930-54270)	377,740	0	0	377,740	0
Croobyar Rd - Croobyar Creek - Rep Pettys Bridge - Des&Const	1,000,000	0	0	1,000,000	0
- Morton-Monkey Mtn Rd-Bitumen Sea -(Ch4.4km to Ch5.4km-Design	10,000	0	0	10,000	0
Stormwater					
Cliff & Slope Stabilisation - Coastal Zone Mgt Plan Implementation – Various location	150,000	0	0	0	150,000
Curtis St/Village Dr – Ulladulla – Ulladulla-Curtis St/Village Dr-Stormwater Upgrade	110,000	0	0	110,000	0
Milton - Croobyar Rd - Culvert Widening – Ch0.96km	10,000	0	0	10,000	0
Moss Vale Road South - URA Drainage – Contribution Plan Project	3,861,200	3,861,200	0	0	0

Proposed Capital Works Program 2021/22	Proposed Budget \$	Ward 1 \$	Ward 2 \$	Ward 3 \$	All Wards \$
– Ulladulla-#71 North St-Pipe Open Drain	140,000	0	0	140,000	0
Pipe inspection, renewal & refurbishment - Basin	105,000	0	105,000	0	0
Pipe inspection, renewal & refurbishment – Central - Shoalhaven River to Currumbene Ck	105,000	0	105,000	0	0
Pipe inspection, renewal & refurbishment - North	105,000	105,000	0	0	0
Pipe inspection, renewal & refurbishment - south	105,000	0	0	105,000	0
Sussex Inlet-Ellmoos Reserve-Improve Drainage-Design	8,000	0	0	8,000	0
Sussex Inlet-Poole Ave-Improve Drainage-Design	15,000	0	0	15,000	0
Woodburn - Wheelbarrow Rd - Culvert Upgrade – Ch1.04km	10,000	0	0	10,000	0
Mollymook Beach-Woodglen Cres-Improve Drainage	140,000	0	0	140,000	0
Worrigea - Worrigea Rd/Isa Rd Intersection – Drainage upgrade	30,000	0	30,000	0	0
Conjola Park - Cameron/Hayward St - Drainage Improvement	45,000	0	0	45,000	0
Sanctuary Point - Fredrick St K&G (design)	10,000	0	10,000	0	0
Nowra - Hyam St (behind Nowra pool) - marshland water quality assessment	7,000	7,000	0	0	0
Sussex Inlet - River Rd (129) / Lagoon Cr	15,000	0	0	15,000	0
Sussex Inlet - Road Subsoil Drains - stage 1 improvements	28,000	0	0	28,000	0
Termeil - Bawley Point Rd - Culvert Real - Ch0.46km-Design	10,000	0	0	10,000	0
Bomaderry - Halstead Place – Drainage Improvement	25,000	25,000	0	0	0
Kangaroo Valley - Brooks Ln – Drainage & Road Upgrade	18,000	18,000	0	0	0
Environmental Stormwater Management	82,300	0	0	0	82,300
Strategic Stormwater Catchment Studies	21,000	0	0	0	21,000
Shoalhaven Heads - DiscoveryPl/NoakesSt - Sinkholes Remediation	75,000	75,000	0	0	0
Worrigea - Worrigea Rd/Isa Rd Intersection - Drainage Const	260,000	0	260,000	0	0
Bawley Point - Harrington Cr - Coastal Erosion-rehab (design)	5,000	0	0	5,000	0
Bawley Point - Tingira Av - Coastal Erosion rehab - (design)	6,000	0	0	6,000	0
Greenwell Pt - Church St/Comerong Av - S'water design	11,000	0	11,000	0	0
Fishermen Paradise - Cornfield/Anglers Pde - S'water Improve	18,000	0	0	18,000	0
Hyams Beach - Cyrus St - S'water Pipe Outlet rehab (design)	17,000	0	17,000	0	0
Sanctuary Point-Fredrick St/Karne St- S'water drain Upgrade (design)	8,000	0	8,000	0	0
Nowra - Greenwell Point Rd - Drainage (Surv/Invest/Des)	25,000	25,000	0	0	0

Proposed Capital Works Program 2021/22	Proposed Budget \$	Ward 1 \$	Ward 2 \$	Ward 3 \$	All Wards \$
Nth Nowra - Illaroo R Drain (Judith Drive)- GPT & Detention basin (Contribution plan project – new subdivision)	229,873	229,873	0	0	0
Ulladulla - Millards Ck & Harbour - GPT -Water Quality Feasibility	80,000	0	0	80,000	0
Sanctuary Point-5-7 Pelican St-Pipe Capacity Investigation & design	7,000	0	7,000	0	0
Piping easements in Existing Subdivisions (POL16/143) - Various location	25,000	0	0	0	25,000
Culburra Bch-Prince Edwards Av (skate prk)- water qual investigation	5,000	0	5,000	0	0
Sanctuary Point - 52 Sanctuary Point Rd - Drain Easement (Design)	8,000	0	8,000	0	0
Streetscapes					
Braidwood Rd, Sassafras - Village Entrance Signs	31,000	0	0	31,000	0
Nowra CBD Revitalisation	484,863	484,863	0	0	0
Streetscape - Owen St Huskisson - North side	100,000	0	100,000	0	0
Vincentia - Village Entrance Sign	31,000	0	31,000	0	0
Traffic Management					
Braidwood Road - safer roads project	560,000	0	0	560,000	0
BridgeRd-HyamSt-Nowra-Int-safer roads project	70,000	0	70,000	0	0
Huskisson - Burrill St - Moona Moona Creek - safer roads project (Design)	50,000	0	50,000	0	0
Huskisson - Burrill St / Jervis St intersection - safer roads project (Design)	40,000	0	40,000	0	0
Currambene/Bowen St Roundabout SRP	230,000	0	230,000	0	0
Vincentia - Elizabeth Dr - Minerva Ave Intersection - safer roads project (Design)	40,000	0	40,000	0	0
Forest Road - safer roads project (Design)	50,000	0	50,000	0	0
Guardrail renewal and upgrade program - Various (Construct)	50,000	0	0	0	50,000
Berry – Kangaroo Valley Road - safer roads project (Design)	30,000	30,000	0	0	0
Nowra – Kinghorne St / Worrigeer Intersection -safer roads project (Design)	60,000	0	60,000	0	0
Local Roads-Survey/Design	61,700	0	0	0	61,700
Nowra – North St / Graham St Intersection - safer roads project (Design)	70,000	70,000	0	0	0
Nowra - Osborne/Junction St - Roundabout (Construct)	340,000	340,000	0	0	0
Street Lighting Upgrades – Various Locations	46,000	0	0	0	46,000
Kangaroo Valley – Upper Kangaroo River Rd - safer roads project (Construct)	685,000	685,000	0	0	0
Ulladulla - Matron Porter Dr SRP - CH 3.65-3.96 (Construct)	295,000	0	0	295,000	0
Curarong - Curarong Rd from Coonemia Rd – Road Rehabilitation CH.7.5 -1 CH 1.7 (Construct)	620,000	0	620,000	0	0
Waterways Infrastructure					
Callala Bay - widen ramp and new walkway - Lackersteen St	361,000	0	361,000	0	0
Crookhaven Heads - Inv & Design	40,000	40,000	0	0	0

Proposed Capital Works Program 2021/22	Proposed Budget \$	Ward 1 \$	Ward 2 \$	Ward 3 \$	All Wards \$
<i>Fishing Cleaning – Renewals (Various)</i>	30,000	0	0	0	30,000
<i>St Georges Basin - Island Point Road - jetty asset renewal (Construct)</i>	140,000	0	140,000	0	0
<i>Coomerong - Levee Restoration P11L1 (Construct)</i>	150,000	150,000	0	0	0
<i>Myola – Catherine St -Renewal–Boat Launching Ramp & Pontoon (D&C)</i>	395,000	0	395,000	0	0
<i>Myola Training Wall - path and fishing platforms (D&C)</i>	118,140	0	118,140	0	0
<i>St Georges Basin - Basin Road – jetty renewal (Investigation & Design)</i>	26,000	0	0	26,000	0
<i>Shoalhaven Heads - Wharf Road – (Investigation & Design)</i>	50,000	50,000	0	0	0
<i>Shoalhaven Levee Restoration Works (Construct)</i>	200,000	0	200,000	0	0
<i>Ulladulla Harbour Asset renewals (Construct)</i>	350,000	0	0	350,000	0
<i>Ulladulla Harbour - Visiting Berths (Construct)</i>	150,000	0	0	150,000	0
Waste and Recycling Program	31,210,000	2,380,000	150,000	0	28,680,000
Landfill and Transfer Station Operations					
Bins and Equipment	145,000	0	0	0	145,000
Bioelektra Resource Recovery Facility RRF	7,000,000	0	0	0	7,000,000
Glass Recycling Plant - West Nowra	150,000	0	0	0	150,000
Leachate Management Infrastructure	500,000	0	0	0	500,000
Waste Education Centre	500,000	0	0	0	500,000
Waste Plant Sales	0	0	0	0	0
Waste Plant Purchases Landfill Compactor	1,000,000	0	0	0	1,000,000
Waste Plant Purchases Passenger Vehicles & Utes	200,000	0	0	0	200,000
Waste Plant Purchases Waste Handler	400,000	0	0	0	400,000
Concrete Hardstand Huskisson Depot	200,000	0	0	0	200,000
Relocation and Refurbish Offices Huskisson Depot	150,000	0	150,000	0	0
Fencing West Nowra Depot	130,000	130,000	0	0	0
Waste Road Works Ulladulla	285,000	0	0	0	285,000
West Nowra Land Fill Cells	2,100,000	2,100,000	0	0	0
Waste Depots Solar / Comms / Security	50,000	0	0	0	50,000
Weighbridge Upgrade Ulladulla	250,000	0	0	0	250,000
West Nowra Landfill Closure Rehabilitation	150,000	150,000	0	0	0
Materials Recovery Facility	18,000,000	0	0	0	18,000,000
Water and Sewer Services	53,682,653	26,794,720	6,661,867	1,220,000	19,006,066
Sewer Services					
Callala SPS 3 RM Replacement	400,000	0	400,000	0	0
Coastal Zone Mgmt -Sewer Asset Protection	950,000	0	0	950,000	0
Edwards Ave Bomaderry, SPS 8 Inlet GM	235,000	235,000	0	0	0
Electrical protection upgrade - RCD for EOne Systems	220,000	0	0	0	220,000
FY- SPS Electrical Control Panel Replacements	750,000	0	0	0	750,000
Husk Vincentia SPS 7 RM & GM upgrade	852,000	0	852,000	0	0
IoT rain gauge network	20,000	0	0	0	20,000
Moss Vale Rd expansion area - WWtr	8,750,000	8,750,000	0	0	0
Mundamia SPS N-F4 - RM and GM	200,000	200,000	0	0	0

Proposed Capital Works Program 2021/22	Proposed Budget \$	Ward 1 \$	Ward 2 \$	Ward 3 \$	All Wards \$
North Nowra surcharge main excl bridge works stage2	81,000	81,000	0	0	0
Nowra Lyrebird SPS2 GM Upgrade	2,000,000	2,000,000	0	0	0
Nowra St Anns & Lyrebird Sewer Rising Main	1,125,000	1,125,000	0	0	0
Nowra SthSPS 20 Surcharge main	140,000	140,000	0	0	0
Pressure Sewer System Installation	50,000	0	0	0	50,000
Refurbishment of St Georges Basins Inlet Works	47,500	0	47,500	0	0
REMS 2.0 - New 900ML Storage Dam	5,000,000	0	0	0	5,000,000
Sewer A&W minor works program	60,000	0	0	0	60,000
Sewer Gain/Loss- Sale Vehicles	0	0	0	0	0
Sewer Land Purchases	200,000	0	0	0	200,000
Sewer Low Power - wide area network	200,000	0	0	0	200,000
Sewer Office furniture & equipment	120,000	0	0	0	120,000
Sewer Various access road renewals	10,000	0	0	0	10,000
Sewer Various internal SPS renewals	150,000	0	0	0	150,000
Sewer Various minor development works	50,000	0	0	0	50,000
Sewer Various optical fibre install asset enhancement	25,000	0	0	0	25,000
Sewer Various Optical Fibre Install- Replacement	15,000	0	0	0	15,000
Sewer Various security fence replacements	50,000	0	0	0	50,000
Sewer Various SPS electrical replacements	20,000	0	0	0	20,000
Sewer Various SPS VSD replacements	60,000	0	0	0	60,000
Sewer Vehicle Purchases	262,000	0	0	0	262,000
Sewer Plant Purchases	589,000	0	0	0	589,000
South Nowra Surcharge Main	1,000,000	0	1,000,000	0	0
SPS Emergency storage upgrade program	1,275,000	0	0	0	1,275,000
St Anns and Lyrebird Park SPS Upgrade	1,275,000	1,275,000	0	0	0
Switch upgrades & SD WAN implementation - STP	22,000	0	0	0	22,000
Various CCTV STP install	30,000	0	0	0	30,000
Various microwave & VOIP upgrade	30,000	0	0	0	30,000
Various odour control	50,000	0	0	0	50,000
Various pump failure replacement program	200,000	0	0	0	200,000
Various STP WHS improvements	10,000	0	0	0	10,000
WstWtr Various chlorine safety improvements	30,000	0	0	0	30,000
Water Services					
Bamarang WTP upgrade clarifier	1,600,000	0	1,600,000	0	0
Bendeela Reservoir	180,800	180,800	0	0	0
Bolong Rd & Shoalhaven Hds Rd main replacement	93,600	93,600	0	0	0
Bunding for Alum deliveries	10,000	0	0	0	10,000
Burrier Replacement of Raw Water Supply	176,000	0	176,000	0	0
Burrier WPS 33 kv Substation	1,423,867	0	1,423,867	0	0
Citect to clear SCADA upgrade	50,000	0	0	0	50,000
Communications Section	8,800	0	0	0	8,800
Curarong Road WM replacement	212,500	0	212,500	0	0
Danjerra Dam Bridge	600,000	0	600,000	0	0
Milton WTP MCC replacement - investigation	240,000	0	0	240,000	0

Proposed Capital Works Program 2021/22	Proposed Budget \$	Ward 1 \$	Ward 2 \$	Ward 3 \$	All Wards \$
Mundamia - 200mm Feeder Main	14,320	14,320	0	0	0
Nowra Sth, Flinders Depot electrical work	7,500,000	7,500,000	0	0	0
Nth-Sth transfer system improvements	1,100,000	0	0	0	1,100,000
Power to Croziers Rd Reservoir Site	100,000	100,000	0	0	0
SCADA hardware renewals	100,000	0	0	0	100,000
Sth Inlet control valve replacements	30,000	0	0	30,000	0
Various reservoir hatch upgrades	20,000	0	0	0	20,000
Various reservoirs CCTV instal alarm upgrade	30,000	0	0	0	30,000
Various reservoirs security upgrades	20,000	0	0	0	20,000
Various tablet & hypo chlorine dosing upgrades	50,000	0	0	0	50,000
Various WTP WHS improvements	20,000	0	0	0	20,000
Water A&W minor works program	250,000	0	0	0	250,000
Water Assets redundant power connections - fixed & deployment	100,000	0	0	0	100,000
Water Gain/Loss- Sale Plant	0	0	0	0	0
Water Land Purchases	100,000	0	0	0	100,000
Water Low Power - Wide area network	120,000	0	0	0	120,000
Water Meter New Services/Replacements	100,000	0	0	0	100,000
Water Minor main extension	50,000	0	0	0	50,000
Water Moss Vale Road expansion area	5,100,000	5,100,000	0	0	0
Water New services instal & relocate	500,000	0	0	0	500,000
Water Office furniture & equipment	120,000	0	0	0	120,000
Water Plant Purchases	1,634,000	0	0	0	1,634,000
Water Switch upgrades & SD WAN implementation - WTP	9,000	0	0	0	9,000
Water Technology - DWQMP improvements	50,000	0	0	0	50,000
Water Technology improvements - pressure logging	20,000	0	0	0	20,000
Water Various additional valves Capital Enhancement	20,000	0	0	0	20,000
Water Various Chlorine Safety Improvements	90,000	0	0	0	90,000
Water Various electrical replacements	20,000	0	0	0	20,000
Water Various fencing replacements	120,000	0	0	0	120,000
Water Various flow meter replacements	50,000	0	0	0	50,000
Water Various Main Replacements	2,772,266	0	0	0	2,772,266
Water Various microwave and VOIP upgrades	100,000	0	0	0	100,000
Water Various optical fibre install-Asset Enhancement	15,000	0	0	0	15,000
Water Various PRV replacements	100,000	0	0	0	100,000
Water Various road replacements	165,000	0	0	0	165,000
Water Various steel work replacements	20,000	0	0	0	20,000
Water Vehicle Purchases	1,374,000	0	0	0	1,374,000
Yalwal tourist upgrade	350,000	0	350,000	0	0
Water Solar Initiatives	200,000	0	0	0	200,000
Grand Total	230,214,434	65,532,031	39,145,505	23,756,479	101,780,419

DRAFT



Capital Works

2021/2030 - Working Document

Subject to annual confirmation



10 year Capital Works Program

What do the next 10 years look like?

Over the next ten years, Council is planning to:

- Invest more into existing infrastructure, focusing on replacing and renewing existing infrastructure that is in poor condition
- Address current and emerging community needs through the provision of general infrastructure programs and projects, and
- Deliver key strategic projects that will benefit current and future generations, subject to State and Federal Government Funding support, as well as borrowings.

It is important to highlight that there are many variables that can affect Council's priorities over the next decade, including:

- Legislation changes
- Shifts in community needs
- A changing natural environment including natural disasters, and
- New (or revised) strategies, plans and policies adopted by Council.

In order to assist Council communicate and manage such a complex capital investment Council produces an indicative 10 Year Capital List. The key word here being indicative. Council only allocates an annual budget, not a 10 year budget, so this indicative list is likely to evolve with projects being added and deleted and reprioritised over time. The important role that the indicative 10-year plan plays is that it allows Council to plan strategically and be open and transparent about its longer-term planning.

Competing priorities when considering what projects and programs should be delivered include:

- Existing assets in need of replacement or upgraded to meet future demands
- Commitments and actions relating to existing Council strategies and plans
- The demand for new infrastructure to service growth and development
- Supporting local business and economic development and tourism to the area
- Being prepared for emergencies including flood and bushfire
- Delivery of developer funded projects, and
- The infrastructure required to support Council's service delivery to the community.

Project Timing

This is a forward planning document and as such, many projects have not been through a detailed design phase which may change the expected timing of delivery. Some projects may have their work re-phased to a later date, while others are bought forward and delivered sooner than expected.

Projects are confirmed through the development and adoption by Council of the Delivery Program and Operational Plan and Budget each financial year.

How to read the document

Capital works projects have been grouped by asset type. Examples include Buildings and Property, Community & Culture or Open Space, Sport & Recreation. Each capital works project is listed with the year the project is programmed to be undertaken. To assist in finding a project of interest use the "Ctrl F" in the PDF electronic version of this plan with the key Road name or Project name. Alternately our Customer Service team will be more than happy to search the list for you and discuss over the phone.

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10 Year Proposed Capital Works Programming

Ref#	Program	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	Unfunded \$'000
1	Buildings and Property	16,491	14,015	8,087	17,683	11,499	3,243	2,914	2,925	4,528	3,203	1,853
2	Community, Residential and Commercial Buildings											
3	South Narrawallee Beach - Surfers Ave - New Public Toilet	0	0	0	0	0	20	160	0	0	0	0
4	Youth Hall - Nowra Showground - Compliance	84	0	0	0	0	0	0	0	0	0	0
5	Arts Centre	24	24	25	25	26	26	27	27	28	28	0
6	Berringer Lake - Cunjurong Reserve - New Public Toilet	0	0	0	0	0	0	0	0	25	0	225
7	Berry District Park - Four Unisex Facilities	0	0	0	0	0	0	0	410	0	0	0
8	Berry - Mark Radium Park - Twin unisex facilities	0	0	0	0	0	20	200	0	0	0	0
9	Bomaderry Depot - renew/construct sheds	0	45	0	0	0	0	0	0	0	0	0
10	Buildings Asbestos Removal Programme	229	139	142	145	148	151	154	157	160	164	167
11	Building Fire Compliance - Programmed works to meet compliance regulations	650	650	650	650	650	650	650	650	650	650	0
12	Burrill Lake- McDonald Avenue	0	0	20	150	0	0	0	0	0	0	0
13	Callala Beach-Callala Beach Rd-Twin unisex facilities	0	0	25	175	0	0	0	0	0	0	0
14	Carpet and furnishings upgrade including minor refurbishment	0	0	0	0	0	0	50	0	0	0	100
15	Commercial Building Component Renewal Programme	105	100	119	280	136	119	138	118	230	235	0
16	Community Building Component Renewal Programme	216	499	0	0	0	0	0	0	0	0	0
17	Community Buildings - Keyless Electronic Entry	53	53	53	53	53	0	0	0	0	0	0
18	Community Buildings Scheduled Improvements	278	182	126	180	25	236	145	14	842	400	0
19	Crookhaven Heads Boat Ramp-Twin unisex facilities	0	0	0	25	200	0	0	0	0	0	0
20	Culburra - Ocean Street - Replace Public Toilet - Design	0	0	35	260	0	0	0	0	0	0	0
21	Culburra Beach-CBD-Twin unisex facilities	0	0	0	0	25	225	0	0	0	0	0
22	Culburra Beach-Surf Club-Twin unisex facilities	0	0	40	300	0	0	0	0	0	0	0
23	Currarong - Bosom Beach - Beecroft Parade	0	0	0	0	0	0	0	0	35	0	385
24	Depot Sites Building Component Renewal Programme	50	50	0	36	24	40	0	166	0	50	0
25	Erina Rd, Woollamia - Office Extension Woollamia	275	0	0	0	0	0	0	0	0	0	0

Ref#	Program	2021-22 \$,000	2022-23 \$,000	2023-24 \$,000	2024-25 \$,000	2025-26 \$,000	2026-27 \$,000	2027-28 \$,000	2028-29 \$,000	2029-30 \$,000	2030-31 \$,000	Unfunded \$,000
26	Fencing renewal	0	0	46	0	0	0	0	0	0	0	0
27	Gallery Meeting Room Upgrade	28	0	0	0	0	0	0	0	0	0	0
28	Greenwell Point-Gordon Ravell Park-Twin unisex facilities	0	0	0	0	0	20	220	0	0	0	0
29	Greenwell Point-Swimming Pool Foreshore-Refurbish	0	0	0	0	20	180	0	0	0	0	0
30	Greenwell Point-Titania reserve- New Public Toilet-Construct	430	0	0	0	0	0	0	0	0	0	0
31	Huskisson - Picture Theatre - Sydney Street	0	0	0	0	0	0	0	0	20	0	220
32	Huskisson-White sands park-Lift & change & facilities	0	50	500	0	0	0	0	0	0	0	0
33	Hyams Beach Boat Ramp Amenities -Rebuild - Design	40	450	0	0	0	0	0	0	0	0	0
34	Jervis Bay Maritime Museum Boardwalk Renwal Works	40	260	0	0	0	0	0	0	0	0	0
35	Milton Theatre- Renewal works	200	0	0	0	0	0	0	0	0	0	0
36	Mollymook Beach - Edith Twynam Reserve	0	0	0	0	0	0	0	20	220	0	0
37	Mollymook Beach-Beach Road-Four unisex facilities - Design	0	40	480	0	0	0	0	0	0	0	0
38	Narrawallee-Adjacent Lake Entrance-Four unisex facilities - Design	0	40	400	0	0	0	0	0	0	0	0
39	Nowra - Cemetery - Kalandar Street	0	0	0	0	0	0	0	20	220	0	0
40	Nowra - Davis Park - Osbourne Street - Decommission	0	0	0	0	0	0	0	0	20	0	0
41	Nowra - Marriot Park - Replace Public Toilet - Design	0	40	450	0	0	0	0	0	0	0	0
42	Nowra Admin Buildng - Northern carprak safety works	50	0	0	0	0	0	0	0	0	0	0
43	Nowra Arts Centre - Roof renewal works	150	0	0	0	0	0	0	0	0	0	0
44	Nowra Parramatta Park Amenities - Refurbish - Single Unisex	55	0	0	0	0	0	0	0	0	0	0
45	Nowra Librarry - Roof & HVAC renewal works	250	500	0	0	0	0	0	0	0	0	0
46	Nowra -Recreation park- When park no longer required.	0	0	0	0	20	0	0	0	0	0	0
47	Nowra School of Arts building and Annex renewal	300	0	0	0	0	0	0	0	0	0	0

Ref#	Program	2021-22 \$,000	2022-23 \$,000	2023-24 \$,000	2024-25 \$,000	2025-26 \$,000	2026-27 \$,000	2027-28 \$,000	2028-29 \$,000	2029-30 \$,000	2030-31 \$,000	Unfunded \$,000
48	Nowra -Stewart Place-Refurbish	0	0	0	0	0	20	180	0	0	0	0
49	Nowra, Sanctuary Point & Milton Library Component Renewal Programme	71	0	0	244	0	20	68	39	56	25	0
50	Outdoor racking	0	0	0	0	0	49	0	0	0	0	0
51	Preschool Building Component Renewal Programme	35	50	70	95	79	50	54	56	51	52	0
52	Public Amenities Programmed Works - Various	311	310	327	318	321	226	452	148	285	500	500
53	Public Amenity - Hyams Beach Reserve	450	0	0	0	0	0	0	0	0	0	0
54	Public Amenity-Erowal Bay-Fire Station R	0	180	0	0	0	0	0	0	0	0	0
55	Public Halls Building Component Renewal Programme	455	740	433	960	246	329	31	253	775	258	0
56	Recreation Buildings Programmed Works - Various	443	559	56	389	169	109	61	173	292	298	0
57	RFS/Emergency Building Component Renewal Programme	77	228	201	192	109	126	49	40	150	153	156
58	Sanctuary Point - Francis Ryan Reserve - New Amenities	900	300	0	0	0	0	0	0	0	0	0
59	Sanctuary Point Library	7,000	7,000	0	0	0	0	0	0	0	0	0
60	Security	0	0	0	0	48	0	0	0	0	0	0
61	Shoalhaven City Library - Construction	0	0	0	3,815	3,815	0	0	0	0	0	0
62	Shoalhaven City Library - Invest & Design	0	0	2,500	0	0	0	0	0	0	0	0
63	Shoalhaven Heads - Hay Ave -Decommission	0	0	0	0	0	0	0	20	0	0	0
64	Shoalhaven Heads - Jerry Bailey Oval - New Public Toilet	195	0	0	0	0	0	0	0	0	0	0
65	Shoalhaven Heads Surf Club -Twin unisex facilities - Design	30	300	0	0	0	0	0	0	0	0	0
66	Shoalhaven Heads-Curtis Reserve- To Unisex	0	0	0	5	35	0	0	0	0	0	0
67	South Nowra - Rotary Park-Decommission	0	0	0	0	20	0	0	0	0	0	0
68	Surf Life Saving Clubs Buidling Component Renewal Programme	42	60	60	90	12	101	50	50	50	65	0
69	Sussex Inlet-Neilson Lane-Single unisex facilities	0	0	0	0	0	0	10	130	0	0	0
70	Sussex Inlet-Surf Club -Twin unisex facilities	0	0	0	0	0	0	15	215	0	0	0

Ref#	Program	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	Unfunded \$'000
71	Swanhaven - Dybal Reserve - Lake Drive	0	0	0	0	0	0	0	20	220	0	0
72	Ulladulla - Deering St - Ulladulla Depot master plan implem	80	0	0	0	0	0	0	0	0	0	0
73	Ulladulla Civic Centre Renewal	0	7	60	21	94	13	0	0	0	0	0
74	Ulladulla Depot - renew sheds	44	0	0	0	0	0	0	0	0	0	100
75	Ulladulla-Boree Street-Four unisex facilities - Design	50	500	0	0	0	0	0	0	0	0	0
76	Ulladulla-Green Street-Decommission when Boree St replaced	0	0	20	0	0	0	0	0	0	0	0
77	Vincentia-Boat Ramp - Holden Ave-Twin unisex facilities	0	0	0	0	25	200	0	0	0	0	0
78	Woollamia Depot - wash bay, sewer connection	38	10	0	0	0	0	0	0	0	0	0
79	Yard sealing	0	0	0	47	0	0	0	0	0	0	0
80	Corporate Buildings											
81	IT Cabling Upgrade (in conjunction with fire system upgrade)	500	0	0	0	0	0	0	0	0	0	0
82	Nowra Admin Building - Basement carpark roller door replacement	40	0	0	0	0	0	0	0	0	0	0
83	Nowra Admin Building - Bathroom & kitchen refurbishment programme	0	0	0	3,000	0	0	0	0	0	0	0
84	Nowra Admin Building - Digital Signage upgrade in public areas & council offices	60	0	0	0	0	0	0	0	0	0	0
85	Nowra Admin Building - Reception Service Counter Renewal	150	0	0	0	0	0	0	0	0	0	0
86	Nowra Admin Building - Renew/replace roof and drainage	0	50	550	0	0	0	0	0	0	0	0
87	Nowra Admin Building - Required building works to meet compliance (fire)	1,010	0	0	0	0	0	0	0	0	0	0
88	Nowra Admin Building - Western extension to expand building size	0	0	500	5,000	5,000	0	0	0	0	0	0
89	Nowra Admin Building - Upgrade accessible amenities	250	200	0	0	0	0	0	0	0	0	0
90	Nowra Administration Bdg Proposed works	100	200	0	0	0	0	0	0	0	0	0
91	Roof Improvement and Solar Upgrade	0	0	0	1,000	0	0	0	0	0	0	0

Ref#	Program	2021-22 \$,000	2022-23 \$,000	2023-24 \$,000	2024-25 \$,000	2025-26 \$,000	2026-27 \$,000	2027-28 \$,000	2028-29 \$,000	2029-30 \$,000	2030-31 \$,000	Unfunded \$,000
92	Ulladulla & Nowra Admin Building Component Renewal Programme	305	0	0	29	0	113	0	0	0	125	0
93	Ulladulla Admin Building - Renewal works to back office area	150	0	0	0	0	0	0	0	0	0	0
94	Property Management											
95	Property Develop General	200	200	200	200	200	200	200	200	200	200	0
96	Commercial Undertakings	18,075	22,890	22,523	22,810	23,588	16,532	20,762	22,317	20,749	19,812	824
97	Cemeteries											
98	Asset refurbishment & replacement - Various	100	377	99	121	525	136	324	275	225	623	0
99	Disability Access Mollymook	50	0	0	0	0	75	0	0	0	0	0
100	SMGLC Chapel Expansion	25	0	1,700	1,700	0	0	0	0	0	0	0
101	Software Purchase-TechOne Interface	0	125	0	0	0	0	0	0	0	0	0
102	Solar Array & Storage Battery - Shoalhaven Crematorium	5	80	0	0	0	0	0	0	0	0	0
103	Upgrade - Cremators Emission Control	0	0	0	10	500	0	0	0	0	0	0
104	Entertainment Centre											
105	Auditorium floor & stage refurbish/replace (AMP)	0	0	0	0	0	0	0	0	32	0	32
106	Auditorium lighting replacement (house lights) (AMP)	0	0	0	0	0	0	330	0	0	0	40
107	Cool room panels replacement	0	0	0	0	0	0	0	0	5	0	0
108	External light replacements (AMP)	0	0	0	0	0	0	0	36	0	0	164
109	Mastlift - replacement	0	0	15	0	0	0	15	0	0	0	0
110	Operable floor repair kits (AMP)	0	20	0	20	0	20	0	20	0	0	20
111	Refrigeration - upgrade	0	32	0	0	0	0	0	0	0	0	0
112	Replace CCTV system (AMP)	0	0	13	0	0	0	0	0	0	0	1
113	Replace kitchen equipment (AMP)	0	0	0	0	0	34	0	0	0	0	518
114	SEC Upgrade & Cladding	2,000	0	0	0	0	0	0	0	0	0	0
115	Shoalhaven Entertainment Centr	57	55	56	57	58	59	60	61	62	63	0
116	Studio Seat only replacement (excl retractable system)	0	0	0	0	53	0	0	0	0	0	49
117	Mechanical Services											
118	Comerong Ferry Overhaul	0	0	0	25	1,500	0	0	25	800	0	0
119	Fleet Plant Purchases	2,200	2,200	2,300	2,400	2,500	3,000	3,100	3,200	3,300	3,400	0
120	Fleet Vehicle Purchases	3,348	3,500	3,500	3,748	3,748	3,748	3,748	3,748	3,748	3,748	0
121	Mechanical Workshop Capital	288	81	82	76	88	37	96	25	97	264	0

Ref#	Program	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	Unfunded \$'000
122	Swim and Fitness											
123	Aquatic Play Park - Huskisson Sea Pool	0	700	0	0	0	0	0	0	0	0	0
124	Bay & Basin Leisure Centre (BBLC) - multiple projects	132	558	0	95	1,152	13	47	1,085	212	0	0
125	BBLC electrical board and building management system	100	0	0	0	0	0	0	0	0	0	0
126	BBLC filtration and associated plant	0	0	709	0	0	0	0	0	0	0	0
127	BBLC Heating, Ventilation & Air Conditioning system	0	250	0	0	0	0	0	0	0	0	0
128	Berry Village Pool - multiple projects	8	32	565	950	0	0	10	9	0	0	0
129	Bomaderry Aquatic Centre - multiple projects	108	48	139	323	3,605	76	124	75	89	0	0
130	Bomaderry Aquatic Centre - Pool rehabilitation	0	0	2,000	0	0	0	0	0	0	0	0
131	Greenwell Point Village Pool - multiple projects	0	71	300	10	78	292	1,237	0	28	0	0
132	Huskisson Sea Pool - multiple projects	90	0	0	8	30	40	0	0	0	0	0
133	Kangaroo Valley Village Pool - multiple projects	23	21	326	25	5	10	475	0	0	0	0
134	Milton Village Pool - multiple projects	20	23	5	15	305	5	0	257	57	0	0
135	Nowra Aquatic Park - multiple projects	59	36	0	19	8	54	8	0	616	695	0
136	Shoalhaven Heads Village Pool - multiple projects	26	30	80	424	15	0	1,400	9	25	0	0
137	Shoalhaven Indoor Sports Centre - multiple projects	20	50	20	20	60	20	20	20	20	60	0
138	Sussex Inlet Leisure Centre - multiple projects	111	171	40	10	10	0	20	0	732	75	0
139	Ulladulla Leisure Centre - multiple projects	191	112	110	497	69	49	104	3,412	92	275	0
140	Ulladulla Sea Pool - Upgrade section line from sea	0	0	0	0	0	0	0	0	0	100	0
141	Tourist Parks											
142	Holiday Haven Amenities	785	1,750	1,940	450	520	440	1,390	50	540	965	0
143	Holiday Haven Cabins	3,005	3,505	1,735	3,805	2,705	4,075	3,605	3,995	6,375	2,925	0
144	Holiday Haven Ensuites	120	170	850	480	180	140	350	90	50	560	0
145	Holiday Haven Other Build	420	1,450	1,830	905	1,710	530	1,040	2,710	220	1,050	0
146	Holiday Haven Other Infrast	740	720	720	800	920	970	720	720	720	720	0
147	Holiday Haven Recreation	2,335	5,200	1,760	4,120	2,065	1,365	1,345	125	1,500	2,470	0
148	Holiday Haven Roadworks	660	210	545	490	600	140	280	500	160	495	0
149	Holiday Haven Siteworks	1,050	1,315	1,085	1,210	580	1,205	915	1,870	1,045	1,325	0
150	Community and Culture	2,281	1,376	2,466	551	562	573	584	596	607	619	375
151	Community Services											
152	CCTV Upgrade	54	55	56	57	58	59	60	61	62	63	375

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153	Library											
154	Books & Audio Visual	406	414	422	431	439	448	457	466	476	485	0
155	Library Furniture & Equip	60	61	62	63	64	66	67	68	70	71	0
156	Tourism and Events											
157	Sustainable Tourism Projects - Boardwalks & Accessible Paths	1,721	846	1,926	0	0	0	0	0	0	0	0
158	Arts Centre											
159	Artwork storage shelving	40	0	0	0	0	0	0	0	0	0	0
160	Economic Development	35,411	2,020	6,120	5,520	3,820	2,520	620	20	2,020	20	0
161	Economic Development											
162	EDO - South Nowra Industrial Access	18,000	0	0	0	0	0	0	0	0	0	0
163	EDO - Ulladulla Boardwalk	4,600	0	0	0	0	0	0	0	0	0	0
164	Industrial Land Dev Unalloc	6,370	2,020	6,120	5,520	3,820	2,520	620	20	2,020	20	0
165	Placemaking for Vincentia Village BBRF	3,341	0	0	0	0	0	0	0	0	0	0
166	Ulladulla Maritime - Berthing Facility	3,100	0	0	0	0	0	0	0	0	0	0
167	Environmental Management	3,143	1,264	1,534	2,844	3,350	855	860	864	880	1,011	0
168	Coastal and Estuary Management											
169	Bendalong Boat Harbour Master Plan - Drainage	130	0	0	0	0	0	0	0	0	0	0
170	Burrill Lake Foreshore Nourishment and Vegetation	58	0	0	0	0	0	0	0	0	0	0
171	Climate change impact assessment	50	0	0	0	0	0	0	0	0	0	0
172	Coastal Cliffs, Slopes Emergency Action Plan	50	51	52	53	54	55	56	57	58	59	0
173	Coastal Monitoring Implementation - Coastsnap/Beachsnap	71	28	28	0	0	0	0	0	0	0	0
174	Collingwood Beach Implementation Program	77	53	97	0	0	0	0	0	0	0	0
175	Huskisson - Sea Pool Steps	16	0	0	0	0	0	0	0	0	0	0
176	Improving Beach Access Ways	105	80	0	0	0	0	0	0	0	0	0
177	Installation - Foreshore disabled access per strategy	53	54	55	56	57	59	60	61	62	63	0
178	Lower Shoalhaven River Estuary Coastal Management Plan	490	0	0	0	0	0	0	0	0	0	0
179	Mollymook Cost Benefit Analysis	300	200	500	2,000	2,500	0	0	0	0	0	0
180	Mollymook Sewage Pump Stations Coastal Protection	300	0	0	0	0	0	0	0	0	0	0

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181	Repair/replace beach access infrastructure	517	568	570	571	573	574	576	576	587	599	0
182	Shoalhaven Heads Viewing Platform and Dune Management	53	0	0	0	0	0	0	0	0	0	0
183	Shoalhaven Heads Viewing Platform and Dune Management Design	200	0	0	0	0	0	0	0	0	0	0
184	St George's Basin & Sussex Inlet Coastal Management Plan	450	0	0	0	0	0	0	0	0	0	0
185	Floodplain Management											
186	Flood Alert Network - Lake Conjola Rainfall Gauge	15	0	0	0	0	0	0	0	0	0	0
187	Floodplain Program General	39	40	41	41	42	43	44	45	46	47	0
188	Review of Broughton Creek Flood Study	0	70	70	0	0	0	0	0	0	0	0
189	Shoalhaven River FRMS&P	25	0	0	0	0	0	0	0	0	0	0
190	St Georges Basin FRMS&P	25	0	0	0	0	0	0	0	0	0	0
191	Natural Areas											
192	Bushwalk Upgrades	40	41	42	43	43	44	45	46	47	48	0
193	Callala Beach - Beach Access Signage	0	0	0	0	0	0	0	0	0	15	0
194	Callala Beach - Design - Boardwalk	0	0	0	0	0	0	0	0	0	100	0
195	Fire Trails & Walking Track – Upgrades / Maintenance	80	80	80	80	80	80	80	80	80	80	0
196	Fire Protection and Emergency Services	649	662	675	689	703	717	731	746	761	776	0
197	Fire Protection and Emergency Services											
198	Fire Stations Unallocated	649	662	675	689	703	717	731	746	761	776	0
199	Internal Corporate Services	3,300	4,534	2,751	2,487	2,583	1,735	2,397	1,990	3,754	2,350	0
200	Fleet and Plant											
201	Fleet Office & Warehouse Equipment Refurbishment	0	0	0	25	0	0	0	0	25	0	0
202	Fleet Services Business & Master Plan	50	0	0	0	0	0	0	0	25	0	0
203	Information Technology											
204	CCTV Replacement	0	116	121	127	134	140	147	155	163	171	0
205	CIO Administration	0	7	7	7	7	7	7	7	7	7	0
206	Corporate Audio Video Conference Equipment	0	220	7	7	7	7	250	7	7	7	0
207	Corporate Mobile Devices	0	305	320	336	352	370	389	408	428	450	0
208	Corporate PC Hardware	445	900	538	535	532	528	525	521	531	542	0
209	Corporate UPS Replacement	0	16	17	18	19	20	21	22	23	24	0
210	Councillor ICT Devices	40	9	9	9	10	10	10	10	10	10	0
211	Firewall and AntiVirus Appliance	0	180	0	0	200	0	0	220	0	0	0

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212	IT Infrastructure	0	98	100	102	104	106	108	110	112	114	0
213	IT Network Equipment Office Purchase	0	63	66	69	73	77	80	84	89	93	0
214	Master Data Management Solution	0	1,200	1,000	800	0	0	0	0	0	0	0
215	MFD Printer Replacement	0	16	17	17	440	19	21	22	23	470	0
216	Microwave Network Replacement	0	250	263	276	289	304	319	335	352	369	0
217	Minute Books Digitisation	0	325	75	75	75	0	0	0	0	0	0
218	Multifunction machine purchase	25	25	25	25	25	25	25	25	25	26	0
219	Printing Equipment	0	0	0	0	257	61	0	0	0	0	0
220	Replacement of Council's Intranet	0	140	80	0	0	0	0	0	0	0	0
221	Wifi Infrastructure Upgrade -all council sites inc. HH, SW	150	250	15	16	16	17	450	18	18	19	0
222	Management and Support											
223	Corporate Services Equipment	40	41	42	43	43	44	45	46	47	48	0
224	Information Services	0	145	50	0	0	0	0	0	0	0	0
225	OneCouncil Implementation - Phase 4 (GF)	2,500	230	0	0	0	0	0	0	0	0	0
226	Financial Planning and Management											
227	Northern Sect Currambene St	0	0	0	0	0	0	0	0	1,869	0	0
228	Asset Planning and Development											
229	Comerong Island Ferry Precinct Scoping	50	0	0	0	0	0	0	0	0	0	0
230	Open Space, Sport and Recreation	19,660	19,794	19,938	19,512	2,129	2,045	2,142	2,614	2,091	1,866	43
231	Parks, Reserves, Sport and Recreation Areas											
232	Active Recreation Minor Improvement	174	280	286	292	299	303	308	826	843	860	0
233	Bay & Basin Recreation Hub	520	515	12,153	12,153	0	0	0	0	0	0	0
234	Boongaree - Construction	7,900	4,000	0	0	0	0	0	0	0	0	0
235	Car Parking Active (CrownLand)	91	93	95	97	98	101	103	106	108	110	0
236	Community Facilities Equipment Renewal	44	45	46	47	48	49	51	52	53	54	43
237	Dog Off-leash Areas - Various Areas	70	70	70	70	70	70	70	70	70	70	0
238	Floodlight Controller Installations - Lighthouse Oval	70	0	0	0	0	0	0	0	0	0	0
239	Forward Design	41	42	43	44	45	46	46	47	48	49	0

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240	Frogs Holla Reserve Upgrade	476	0	0	0	0	0	0	0	0	0	0
241	Implementation of Plans of Management	40	41	42	43	43	44	45	46	47	48	0
242	Irrigation system for Voyager Park Huskisson - Destination Park	0	95	0	0	0	0	0	0	0	0	0
243	Moss Vale Road South URA Open Space Embelishment - Construct	600	1,082	0	0	0	0	0	0	0	0	0
244	Moss Vale Road South URA Open Space Embelishment - Inv & Des	100	100	0	0	0	0	0	0	0	0	0
245	Narang Rd Tennis Upgrade	0	0	0	0	0	0	0	550	0	0	0
246	Northern Shoalhaven Active Rec Precinct / Hub - Invest & Design	0	0	450	800	0	0	0	0	0	0	0
247	Nowra Riverfront Open Space Area - Invest & Design	0	0	600	900	0	0	0	0	0	0	0
248	Nowra showground - Amenities	100	1,100	0	0	0	0	0	0	0	0	0
249	Original Bomaderry Basketball Stadium Construction	1,000	1,500	1,250	0	0	0	0	0	0	0	0
250	Original Bomaderry Basketball Stadium Redesign	250	0	0	0	0	0	0	0	0	0	0
251	Paringa Park Detailed Design	600	0	0	0	0	0	0	0	0	0	0
252	Park Enhancement Program	41	42	43	44	45	46	46	47	48	49	0
253	Park Road Netball Court Redevelopment - South Nowra	100	5,000	0	0	0	0	0	0	0	0	0
254	Play Equip / Softfall Replace	0	204	208	213	217	221	226	229	234	239	0
255	Playground - Bomaderry - Gardenia Crescent	150	0	0	0	0	0	0	0	0	0	0
256	Playground - Bomaderry - Sampson Crescent	150	0	0	0	0	0	0	0	0	0	0
257	Playground Replacement	0	158	162	166	170	174	178	183	186	190	0
258	Precinct Building Equipment Renewal	10	10	10	10	10	0	0	0	0	0	0
259	Projects ie. skate parks, bike tracks, pathways	0	0	56	0	56	0	0	68	0	0	0
260	Restricted Tennis - Milton / Ulladulla	0	0	0	0	0	0	0	0	0	0	0
261	SCARP - Invest & Design	5,000	2,000	4,000	4,000	0	0	0	0	0	0	0
262	Showgrounds - Camping Compliance	0	600	0	0	0	0	0	0	0	0	0
263	Sports Capital Works Partnership Program	165	168	171	175	178	182	185	189	193	197	0
264	Sports grounds upgrades	0	1,250	0	261	594	609	624	0	0	0	0

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265	Stronger Country Communities - Various	0	200	200	200	200	200	200	200	200	0	0
266	Tennis Court Capital - Renewal	152	0	0	0	0	0	0	0	0	0	0
267	Tennis Minor Program	52	0	54	0	56	0	59	0	61	0	0
268	Thurgate Oval Dog Off-leash Area	50	0	0	0	0	0	0	0	0	0	0
269	Tilbury Reserve Playground Replacement	165	0	0	0	0	0	0	0	0	0	0
270	Titania Park Exercise Circuit & Pathway	200	0	0	0	0	0	0	0	0	0	0
271	Ulladulla Skate Park	1,350	1,000	0	0	0	0	0	0	0	0	0
272	Ulladulla Sports Park Masterplan - Construction	0	200	0	0	0	0	0	0	0	0	0
273	Regulatory Services	174	55	56	57	59	130	61	62	63	64	0
274	Development, Building and Compliance											
275	Development Services Equipment	147	28	28	29	29	30	31	31	32	32	0
276	Environmental Regulation											
277	Environment Boat	0	0	0	0	0	70	0	0	0	0	0
278	Environmental Services Capital	27	28	28	29	29	30	31	31	32	32	0
279	Roads and Transport	46,137	75,246	69,552	50,405	50,096	48,492	35,010	23,968	32,874	63,991	47,529
280	Car Parking											
281	Berry Town Centre Car Parking	0	4,005	4,005	0	0	0	0	0	0	0	0
282	Kangaroo Valley - Moss Vale Rd - Construction - Car Parking	0	0	0	0	0	0	171	0	0	0	0
283	Nowra - Berry/Worrigee Street - Multistorey Car Park - Investigate and Design	500	2,000	11,500	0	0	5,000	5,000	0	0	0	0
284	Nowra - Marriott Park - Construction - Car Parking	0	800	1,900	1,250	850	0	0	0	0	0	0
285	Nowra - Marriott Park - Investigation & Design - Car Parking	200	600	250	150	0	0	0	0	0	0	0
286	Nowra CBD - All Day Car Parking	300	0	0	0	0	0	0	0	0	0	24,161
287	Sanctuary Point - Car Parking	714	0	0	0	0	0	0	0	0	0	0
288	Sussex Inlet - Car Parking	442	0	0	0	0	0	0	0	0	0	0
289	Sussex Inlet - Sussex Rd - Boat ramp car park renewal	40	0	0	0	0	0	0	0	0	0	0
290	Pedestrian Facilities											
291	Bawley Point/Kiola - Murramurang Rd - Construct - Shared User Path (SUP)	300	1,800	0	0	0	0	0	0	0	0	0

Ref#	Program	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	Unfunded \$'000
292	BBRF3 Myola Active Transport	433	0	0	0	0	0	0	0	0	0	0
293	Berry - Cemetery/Gables Estate to Thomas Cl - Stage 3 - Construct - Path	0	0	0	25	0	0	0	0	0	0	0
294	Berry - Ford St to Cemetery or Gables Estate - Stage 2 - Construct - Path	0	0	0	25	0	0	0	0	0	0	0
295	Berry - Kentia Cres to Bundewallah Rd - Stage 5 - Construct - Path	0	0	0	45	0	0	0	0	0	0	0
296	Berry - Thomas Close to Kentia Cres - Stage 4 - Construct - Path	0	0	0	40	0	0	0	0	0	0	0
297	Bomaderry - Barwon St - Construct - Footpath	0	0	31	0	0	0	0	0	0	0	0
298	Bomaderry - Bunberra St - Construct - Footpath	0	0	0	27	0	0	0	0	0	0	0
299	Bomaderry - Cambewarra Rd - Construct - Footpath	0	67	0	0	0	0	0	0	0	0	0
300	Bomaderry - Coomea St - Construct - Footpath	0	28	0	0	0	0	0	0	0	0	0
301	Bomaderry - Footpath Construction	0	0	0	0	0	0	0	0	168	168	0
302	Bomaderry - Meroo Rd - Design - Shared User Path (SUP) bridge	0	0	0	0	40	0	0	0	0	0	0
303	Bomaderry - Meroo Rd (adj to no. 10) - Replace - Path	0	10	0	0	0	0	0	0	0	0	0
304	Bomaderry - Princes Hwy - Construct - Path	0	10	0	0	0	0	0	0	0	0	0
305	Bomaderry - West Birriley St - Construct - Footpath	0	32	0	0	0	0	0	0	0	0	0
306	Callala Bay - Emmett St (adj to shops) - Replace - Bus Shelter	0	0	0	20	0	0	0	0	0	0	0
307	Callala Beach - Quay Rd - Shared User Path (SUP) - Stage 1	0	0	0	0	0	0	0	0	0	900	0
308	Callala Beach - Quay Rd - Shared User Path (SUP) - Stage 2	0	0	0	0	0	0	0	0	0	900	0
309	Central District - location TBC - Bus Shelter Replace	0	0	0	0	0	0	20	20	20	0	0
310	CPTIGS Accessible PT	0	50	50	50	50	50	50	50	50	51	0
311	CPTIGS Accessible PT 2019-21	120	135	0	0	0	0	0	0	0	0	0
312	Culburra Beach - Farrant Av - Footpath	0	0	0	0	0	0	0	0	0	60	0
313	Culburra Beach - Shared User Path (SUP) - Stage 1	0	0	0	0	0	400	0	0	0	0	0
314	Culburra Beach - Shared User Path (SUP) - Stage 2	0	0	0	0	0	0	900	0	0	0	0

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315	Culburra Beach - Shared User Path (SUP) - Stage 3	0	0	0	0	0	0	0	0	900	0	0
316	Culburra Beach - Shared User Path (SUP) - Stage 4	0	0	0	0	0	0	0	0	0	900	0
317	Culburra Rd, (West Fred Evans Ln)-Bus Shelter Replace	0	0	0	20	0	0	0	0	0	0	0
318	Curarong - Walton Way - Design & Construct - Path	0	0	0	0	0	0	4	76	0	0	0
319	Curarong - Walton Way (Curarong Rd to Piscator Av) - Design - Footpath	0	0	0	0	0	0	0	0	80	0	0
320	Curarong - Yalwal St (West of Jervis St) - Replace - Bus Shelter	0	0	0	0	0	20	0	0	0	0	0
321	Erowal Bay - Bridge - Design - Shared User Path (SUP)	0	0	0	40	0	0	0	0	0	0	0
322	Footpath replacement - location to be confirmed	0	50	50	50	50	50	50	50	50	51	0
323	Greenwell Point - Greens Rd - Design & Construct - Footpath	0	11	209	0	0	0	0	0	0	0	0
324	Greenwell Point - Greens Rd - Footpath	0	0	220	0	0	0	0	0	0	0	0
325	Greenwell Point - Greenwell Point Rd - Berrellan St to Pyree St - Footpath	0	25	0	0	0	0	0	0	0	0	0
326	Greenwell Point - Greenwell Pt Rd (opp West St) - Replace - Bus Shelter	0	20	0	0	0	0	0	0	0	0	0
327	Greenwell Point - South St - Construct - Footpath	0	0	0	0	0	0	0	0	0	120	0
328	Greenwell Point Road, Greenwell Point	0	1	24	0	0	0	0	0	0	0	0
329	Greenwell Pt Rd, (Opp Tarraga St) - Bus Shelter Replace	0	20	0	0	0	0	0	0	0	0	0
330	Greenwell Pt Rd-Pyree Lane-Int-Shoulder (CyclingTreatment)	300	0	0	0	0	0	0	0	0	0	0
331	Huskisson - Hawke St b/n Bowen St & Keppel St - construct - Path	0	0	0	0	0	0	0	0	87	0	0
332	Kangaroo Valley - Moss Vale Rd - Design - Shared User Path (SUP) bridge	0	40	0	0	0	0	0	0	0	0	0
333	Kangaroo Valley Rd - Design - Footpath bridge	0	0	0	0	0	40	0	0	0	0	0
334	Kerb Ramps - construct - various locations	20	20	20	20	20	20	20	20	20	20	0
335	Kings Point - Kings Point Dr - Construct - Shared User Path (SUP)	0	0	0	0	0	0	0	900	0	0	0

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336	Lake Conjola - Lakje Conjola Entrance Rd - Design - Shared User Path (SUP) bridge	0	40	0	0	0	0	0	0	0	0	0
337	Lake Tabourie SUP - Lake Tabourie - Construct - Shared User Path (Holiday Haven Access)	0	0	0	900	0	0	0	0	0	0	0
338	Meroo - Meroo St - Construct - Path	0	2	43	0	0	0	0	0	0	0	0
339	Milton - Croobyar Rd - Construct - Shared User Path (SUP)	0	0	0	0	0	0	0	0	0	900	0
340	Milton - Princes Hwy - Construct - Path	0	97	0	0	0	0	0	0	0	0	0
341	Mollymook - Garside Rd- Donlan Rd - Shared User Path (SUP)	0	0	0	0	0	0	0	0	0	900	0
342	Mollymook - Ocean St - Design & Construct - Path	0	0	0	0	0	0	2	47	0	0	0
343	Narawallee - Matron Porter Dr - Construct - Shared User Path (SUP)	300	350	0	0	0	0	0	0	0	0	0
344	North Nowra - Illaroo Rd - Construct - Shared User Path (SUP)	0	0	0	0	0	0	0	0	0	900	0
345	Northern District Bus Stop Upgrade (disability access compliance)	0	30	30	30	30	0	0	0	0	0	0
346	Nowra - Berry St (Osborne St to Douglas St) - Construct - Footpath	0	0	0	0	0	0	0	0	0	115	0
347	Nowra - Berry/Worrigee Intersection - Safer Roads Project	60	540	0	0	0	0	0	0	0	0	0
348	Nowra - Colyer Ave - Construct - Footpath	0	0	0	0	0	0	0	0	0	130	0
349	Nowra - Greenwell Pt Rd (opp Tarraba Cr) - Replace - Bus Shelter	0	0	0	0	20	0	0	0	0	0	0
350	Nowra - Kalandar St - Construct - Shared User Path (SUP)	100	0	0	0	0	0	0	0	0	0	0
351	Nowra - Moresby St - Construct - Path	0	17	0	0	0	0	0	0	0	0	0
352	Nowra - Terara Rd & Ferry Ln - Construct - Shared User Path (SUP)	795	0	0	0	0	0	0	0	0	0	0
353	Nowra - West St - Construct - Footpath	0	0	0	0	0	0	0	0	70	230	0
354	Nowra Hill - BTU Rd - Replace - Bus Shelter	0	20	0	0	0	0	0	0	0	0	0
355	Nowra Hill - Cabbage Tree Ln - Replace - Bus Shelter	0	20	0	0	0	0	0	0	0	0	0

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356	Old Erowal Bay - Caulfield Pde - Construct Missing Link - Asphalt Path	6	0	0	0	0	0	0	0	0	0	0
357	Orient Point - Orsova Pde - Construct - Footpath	0	0	0	0	0	0	0	0	0	90	0
358	Pedestrian Facilities - Renewal	0	62	63	64	66	67	68	70	71	72	0
359	Sanctuary Point - Loralyn Av/Walmer Av - Construct - Shared User Path (SUP)	0	450	450	0	0	0	0	0	0	0	0
360	Sanctuary Point - Wullun Cl - Construct Path Link	16	0	0	0	0	0	0	0	0	0	0
361	Sanctuary Point - Wullun Cl to Vost Dr - Construct - Path Extension	0	135	0	0	0	0	0	0	0	0	0
362	Sassafras - Braidwood Rd - Tree Planting	0	16	0	0	0	0	0	0	0	0	0
363	Shared User Path/Bridges - Various	0	40	40	40	40	40	40	40	40	41	0
364	Shoalhaven Heads - Renown Ave - Construct - Footpath	0	0	0	0	0	0	0	0	0	25	0
365	Shoalhaven Heads - River Rd - Construct - Shared User Path (SUP)	0	0	0	0	0	500	0	0	0	0	0
366	Shoalhaven Heads - Scott St and Staples St - Construct - Footpath	0	0	0	0	41	0	0	0	0	0	0
367	South Nowra - Browns Rd - Construct - Pathway	0	0	0	0	0	0	2	38	0	0	0
368	South Nowra - Browns Rd - Princes Hwy to Mumbulla St - Construct - Footpath	0	0	0	0	0	0	0	0	40	0	0
369	South Nowra - Evergreen Pl to Elian Cr - Construct - Footpath	0	15	0	0	0	0	0	0	0	0	0
370	South Nowra - Flinders Rd (Nowra Creek) - Design - Shared User Path (SUP)	0	0	40	0	0	0	0	0	0	0	0
371	South Nowra - Isa Rd - Construct - Shared User Path (SUP)	300	0	0	0	0	0	0	0	0	0	0
372	South Nowra - Quinns Ln - Construct - Shared User Path (SUP)	0	0	0	0	0	0	0	0	0	900	0
373	Sussex Inlet - Neilson Rd - Design & Construct - Path	0	0	0	0	0	0	2	29	0	0	0
374	Sussex Inlet - Sussex and Iverisons Rds - Design & Construct - Path	0	0	0	3	48	0	0	0	0	0	0
375	Sussex Inlet - Sussex Rd - Design & Construct - Path	0	0	0	0	4	78	0	0	0	0	0
376	The Springs Road Shared User Path Bridge Project	200	4,000	0	0	0	0	0	0	0	0	0

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377	Tomerong - Pine Forest Rd - Design & Construct - Path	0	0	0	1	17	0	0	0	0	0	0
378	Ulladulla - Maisie William Dr - Construct - Shared User Path	0	90	0	0	0	0	0	0	0	0	0
379	Ulladulla - Princes Hwy - Millards Creek - Shared User Path (SUP) bridge	200	4,600	0	0	0	0	0	0	0	0	0
380	Ulladulla - South Street - Construct - Shared User Path (SUP)	0	0	0	0	0	0	0	0	0	900	0
381	Ulladulla High School Safety Improvements	250	1,500	0	0	0	0	0	0	0	0	0
382	Vincentia - Berry St - Construct Missing Link - Footpath	200	0	0	0	0	0	0	0	0	0	0
383	Vincentia - Elizabeth Dr - Jervis St to Sutton St - Construct - Footpath	0	165	197	0	0	0	0	0	0	0	0
384	Vincentia - Elizabeth Dr to Blenheim-Frederick-Round The Bay-SUP loop	0	0	0	0	900	0	0	0	0	0	0
385	Vincentia - Frederick St - Construct - Bitumen Pathway	0	9	0	0	0	0	0	0	0	0	0
386	Vincentia - Jervis St to Blenheim Beach (White Sands Walk) - Design - Boardwalk	0	36	0	0	0	0	0	0	0	0	0
387	Vincentia - Minerva Av - Path & Refuge	0	174	128	0	0	0	0	0	0	0	0
388	Vincentia - Minerva St - Construct - Stage 1 - Path	0	0	0	6	114	0	0	0	0	0	0
389	Vincentia - Murray St to golf club - Stage 3 - Design & Construct - Path	0	0	0	0	0	3	48	0	0	0	0
390	Vincentia - Saumarez to Murray St - Stage 2 - Construct - Path	0	0	0	0	6	105	0	0	0	0	0
391	West Nowra - Filter Rd (opp Cavanagh Ln) - Replace - Bus Shelter	0	0	20	0	0	0	0	0	0	0	0
392	West Nowra - Yalwal Rd - Albatross Rd to Filter Rd - Construct - Path	0	100	500	0	0	0	0	0	0	0	0
393	West Nowra - Yalwal Rd - Construct - Shared User Path (SUP)	0	0	900	0	0	0	0	0	0	0	0
394	Woollamia - Frank Lewis Way - Bitumen Shared User Path to Boat Ramp	0	40	0	0	0	0	0	0	0	0	0
395	Woollamia - Woollamia Rd - extend Shared User Path (SUP)	0	0	0	0	0	0	0	0	0	900	0

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396	Worrigeer - Old Southern Rd (Isa Rd to Browns Rd) - Path	0	0	0	0	0	0	0	0	0	900	0
397	Worrigeer - Old Southern Rd (Isa Rd to Greenwell Point Rd) - Stage 1 - Path	0	0	0	0	0	0	0	0	0	900	0
398	Worrigeer - Old Southern Rd (Isa Rd to Greenwell Point Rd) - Stage 2 - Path	0	0	0	0	0	0	0	0	0	900	0
399	Worrigeer - Sophia Rd to St James Cres - Footpath	0	15	0	0	0	0	0	0	0	0	0
400	Worrigeer - Worrigeer Rd (North of Bennett Pl) - Replace - Bus Shelter	0	0	20	0	0	0	0	0	0	0	0
401	Roads											
402	Allison Nowra	0	0	0	12	0	0	0	0	0	0	0
403	Bailey Greenwell Point	0	28	0	0	0	0	0	0	0	0	0
404	Booragal North Nowra	0	12	0	0	0	0	0	0	0	0	0
405	Gowlland Callala Bay	0	12	0	0	0	0	0	0	0	0	0
406	Leo Dr Narrawallee	0	0	0	0	0	0	48	0	0	0	0
407	Maclean Nowra	0	0	0	36	0	0	0	0	0	0	0
408	Moss Vale Kangaroo Valley	0	11	0	0	0	0	0	0	0	0	0
409	Osborne Nowra	0	0	0	4	0	0	0	0	0	0	0
410	Shoalhaven Nowra	0	0	0	12	0	0	0	0	0	0	0
411	West Nowra	0	0	0	21	0	0	0	0	0	0	0
412	Young Nowra	0	0	0	12	0	0	0	0	0	0	0
413	Yurunga North Nowra	0	12	0	0	0	0	0	0	0	0	0
414	Albany Ln	0	0	0	0	8	150	0	0	0	0	0
415	Albatross St	0	0	0	0	0	19	382	0	0	0	0
416	Albert St	0	0	17	333	0	0	0	0	0	0	0
417	Alberta Cl Cunjurong Point	0	0	0	0	0	0	18	0	0	0	0
418	Ambassador North Nowra	0	10	0	0	0	0	0	0	0	0	0
419	Anson St and Cammaray Dr, Sanctuary Pt	0	158	0	0	0	0	0	0	0	0	0
420	Asquith North Nowra	0	4	0	0	0	0	0	0	0	0	0
421	Bainbridge Nowra	0	0	0	0	0	30	0	0	0	0	0
422	Basin View - Mathie St - D&C - Pavement Rehabilitation (Ch.110-230)	15	150	0	0	0	0	0	0	0	0	0
423	Beach Rd	0	0	0	0	0	20	400	0	0	0	0
424	Bells Lane - Meroo Meadow	0	50	0	300	0	0	0	0	0	0	0
425	Bendalong Rd	0	0	0	18	350	0	0	0	0	0	0
426	Boag St	0	0	0	0	7	142	0	0	0	0	0
427	Boat Ramp Access Rd, Wharf Rd, Berry – Sealing	0	20	0	0	0	0	0	0	0	0	0
428	Bolong Rd	19	386	0	0	0	0	0	0	0	0	0

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429	Bolong Rd bridge - Concrete repairs, deck repairs, joints	0	0	0	0	0	0	0	100	0	0	0
430	Bomaderry- Cambewarra Rd - Design - Road Rehabilitation	49	0	0	0	0	0	0	0	0	0	0
431	Bombora Cres Mollymook Beach	0	0	0	0	34	0	0	0	0	0	0
432	Bowness Cl Conjola Park	0	0	42	0	0	0	0	0	0	0	0
433	Boxsells Lane Meroo Meadow	0	0	0	0	0	55	0	550	0	0	0
434	Bridge Creek, The River Rd Moogood Rd	0	0	0	0	0	0	0	0	60	550	0
435	Brogers Creek Road, Brogers Creek - Bridge over Millers Creek	0	0	0	0	0	0	0	0	100	1,350	0
436	Browns Rd (From McDonalds east)	300	0	0	0	0	0	0	0	0	0	0
437	BTU Rd	0	0	0	30	597	0	0	0	0	0	0
438	BTU Rd (SRV 2014)	660	0	0	0	0	0	0	0	0	0	0
439	Bunberra Bomaderry	0	13	0	0	0	0	0	0	0	0	0
440	Bundewallah Bridge	600	0	0	0	0	0	0	0	0	0	0
441	Bunkers Hill culvert refurb	0	0	0	0	0	0	0	0	50	0	0
442	Bunkers Hill Road, Barrengarry - Bridge over Millers Creek	0	0	0	0	0	0	0	100	1,400	0	0
443	Burrill Lake - Lake View Dr	0	30	350	0	0	0	0	0	0	0	0
444	Burrill St-Refurb-Concrete repair, abutments, rock armouring	0	0	0	0	0	0	150	0	0	0	0
445	Bushland Ave Mollymook Beach	0	0	0	0	0	0	16	0	0	0	0
446	Callala Bay Rd former DCP41- CP02ROAD2007	150	1,336	0	0	0	0	0	0	0	0	0
447	Callala Beach - Silkwood Walk Path - Lighting	0	0	0	0	0	0	0	0	0	50	0
448	Callala Beach Rd	450	100	0	0	0	0	0	0	0	0	0
449	Carroll Ave Mollymook Beach	0	0	0	0	0	0	16	0	0	0	0
450	Castle Glen North Nowra	0	10	0	0	0	0	0	0	0	0	0
451	Clissold St Mollymook	0	0	0	0	68	0	0	0	0	0	0
452	Comerong Island Rd	700	0	0	0	0	0	0	0	0	0	0
453	Concrete culvert (bridge sized structures) replacement	75	80	85	90	95	100	125	150	175	179	1,025
454	Cont To Ratepayers Adv	16	17	17	17	17	18	18	19	19	19	0
455	Coolumburra - Braidwood Rd - Construct - Pavement Rehab (Ch.53930-54270)	378	0	0	0	0	0	0	0	0	0	0
456	Coolumburra - Braidwood Rd - Construct - Pavement Rehab (Ch.54270-54340)	35	0	0	0	0	0	0	0	0	0	0

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457	Coolumburra -Braidwood Rd- Stabilised Patch (Ch.52200-52320)	0	300	0	0	0	0	0	0	0	0	0
458	Coonemia Rd	2,376	0	0	0	0	0	0	0	0	0	0
459	Crescent St Ulladulla	0	0	0	0	14	0	0	0	0	0	0
460	Croobyar Rd	746	0	0	0	11	218	28	560	0	0	0
461	Croobyar Rd - Croobyar Creek - Rep Pettys Bridge - Des&Const	1,000	0	0	0	0	0	0	0	0	0	0
462	Culburra Beach - 56 Addison Rd - Construct - Road Upgrade	0	0	0	0	0	0	0	0	0	250	0
463	Culburra Beach - 61-73 The Marina (Access Rd) - Construct - Road Construction	0	0	0	0	0	0	0	0	0	800	0
464	Culburra Beach CBD resurfacing	150	162	0	0	0	0	0	0	0	0	0
465	Culburra Rd - Surface (ch 7.711 to ch 8.413)	34	692	0	0	0	0	0	0	0	0	0
466	Culburra Rd (R2R) - (CH 0.760 to 1.13km)	250	0	0	0	0	0	0	0	0	0	0
467	Currarong - Lamond St - Construct - Road Rehabilitation	0	0	0	0	0	0	0	0	0	300	0
468	Currarong Rd	0	963	1,713	0	0	0	0	0	0	0	0
469	Currarong Rd (LRRP)	0	0	0	0	20	390	0	0	0	0	0
470	Devlin North Nowra	0	8	0	0	0	0	0	0	0	0	0
471	Donlan Rd Mollymook Beach	56	0	0	0	16	0	23	0	0	0	0
472	Elder Nowra	0	0	0	0	0	12	0	0	0	0	0
473	Emmett Street	0	614	0	0	0	0	0	0	0	0	0
474	Emu Ave and Flamingo St, Sanctuary Pt	0	0	459	0	0	0	0	0	0	0	0
475	Ernest Nowra	0	0	0	0	0	1	0	0	0	0	0
476	Falls Creek - Jervis Bay Rd (Ch.5980-6005) - Construct - Asphalt	0	34	0	0	0	0	0	0	0	0	0
477	Far North Collector Road D & C	1,200	5,100	0	0	0	0	0	0	0	0	0
478	Fishermans Paradise - Wattle St / Fishermans Paradise Rd intersection	0	15	80	0	0	0	0	0	0	0	0
479	Fuchsia Bomaderry	0	12	0	0	0	0	0	0	0	0	0
480	George St (Sth)	0	6	115	0	0	0	0	0	0	0	0
481	Gleneagle North Nowra	0	0	0	12	0	0	0	0	0	0	0
482	Golf Ave	0	0	0	0	8	153	0	0	0	0	0
483	Graydons Pointer Rd	0	5	98	0	0	0	0	0	0	0	0
484	Green St Ulladulla	0	0	24	0	0	0	0	0	0	0	0
485	Hart Rd Bitumen Upgrade, Falls Creek	0	0	0	304	0	0	0	0	0	0	203

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486	Henry's Bridge - Main Rd Cambewarra	500	0	0	0	0	0	0	0	0	0	0
487	Hewlett North Nowra	0	0	0	2	0	0	0	0	0	0	0
488	Hunter Callala Bay	0	10	0	0	0	0	0	0	0	0	0
489	Huntingdale Dr	0	0	0	18	350	0	0	0	0	0	0
490	Hyam's Beach Long Term Traffic Management	310	0	0	0	0	0	0	0	0	0	0
491	HYSA (Hillcrest to Yalwal Sub-Arterial)	50	50	0	0	0	0	0	0	0	0	0
492	Iverison Rd Sussex Inlet	0	0	21	27	0	0	0	0	0	0	0
493	Jacobs Dr	171	0	0	0	0	25	500	0	0	0	0
494	Jervis Bay Rd/Season Good Road Intersection	0	0	425	375	0	0	0	0	0	0	0
495	Journal Nowra	0	0	0	0	0	3	0	0	0	0	0
496	Junction St - Replacement - Shade Sails	0	0	0	0	0	0	0	0	0	55	0
497	Kalandar Nowra	0	0	0	0	0	12	0	0	0	0	0
498	Kalandar St (East)	28	515	0	0	0	0	0	0	0	0	0
499	Kangaroo Valley Rd	0	0	46	955	896	767	0	0	0	0	0
500	Kerb and gutter renewals	0	500	500	500	0	0	0	0	0	0	0
501	Kings Point Drive (2kms from Princes Highway)	1,013	0	0	0	0	0	0	0	0	0	0
502	Koloona Rd, Bangalee	800	0	0	0	0	0	0	0	0	0	0
503	Kurrawa Dr Kioloa	0	0	39	0	0	0	0	0	0	0	0
504	Kywong Ave Bawley Point	0	0	20	0	0	0	0	0	0	0	0
505	Lake Conjola Entrance Rd	0	568	0	0	0	0	0	0	0	0	0
506	Lake Conjola Entrance Rd (LRRP)	775	100	0	0	14	276	0	0	0	0	0
507	Lake Tabourie - Centre St - Footpath from bridge to corner of Oak Ave	0	6	40	0	0	0	0	0	0	0	0
508	Lakehaven Dr	0	0	20	397	0	0	0	0	0	0	0
509	Land Acquisition	0	80	81	83	84	86	88	90	91	93	0
510	Leatham Nowra	0	0	0	0	0	28	0	0	0	0	0
511	Linden Way Mollymook Beach	0	0	0	0	0	0	9	0	0	0	0
512	Little Forest - Cedar Hills Road, Little Forest Creek - Design - Causeway	0	50	0	0	0	0	0	0	0	0	0
513	Local Road Repair Program	0	1,500	3,500	3,500	4,664	7,200	7,678	10,161	10,364	10,571	0
514	Local Road Resurface	0	611	836	912	689	718	898	630	643	656	0
515	Lockhart Ave Mollymook Beach	6	0	0	0	0	0	0	0	0	0	0
516	Lyndhurst Bomaderry	0	24	0	0	0	0	0	0	0	0	0
517	Main Rd Bridge	0	0	0	0	0	30	600	0	0	0	0
518	Manning Ave	0	0	15	300	0	0	0	0	0	0	0
519	Manyana - The Bounty - Road widening & K&G	10	250	0	0	0	0	0	0	0	0	0
520	Matron Porter Dr	300	200	0	0	0	0	0	0	0	0	0

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521	Matron Porter Dve (Princes Hwy to Leo Dve, Mollymook)	0	0	0	851	2,695	0	0	0	0	0	0
522	McArthur Dr/Jervis Bay Rd, Falls Creeks - Intersec Upgr Des	30	0	0	0	0	0	0	0	0	0	0
523	McDonald Nowra	0	0	0	0	0	16	0	0	0	0	0
524	McKay Nowra	0	0	0	0	0	95	0	13	0	0	0
525	McKenzie Nowra	0	0	0	0	0	0	0	18	0	0	0
526	Meroo Rd	0	0	0	0	0	26	511	0	0	0	0
527	Meroo Rd Design & Completion	1,100	0	0	0	0	0	0	0	0	0	0
528	Mill & fill cul-de-sacs:Basin View;Vincentia;Huski;Sanct Pt	0	54	0	0	0	0	0	0	0	0	0
529	Milton-Corks Ln - Link Rd & Associated works	35	30	0	0	0	0	0	0	0	0	3,140
530	Mitchell Rd	0	0	0	0	11	218	0	0	0	0	0
531	Mollymook - Ocean St - K&G - Footpath - Car Park - #45	15	285	0	0	0	0	0	0	0	0	0
532	Morton - Monkey Mtn Rd - Bitumen Seal - (Ch4.4km to Ch5.4km)	10	350	0	0	0	0	0	0	0	0	0
533	Moss Street	501	134	687	0	0	0	0	0	0	0	0
534	Moss Vale Road South URA land acquisitions	850	0	0	0	0	0	0	0	0	0	0
535	Moss Vale Road URA Road Construction	1,000	3,474	0	0	0	0	0	0	0	0	0
536	Mt Scanzi Road, Budgong - progressively seal	150	300	300	300	300	300	300	300	300	300	300
537	Mt Scanzi Road, Kangaroo Valley	52	0	0	0	0	0	0	0	0	0	0
538	Murramarang Rd Bawley Pt CH0.320-1.360	500	0	0	0	0	0	0	0	0	0	0
539	Murrays Rd (Conjola)	0	8	155	0	0	0	0	0	0	0	0
540	Murrays Rd Conjola	0	0	0	0	0	0	0	55	1,000	0	0
541	Myrtle St	0	0	0	0	15	309	25	500	0	0	0
542	Newhaven Gap Rd, Tinajara - Investigations	0	10	0	0	0	0	0	0	0	0	0
543	North Nowra Link Rd - Bridge & Traffic Facilities	0	0	5,828	5,828	5,828	0	0	0	0	0	0
544	Nowra - 2 North St - Renewal - Tree Surrounds	0	0	0	0	0	0	0	0	0	9	0
545	Nowra - 60-64 Junction St - Renewal - Footpath	0	0	0	0	0	0	0	0	0	90	0
546	Nowra - 82 Worrige St - Renewal - Footpath	0	0	0	0	0	0	0	0	0	260	0
547	Nowra - 86 Bridge Rd - Renewal - Footpath	0	0	0	0	0	0	0	0	0	400	0
548	Nowra - Berry St / Junction St - Renewal - Footpath	0	0	0	0	0	0	0	0	0	710	0

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549	Nowra - Cnr North St & Berry St - Renewal - Footpath	0	0	0	0	0	0	0	0	0	480	0
550	Nowra - Jelly Bean Park (Egans Ln) - Renewal - Fairy Lights	0	0	0	0	0	0	0	0	0	40	0
551	Nowra - Junction St - Nowra Ln to Princes Hwy - Renewal - Footpath	0	0	0	0	0	0	0	0	0	320	0
552	Nowra - Junction St - Renewal - Fairy Lights	0	0	0	0	0	0	0	0	0	95	0
553	Nowra - Kinghorne St - Renewal - Tree Surrounds	0	0	0	0	0	0	0	0	0	9	0
554	Nowra - Kinghorne St - Smiths Ln to Worrigee St - East side - Renewal - Footpath	0	0	0	0	0	0	0	0	0	650	0
555	Nowra - Kinghorne St - Worrigee St to Plunkett St - East side - Renewal - Footpa	0	0	0	0	0	0	0	0	0	600	0
556	Nowra - Kinghorne St - Worrigee St to Plunkett St - West side - Renewal - Footpa	0	0	0	0	0	0	0	0	0	600	0
557	Nowra - North St - Berry St to Graham St - North side - Renewal - Footpath	0	0	0	0	0	0	0	0	0	630	0
558	Nowra - North St - Berry St to Kinghorne St - South side - Renewal - Footpath	0	0	0	0	0	0	0	0	0	1,250	0
559	Nowra - North St - Berry St to Osborne St - South side - Renewal - Footpath	0	0	0	0	0	0	0	0	0	560	0
560	Nowra - North St - O'Keeffe Av to Princes Hwy - North side - Renewal - Footpath	0	0	0	0	0	0	0	0	0	660	0
561	Nowra - North St - O'Keeffe Av to Princes Hwy - South side - Renewal - Footpath	0	0	0	0	0	0	0	0	0	660	0
562	Nowra - Schofields Ln - Renewal - Footpath	0	0	0	0	0	0	0	0	0	660	0
563	Nowra - Worrigee St - Berry St to Kinghorne St - North side - Renewal - Footpath	0	0	0	0	0	0	0	0	0	1,135	0
564	Nowra - Worrigee St - Lawrence Av to Berry St - South side - Renewal - Footpath	0	0	0	0	0	0	0	0	0	600	0
565	Nowra CBD - Bin Surrounds	0	0	0	0	0	0	0	0	0	16	0
566	Nowra CBD - Streetscape - Painting	0	0	0	0	0	0	0	0	0	120	0
567	Nowra- Depot Farm - Jetty	0	50	0	0	0	0	0	0	0	0	0
568	Nowra Eastern Bypass (Sub-Arterial Extension)	0	0	0	0	0	0	0	1,000	10,000	19,000	19,000

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569	Nowra Eastern Bypass (Sub-Arterial)	0	0	10,000	15,000	15,000	10,000	3,000	0	0	0	0
570	Nowra Nowra	0	0	0	0	0	0	0	12	0	0	0
571	Old Southern Rd	0	12	234	0	0	0	0	0	0	0	0
572	Old Southern Road, Browns Rd to Twin Waters South	98	700	0	0	0	0	0	0	0	0	0
573	Oliver Nowra	0	0	0	0	0	0	0	3	0	0	0
574	Orient Point Rd	0	0	0	25	500	0	0	0	0	0	0
575	Orient Point Road - Culburra Beach	500	0	0	0	0	0	0	0	0	0	0
576	Orontes St	0	8	150	0	0	0	0	0	0	0	0
577	Osborne Nowra	0	0	0	0	0	0	0	16	0	0	0
578	Owen/Sydney St Roundabout	300	500	0	0	0	0	0	0	0	0	0
579	Oxley Cres Mollymook	0	0	0	0	0	0	20	0	0	0	0
580	Oxley Cres Mollymook Beach	0	0	0	0	0	0	21	0	0	0	0
581	Paradise Beach Rd, Sanctuary Pt	0	0	0	281	0	0	0	0	0	0	0
582	Parma Rd	0	350	0	25	500	0	0	0	0	0	0
583	Path renewals	0	250	0	0	0	0	0	0	0	0	0
584	Pengana Cres Mollymook	10	0	0	0	13	0	0	0	0	0	0
585	Pettys Bridge - Croobyar	0	50	950	0	0	0	0	0	0	0	0
586	Plateau Place Mollymook Beach	0	0	0	0	0	0	13	0	0	0	0
587	Plunkett Street - East	0	32	593	0	0	0	0	0	0	0	0
588	Prince Edward Ave	0	0	0	0	0	25	500	0	0	0	0
589	Princess St	0	20	400	10	200	0	0	0	0	0	0
590	Quebec St Cunjurong Point	19	0	0	0	0	0	0	0	0	0	0
591	Quinns/Old Southern Rd Link (Internal Serv Rd)	0	0	0	0	0	6,004	0	0	0	0	0
592	Redeck Gerringong Ck Bridge	0	0	0	0	100	0	0	0	0	0	0
593	Repaint Clinton Park bridge, repair bearings	0	120	0	0	0	0	0	0	0	0	0
594	Repaint Grahams Rd bridge, repair bearings	0	0	150	0	0	0	0	0	0	0	0
595	Repaint Green Valley Rd bridge, repair guardrail	0	0	0	150	0	0	0	0	0	0	0
596	Resheet/Reseal - Basin	470	481	580	580	580	580	580	980	1,000	1,100	0
597	Resheet/Reseal - Central	780	797	950	950	1,100	1,050	1,050	1,000	1,100	1,200	0
598	Resheet/Reseal - Northern	612	424	500	500	700	750	700	700	700	900	0
599	Resheet/Reseal - Southern	800	817	970	970	970	1,020	970	970	1,000	1,100	0
600	Ringland Ln	0	0	0	0	9	188	0	0	0	0	0
601	Riverbank Remediation - Sopers Rd, Bolong	0	200	0	0	0	0	0	0	0	0	0
602	Riversdale Ave	0	13	266	0	0	0	0	0	0	0	0

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603	Riversdale Rd, Tapitallee – Sealing	450	0	0	0	0	0	0	0	0	0	0
604	Road Stabilisation Program	0	0	0	0	3,548	3,661	4,020	0	0	0	0
605	Ryan Nowra	0	0	0	0	0	0	0	46	0	0	0
606	Salisbury Nowra	0	0	0	0	0	0	0	24	0	0	0
607	Sanctuary Point - Frances Ryan Reserve - Laneway - Upgrade	0	220	0	0	0	0	0	0	0	0	0
608	Sanctuary Point - Paradise Beach Rd - Carpark Entry Modifications	0	40	0	0	0	0	0	0	0	0	0
609	Sanctuary Point - Walmer Av - D&C - Pavement Rehab (ch.660-860)	20	200	0	0	0	0	0	0	0	0	0
610	Sandy Creek, Yalwal Rd Bridge- refurbishment	0	0	0	0	0	100	0	0	0	0	0
611	Saturn Ave Lake Tabourie	0	0	16	0	0	0	0	0	0	0	0
612	Scarlet Gum St Ulladulla	20	0	0	0	0	0	0	0	0	0	0
613	Seaview St Mollymook	24	0	0	0	0	0	0	0	0	0	0
614	Shoalhaven Heads – Viewing Platforms	0	137	0	0	0	0	0	0	0	0	0
615	Shoalhaven Heads Road, Shoalhaven Heads	50	350	0	0	0	0	0	0	0	0	0
616	Shoebridge Ln Access Rd	0	0	0	13	250	0	0	0	0	0	0
617	South Nowra - Flinders Rd / Albatross Rd Roundabout - Road Level Adjustments	0	50	0	0	0	0	0	0	0	0	0
618	SRV resurfacing	0	1,318	4,304	3,875	2,000	1,500	1,500	0	0	0	0
619	St Georges Basin - Island Point Rd - D&C - Pavement Rehab (ch.1340-1515)	21	191	0	0	0	0	0	0	0	0	0
620	St Vincent St	0	11	219	0	0	0	0	0	0	0	0
621	St Vincent St Exten to Prince Hwy & R'about -South Ulladulla	200	3,802	0	0	0	0	0	0	0	0	0
622	Station Rd	0	15	300	0	0	0	0	0	0	0	0
623	Steel arch refurbishment (Various locations)	60	30	30	30	0	0	0	0	0	0	0
624	Strategic Transport Analysis (NBSP Land	100	103	105	108	110	113	116	119	122	124	0
625	Suncrest Ave	0	13	250	15	301	0	0	0	0	0	0
626	Surface - ALBATROSS RD - ch 0.213 to ch 0.820	0	17	325	0	0	0	0	0	0	0	0
627	Surface - BOLONG RD - ch 0.087 to ch 0.595	0	0	0	0	0	0	41	821	0	0	0
628	Surface - GREENWELL POINT RD - ch 1.967 to ch 2.274	0	20	380	0	0	0	0	0	0	0	0
629	Surface - JERVIS BAY RD - ch 7.287 to ch 7.533	0	0	0	62	1,160	0	0	0	0	0	0

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630	Surface - KALANDAR ST (WEST) - ch.0.04 to ch.0.312	0	0	38	717	0	0	0	0	0	0	0
631	Surface - NAVAL COLLEGE RD - ch 6.088 to ch 7.088	0	0	0	0	41	748	0	0	0	0	0
632	Surface - THE WOOL RD (PRINCES-TASMAN)- ch 4.172 to ch 4.783	0	0	0	0	0	41	764	0	0	0	0
633	Surface - Wool Rd	580	100	0	0	0	0	0	0	0	0	0
634	Surfers Ave Narrawallee	26	0	0	0	0	0	0	0	157	0	0
635	Sydney / Bowen St Construction (Owen to Hawke St)	50	1,246	0	0	0	0	0	0	0	0	0
636	Tallwood Ave	0	0	0	0	0	25	500	0	0	0	0
637	Tannery & Beach Rd, Berry (Road & Bridge)	288	0	0	0	0	0	0	0	0	0	0
638	Tannery & Beach Rd, Berry (Upgrade)	0	0	0	0	0	1,619	0	0	0	0	0
639	Tannery Rd Cambewarra	400	0	0	0	0	0	0	0	0	0	0
640	Tapitallee - Ironbark Road -Design - Waste Vehicle Turnaround	0	38	0	0	0	0	0	0	0	0	0
641	The Court Mollymook Beach	0	0	0	0	0	0	6	0	0	0	0
642	The Lake Culburra Beach	0	6	0	0	0	0	0	0	0	0	0
643	The Park Drive (Larmer Ave To Boronia Ave)	496	100	0	0	0	0	0	0	0	0	0
644	The Park Drive, Sanctuary Pt	275	0	0	0	0	0	0	0	0	0	0
645	The Wool Rd (Princes-Tasman)	0	0	24	474	0	0	0	0	0	0	0
646	The Wool Rd, Vincentia	0	0	0	0	346	0	0	0	0	0	0
647	Timbs St Ulladulla	0	0	0	0	0	0	0	0	48	0	0
648	Tomerong - Suffolk Rd - Construct - Sacrificial Seal (Ch.420-550)	0	23	0	0	0	0	0	0	0	0	0
649	Tourist Rd	484	500	0	0	0	0	36	724	0	0	0
650	Treetops Cres Mollymook Beach	0	0	0	0	0	0	7	0	0	0	0
651	Turley Bomaderry	0	10	0	0	0	0	0	0	0	0	0
652	Ulladulla - Boree St - Bitumen seal gravel car park - #5 Boree	0	6	60	0	0	0	0	0	0	0	0
653	Ulladulla Depot - Deering St - Emulsion tank renewal	0	60	0	0	0	0	0	0	0	0	0
654	Unsealed Roads Sealing	0	1,000	1,500	1,000	1,000	1,000	1,000	0	0	0	0
655	Upper Kangaroo River Rd	0	549	680	0	0	0	0	0	0	0	0
656	Upper Kangaroo River Rd- Repaint, seal joints, repair abutmen	0	0	0	0	0	0	0	0	120	0	0
657	Village Dr - Highway to Timbs	200	300	0	0	0	0	0	0	0	0	0

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658	Virgo Pl Narrawallee	0	0	0	0	48	0	0	0	0	0	0
659	Wallace St	0	0	0	0	0	28	550	0	0	0	0
660	Walsh North Nowra	0	0	0	40	0	0	0	0	0	0	0
661	Wandandian - Hancocks Creek Rd - Construct - Pavement (Ch.0-800)	0	17	25	0	0	0	0	0	0	0	0
662	Wandypark Rd	0	15	303	0	0	0	0	0	0	0	0
663	Wason St (Sth)	0	8	156	0	0	0	0	0	0	0	0
664	West Nowra	0	0	0	0	0	0	0	12	0	0	0
665	Windemere Dr Conjola Park	17	0	24	0	0	0	0	0	0	0	0
666	Wondalga Nowra	0	0	0	0	0	0	0	12	0	0	0
667	Woodburn Road (Clyde Ridge Road to Brooman Road)	244	576	0	0	0	0	0	0	0	0	0
668	Woodhill Mountain Rd	500	0	37	741	0	0	0	0	0	0	0
669	Woodstock Rd	0	0	25	493	0	0	0	0	0	0	0
670	Worrigeer Rd	1,400	1,179	1,152	0	0	0	0	0	0	0	0
671	Worworing Heights - The Wool Rd - Construct - Asphalt (Ch.8760 to 9700)	420	405	0	0	0	0	0	0	0	0	0
672	Yalwal Rd	20	307	35	701	0	0	0	0	0	0	0
673	Yarramunmum Creek, Yalwal Rd, Yalwal	980	0	0	0	0	0	0	0	0	0	0
674	Yatte Yattah - Currowar Ln - Low Cost Seal - 350m	70	0	0	0	0	0	0	0	0	0	0
675	Young Nowra	0	0	0	0	0	0	0	45	0	0	0
676	Yurunga North Nowra	0	0	0	12	0	0	0	0	0	0	0
677	Stormwater											
678	62 The Park Drive, Sanctuary Point - Stormwater Upgrade	0	26	0	0	0	0	0	0	0	0	0
679	Argyle Street Vincentia - Kerb and Gutter and Stormwater Drainage	0	95	0	0	0	0	0	0	0	0	0
680	Bawley Point - 33 Harrington Cr - Coastal Ero-rehab (design)	5	40	0	0	0	0	0	0	0	0	0
681	Bawley Point - Coastal Erosion - rehab stormw out - (design)	6	0	60	0	0	0	0	0	0	0	0
682	Bayswater St, Vincentia - Stormwater Upgrade and Boardwalk	0	350	0	0	0	0	0	0	0	0	0
683	Bayswater's Street Vincentia - Stormwater Upgrade (Duncan Street to Woden Street	0	60	0	0	0	0	0	0	0	0	0
684	Berrys Bay Rd, Coolangatta - Drainage Upgrade	0	0	0	70	0	0	0	0	0	0	0

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685	Bomaderry - Halstead Place – Drainage Improvement	25	0	0	0	0	0	0	0	0	0	0
686	Bunkers Hill Road, Kangaroo Valley – Drainage Improvement	0	40	0	0	0	0	0	0	0	0	0
687	Callala Bay Sub soil drains	0	0	40	0	0	0	0	0	0	0	0
688	Callala Bay subsoil drains	0	35	0	0	0	0	0	0	0	0	0
689	Cliff & Slope Stabilisation - Coastal Zone Mgt Plan	150	10	120	0	0	0	0	0	0	0	0
690	Cliff & Slope Stabilisation - Berrara	0	0	0	0	15	75	0	0	0	0	0
691	Cliff & Slope Stabilisation - Manyana	0	0	0	35	130	0	0	0	0	0	0
692	Cliff & Slope Stabilisation - Mollymook/Narrawallee	0	30	150	0	0	0	0	0	0	0	0
693	Conjola Park - Cameron/ Hayward St - Drainage Improvement	45	40	0	0	0	0	0	0	0	0	0
694	Conjola Park - Hayward St - Drainage - #9 to Sandra St	0	8	54	0	0	0	0	0	0	0	0
695	Conjola Park - Lakeside Dr - K&G - Drainage - #99 to #105 and #100 to #114	0	12	390	0	0	0	0	0	0	0	0
696	Culburra - 42-48 Prince Alfred Ave - D&C Table Drains	0	80	0	0	0	0	0	0	0	0	0
697	Culburra - Canal St - D&C - Water Quality Upgrades	0	8	60	0	0	0	0	0	0	0	0
698	Culburra Bch-Prince Edwards Av (skate prk)- water qual invest	5	35	0	0	0	0	0	0	0	0	0
699	Culburra Beach - 39 Penguin Head Rd - Design & Construct - Drainage	0	0	0	0	0	0	0	0	0	40	0
700	Culburra Beach - Fern Way / Marina Ln - D&C - New Stormwater	0	0	40	0	0	0	0	0	0	0	0
701	Culburra Beach - Greenbank/North/WestCrS - D&C - New Stormwater	0	0	18	125	75	0	0	0	0	0	0
702	Culburra Beach - Marina/ Allerton - D&C - Stormwater	0	0	0	10	90	0	0	0	0	0	0
703	Culburra Beach - Mowbray Rd - Design & Construct - Drainage	0	0	0	0	0	0	0	0	0	80	0
704	Cunjurong Point - Ottawa St - #28 - K&G and Drainage Works	0	20	250	0	0	0	0	0	0	0	0
705	Drainage Investigation - Stormwater Enquires - Misc	0	32	33	33	34	35	35	36	37	38	0
706	Environmental Stormwater Management	82	84	86	87	89	91	93	95	96	98	0

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707	Erowal Bay - Mernie St - Stomwater diversion D&C	0	0	25	85	0	0	0	0	0	0	0
708	Fishermen Paradise - Cornfield/Anglers Pde - S'water Improve	18	80	0	0	0	0	0	0	0	0	0
709	Greenwell Pt - Church St/ Comerong Av - S'water design	11	120	100	0	0	0	0	0	0	0	0
710	Huskisson - Beach St - D&C - New Stormwater Asset	0	20	100	95	0	0	0	0	0	0	0
711	Hyams Beach - Cyrus St - S'water Pipe Outlet rehab (design)	17	40	0	0	0	0	0	0	0	0	0
712	Kangaroo Valley - Brooks Ln – Drainage & Road Upgrade	18	150	0	0	0	0	0	0	0	0	0
713	Kangaroo Valley - Keoghs Road - D&C – Drainage Improvement	0	34	0	0	0	0	0	0	0	0	0
714	Kirkham Way, Sanctuary Point - Kerb and Gutter Replacement	0	32	0	0	0	0	0	0	0	0	0
715	MacCleans Pt Rd - Sanctuary	0	0	0	0	8	90	0	0	0	0	0
716	Milton - Croobayar Rd - Culvert Widening – Ch0.96km	10	50	0	0	0	0	0	0	0	0	0
717	Mollymook - Lockhart Ave Creek erosion rehabilitation	0	20	80	0	0	0	0	0	0	0	0
718	Moss Vale Road South URA Drainage	3,861	4,392	0	0	0	0	0	0	0	0	0
719	Mountain St (drainage reserve) Sanctuary Point	0	0	0	15	80	0	0	0	0	0	0
720	Narang Road Bomaderry water quality	0	0	8	88	0	0	0	0	0	0	0
721	North St / Kingsley Av - Ulladulla	140	0	0	0	0	0	0	0	0	0	0
722	Nowra - Greenwell Point Rd - Drainage(Surv/Invest/ Des)	25	100	100	0	0	0	0	0	0	0	0
723	Nowra - Hyam St - marshland water quality assessment	7	0	110	0	0	0	0	0	0	0	0
724	Nth Nowra - Illaroo R Drain (Judith Drive)- GPT&deten basins	230	0	0	0	0	0	0	0	0	0	0
725	Nugents Creek Rd, Kangaroo Valley – Drainage Upgrade	0	0	50	0	0	0	0	0	0	0	0
726	Old Erowal Bay - McGowen St (4) - D&C - Stormwater	0	36	75	0	0	0	0	0	0	0	0
727	Owen St (rear 54/56) - Huskisson	0	0	5	60	0	0	0	0	0	0	0

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728	Pipe inspection, renewal & refurbishment - Basin	105	108	110	113	115	120	15	130	135	140	0
729	Pipe inspection, renewal & refurbishment - Central	105	108	110	113	115	120	15	130	135	140	0
730	Pipe inspection, renewal & refurbishment - North	105	108	110	113	115	120	15	130	135	140	0
731	Pipe inspection, renewal & refurbishment - south	105	108	110	113	115	120	15	130	135	140	0
732	Piping easements in Existing Subdivisions (POL16/143) -	25	35	50	50	50	0	0	0	0	0	0
733	Prince Edward Av (Orient Pt Rd - the mall) Culburra	0	80	0	0	0	0	0	0	0	0	0
734	River Rd (Badgee) - Sussex inlet	0	0	0	20	120	0	0	0	0	0	0
735	River Road, Shoalhaven Heads - Drainage	0	250	600	0	0	0	0	0	0	0	0
736	Sanctuary Point - 52 - 54 Loralyn Av - Investigate - Flooding Impacts	0	8	80	0	0	0	0	0	0	0	0
737	Sanctuary Point - 52 Sanctuary Point Rd - Drain Ease (Design)	8	50	0	0	0	0	0	0	0	0	0
738	Sanctuary Point - Albion St - D&C - Capacity Upgrades	0	0	10	60	0	0	0	0	0	0	0
739	Sanctuary Point - Fredrick St K&G (design)	10	70	0	0	0	0	0	0	0	0	0
740	Sanctuary Point Drainage Improvements	0	0	10	125	0	0	0	0	0	0	0
741	Sanctuary Point-5-7 Pelican St-Pipe Capacity Invest (design)	7	0	60	0	0	0	0	0	0	0	0
742	Sanctuary Point-Fredrick St/Karne St-Upgrade exising(design)	8	90	0	0	0	0	0	0	0	0	0
743	Scott St easemnt piping-Shoalhaven Heads	0	50	0	0	0	0	0	0	0	0	0
744	Shoalhaven Heads - DiscoveryPI/NoakesSt - Sinkholes - Remedi	75	0	0	0	0	0	0	0	0	0	0
745	St Georges's Basin – Siltation – Silt Trap Screening	0	35	0	0	0	0	0	0	0	0	0
746	Strategic Stormwater Catchment Studies	21	21	21	22	22	23	23	24	24	25	0
747	Sussex Inlet - Road Subsoil Drains - stage 1 improvements	28	40	0	0	0	0	0	0	0	0	0
748	Sussex Inlet - Banksia St - #8 - Drainage Improvement Works	0	8	70	0	0	0	0	0	0	0	0
749	Sussex Inlet - Ellmoos Reserve - Drainage Improvements	8	50	0	0	0	0	0	0	0	0	0

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750	Sussex Inlet - Lakehaven Dr - Drainage - #79	0	20	0	0	0	0	0	0	0	0	0
751	Sussex Inlet - Poole Ave - Drainage Improvement Works	15	150	0	0	0	0	0	0	0	0	0
752	Sussex Inlet - River Rd (129) / Lagoon Cr	15	120	0	0	0	0	0	0	0	0	0
753	Sussex Inlet Boat harbour subsoil drains - Stage 3	0	0	40	0	0	0	0	0	0	0	0
754	Sussex Inlet subsoil drains - Stage 2	0	60	0	0	0	0	0	0	0	0	0
755	Tallyan Point Road, Basin View - Kerb and Gutter and Stormwater Drainage	0	180	0	0	0	0	0	0	0	0	0
756	Termeil - Bawley Point Rd - Culvert Real - Ch0.46km	10	100	0	0	0	0	0	0	0	0	0
757	The Park Drive (Ch 2440 to 2680m, Sanctuary Point - Stormwater Upgrade).	0	220	0	0	0	0	0	0	0	0	0
758	The Strand/ Marina Ln - Culburra Beach	0	0	30	0	0	0	0	0	0	0	0
759	TheTriangle/Mowbray/ Brighton-Culburra Beach -road stormwater	0	75	125	0	0	0	0	0	0	0	0
760	Thomas St K&G - Milton	0	0	67	0	0	0	0	0	0	0	0
761	Ulladulla - Millards Ck & Harbour - GPT -Water Quality Feas	80	100	100	85	60	0	0	0	0	0	0
762	Ulladulla - Canal St/ Village Dr - Construct - Stormwater Upgrades	110	0	0	0	0	0	0	0	0	0	0
763	Valley View/Carriage Way - Milton	0	0	35	140	0	0	0	0	0	0	0
764	Vincentia-Berry, Montague, Susan St Boardwalks	0	50	649	0	0	0	0	0	0	0	0
765	Walmer Av K&G - Sanctuary Point	0	0	0	50	0	0	0	0	0	0	0
766	Waratah Cr Sanct Pt Drain	0	70	0	0	0	0	0	0	0	0	0
767	Water Quality Improvement Device Installation	0	0	70	50	150	0	0	0	0	0	0
768	Woodburn - Wheelbarrow Rd - Culvert Upgrade – Ch1.04km	10	80	0	0	0	0	0	0	0	0	0
769	Woodglen Cres - Mollymook Beach	140	0	0	0	0	0	0	0	0	0	0
770	Worrigee - Worrigee Rd/Isa Rd Intersection - Drainage Const	260	0	0	0	0	0	0	0	0	0	0
771	Worrigee Rd/Isa Rd Intersection	30	0	0	0	0	0	0	0	0	0	0
772	Streetscapes											

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773	Huskisson - 59 Owen Street - Design & Construct - Landscape	0	0	1,000	1,000	0	0	0	0	0	0	0
774	Huskisson - Owen St - North side - Renewal - Streetscape	100	700	0	0	0	0	0	0	0	0	0
775	Nowra CBD Revitalisation	485	497	509	522	535	549	562	576	588	600	0
776	Sassafras - Braidwood Rd - Design & Construct - Village Entrance Signs	31	31	0	0	0	0	0	0	0	0	0
777	Streetscape path renewal - various locations	0	0	0	0	0	0	0	653	666	679	0
778	Town Centre Streetscape – Northern District	0	0	0	0	0	150	150	200	200	200	0
779	Village Identification Signage - new - various locations	0	54	0	56	0	59	0	61	0	0	0
780	Vincentia - Design & Construct - Village Entrance Sign	31	0	0	0	0	0	0	0	0	0	0
781	Traffic Management											
782	Albert Street & Prince Alfred St, Berry – Footpath Construction	0	0	0	0	0	0	0	0	0	147	0
783	Braidwood Rd - Turpentine Rd to Endrick River - Guardrail Repair	0	72	0	0	0	0	0	0	0	0	0
784	Braidwood Road - safer roads project	560	0	0	0	0	0	0	0	0	0	0
785	BridgeRd-HyamSt-Nowra-Int-safer roads project	70	580	0	0	0	0	0	0	0	0	0
786	BurrillSt-Huskisson-NofMoonaMoonaCK-safer roads project	50	400	0	0	0	0	0	0	0	0	0
787	BurrillSt-JervisSt-Huskisson-Int-safer roads project	40	430	0	0	0	0	0	0	0	0	0
788	Currambene/Bowen St Roundabout SRP	230	0	0	0	0	0	0	0	0	0	0
789	Currarong Road - Blackspot Program (Ch 7.5 to 11.7km)	620	0	0	0	0	0	0	0	0	0	0
790	ElizabethDr-MinervaAve-Vincentia-Int-safer roads project	40	370	0	0	0	0	0	0	0	0	0
791	ForestRoad-safer roads project	50	1,550	0	0	0	0	0	0	0	0	0
792	Guardrail renewal and upgrade program	50	50	50	50	50	50	50	50	50	51	0
793	Huskisson - Burrill St - Moona Creek Bridge - Guardrail	0	50	0	0	0	0	0	0	0	0	0
794	KangarooValleyRd-Berry-safer roads project	30	600	0	0	0	0	0	0	0	0	0

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795	KinghorneSt-Worrigeest-Nowra-Int-safer roads project	60	520	0	0	0	0	0	0	0	0	0
796	Local Roads-Survey/Design	62	63	64	66	67	68	70	71	72	74	0
797	Matron Porter Dr SRP - (CH 3.65-3.96km)	295	0	0	0	0	0	0	0	0	0	0
798	NorthSt-GrahamSt-Nowra-Int-safer roads project	70	580	0	0	0	0	0	0	0	0	0
799	Osborne/Junction St Roundabout BSP	340	0	0	0	0	0	0	0	0	0	0
800	River Road Shoalhaven Heads-Raised Pedestrian Crossing-Hotel	0	0	60	60	0	0	0	0	0	0	0
801	Signage Improvement Program	0	16	16	16	16	17	17	17	18	18	0
802	Street Lighting Programme	46	46	46	46	46	46	46	46	46	47	0
803	UpperKangarooRiverRd-KangarooValley-safer roads project	685	0	0	0	0	0	0	0	0	0	0
804	Waterways Infrastructure											
805	Basin View- Pontoon - Basin View Pde	0	0	150	0	0	0	0	0	0	0	0
806	Bendalong - BLR repair	0	0	0	0	0	0	40	0	0	0	0
807	Berry - Beach Road - Pontoon	0	0	0	0	0	0	90	0	0	0	0
808	Better Boating Program	0	54	175	56	57	59	60	61	62	63	0
809	Bolong - Backforest Road - Boat Ramp improve - neutral ramp	0	0	0	0	0	0	0	50	0	0	0
810	Burrill lake - Moore Street - Concrete BLR - Moore Street	0	0	0	0	0	0	0	40	0	0	0
811	Calalla Bay - Jetty extension - Boorawine Terrace	0	0	0	400	0	0	0	0	0	0	0
812	Callala Bay - widen ramp and new walkway - Lackersteen St	361	0	0	0	0	0	0	0	0	0	0
813	Callala Beach - Centre St, Callala Beach Rd - Beach Showers	0	0	0	0	0	0	0	0	0	23	0
814	Callala Beach - Princess St, Sir Henry Cr, Parkes Cr - Beach Showers	0	0	0	0	0	0	0	0	0	54	0
815	Callala Beach - Princess St, Sir Henry Cr, Parkes Cr, Callala Beach Rd - Water S	0	0	0	0	0	0	0	0	0	40	0
816	Crookhaven Heads - Inv & Design	40	0	0	0	0	0	0	0	0	0	0
817	Cudmirrah - Springs rd - upgrade Ramp	0	0	0	300	0	0	0	0	0	0	0
818	Curarong - BLR- 2nd walkway - Yalwal St	0	0	280	0	0	0	0	0	0	0	0

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819	Erowal Bay- Carparking - Naval Parade	0	0	0	0	150	0	0	0	0	0	0
820	Fishing Cleaning Facilities- Renewals-location to be advised	30	30	30	30	30	30	30	30	30	31	0
821	Greenwell Point - West St- Pontoon	0	150	0	0	0	0	0	0	0	0	0
822	Greenwell Point Slipway (renewal) - West Street	0	20	180	0	0	0	0	0	0	0	0
823	Island Point Rd, St Georges Basin - jetty asset renewal	140	0	60	0	0	0	0	0	0	0	0
824	Kings Point - James Cr - Jetty and access	0	0	0	0	0	0	0	200	0	0	0
825	Kioloa _ Breakwaters improvements - Scerri Dve	0	0	0	0	0	60	0	0	0	0	0
826	Lake Tabourie - Short Street - paddlecraft Access	0	15	0	0	0	0	0	0	0	0	0
827	Levee Restoration P11L1	150	0	0	0	0	0	0	0	0	0	0
828	Myola BLR renewal and pontoon - Catherine St	395	0	0	0	0	0	0	0	0	0	0
829	Myola Training Wall - path and fishing platforms	118	100	0	0	0	0	0	0	0	0	0
830	Nowra- Wharf Road - BLR renew	0	20	70	0	0	0	0	0	0	0	0
831	Nowra Wharf Strategic Review	0	0	0	0	0	0	20	0	0	0	0
832	River Rd S/Heads Upgrade Ramp - River Rd (East)	0	0	200	0	0	0	0	0	0	0	0
833	SGB Basin Road - jetty	26	0	0	0	0	0	0	0	0	0	0
834	Shoalhaven Heads (Wharf Rd) Inv & Design	50	0	0	0	0	0	0	0	0	0	0
835	Shoalhaven Heads- Hay Ave - Pontoon	0	0	120	0	0	0	0	0	0	0	0
836	Shoalhaven Levee Restoration Works	200	0	0	0	0	0	0	0	0	0	0
837	Stage 7 Woollamia Boat Ramp Carpark refurb Frank Lewis Way	0	0	200	1,225	0	0	0	0	0	0	0
838	Sussex Inlet - Chris Creek - Pontoon - Elmoos Ave	0	0	0	0	0	0	60	0	0	0	0
839	Sussex Inlet - Sussex Rd - Pontoon	0	0	0	0	0	150	0	0	0	0	0
840	Sussex Inlet _ Neilson lane parking improvements	0	0	0	0	0	150	0	0	0	0	0
841	Sussex Inlet Lakehaven Drive(Lions Park)-Boat Ramp renew	0	200	0	0	0	0	0	0	0	0	0
842	Sussex Inlet -Wilson Corlis Reserve- Jetty	0	0	0	0	0	0	0	80	0	0	0
843	Ulladulla Harbour Asset renewals	350	0	0	0	0	0	0	0	0	0	0
844	Ulladulla Harbour - Visiting Berths (Waterways)	150	0	0	0	0	0	0	0	0	0	0

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845	Ulladulla Harbour south-extend pontoon - South Street	0	0	0	0	200	0	0	0	0	0	0
846	Vincentia - BLR Ramp extension - Plantation Point	0	0	0	0	0	0	0	0	300	0	0
847	Wollumboola - Boat Ramp - West Crescent	0	0	0	0	0	70	0	0	0	0	0
848	Wrights beach - carpark - Fisher Street	0	0	0	0	0	0	0	90	0	0	0
849	Waste and Recycling Program	31,210	7,590	5,290	5,275	2,830	3,945	6,020	8,980	10,475	9,565	0
850	Landfill and Transfer Station Operations											
851	Access Roads (various depots)	0	0	30	150	0	0	150	30	0	400	0
852	Bins and Equipment	145	100	110	100	150	150	150	150	150	150	0
853	Bioelektra Resource Recovery Facility RRF	7,000	1,000	0	0	0	0	0	0	0	0	0
854	Concrete Hardstand Huskisson Depot	200	0	250	0	250	200	0	250	0	175	0
855	Fencing West Nowra Depot	130	115	100	160	20	120	150	30	225	10	0
856	Glass Recycling Plant - West Nowra	150	0	0	125	0	50	50	50	75	75	0
857	Landfill extension	0	0	0	500	100	100	100	100	0	0	0
858	Leachate Management Infrastructure	500	50	50	200	50	50	50	50	250	0	0
859	Materials Recovery Facility	18,000	0	1,750	1,750	500	100	2,500	5,500	2,500	250	0
860	Relocation and Refurbish Offices Huskisson Depot	150	150	65	225	0	0	75	25	50	450	0
861	Storage Sheds	0	75	325	145	25	0	25	0	0	375	0
862	Transfer Sheds & Buy Back areas	0	0	0	20	0	75	0	0	10	70	0
863	Waste capital programs	0	150	100	500	125	1,000	220	260	6,365	5,800	0
864	Waste Depots Solar / Comms / Security	50	0	0	0	50	50	0	100	0	10	0
865	Waste Education Centre	500	4,500	0	0	0	0	500	0	0	250	0
866	Waste Plant Purchases Crawler loader (H) 5yrs	0	0	0	0	450	0	0	0	0	450	0
867	Waste Plant Purchases Crawler loader (WN) 5 yrs	0	450	0	0	0	0	450	0	0	0	0
868	Waste Plant Purchases CRC Truck trailer and bobcat 10yrs	0	0	0	0	160	0	0	0	0	0	0
869	Waste Plant Purchases Dump truck (WN) 10 yrs	0	0	0	0	0	0	0	0	0	350	0
870	Waste Plant Purchases Excavator (WN) 7 yrs	0	0	500	0	0	0	0	0	0	500	0
871	Waste Plant Purchases Green and Bulky truck (10 yrs)	0	0	0	0	0	0	0	350	0	0	0

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872	Waste Plant Purchases Landfill Compactor	1,000	0	0	0	0	1,000	0	0	0	0	0
873	Waste Plant Purchases Mower / Gator incl trailer (10yrs)	0	0	0	0	0	0	0	75	0	0	0
874	Waste Plant Purchases Passenger Vehicles & Utes	200	200	200	200	200	200	200	200	200	200	0
875	Waste Plant Purchases Transfer bins	0	50	100	50	50	50	50	0	0	0	0
876	Waste Plant Purchases Trommel screen (H) 10 yrs	0	0	0	0	0	0	150	0	0	0	0
877	Waste Plant Purchases Utility truck (H&WN)	0	0	0	0	0	0	75	0	0	0	0
878	Waste Plant Purchases Waste Handler	400	0	0	0	0	400	0	0	0	0	0
879	Waste Plant Purchases Waste Handler (H) 5yrs	0	0	0	150	0	0	0	0	150	0	0
880	Waste Plant Purchases Waste Handler (U) 5yrs	0	400	0	0	0	0	400	0	0	0	0
881	Waste Road Works Ulladulla	285	50	60	0	150	200	75	60	250	0	0
882	Weighbridge Upgrade Ulladulla	250	100	0	250	550	200	0	0	0	0	0
883	West Nowra Land Fill Cells	2,100	50	1,500	600	0	0	650	1,500	0	50	0
884	West Nowra Landfill Closure Rehabilitation	150	150	150	150	0	0	0	250	250	0	0
885	Water and Sewer Services	53,683	52,165	38,237	41,230	34,450	28,857	32,400	34,390	37,857	38,771	219,163
886	Sewer Services											
887	Berry STP storm pond	0	100	800	0	0	0	0	0	0	2,755	0
888	Bom Crams Rd New SPS 28 + RM + GM	0	0	0	0	0	0	0	0	0	700	0
889	Callala SPS 3 RM Replacement	400	0	0	0	0	0	0	0	0	0	0
890	Coastal Zone Mgmt -Sewer Asset Protection	950	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	8,000
891	Culburra West New SPS - 1 +RM	0	0	0	526	0	0	0	0	0	0	0
892	Culburra West New SPS - 2 + RM	0	0	0	420	0	0	0	0	0	0	0
893	Edwards Ave Bomaderry, SPS 8 Inlet GM	235	0	0	0	0	0	0	0	0	0	0
894	Electrical protection upgrade - RCD for EOne Systems	220	0	0	0	0	0	0	0	0	0	0
895	Erowal Bay Sewer Protection	0	1,500	0	0	0	0	0	0	0	0	0
896	FY- SPS Electrical Control Panel Replacements	750	750	750	0	0	0	0	0	0	0	0
897	Husk Vincentia SPS 7 RM & GM upgrade	852	0	0	0	0	0	0	0	0	0	0
898	IoT rain gauge network	20	0	0	0	0	0	0	0	0	0	0

Ref#	Program	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	Unfunded \$'000
899	Manyana (Kylor Development) SPS + RM	0	0	0	0	540	0	0	0	0	0	0
900	Milt/Ull Downstream SPS U5 GM upgrade	0	0	170	0	0	0	0	0	0	0	0
901	Milt/Ull GM between SPS M2 & SPS M3	0	0	120	0	0	0	0	0	0	0	0
902	Milt/Ull M2 RM	0	0	0	150	0	0	0	0	0	0	0
903	Milt/Ull SPS M3 GM upgrade	0	0	100	0	0	0	0	0	0	0	0
904	Milt/Ull SPS N1 RM upgrade + GM	0	715	0	0	0	0	0	0	0	0	0
905	Milt/Ull SPS SPS Z7 New RM	0	2,250	0	0	0	0	0	0	0	0	0
906	Milt/Ull SPS U5 RM upgrade	0	100	0	0	0	0	0	0	0	0	0
907	Milt/Ull SPS Z2 RM upgrade	0	420	0	0	0	0	0	0	0	0	0
908	Moss Vale Rd expansion area - WWtr	8,750	1,250	5,250	4,500	3,000	0	0	0	0	0	0
909	Mundamia SPS N-F4 - RM and GM	200	1,000	0	0	0	0	0	0	0	0	0
910	New Asset Enhancement Works to be determined	0	0	350	3,000	2,000	5,000	7,000	10,000	10,000	10,000	41,000
911	New Growth Works to be determined	0	0	0	1,000	2,000	2,000	5,000	5,000	5,000	5,000	40,000
912	New Renewals Works to be determined	0	0	3,000	3,000	2,000	4,000	5,000	5,000	7,000	4,000	32,000
913	North Nowra surcharge main excl bridge works stage2	81	0	0	0	0	0	0	0	0	0	0
914	Nowra GM upstream SPS 3 StAnnes St	0	0	0	0	0	0	0	0	0	485	0
915	Nowra GM Upstream SPS 4	0	0	0	0	0	0	0	0	0	120	0
916	Nowra Lyrebird SPS2 GM Upgrade	2,000	0	0	0	0	0	0	0	0	0	0
917	Nowra Nth Illaroo Rd East GM Replacement	0	212	0	0	0	0	0	0	0	0	0
918	Nowra Sewer Main Upgrade Program	0	700	0	0	0	0	0	0	0	0	0
919	Nowra St Anns & Lyrebird Sewer Rising Main	1,125	0	0	0	0	0	0	0	0	0	0
920	Nowra Sth Residential SPS D (179D)	0	430	0	0	0	0	0	0	0	0	0
921	Nowra SthSPS 20 Surcharge main	140	0	0	0	0	0	0	0	0	0	0
922	Nowra West Cabbage Tree Gravity Trunk Mainupstream of SPS3	0	0	0	1,000	1,000	0	0	0	0	0	0
923	Nowra West Cabbage Tree-Service Expan,SPS+RM+upstream GM	0	0	0	1,162	250	197	0	0	197	0	0

Ref#	Program	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	Unfunded \$'000
924	Nowra West SPS 21 Decommission	0	100	0	0	0	0	0	0	0	0	0
925	Nowra West SPS 26 (Uni) RM	0	0	588	0	0	0	0	0	0	0	0
926	Pressure Sewer System Installation	50	50	50	50	50	50	50	50	50	50	0
927	Refurbishment of St Georges Basins Inlet Works	48	0	0	0	0	0	0	0	0	0	0
928	REMS 2.0 - New 900ML Storage Dam	5,000	12,000	0	0	0	0	0	0	0	0	0
929	Sewer A&W minor works program	60	60	60	60	60	60	60	60	60	60	480
930	Sewer Land Purchases	200	200	200	200	200	200	200	200	200	200	1,600
931	Sewer Low Power - wide area network	200	0	0	0	0	0	0	0	0	0	0
932	Sewer Office furniture & equipment	120	120	120	120	120	120	120	120	120	120	960
933	Sewer Various access road renewals	10	10	10	10	10	10	10	10	10	10	80
934	Sewer Various internal SPS renewals	150	0	0	0	0	0	0	0	0	0	0
935	Sewer Various minor development works	50	50	50	50	50	50	50	50	50	50	400
936	Sewer Various optical fibre install asset enhancement	25	25	25	25	25	25	25	25	25	25	200
937	Sewer Various Optical Fibre Install-Replacement	15	15	15	15	15	15	15	15	15	15	120
938	Sewer Various security fence replacements	50	20	20	20	20	20	20	20	20	20	160
939	Sewer Various SPS electrical replacements	20	20	20	20	20	20	20	20	20	20	160
940	Sewer Various SPS VSD replacements	60	60	60	60	60	60	60	60	60	60	480
941	Sewer Vehicle Purchases	262	200	200	200	200	200	200	200	200	200	1,600
942	Sewer Plant Purchases	589	500	500	500	500	500	500	500	500	500	4,000
943	SGB STP New 8000EP tank x 2	0	0	0	2,963	0	0	0	0	0	0	2,963
944	South Nowra Surcharge Main	1,000	5,000	2,000	0	0	0	0	0	0	0	0
945	SPS Emergency storage upgrade program	1,275	0	0	0	0	0	0	0	0	0	0
946	St Anns and Lyrebird Park SPS Upgrade	1,275	0	0	0	0	0	0	0	0	0	0
947	Sussex Inlet STP Augumentation	0	1,555	2,000	0	0	0	0	0	0	0	0
948	Switch upgrades & SD WAN implementation - STP	22	0	0	0	0	0	0	0	0	0	0
949	Ulladulla STP Filters & Storm pond	0	0	0	300	4,000	4,000	0	0	0	0	0
950	Various CCTV STP install	30	30	30	30	30	30	30	30	30	30	240
951	Various Emergency Storage	0	0	0	50	2,000	0	0	0	0	50	2,000

Ref#	Program	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	Unfunded \$'000
952	Various microwave & VOIP upgrade	30	30	30	30	30	30	30	30	30	30	240
953	Various odour control	50	20	20	20	20	20	20	20	20	20	160
954	Various pump failure replacement program	200	200	200	0	0	0	0	0	0	0	0
955	Various Sewerage DSP	0	100	0	0	0	0	100	0	0	0	100
956	Various Sewerage Strategy	0	100	0	0	0	0	100	0	0	0	100
957	Various STP WHS improvements	10	10	10	10	10	10	10	10	10	10	80
958	WstWtr Various chlorine safety improvements	30	30	30	30	30	30	30	30	30	30	240
959	Water Services											
960	Bamarang WTP upgrade clarifier	1,600	2,398	0	0	0	0	0	0	0	0	0
961	Bendeela Reservoir	181	0	0	0	0	0	0	0	0	0	0
962	Berry 1.4ML Steel Reservoir Repainting	0	0	0	0	0	0	0	365	0	0	0
963	Bolong Rd & Shoalhaven Hds Rd main repl	94	0	0	0	0	0	0	0	0	0	0
964	Bunding for Alum deliveries	10	0	0	0	0	0	0	0	0	0	0
965	Burrier Replacement of Raw Water Supply	176	0	0	0	0	0	0	0	0	0	0
966	Burrier WPS 33 kv Substation	1,424	0	0	0	0	0	0	0	0	0	0
967	Cabbage Tree Lane TM (200mm x 1.2km)	0	360	0	0	0	0	0	0	0	0	0
968	Citect to clear SCADA upgrade	50	0	0	0	0	0	0	0	0	0	0
969	Communication Towers Capital -GF	0	0	1,000	0	0	1,000	0	0	1,000	0	0
970	Communications Section	9	9	9	9	10	10	10	10	10	11	0
971	Currarong Road WM replacement	213	0	0	0	0	0	0	0	0	0	0
972	Danjerra Dam Bridge	600	0	0	0	0	0	0	0	0	0	0
973	KV 1.8ML Steel Reservoir Repainting	0	0	0	0	0	0	0	365	0	0	0
974	KV WTP membrane array replacement	0	0	0	1,000	0	0	0	0	0	0	0
975	Manildra Raw Water main relocation ? Princess Highway Nowra	0	0	0	1,000	0	0	0	0	0	0	0
976	Milton Elevated Reservoir	0	575	0	0	0	0	0	0	0	0	0
977	Milton WTP Augumentation	0	0	0	2,000	0	0	0	0	0	0	0
978	Milton WTP MCC replacement - investigati	240	0	0	0	0	0	0	0	0	0	0
979	Mundamia - 200mm Feeder Main	14	86	0	0	0	0	0	0	0	0	0
980	New Asset Enhancement Works to be determined	0	0	3,000	0	2,500	2,500	2,500	2,500	2,500	2,500	20,000

Ref#	Program	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	Unfunded \$'000
981	New Growth Works to be determined	0	0	0	0	1,000	1,000	3,000	2,000	3,000	4,000	8,000
982	New Renewals Works to be determined	0	0	2,500	1,500	2,500	2,500	2,500	2,500	2,500	2,500	20,000
983	Nowra Golf Club WM Renewal	0	250	0	0	0	0	0	0	0	0	0
984	Nowra Sth, Flinders Depot electrical work	7,500	1,500	0	0	0	0	0	0	0	0	0
985	Nth-Sth transfer system improvements	1,100	5,000	5,000	10,000	4,000	0	0	0	0	0	0
986	Power to Croziers Rd Reservoir Site	100	0	0	0	0	0	0	0	0	0	0
987	SCADA hardware renewals	100	0	0	0	0	0	0	0	0	0	0
988	Sth Inlet control valve replacements	30	0	0	0	0	0	0	0	0	0	0
989	Sussex Badgee Lag TM Ext. Suncrest Ave & Expansion (220mmx1.8km)	0	285	0	0	0	0	340	0	0	0	0
990	Various reservoir hatch upgrades	20	20	20	20	20	20	20	20	20	20	160
991	Various reservoirs CCTV instal alarm upgrade	30	30	30	30	30	30	30	30	30	30	240
992	Various reservoirs security upgrades	20	20	20	20	20	20	20	20	20	20	160
993	Various tablet & hypo chlorine dosing upgrades	50	0	0	0	0	0	0	0	0	0	0
994	Various Water Supply DSP	0	100	0	0	0	0	100	0	0	0	100
995	Various Water Supply Strategy	0	100	0	0	0	0	100	0	0	0	100
996	Various WTP WHS improvements	20	20	20	20	20	20	20	20	20	20	160
997	Water A&W minor works program	250	250	250	250	250	250	250	250	250	250	2,000
998	Water Assets redundant power connections - fixed & deploymen	100	0	0	0	0	0	0	0	0	0	0
999	Water Land Purchases	100	100	100	100	100	100	100	100	100	100	800
1000	Water Low Power - Wide area network	120	0	0	0	0	0	0	0	0	0	0
1001	Water Meter New Services/ Replacements	100	100	100	100	100	100	100	100	100	100	800
1002	Water Minor main extension	50	50	50	50	50	50	50	50	50	50	400
1003	Water Moss Vale Road expansion area	5,100	3,750	3,750	0	0	0	0	0	0	0	0
1004	Water New services instal & relocate	500	500	500	500	500	500	500	500	500	500	4,000
1005	Water Office furniture & equipment	120	120	120	120	120	120	120	120	120	120	960
1006	Water Plant Purchases	1,634	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	8,000
1007	Water Solar Initiatives	200	0	0	0	0	0	0	0	0	0	0

Ref#	Program	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	Unfunded \$'000
1008	Water Switch upgrades & SD WAN implementation - WTP	9	0	0	0	0	0	0	0	0	0	0
1009	Water Technology - DWQMP improvements	50	0	0	0	0	0	0	0	0	0	0
1010	Water Technology improvements - pressure logging	20	0	0	0	0	0	0	0	0	0	0
1011	Water Various additional valves Capital Enhancement	20	20	20	20	20	20	20	20	20	20	160
1012	Water Various Chlorine Safety Improvements	90	90	90	90	90	90	90	90	90	90	720
1013	Water Various electrical replacements	20	20	20	20	20	20	20	20	20	20	160
1014	Water Various fencing replacements	120	120	100	100	100	100	100	100	100	100	800
1015	Water Various flow meter replacements	50	0	0	0	0	0	0	0	0	0	0
1016	Water Various Main Replacements	2,772	600	1,000	1,000	1,000	0	0	0	0	0	0
1017	Water Various microwave and VOIP upgrades	100	100	100	100	100	100	100	100	100	100	800
1018	Water Various optical fibre install-Asset Enhancement	15	15	15	15	15	15	15	15	15	15	120
1019	Water Various PRV replacements	100	100	100	100	100	100	100	100	100	100	800
1020	Water Various road replacements	165	25	25	25	25	25	25	25	25	25	200
1021	Water Various steel work replacements	20	20	20	20	20	20	20	20	20	20	160
1022	Water Vehicle Purchases	1,374	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	12,000
1023	Yalwal tourist upgrade	350	2,000	0	0	0	0	0	0	0	0	0
1024	Land Use Planning	0	3,000	1,500	1,000	0	0	0	0	0	0	0
1025	Land Use Planning											
1026	Paringa Park Master Plan	0	3,000	1,500	1,000	0	0	0	0	0	0	0
Grand Total		230,214	204,612	178,729	170,064	135,668	109,644	104,502	99,473	116,661	142,048	269,787

DRAFT



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