

# DPOOP

## DELIVERY PROGRAM & OPERATIONAL PLAN

2015 - 2016

2014 - 2017



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PART A  
ABOUT THE  
SHOALHAVEN





*The 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 a diversity of places, people and environments.*

- Shoalhaven comprises 19 major water catchments including rivers, bays, lakes and major creeks.
- Nearly 70% of the Shoalhaven is national park, state forest or vacant land.
- The City's economy features small to large businesses located within the major town centres, with tourism, food, wine and small business supporting the rural and coastal areas.
- Shoalhaven's key employment sectors are defence, tourism, manufacturing, government services, agriculture, education and health.
- The community is generally older in average age than in other places in NSW.
- Shoalhaven has a richness of Aboriginal cultural heritage, which is reflected by the recognition of the strong spiritual ties that the traditional owners continue to have with the land.

# OUR VISION

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





# KEY CHALLENGES & OPPORTUNITIES

Our strategic planning recognises that the future of the Shoalhaven will be shaped by some significant external factors, largely beyond the control of the Council and the community. These include:

- The 'sea change' phenomenon of people relocating to coastal areas from capital cities
- Ageing population
- Increasing population growth
- Effects of climate and extreme weather events, temperatures and sea level
- Contracting workforce
- Agricultural sector decline, but a countering effect from increasing food production and food security opportunities
- New production technologies and changing skill requirements
- Defence activities and investment
- Advances in communications and information technology
- Improvements in major transport corridors
- Limited local government financial capacity
- Access to commonwealth and state funds
- Maintaining intergenerational equity through better management of our finite resources
- Major reform of the local government sector and legislative framework as part of the NSW Government's Fit for The Future initiative

## FIT FOR THE FUTURE

### THE 'BIG PICTURE'

The Shoalhaven is at a critical point in its transformation. There is a renewed focus on improving the Nowra CBD as a priority and focal point for the Shoalhaven with it being the second largest economy on the south coast.

The Shoalhaven has been included in the Illawarra owing to its strong manufacturing, economic, health, education, road and rail links to the north with Nowra highlighted in the recently released draft Illawarra regional plan as a 'transformative' place within the region.

The Local Environmental Plan (LEP) has been approved creating a number of new investment opportunities including new long term urban release areas in the Nowra-Bomaderry area, an extension of Flinders Estate industrial area and increased zoning flexibility for the Nowra CBD recommended by the Nowra CBD Master plan.

Major projects are underway across the Shoalhaven such as:

- \$135M hangar and simulated training facilities at HMAS Albatross (under construction)
- \$35M Maintenance Repair Operation and Logistics Warehouse (under construction)
- \$9.8M Ulladulla Civic Centre (recently completed)
- \$8.5M Quest Apartments complex (near completion)
- \$5.3M GP Super Clinic in Nowra (under construction)
- \$1.5M commercial office project North Street (recently completed)

With further projects planned including:

- \$12M Shoalhaven Motorsports Complex (DA lodged)
- \$13.6M Berry tourist and function centre (DA lodged)
- \$6.5M Woollamia Education Facility (DA lodged)
- \$13.8M Woolworths Bomaderry (DA lodged)
- \$12M Masters Home Improvement Centre (DA approved)

Things are changing in the Shoalhaven. Council is changing too.

Over the past two years Council has acted to address its financial situation and the delivery of better services to support these initiatives through the commencement of the Transformation Program and the special rate variation. This has laid the foundation for an organisation that will be sustainable into the future and a city that will be vibrant and activated in line with the Community Strategic Plan.

### TAKING ACTION

The 2012 TCorp report showing a 'negative' financial outlook for the future, operational cost increases outstripping revenue growth, asset deterioration and failure with a backlog of over \$40M and growing community dissatisfaction for example with failing roads leading to an increasing number of complaints.

Council took immediate action under the Transformation Program to implement a staff freeze, undertake a restructure and establish project teams to deliver stronger governance, a culture of 'can do', increased efficiencies and effectiveness, better customer services, improved community engagement and financial sustainability.

This has delivered savings in the order of \$2.5M in 2013/14 as well as creating an organisation better aligned to achieving the objectives of the Community Strategic Plan as well as being in line with contemporary local government service delivery. Further savings are planned for the next two financial years as we progress with the transformation program.

In essence, Council acted early, made tough decisions, and as a result has placed the organisation in a better position to tackle the challenges that lay ahead.

### MORE ACTION NEEDED

Whilst action has been taken, with the shifting focus of the Local Government sector to change from within, and the State Government's recently announced 'Fit for the Future' program, more action is needed to ensure Council continues to deliver financial savings and more efficient and targeted services.

The challenge for the sector as a whole is to manage an environment of reduced revenue and increasing demands for services. SCC also has the added challenge, in comparison to similar sized Councils in NSW, to manage more pools, more libraries, more sports fields and more assets that any other city with a rate revenue that is much less (37% of total income).

There is no one 'silver bullet'. To be 'Fit for the Future' Council must ensure it builds on the foundation it has already laid and adheres to the continuous improvement it has embarked upon.

Council's Financial Sustainability Roadmap  
In order to be financially sustainable into the future Council's engagement with the community will be a key part as to how this is achieved.

Recommendations have been proposed to ensure a sustainable financial footing for Council whilst ensuring our City remains liveable. Discussions with the community about what the 'levers' are, and how they may be activated is key and the following provides a framework for those discussions.

## COUNCIL LEVERS FOR DISCUSSION WITH THE COMMUNITY

Conversations with the community around the following levers will be critical in terms of the actions Council takes:

- Rate increase: During the next Council term, there will need to be discussions around an increase possibly in the range of 5,10 or 15% depending on the objectives of Council and the mix of levers used
- Fee review: A review to fee structures may include discounts to rate payers - when fees proposals are submitted next year consider increases in some areas for casual users and discounts to locals
- Continuous improvement: Continue the TTF theme and the embedding of continuous improvement principles throughout Council, including shifting the culture into one that is 'can do' and customer-focused
- Outsourcing: Where practical and where it supports financial sustainability principles look at options
- Smarter use of technology: Optimisation of the use of technology to enable reengineered processes - look at all options for use of technology to gain efficiencies
- Procurement savings targets: implementation of these targets to drive procurement savings in all areas
- Review conditions of employment: eg. spread of hours, reduced overtime, reduced use of casuals etc to increase savings and efficiencies
- Improved energy management: look at solar options, improved efficiencies in lighting, heatpumps etc across Council
- Asset rationalisation: where possible consolidate facilities, better utilisation of facilities and sale of surplus assets - use asset rationalisation principles when making decisions on new assets
  - o Is there a need for the asset? Is the asset still providing a required service to the community? Is the service provision what the customers expect?
  - o Is there a more cost effective way to provide that service?
  - o If an asset is underutilised, then prior to any decisions to construct another similar asset, the potential for using the existing under-utilised asset, should be considered. What does demand forecasting look like?
  - o Where an asset is under-utilised or under-performing, an assessment must be made about continuing to fund the asset.

- o Any rationalisations should be undertaken within the IPR framework that takes account of service delivery needs, corporate objectives, financial and budgetary constraints and the Council's overall resource allocation objectives.
- o Are there alternate methods of service delivery through other Council facilities, providers and levels of government or the private sector or regional opportunities?
- o Are there disposal options including transfer for alternative use, rental, sale and/or leaseback? Demolition should be considered when reviewing acquisition plans.
- o Does the asset have high operational costs with little income producing opportunity, if so a review of similar assets close by should be carried out before any further monies are sunk into the existing asset?
- Service reviews: the continuation of service reviews across Council to reduce costs eg SEC/VIC/catering
- Review of the Pensioner deferral scheme: to improve our cash position
- Improved debtor management: to improve our cash position
- Business case for new assets: a requirement for all capital proposals and to address the following questions if the community is requesting new assets:
  - o Is it work required for statutory purposes?
  - o Is it to address emergency situations?
  - o Is it to eliminate hazards or eliminate risks?
  - o Is it to meet contractual obligations?
  - o Is it to perform necessary renovations or repairs (which will reduce ongoing operating expense)?
  - o Is it to replace equipment?
  - o Is it funded by state or federal government departments?
  - o Is it a continuation of an existing project which cannot be deferred?
  - o Is it to satisfy a community need or provide an improved level of customer service?

If not and not funded then it is a desirable project for non-essential reasons and should be deferred until funds are in place to pursue.

- Improved processes around Delivery Program and project management: if a community request does get through then at "budget bid" stage a "business case" will be required, covering the following:
  - o A delivery program, identifying each phase of the project
  - o A detailed cost estimate for each phase of the project
  - o A cashflow forecast to reflect the delivery program,

- o so funds are allocated to the appropriate year
- o Anticipated lead times for the supply of critical components
- o Project relationship to the Strategic Plan or Asset Management Plan
- o Design development phase needs to be undertaken preceding the financial year to which they are scheduled to be delivered
- o Whole of life costs, particularly recognising any increase in future years operational expenditures need to be considered from the outset of a capital request.

### More information

- Fit for the Future website: [www.fitforthefuture.nsw.gov.au](http://www.fitforthefuture.nsw.gov.au) or [www.shoalhaven.nsw.gov.au/My-Council/Local-Government-Reform/Fit-for-the-Future](http://www.shoalhaven.nsw.gov.au/My-Council/Local-Government-Reform/Fit-for-the-Future)

# OUR COUNCILLORS

COUNCIL IS MADE UP OF 3 WARDS WITH 13 COUNCILLORS



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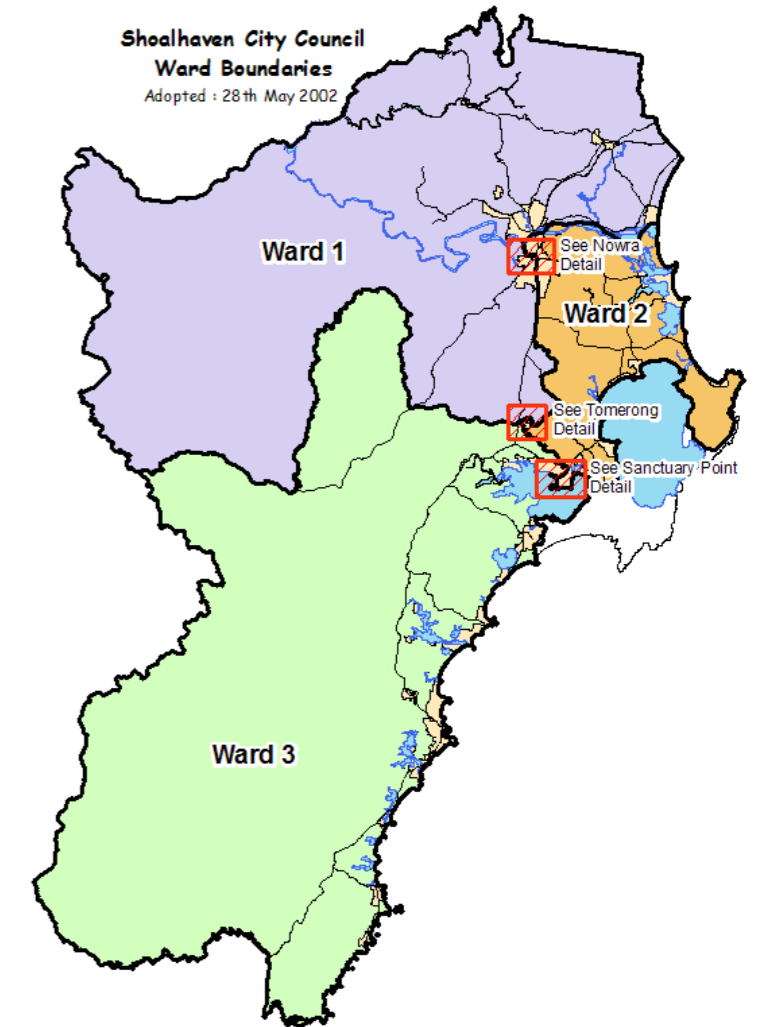
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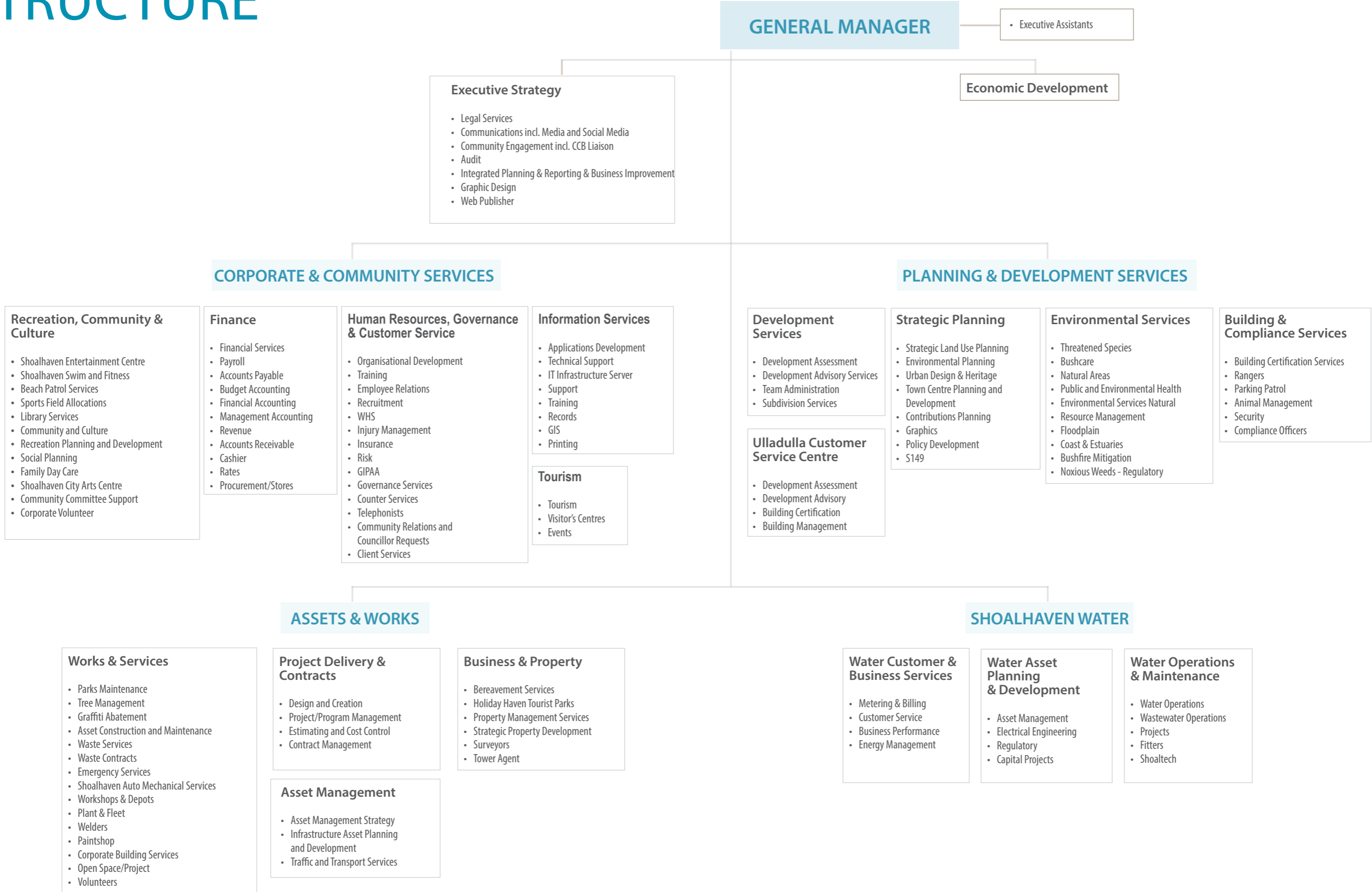


# COUNCIL WARDS

NB: The ward boundaries shown on this page are the current ward boundaries. Council at its meeting on 28 January 2014, (MIN 14.16), following public consultation, resolved to amend the ward boundaries for the 2016 Council election. The changes generally affect the area west of Kinghorne Street, Nowra and the area surrounding Tomerong. See (<http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=D14/33122>) (PDF 1MB) for the new boundaries for the 2016 election



# ORGANISATIONAL STRUCTURE



# THE FRAMEWORK FOR DELIVERING OUR VISION

Council’s planning and reporting functions are directed by the integrated planning and reporting (IPR) requirements of the Local Government Act (1993).

# MEASURING & REPORTING ON PROGRESS

**Council will monitor its progress towards achieving the Objectives of the Community Strategic Plan using three sets of measures at the Key Result Areas, Key Priorities and Activities levels. These are:**

1. Community Indicators: “big picture” measures of Council progress in achieving the objectives of the Community Strategic Plan.
2. Strategic Progress Indicators: Council will measure results and progress in implementing the Key Priorities of the Community Strategic Plan.
3. Operational Performance Measures: these measures will be used to report on Council’s performance in delivering the Activities and Actions contained within the Delivery Program and Operational Plan. Council will review progress at least every six months.



Figure 1: IPR framework, Division of Local Government, Integrated Planning and Reporting Guidelines for local government in NSW – March 2013

## PART B

# HOW COUNCIL IS RESPONDING TO THE COMMUNITY'S STRATEGIC PLAN (CSP)

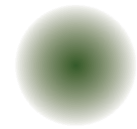


# COUNCIL'S KEY PRIORITIES ALIGNED TO THE CSP



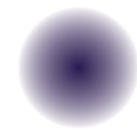
## People

*Engage the Shoalhaven community in all we do  
A safe & caring community*



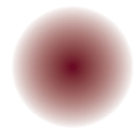
## Place

*Bring CBDs Alive and activate our waterfronts  
Build road and footpath connections  
Showcase our unique environments*



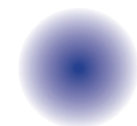
## Prosperity

*A destination for tourists, business & events  
Partner with industry, government and business  
Promote Shoalhaven's positives*



## Leadership

*Transform the organisation to 'can do'  
Be excellent at customer service*



## Governance

*Deliver sustainable services  
Continuously improve & cut red tape  
Maintain our infrastructure  
Financial sustainability*

# People

## ENGAGE THE COMMUNITY IN ALL WE DO

### Support and develop community facilities

- Assess the requirements of community groups managing community facilities
- Provide leadership and assistance to groups managing community facilities
- Prioritise future development of community facilities

### Establish/support Community Pride groups in communities

- Work with community representatives to establish and maintain Community Pride Projects

### Develop and Implement a Child Friendly Cities Strategy/ Plan

- Conduct community engagement with children and others to support a Child Friendly Cities Strategy/Plan
- Complete a 'State of Shoalhaven's Children' Report

### Develop and Implement the Positive Ageing Strategy

- Develop a Dementia Friendly City Strategy

### Review Library strategy

- Commence writing new strategy document

### Document Council's cultural assets for ongoing public access and as a cultural resource

- Complete photography of City Art Collection
- Collect data, enter and update information into database
- Continue to develop website and update information

### Establish the City Arts Centre (SCAC) as a conduit for arts information

- Implement and develop an ongoing marketing strategy
- Conduct professional development sessions for practitioners
- Establish regular practice and channels for disseminating information which may include SCAC social media, artists directory etc.

### Disseminate arts information throughout the Shoalhaven

- Establish an arts social media outlet linked to SCAC website
- Update social media with relevant information
- Establish communication channels for regular collection of external and internal cultural information

### Promote maintenance schedules to the local community

- Trial solutions to present service schedules to the community using Council's website

### Consistent implementation of Council's Community Engagement Strategy throughout the life of a project

- Integration of community engagement practices into Project Delivery Procedures

### Seek input from the community on maintenance issues in their area and develop maintenance programs accordingly

- Engage with Community Consultative Bodies (CCBs) to consider their issues in development of maintenance programs

### Provide details and updates of Council's construction and maintenance programs to the community

- Develop and implement standard protocols to communicate work schedules to the community

### Undertake community consultation /engagement in regard to estuary, coastal, bushfire, natural area, bushcare and flood management projects

- Continue an extensive program of community engagement on coastal management
- Continue an extensive program of landowners engagement in the Shoalhaven/Crookhaven floodplains and implement demonstration sites for best practice acid sulphate soils management
- Develop flood education/engagement material

### Improve communication of all water quality monitoring results to the community

- Keep developing and promoting a portal that presents all Council's water quality data in one location in a manner that is educational and delivers results as close as possible in real time

### Actively engage with the community in decision making

- Improved engagement with CCBs, Business Chambers and other key stakeholder groups
- Staff training on Community Engagement Strategy

### Undertake joint inspections of all service station sites in the Shoalhaven with the EPA

### Community Engagement within the evacuation context

- Establish education and interaction between decision makers and community

## A SAFE AND CARING COMMUNITY

### Develop, implement and revise strategic plans and policies that contribute to sustainable community health and wellbeing

- Develop, audit and review strategic plans and policies to provide sustainable management and infrastructure outcomes
- Identify and justify sustainable infrastructure strategies and projects in the Long Term Financial Plan
- Work in partnership with the community to deliver sustainable health and wellbeing outcomes

### Create and foster a range of opportunities on council managed public land which encourage community cohesiveness and fairness

- Engage in partnerships to improve local recreation and sporting opportunities
- Seek grant funding opportunities to delivery priority projects on Council managed public land
- Encourage the delivery of projects, events and activities which have the potential to be self-sustainable in the future



Community focused

**Develop and implement strategic plans for youth, aboriginal people, people with disabilities, the aged and other target groups to support the CSP**

- Develop each strategy

**Review tree policy and tree risk assessment procedure**

- Implement new Tree Policy

**Increase the provision of recreational and other facilities that meet the needs and expectations of young people**

- Achieve key milestones on at least two projects per year

**Implement Bush Fire Risk Management Strategies**

- Undertake upgrade/repairs of fire trails

**Develop, implement and review Floodplain Risk Management Plans**

- Progress flood studies and flood risk management studies (FRMSP) and plans
- Review relevant flood studies and flood risk management studies and plan in view of new sea level rise projections

**Develop, implement and review Coastal Management Plans**

- Review coastal hazard studies on beaches in view of new SLR projections and additional geotechnical information
- Development of a remediation strategy at Culburra Beach
- Manage beach nourishment areas at Callala Beach and Mollymook Beach including construction of training wall north of Blackwater creek
- Implement remediation works of high risk Coastal stormwater outlets

**Develop, implement and review Local Emergency Management Plan (EMPLAN)**

- Ongoing review of Local Emergency Management Plan (EMPLAN)
- Identify vulnerable facilities such as schools preschools, elderly, tourists which may require additional assistance during an emergency.
- Investigate alternate Emergency Operations Centre (EOC) in the North and South of Shoalhaven to be used should the Primary EOC become unusable





Showcase our unique environments

# Place

## BRING CBDS ALIVE AND ACTIVATE OUR WATERFRONTS

Engage more users through an enriched program of events

- Develop and maintain calendar of events

Promote the arts centre as an accessible, convenient destination suitable for regular visitation

- Promote access to WiFi and maintain service
- Conduct weekday lunchtime events (e.g.: Artist Talks)
- Promote alternative retail experience

Ensure consistent contemporary branding - Arts and Culture

- Review logo and branding in line with corporate branding
- Review signage and expand site locations
- Review and update branding on all marketing material

Complete the waterfront strategy and implement priority actions

- Complete strategy ready for adoption

Ensure appropriate land use zones and associated planning controls for key town centres reflect endorsed master plans, strategies or Council direction

- Finalise and implement detailed height and floor space ratio controls and associated planning provisions for the Nowra CBD
- Coordinate the implementation strategy for the Nowra CBD Revitalisation Strategy
- Revise the planning controls for town centres, as required, in consultation with the community

Ensure appropriate land use zones and associated planning controls are in place for key waterfront sites and locations

- Resolve the Nowra Riverfront Gateway Precinct plan and make necessary changes to planning controls
- Identify and resolve any outstanding planning issues to enable completion of the Ulladulla Harbour Walkway
- Assist as required with planning for key marine interface sites

Spread the word about the Nowra CBD Revitalization Strategy

- Develop a community engagement and communication plan
- Improve promotion of the CBD

Improving traffic and parking

- Finalise the parking strategy for the CBD and continue to investigate and implement traffic infrastructure improvements
- Identify opportunities to increase the stock of on-street parking

Keeping the CBD clean and maintained

- Trial alternative resourcing strategies to deliver CBD maintenance activities

Improve safety in the CBD

- Implement a youth protocol

Coordinate the Nowra CBD Revitalisation Strategy

- Chair regular meetings with stakeholders
- Ensure land use planning for the CBD sets a clear direction and also assists in the activation of the centre by providing opportunities for ongoing development through flexible controls and appropriate incentives

Activating the CBD

- Finalise the Popup process

## BUILD ROAD AND FOOTPATH CONNECTIONS

Advocate and support improved external transport links to and from the City

- Advocate for continued funding for Princes Highway upgrades
- Advocate for continued upgrades of escarpment crossings
- Advocate Council's position on Shoalhaven and regional transport infrastructure issues

Undertake traffic modelling for new urban and industrial growth areas

- Undertake traffic modelling for Nowra Bomaderry Structure Plan area
- Finalise Nowra Bomaderry Structure Plan road network in North Nowra

Develop prioritised strategies for public parking, road safety and traffic facilities program

- Develop 2016/17 parking; road safety and traffic facilities programs

Review Pedestrian Access Mobility Plan (PAMP) / Bike plan

- Review PAMP - stage two

## SHOWCASE OUR UNIQUE ENVIRONMENTS

Ensure that important environments are protected through the planning controls while facilitating development where appropriate

- Formulate and review planning controls that support high quality land use and developments for the City
- Review and update the Citywide Local Environmental Plan (LEP) and Citywide Develop Control Plan (DCP), including appropriate controls to protect the environment

Implement strategies to support and increase agricultural production

- Ensure that prime agricultural land is appropriately recognised in planning policies
- Adjust planning controls to help facilitate appropriate agricultural projects, if required

Develop, implement and review Natural Area Management Strategic Plan

- Implement foreshore reserves policy
- Continue implementation of Contain and Connect project -protecting coastal ecosystems in Shoalhaven LGA
- Finalise Collingwood Beach Dune vegetation management Strategy
- Manage bio-banking site
- Implement actions from Natural Areas Plan of Management

Develop, implement and review Estuary Management Plans

- Undertake erosion management at Orient Point and Sussex Inlet
- Finalise Shoalhaven River Entrance flow study and community education at Shoalhaven Heads
- Continue partnership with University of Wollongong

# Prosperity

## A 'DESTINATION' FOR TOURISTS, BUSINESS AND EVENTS

Program innovative, relevant exhibition content for tourist, business and community sectors

- Collaborate with neighbouring municipalities
- Monitor and measure effectiveness of programs and events
- Seek and attend meetings with community, business, council units and action groups

Facilitate progressive cultural development & activities through collaboration with business, community services and art practitioners

- Establish the arts centre as a conduit for arts information & establish ongoing communications with key personnel and collate database
- Attend relevant forums, conferences and events to lobby support and improve arts centre profile
- Investigate presentation of cultural content reflective of national and international trends

Acquire, develop, maintain and market appropriate stocks of employment lands

- Provide annual stocktake of employment lands available in the Shoalhaven
- Maintain and deliver 2010 Shoalhaven Industrial Lands Business Plan and update every five years (update 2015)

Attract and facilitate the development of built tourist assets consistent with the Tourism Master Plan

- Assist with progressing Yerrilyong major recreational project to implementation/delivery
- Facilitate and progress proposal/s for enhanced accommodation facility/ies
- Advance solution into boating needs infrastructure in Jervis Bay

Advocate for and facilitate key project investment with priority on employment generating projects across a range of industry sectors

- Inform, encourage and facilitate investment proponents to develop within the City

Develop and implement the events strategy in line with the Tourism Master Plan

- Continuously review and update the events strategy in line with market conditions and opportunities
- Source and secure events
- Report on number of events and economic impact

Holiday Haven Tourist Parks identifies individual trends and develops strategies which meet business needs.

- Develop solutions to meet the needs of clients
- Undertake business development to ensure growth of revenue

## PARTNER WITH INDUSTRY, GOVERNMENT AND BUSINESS

Develop strategies and partnerships to enhance key Shoalhaven economy sectors

- Develop and / or review key sector strategies
- Implement priority actions from sector strategies

Maintain and enhance Shoalhaven's economic base through collaboration between all levels of government, other relevant agencies, and the broader Shoalhaven community

- Continue to work with government agencies to oversee development of key major projects within the Shoalhaven
- Attend regional meetings on issues pertaining to Shoalhaven's economic development
- Maintain and/or enhance industry liaison and networks
- Facilitate and/or host business training and networking sessions for local business

Partner with local industry to promote Shoalhaven Water

- Partner with the Shoalhaven Shellfish Quality Assurance Program (SSQAP) to keep open dialog between Council and oyster growers

Work with others to achieve positive land use planning outcomes for the City

- Actively participate in the development and implementation of the Illawarra Regional Growth Plan as required by the State Government
- Provide input to the Australian Coastal Councils Association advocacy campaigns, including relevant policy initiatives
- Monitor and review relevant legislative changes and provide comment consistent with Councils strategic direction

Develop and implement a plan to pro-actively identify and engage with private industry on future infrastructure needs

Encourage local community organisations to enhance facilities on public land to benefit visitors and locals

- Advertise the availability of funding via the Tourism Development Funding grant programme

## PROMOTE SHOALHAVEN'S POSITIVES

Develop a comprehensive communication strategy for Council

- Develop a plan of action to achieve the Activity
- Formalise senior management buy-in



*A destination for tourists, business and events*





*Be excellent at customer service*

# Leadership

## **TRANSFORM THE ORGANISATION TO 'CAN DO'**

**Coordinate the implementation and delivery of a business planning and reporting tool**

- Implement actions from management survey to improve the use of Performance Manager

### **Establish Business Plans to unit level**

- Develop and implement a business planning process
- Incorporate Business Plans into Performance Manager

### **Implement a Leadership Development Program**

- Increase service offering in Corporate Training Program for Managers and Supervisors in relation to Performance Management
- Conduct Leadership Competency Analysis & Training Needs Analysis
- Develop Leadership Development Program

### **Improved organisational culture through staff feedback mechanisms (staff surveys) and implementation of action plans for continuous improvement**

- Periodic monitoring & reporting on status of Tier 1 Corporate Action Plan
- Planning for follow up survey

### **Continuous improvement of Council's training and development programs**

- Develop Implementation Plan and commence development and rollout of new Corporate Induction Program
- Conduct Review of existing Ongoing Corporate Training Program
- Develop Improvement Action Plan for Corporate Training Program

### **Identify and pursue well-aligned funding programs to support Economic Development Strategy initiatives**

- Implement the Contact Centre

### **Economic activity will be guided by Shoalhaven City Council's Economic Development Strategy, Shoalhaven - an enterprising alternative; An economic development strategy**

- Finalise and deliver 2015 Shoalhaven Economic Development Strategy and update every ten years (update 2025)

### **Maintain access to sufficient resources to deliver current and future infrastructure delivery programs in a timely manner**

- Establish period contracts for external suppliers to meet identified gaps in delivery resources
- Further develop and implement a systematic project delivery technique

### **Implement an integrated software environment supporting the business functions of Council**

- Complete scheduled project CASSI phases as per the Project Plan

## **BE EXCELLENT AT CUSTOMER SERVICE**

**Improve Customer Service through a more effective and consistent first response customer service model**

- Implement the Contact Centre
- Develop Customer Service Policy and Standards
- Identify opportunities to increase service offerings and working with the operational areas to transition 'first response' services to the Contact Centre

### **Seek and develop innovative and rigorous customer interaction on all Water Utility services to meet customer expectations, National standards and Shoalhaven Water Group operations**

- Identify a diverse range of programs and assistance measures on water conservation and demand management initiatives
- Adopt technology initiatives to support customer billing processes and response mechanisms to water operations
- Obtain customer feedback on services for assessment against State and National benchmarks

### **Ensure the right structure is in place to provide excellent customer service**

- Improvements in customer service levels
- Improvements in monthly close and reporting

### **Improve knowledge of customer base**

- Survey of Learn to Swim - Health & Fitness - General Aquatic Entry-Casual Swimming
- Review of survey processes and frequency
- Community consultation on service provision Bomaderry Aquatic Centre - Nowra Aquatic Centre

### **Improve knowledge of Shoalhaven Entertainment Centre products and services to enhance customer service**

- Review BOH and FOH feedback surveys

### **Develop digital library services**

- Continue to improve online accessibility to online resources
- Upgrade Library Management System

### **Enhance relationships with other Council units**

- Investigate strategies to increase collaboration and resource sharing

### **Develop reputation as an 'information hub'**

- Investigate use of iPads by staff and customers
- Continue to develop staff training program

### **Develop and implement customer centric marketing activities to drive visitation and yield**

- Develop advertising campaigns that drive visitation and yield within identified target markets
- Identify and/or create opportunities

### **Continually review, analyse and evolve Visitor Centre operations to deliver customer centric information services**

- Seek and activate market insights related to visitor information needs
- Ensure best practice delivery methods are employed

### **Improve provision of SEC products and services to enhance customer service**

- Develop patron survey to improve customer service



*Continuously improve and cut red tape*

# Governance

## DELIVER SUSTAINABLE SERVICES

Ensure future 'demand' forecasts in Asset Management Plans (AMPs) reflect population growth trends and other 'drivers'

- Update 'demand' sections of the Community Buildings and Recreational facilities AMPs from information provided by asset custodians

Develop prioritised strategies to address the maintenance and repair backlog of Council buildings

- Develop program for the 2016/17 maintenance and repair of Council buildings

Assess and where required for Industry Best Practice; consider Business Performance in light of national and state benchmarks

- Complete rendition of required data to NSW Office of Water
- Analyse results of NSW Triple Bottom Line, National Water Commission and report publicly

Plan and deliver water and sewerage infrastructure to meet the needs of future development

- Develop and improve processes for management of works as executed information
- Revise development of servicing plans

Review library processes and services

- Review Home Library Service
- Review Mobile Library Service
- Introduce Quarterly Reports

Maintain industry relevance

- Maintain industry related survey

Implement business strategies that align with Shoalhaven Bereavement Services - strategic plan 2050 and the Cemeteries and Crematoria Act 2013 and Regulation 2014 to ensure a viable bereavement unit

- Develop an implementation plan to address changes to the interment industry especially in regard to interment rights and cemetery renewal once regulation is gazetted
- Progress the construction of the new cremator

Identify and pursue opportunities and proactively manage Council's property portfolio to maximise returns

- Progress the development/disposal of properties within Council's land register within Shoalhaven LGA - to meet the Council's and community's needs

Ensure service delivery costs in Asset Construction and Maintenance compare favourably to industry standards

- Benchmark construction and maintenance activities against available industry information

Ensure service delivery costs in Parks and Facility Services compare favourably to industry standards

- Benchmark mowing and facility cleaning costs against available industry information

Maintain Council's capacity to dispose of waste generated by the city and its residents

- Obtain planning approval for an Alternative Waste Processing Facility
- Call tenders and award contract for the provision of waste processing technology

Formulate a new and revised Planning Works Program to recognise and complete priority strategic planning initiatives

- Continue to implement the Shoalhaven Heritage Strategy 2014-2017 and administer the Local Heritage Grants Program
- Continue to resolve the future of "paper" subdivisions within the Jervis Bay-St. Georges Basin Region
- Respond as required to the outcomes of the NSW planning reforms, biodiversity review and Aboriginal Cultural Heritage review

Ensure that plans are prepared to support appropriate population growth in Shoalhaven

- Commence the second iteration of the Shoalhaven Growth Management Plan
- Continue to review contributions projects for relevance and affordability
- Formulate required plans to support the urban release areas in the Nowra-Bomaderry area and elsewhere in Shoalhaven

Undertake in-house Best Practice Review of Council's Environmental Assessment and Noxious Weeds Services

- Benchmark services provided against like Councils as part of Best Practice
- Identify efficiency improvements

## CONTINUOUSLY IMPROVE AND CUT RED TAPE

Improve Council's business performance through more consistent use of the IPR Framework

- Implement a performance measurement system across the organisation
- Improve the Resourcing Strategy's integration with the DPOP
- Produce an 'End of Term' report

Involvement in the implementation and delivery of a Council wide financial system

- Monitor progress on the implementation of Authority
- Review processes to ensure "best practice"
- Build appropriate management reports

Review of finance processes

- Roll out process review roadmap
- Develop Key Performance Indicators (KPIs) to measure improvements in costs, time or customer service

Improve the efficiency of Council's plant and fleet

- Implement the Plant and Fleet Taskforce recommendations

Develop business activities and maintain the Best Practice Water and Sewer Management Guidelines through the Shoalhaven Water Strategic Business Plan

- Install water filling stations across the city for the benefit of the community
- Promote the services of Shoalhaven Water and demand management through promotion and sponsorship
- Establish a customer service charter Plan consistent with NSW Water and Sewerage Community Involvement Guidelines

Review and streamline recruitment processes

- Develop revised recruitment process(es) in line with recommendations from process improvement review conducted and obtain General Manager approval
- Develop communication plan and briefing sessions to advise of revised recruitment process(es)
- Implement revised recruitment process(es)

### Review and streamline the Work Health Safety (WHS) system

- Develop and document new Safety Management System
- Implementation of Communication Plan and rollout of training program
- Implementation of new Safety Management System including rollout of training program

### Use of technology to improve safety, efficiency and effectiveness of staff working in the field

- Implement technology to enable staff to access on-line information (WHS procedures, risk assessments and technical information) to meet the needs of the job and improve customer service

### Develop and review policies and processes to support effective and efficient processing of Council's property

#### Revision of the bushfire prone land map

- Ground truth the city to improve the accuracy of the bushfire prone land map

#### Land capacity assessment of Larmer Ave

- Undertake a Bio-banking Assessment

### Develop Business Plans to unit level in Environmental Planning

- Work with IPR & Business Improvement officer to implement business plans to unit level for 2015/16
- Work with units and management to define appropriate KPIs and Actions for business plans

### Develop business plans to unit level in Building and Compliance

- Work with IPR & Business Improvement officer to implement business plans to unit level for 2015/16
- Work with units and management to define appropriate KPIs and Actions for business plans

### Improve business performance by reviewing process/procedure, policies and tools

- Map processes & review where necessary to gain efficiencies

## MAINTAIN OUR INFRASTRUCTURE

### Develop prioritised strategies for maintenance and renewal programs for roads and paths

- Develop 2016/17 roads programs using pavement management system

### Develop prioritised strategies for waterways infrastructure renewal and enhancement

- Develop program for 2016/17 waterways infrastructure renewal and enhancement programs

### Develop prioritised strategies for operational infrastructure and public amenities

- Develop program for 2016/17 operational infrastructure and public amenities renewal and enhancement programs

### Maintain water and sewage infrastructure to minimise breaks, overflows and infiltration

- Investigate and report on high infiltration in the sewerage reticulation system
- Provide appropriate emergency management for natural disasters

### Review critical operational documents - Water Operations and Maintenance

- Review the drought management plan and water licence

### Strengthen and enhance asset management capabilities

- Update water and sewer asset management plans

### Regulate water & sewerage utility functions to meet relevant legislation

- Undertake review of trade waste and backflow regulatory processes

### Review and implement Asset Management Plans for coastal, flood, bushfire, walking tracks and estuary assets

- Update the coastal and estuary asset management plan to include fishing platforms, canoe/kayak launching areas and signage and replace major beach access at Currarong
- Update the flood mitigation asset management plan

### Develop prioritised strategies for waterways infrastructure operation and enhancement

- Undertake dredging activities and beach nourishment at Callala Beach and Mollymook Beach

## FINANCIAL SUSTAINABILITY

### Increase return on investment of surplus funds

- Improve returns on investments
- Maintain workable levels of debt

### Improve cash position of council

- Improved cash collections position from Rates, accounts receivable and stock reductions
- Improve cash flow reporting
- Introduce monthly reporting, including Assets and balance sheet reconciliations

### Provide information to enable business to make informed decisions to improve operations at council

- Provide more timely reporting and financial analysis
- Introduce "Procurement Roadmap" to support the delivery of innovative, cost effective and high quality products and services

### Develop and implement a Water Billing module within the Civica Authority system

- Complete audit of water billing system to excise obsolete data
- Review water billing program requirements in light of development progress of new module

### Investigate the concepts to provide a stronger cost effective and safe ferry service, being mindful of customer and regulatory requirements

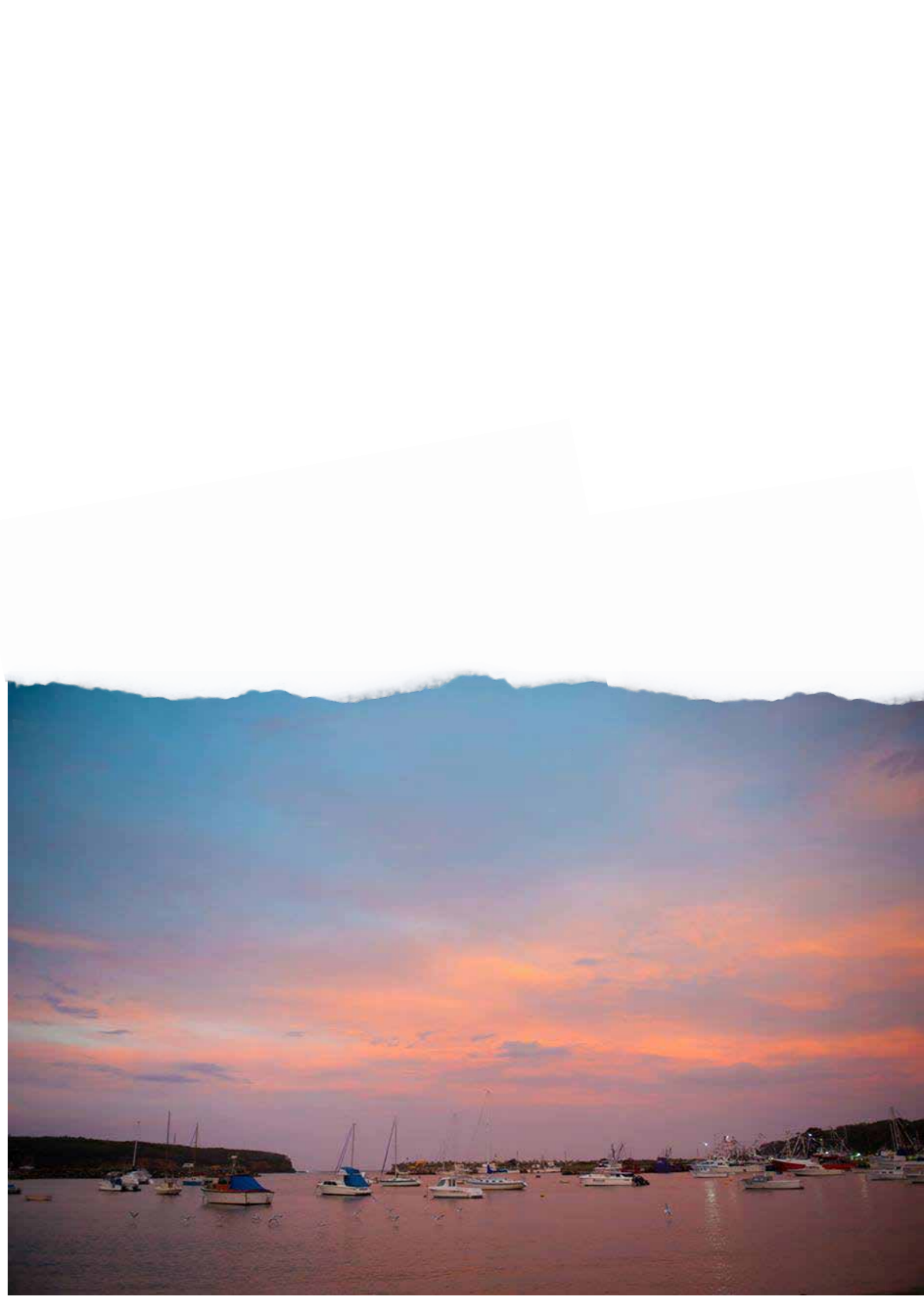
- Undertake community consultation on the possible changes to access to Comerong Island Ferry

### Drive efficiencies to achieve financial sustainability

- Review staffing levels and delivery methods

### Align Long Term Financial Plan (LTFFP) with Asset Management Plans (AMPs), financial requirements for maintenance, renewal and enhancement

- Include AMPs financial requirements as a scenario for the 2015/16 draft LTFFP

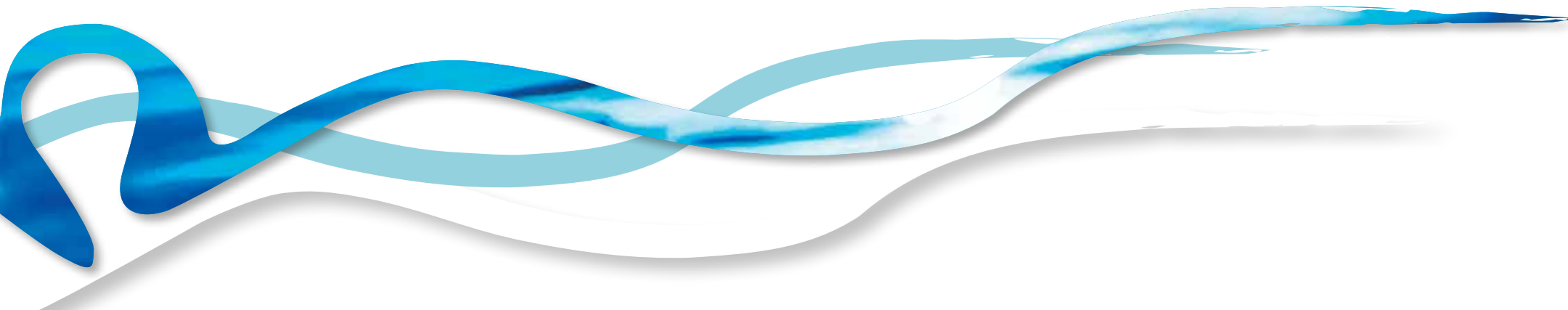


# PART C

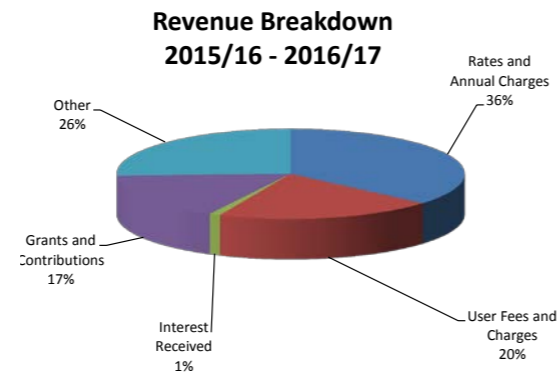
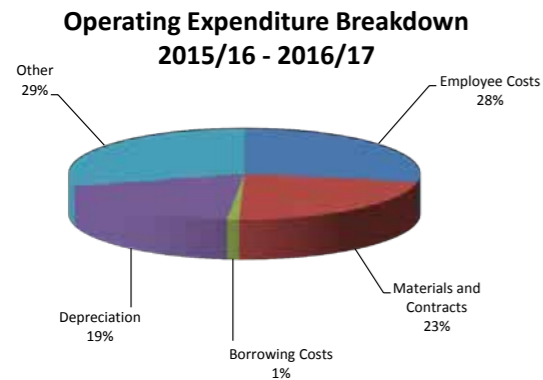
## OPERATIONAL PLAN

How we will deliver:

- Budgets
- Accounting & Financial Policies
- Revenue Policy
- Rates & Charges
- Donations, Sponsorships & Subsidies
- Council Borrowings
- Replacement Program
- Asset Replacement
- Sale of Assets



# GENERAL FUND BUDGET



## General Fund - Income Statement

	2015/16	2016/17
	\$ '000	\$ '000
<b>Income from Continuing Operations</b>		
<b>Revenue:</b>		
Rates & Annual Charges	75,106	78,659
User Charges & Fees	42,092	43,996
Interest & Investment Revenue	2,299	2,018
Other Revenues	53,374	55,117
Grants & Contributions provided for Operating Purposes	18,930	18,725
Grants & Contributions provided for Capital Purposes	24,516	8,601
<b>Other Income:</b>		
Net gains from the disposal of assets		
<b>Total Income from Continuing Operations</b>	<b>216,316</b>	<b>207,117</b>
<b>Expenses from Continuing Operations</b>		
Employee Benefits & On-Costs	56,070	57,819
Borrowing Costs	2,249	2,258
Materials & Contracts	46,461	46,342
Depreciation & Amortisation	38,311	39,887
Other Expenses	58,404	61,827
<b>Total Expenses from Continuing Operations</b>	<b>201,496</b>	<b>208,132</b>
<b>Net Operating Result for the Year</b>	<b>14,821</b>	<b>(1,016)</b>
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes	(9,695)	(9,617)

## General Fund - Balance Sheet

	2015/16	2016/17
	\$ '002	\$ '003
<b>Assets</b>		
<b>Current Assets</b>		
Cash & Cash Equivalents	665	426
Investments	27,035	23,035
Receivables	12,214	12,277
Inventories	379	1,079
Other	384	384
Non-current assets classified as "held for sale"	0	0
<b>Total Current Assets</b>	<b>40,677</b>	<b>37,201</b>
<b>Non-Current Assets</b>		
Investments	25,818	25,818
Receivables	3,887	3,830
Inventories	8,499	7,817
Infrastructure, Property, Plant & Equipment	1,582,613	1,586,120
Investments accounted for using the equity method	0	0
Investment Property	1,492	1,552
Intangible Assets	0	0
Other	0	0
<b>Total Non-Current Assets</b>	<b>1,622,309</b>	<b>1,625,137</b>
<b>Total Assets</b>	<b>1,662,986</b>	<b>1,662,338</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Payables	17,372	17,372
Borrowings	10,655	5,670
Provisions	29,980	29,980
<b>Total Current Liabilities</b>	<b>58,007</b>	<b>53,022</b>
<b>Non-Current Liabilities</b>		
Payables	0	0
Borrowings	31,517	36,810
Provisions	4,396	4,396
<b>Total Non-Current Liabilities</b>	<b>35,913</b>	<b>41,206</b>
<b>Total Liabilities</b>	<b>93,920</b>	<b>94,228</b>
<b>Net Assets</b>	<b>1,569,066</b>	<b>1,568,110</b>
<b>Equity</b>		
Retained Earnings	828,386	827,370
Revaluation Reserves	740,680	740,740
<b>Council Equity Interest</b>	<b>1,569,066</b>	<b>1,568,110</b>
<b>Minority Equity Interest</b>	<b>-</b>	<b>-</b>
<b>Total Equity</b>	<b>1,569,066</b>	<b>1,568,110</b>

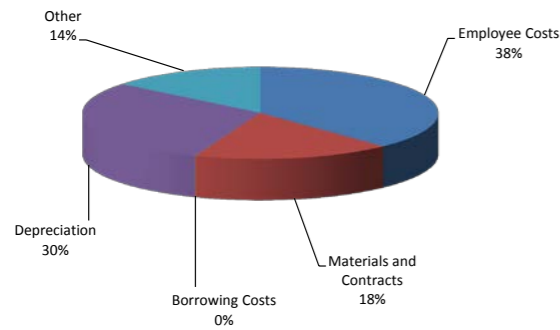
## General Fund - Cash Flow Statement

	2015/16	2016/17
	\$ '000	\$ '000
<b>Cash flows from Operating Activities</b>		
<i>Receipts:</i>		
Rates & Annual Charges	75,105	78,654
User Charges & Fees	42,092	43,996
Interest & Investment Revenue Received	2,299	2,018
Grants & Contributions	43,445	27,326
Other	53,374	55,117
<i>Payments:</i>		
Employee benefits & On-costs	(56,070)	(57,819)
Materials & Contracts	(46,461)	(46,342)
Borrowing Costs	(2,249)	(2,258)
Other	(58,404)	(61,827)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>53,131</b>	<b>38,866</b>
<b>Cash flows from Investing Activities</b>		
<i>Receipts:</i>		
Sale of Investment Securities	2,000	4,000
Sale of Investment Property	0	0
Sale of Real Estate Assets	2,250	1,950
Sale of Infrastructure, Property, Plant & Equipment	1,986	1,819
Sale of Interest in Joint Ventures & Associations	0	0
Other	0	0
<i>Payments:</i>		
Purchase of Investment Securities	0	0
Purchase of Investment Property	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(67,342)	(45,213)
Purchase of Real Estate Assets	(2,345)	(1,968)
Purchase of Interest in Joint Ventures & Associates	0	0
Deferred Debtors & Advances Made	0	0
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(63,451)</b>	<b>(39,412)</b>
<b>Cash flows from Financing Activities</b>		
<i>Receipts:</i>		
Proceeds from borrowings & Advances	6,768	10,962
Other Financing Activity Receipts	0	0
<i>Payments:</i>		
Repayment of Borrowings & Advances	(6,029)	(10,655)
Repayment of Finance lease Liabilities	0	0
Other Financing Activity Payments	0	0
<b>Net Cash Provided (or used in) Financing Activities</b>	<b>739</b>	<b>307</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(9,581)</b>	<b>(239)</b>
plus: <b>Cash &amp; Cash Equivalents - beginning of year</b>	<b>10,246</b>	<b>665</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>665</b>	<b>426</b>

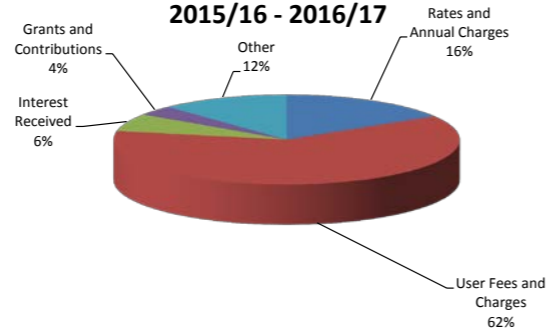
	2015/16			2016/17		
	Revenue	Operating and Capital Expenditure	Net Cost of Program	Revenue	Operating and Capital Expenditure	Net Cost of Program
<b>General Fund</b>						
<b>Operating Program</b>						
Admin Centres Operation & Management	540,244	1,989,959	1,449,715	556,451	2,046,799	1,490,348
Aquatic Recreation	3,835,340	9,295,032	5,459,692	3,950,401	9,563,826	5,613,425
Arts and Cultural	84,031	700,837	616,805	86,553	727,972	641,419
Cemeteries	1,580,582	1,474,986	(105,597)	1,576,288	1,484,816	(91,472)
City Services Management	1,673,181	7,838,140	6,164,959	1,723,532	8,116,560	6,393,028
Communications and Electrical	4,403,012	4,518,803	115,791	4,535,102	4,640,045	104,943
Community Services	1,494,707	2,323,115	828,408	1,539,548	2,386,817	847,270
Corporate Business and Contracting Units	4,906,438	6,657,709	1,751,271	5,054,730	6,906,820	1,852,090
Council Buildings and Property	972,459	5,591,770	4,619,311	1,001,632	6,082,830	5,081,197
Development and Environmental Services	3,290,936	9,714,004	6,423,068	3,394,293	10,027,846	6,633,554
Economic Development	92,987	544,951	451,964	95,376	559,652	464,276
Executive Support	217,603	2,786,328	2,568,725	18,131	3,157,443	3,139,312
Financial Services	28,825,426	4,463,977	(24,361,449)	29,075,824	4,543,489	(24,532,335)
Fire Protection & Emergency Services	1,020,947	2,218,167	1,197,220	1,051,578	2,301,362	1,249,784
Fleet Management	7,416,408	6,466,031	(950,377)	7,418,083	6,642,319	(775,764)
Human Resources	5,892	1,816,674	1,810,782	39,212	1,811,280	1,772,068
Information Technology	151,533	3,815,804	3,664,271	186,978	4,102,409	3,915,431
Insurance & Risk Management	3,090,778	3,090,778	0	3,206,470	3,206,470	0
Legal Services	138,355	1,136,144	997,789	144,758	1,171,850	1,027,092
Library	511,187	2,447,500	1,936,314	526,525	2,525,156	1,998,631
Management of Principal Activity	24,929	1,786,607	1,761,678	25,678	1,751,460	1,725,782
Parks & Reserves	368,911	9,931,201	9,562,290	379,984	10,228,556	9,848,572
Ranger Services	1,175,715	2,193,382	1,017,667	1,210,986	2,270,620	1,059,634
Revenue Management	59,901,714	1,664,557	(58,237,157)	62,506,362	1,713,389	(60,792,973)
Roads and Transport	2,382,225	33,877,932	31,495,708	2,454,065	35,116,732	32,662,668
Shoalhaven Entertainment Centre	1,408,725	2,525,735	1,117,010	1,462,342	2,608,385	1,146,043
Strategic Planning and Infrastructure Managemen	1,063,898	7,572,471	6,508,573	1,165,317	7,600,872	6,435,555
Tourism and Events	108,679	1,837,797	1,729,118	112,781	1,788,215	1,675,434
Tourist Parks Administration	1,284,570	7,300,104	6,015,534	1,209,911	7,609,443	6,399,532
Tourist Parks Operations	20,214,765	8,688,638	(11,526,127)	21,045,677	8,327,364	(12,718,313)
Waste Management	40,341,418	39,586,493	(754,925)	43,294,575	42,434,024	(860,551)
Waterways, Coastal & Floodplain	872,889	5,639,892	4,767,003	136,200	4,677,632	4,541,432
	<b>193,400,484</b>	<b>201,495,520</b>	<b>8,095,034</b>	<b>200,185,342</b>	<b>208,132,452</b>	<b>7,947,112</b>
<b>Capital Program</b>						
Aquatic Recreation	50,000	1,027,875	977,875	0	531,000	531,000
Cemeteries	0	572,000	572,000	0	178,995	178,995
Computers, Furniture and Equipment	0	574,695	574,695	0	456,000	456,000
Corporate Business and Contracting Units	0	155,000	155,000	0	32,000	32,000
Council Buildings and Property	1,190,000	2,148,000	958,000	300,000	1,521,000	1,221,000
Economic Development	1,913,500	2,344,500	431,000	1,650,000	1,800,000	150,000
Fire Protection & Emergency Services	4,000,000	4,000,000	0	600,000	600,000	0
Fleet Management	1,801,488	5,483,000	3,681,512	1,783,131	5,112,869	3,329,738
Library	0	440,000	440,000	0	454,000	454,000
Parks & Reserves	200,000	10,371,000	10,171,000	0	834,000	834,000
Roads and Transport	15,632,047	33,660,443	18,028,396	5,010,819	23,119,162	18,108,343
Tourist Parks Operations	0	4,337,754	4,337,754	0	5,021,522	5,021,522
Waste Management	184,571	1,916,958	1,732,387	36,000	5,891,600	5,855,600
Waterways, Coastal & Floodplain	2,180,000	2,655,000	475,000	1,320,000	1,629,000	309,000
	<b>27,151,606</b>	<b>69,686,225</b>	<b>42,534,619</b>	<b>10,699,950</b>	<b>47,181,148</b>	<b>36,481,198</b>
<b>General Fund Total</b>	<b>220,552,090</b>	<b>271,181,745</b>	<b>50,629,653</b>	<b>210,885,292</b>	<b>255,313,600</b>	<b>44,428,310</b>

# WATER FUND BUDGET

**Operating Expenditure Breakdown  
2015/16 - 2016/17**



**Revenue Breakdown  
2015/16 - 2016/17**



## Water Fund - Income Statement

	2015/16	2016/17
	\$ '000	\$ '000
<b>Income from Continuing Operations</b>		
<b>Revenue:</b>		
Rates & Annual Charges	4,042	4,182
User Charges & Fees	15,358	15,844
Interest & Investment Revenue	1,713	1,508
Other Revenues	3,017	3,063
Grants & Contributions provided for Operating Purposes	487	496
Grants & Contributions provided for Capital Purposes	400	400
<b>Other Income:</b>		
Net gains from the disposal of assets	0	0
<b>Total Income from Continuing Operations</b>	<b>25,017</b>	<b>25,492</b>
<b>Expenses from Continuing Operations</b>		
Employee Benefits & On-Costs	9,018	9,312
Borrowing Costs	17	0
Materials & Contracts	4,292	4,423
Depreciation & Amortisation	7,111	7,325
Other Expenses	3,384	3,478
<b>Total Expenses from Continuing Operations</b>	<b>23,822</b>	<b>24,539</b>
<b>Net Operating Result for the Year</b>	<b>1,196</b>	<b>953</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>	<b>796</b>	<b>553</b>

## Water Fund - Balance Sheet

	2015/16	2016/17
	\$ '000	\$ '000
<b>Assets</b>		
<b>Current Assets</b>		
Cash & Cash Equivalents	3,309	757
Investments	11,844	2,845
Receivables	1,386	1,404
Inventories	0	0
Other	1,466	1,557
Non-current assets classified as "held for sale"	0	0
<b>Total Current Assets</b>	<b>18,005</b>	<b>6,563</b>
<b>Non-Current Assets</b>		
Investments	15,168	15,168
Receivables	803	803
Inventories	100	100
Infrastructure, Property, Plant & Equipment	364,260	378,103
Investments accounted for using the equity method	0	0
Investment Property	0	0
Intangible Assets	0	0
Other	11,302	11,302
<b>Total Non-Current Assets</b>	<b>388,805</b>	<b>401,100</b>
<b>Total Assets</b>	<b>406,810</b>	<b>407,663</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Payables	1,397	1,846
Borrowings	6	0
Provisions	0	0
<b>Total Current Liabilities</b>	<b>1,403</b>	<b>1,846</b>
<b>Non-Current Liabilities</b>		
Payables	0	0
Borrowings	0	0
Provisions	0	0
<b>Total Non-Current Liabilities</b>	<b>0</b>	<b>0</b>
<b>Total Liabilities</b>	<b>1,408</b>	<b>1,846</b>
<b>Net Assets</b>	<b>405,407</b>	<b>405,817</b>
<b>Equity</b>		
Retained Earnings	200,613	201,023
Revaluation Reserves	204,794	204,794
<b>Council Equity Interest</b>	<b>405,407</b>	<b>405,817</b>
<b>Minority Equity Interest</b>	<b>-</b>	<b>-</b>
<b>Total Equity</b>	<b>405,407</b>	<b>405,817</b>

## Water Fund - Cash Flow Statement

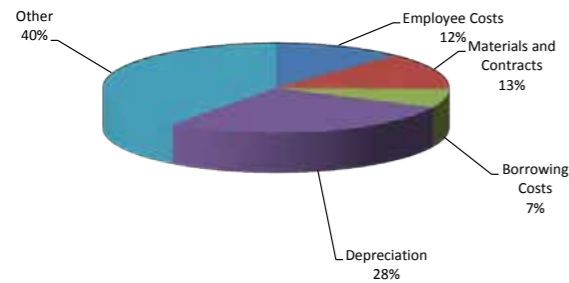
	2015/16	2016/17
	\$ '000	\$ '000
<b>Cash flows from Operating Activities</b>		
<i>Receipts:</i>		
Rates & Annual Charges	4,024	4,163
User Charges & Fees	15,358	15,844
Interest & Investment Revenue Received	1,713	1,508
Grants & Contributions	887	896
Other	3,017	3,063
<i>Payments:</i>		
Employee benefits & On-costs	(9,018)	(9,312)
Materials & Contracts	(4,424)	(4,404)
Borrowing Costs	(17)	(0)
Other	(3,384)	(3,478)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>8,156</b>	<b>8,279</b>
<b>Cash flows from Investing Activities</b>		
<i>Receipts:</i>		
Sale of Investment Securities	6,000	9,000
Sale of Investment Property	0	0
Sale of Real Estate Assets	0	0
Sale of Infrastructure, Property, Plant & Equipment	140	144
Sale of Interest in Joint Ventures & Associations	0	0
Other	1,371	1,457
<i>Payments:</i>		
Purchase of Investment Securities	0	0
Purchase of Investment Property	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(13,086)	(20,883)
Purchase of Real Estate Assets	(100)	0
Purchase of Interest in Joint Ventures & Associates	0	0
Deferred Debtors & Advances Made	0	0
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(5,676)</b>	<b>(10,281)</b>
<b>Cash flows from Financing Activities</b>		
<i>Receipts:</i>		
Proceeds from borrowings & Advances	0	0
Other Financing Activity Receipts	0	0
<i>Payments:</i>		
Repayment of Borrowings & Advances	(167)	(6)
Repayment of Finance lease Liabilities	0	0
Other Financing Activity Payments	(788)	(543)
<b>Net Cash Provided (or used in) Financing Activities</b>	<b>(955)</b>	<b>(550)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>1,526</b>	<b>(2,552)</b>
plus: <b>Cash &amp; Cash Equivalents - beginning of year</b>	<b>1,783</b>	<b>3,309</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,309</b>	<b>757</b>

	2015/16			2016/17		
	Revenue	Operating and Capital Expenditure	Net Cost of Program	Revenue	Operating and Capital Expenditure	Net Cost of Program
<b>Water Fund</b>						
<b>Operating Program</b>						
Administration Costs Transfer Between Funds	0	(4,463,438)	(4,463,438)	0	(4,599,555)	(4,599,555)
Depreciation - Water Supply	0	6,746,044	6,746,044	0	6,948,423	6,948,423
Divisional - Corporate Support	768,389	3,838,122	3,069,733	791,441	3,984,021	3,192,580
Divisional - External Transfers - Water Supply	0	2,813,291	2,813,291	0	2,897,690	2,897,690
Divisional Management	5,356	1,164,770	1,159,414	5,517	1,197,106	1,191,589
Interest on Investments - Water Supply	1,713,248	0	(1,713,248)	1,507,715	0	(1,507,715)
Interest on Loans - Water Supply	0	17,004	17,004	0	315	315
Major Maintenance - Operating	0	0	0	0	0	0
Operations - Corporate Support	5,000	0	(5,000)	5,150	0	(5,150)
Operations - Technical Services	22,817	2,286,177	2,263,360	23,501	2,357,902	2,334,401
Operations & Maintenance - Dams	0	237,110	237,110	0	244,225	244,225
Operations & Maintenance - Mains	0	2,483,355	2,483,355	0	2,539,582	2,539,582
Operations & Maintenance - Meters & Backflow	0	81,945	81,945	0	84,403	84,403
Operations & Maintenance - Pumping Stations	0	1,329,636	1,329,636	0	1,378,600	1,378,600
Operations & Maintenance - Reservoirs	0	216,286	216,286	0	223,608	223,608
Operations & Maintenance - Telemetry	0	238,035	238,035	0	245,237	245,237
Operations & Maintenance - Treatment Plants	0	2,042,683	2,042,683	0	2,104,921	2,104,921
Other Expenses	1,910,848	1,910,848	0	1,957,073	1,957,073	0
Pensioner Rebate - Water Supply	486,829	0	(486,829)	495,980	0	(495,980)
Planning and Development	17,300	1,992,588	1,975,288	17,819	2,061,403	2,043,584
Plant Operating - Water Supply	1,116,804	887,313	(229,491)	1,116,804	913,932	(202,872)
Section 64 - Water Supply	400,000	0	(400,000)	400,000	0	(400,000)
Water Availability Charges	4,042,105	0	(4,042,105)	4,181,816	0	(4,181,816)
Water Usage	14,428,700	0	(14,428,700)	14,886,148	0	(14,886,148)
	<b>24,917,396</b>	<b>23,821,768</b>	<b>(1,095,627)</b>	<b>25,388,965</b>	<b>24,538,886</b>	<b>(850,078)</b>
<b>Capital Program</b>						
Chargeable Private Works	100,000	100,000	0	103,000	103,000	0
Divisional Management	140,000	0	(140,000)	144,200	0	(144,200)
New Works (Asset Enhancement)	0	6,606,000	6,606,000	0	14,059,500	14,059,500
New Works Growth	0	260,000	260,000	0	360,500	360,500
Other Asset Purchases	0	3,042,128	3,042,128	0	2,442,428	2,442,428
Renewal / Replacement Works	0	3,468,000	3,468,000	0	4,346,600	4,346,600
	<b>240,000</b>	<b>13,476,128</b>	<b>13,236,128</b>	<b>247,200</b>	<b>21,312,028</b>	<b>21,064,828</b>
<b>Water Fund Total</b>	<b>25,157,396</b>	<b>37,297,896</b>	<b>12,140,501</b>	<b>25,636,165</b>	<b>45,850,914</b>	<b>20,214,750</b>
<b>Other Outgoings</b>						
Dividend to General Fund		688,134			443,642	
Tax Equivalent to General Fund		99,507			99,507	

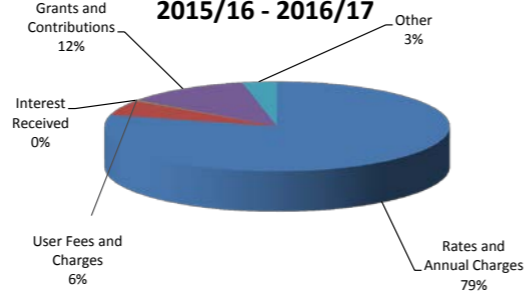


# SEWER FUND BUDGET

**Operating Expenditure Breakdown  
2015/16 - 2016/17**



**Revenue Breakdown  
2015/16 - 2016/17**



## Sewerage Fund - Income Statement

	2015/16	2016/17
	\$ '000	\$ '000
<b>Income from Continuing Operations</b>		
<b>Revenue:</b>		
Rates & Annual Charges	37,444	38,679
User Charges & Fees	2,574	2,786
Interest & Investment Revenue	100	138
Other Revenues	1,561	1,563
Grants & Contributions provided for Operating Purposes	535	539
Grants & Contributions provided for Capital Purposes	3,397	6,922
<b>Other Income:</b>		
Net gains from the disposal of assets		
<b>Total Income from Continuing Operations</b>	<b>45,611</b>	<b>50,626</b>
<b>Expenses from Continuing Operations</b>		
Employee Benefits & On-Costs	4,137	4,261
Borrowing Costs	2,435	2,342
Materials & Contracts	4,570	4,706
Depreciation & Amortisation	9,677	9,967
Other Expenses	13,747	14,214
<b>Total Expenses from Continuing Operations</b>	<b>34,566</b>	<b>35,489</b>
<b>Net Operating Result for the Year</b>	<b>11,046</b>	<b>15,137</b>
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes	7,649	8,215

## Sewerage Fund - Balance Sheet

	2015/16	2016/17
	\$ '000	\$ '000
<b>Assets</b>		
<b>Current Assets</b>		
Cash & Cash Equivalents	873	2,969
Investments	66	1,066
Receivables	3,076	3,198
Inventories	0	0
Other	0	0
Non-current assets classified as "held for sale"	0	0
<b>Total Current Assets</b>	<b>4,015</b>	<b>7,233</b>
<b>Non-Current Assets</b>		
Investments	0	0
Receivables	1,485	1,484
Inventories	100	100
Infrastructure, Property, Plant & Equipment	472,245	536,895
Investments accounted for using the equity method	0	0
Investment Property	0	0
Intangible Assets	0	0
Other	0	0
<b>Total Non-Current Assets</b>	<b>473,830</b>	<b>538,479</b>
<b>Total Assets</b>	<b>477,845</b>	<b>545,712</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Payables	2,655	5,703
Borrowings	4,907	6,531
Provisions	0	0
<b>Total Current Liabilities</b>	<b>7,562</b>	<b>12,234</b>
<b>Non-Current Liabilities</b>		
Payables	0	0
Borrowings	32,056	81,525
Provisions	0	0
<b>Total Non-Current Liabilities</b>	<b>32,056</b>	<b>81,525</b>
<b>Total Liabilities</b>	<b>39,618</b>	<b>93,759</b>
<b>Net Assets</b>	<b>438,227</b>	<b>451,953</b>
<b>Equity</b>		
Retained Earnings	321,787	335,513
Revaluation Reserves	116,440	116,440
<b>Council Equity Interest</b>	<b>438,227</b>	<b>451,953</b>
<b>Minority Equity Interest</b>	<b>-</b>	<b>-</b>
<b>Total Equity</b>	<b>438,227</b>	<b>451,953</b>

## Sewerage Fund - Cash Flow Statement

	2015/16	2016/17
	\$ '000	\$ '000
<b>Cash flows from Operating Activities</b>		
<i>Receipts:</i>		
Rates & Annual Charges	37,326	38,556
User Charges & Fees	2,574	2,786
Interest & Investment Revenue Received	100	138
Grants & Contributions	3,932	7,461
Other	1,561	1,563
<i>Payments:</i>		
Employee benefits & On-costs	(4,137)	(4,261)
Materials & Contracts	(4,397)	(4,653)
Borrowing Costs	(2,435)	(2,342)
Other	(13,747)	(14,214)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>20,777</b>	<b>25,035</b>
<b>Cash flows from Investing Activities</b>		
<i>Receipts:</i>		
Sale of Investment Securities	6,500	0
Sale of Investment Property	0	0
Sale of Real Estate Assets	0	0
Sale of Infrastructure, Property, Plant & Equipment	120	124
Sale of Interest in Joint Ventures & Associations	0	0
Other	0	0
<i>Payments:</i>		
Purchase of Investment Securities	0	(1,000)
Purchase of Investment Property	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(19,101)	(71,745)
Purchase of Real Estate Assets	(100)	0
Purchase of Interest in Joint Ventures & Associates	0	0
Deferred Debtors & Advances Made	0	0
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(12,581)</b>	<b>(72,621)</b>
<b>Cash flows from Financing Activities</b>		
<i>Receipts:</i>		
Proceeds from borrowings & Advances	4,000	56,000
Other Financing Activity Receipts	0	0
<i>Payments:</i>		
Repayment of Borrowings & Advances	(4,529)	(4,907)
Repayment of Finance lease Liabilities	0	0
Other Financing Activity Payments	(1,418)	(1,411)
<b>Net Cash Provided (or used in) Financing Activities</b>	<b>(1,947)</b>	<b>49,682</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>6,249</b>	<b>2,096</b>
plus: <b>Cash &amp; Cash Equivalents - beginning of year</b>	<b>(5,376)</b>	<b>873</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>873</b>	<b>2,969</b>

	2015/16		Net Cost of Program	2016/17		Net Cost of Program
	Revenue	Operating and Capital Expenditure		Revenue	Operating and Capital Expenditure	
<b>Sewerage Fund</b>						
<b>Operating Program</b>						
Administration Costs Transfer Between Funds	0	5,172,862	5,172,862	0	5,336,587	5,336,587
Chargeable Operations	5,628	5,628	0	5,797	5,797	0
Depreciation - Wastewater	0	9,164,026	9,164,026	0	9,438,946	9,438,946
Divisional - External Transfers - Wastewater	0	2,821,904	2,821,904	0	2,906,562	2,906,562
Divisional Management	1,269,500	0	(1,269,500)	1,313,390	0	(1,313,390)
Interest on Investments - Wastewater	100,000	0	(100,000)	137,736	0	(137,736)
Interest on Loans - Wastewater	0	2,434,717	2,434,717	0	2,342,034	2,342,034
Major Maintenance - Operating	0	0	0	0	0	0
Operations & Maintenance - Effluent Reuse Mgn	0	119,306	119,306	0	122,886	122,886
Operations & Maintenance - Mains	0	2,563,602	2,563,602	0	2,620,146	2,620,146
Operations & Maintenance - Pumping Stations	0	3,978,543	3,978,543	0	4,136,184	4,136,184
Operations & Maintenance - Rems Project	0	77,476	77,476	0	79,597	79,597
Operations & Maintenance - Treatment Works	0	6,064,506	6,064,506	0	6,272,256	6,272,256
Other Expenses	0	12,332	12,332	0	12,702	12,702
Pensioner Rebate - Wastewater	535,246	0	(535,246)	538,725	0	(538,725)
Plant Operating - Wastewater	1,509,976	1,216,661	(293,315)	1,509,976	1,253,161	(256,815)
Sanitary Services	0	934,122	934,122	0	962,146	962,146
Section 64 - Wastewater	400,000	0	(400,000)	400,000	0	(400,000)
Wastewater Availability Charges	37,094,976	0	(37,094,976)	38,319,113	0	(38,319,113)
Wastewater Usage	1,699,344	0	(1,699,344)	1,879,098	0	(1,879,098)
	<b>42,614,670</b>	<b>34,565,685</b>	<b>(8,048,985)</b>	<b>44,103,835</b>	<b>35,489,004</b>	<b>(8,614,831)</b>
<b>Capital Program</b>						
Chargeable Private Works	0	100,000	100,000	0	103,000	103,000
Divisional Management	120,000	0	(120,000)	123,600	0	(123,600)
New Works (Asset Enhancement)	2,996,610	12,550,000	9,553,390	6,522,034	63,654,000	57,131,966
New Works Growth	0	4,780,000	4,780,000	0	9,270,000	9,270,000
Other Asset Purchases	0	1,163,000	1,163,000	0	1,197,890	1,197,890
Renewal / Replacement Works	0	885,000	885,000	0	515,000	515,000
	<b>3,116,610</b>	<b>19,478,000</b>	<b>16,361,390</b>	<b>6,645,634</b>	<b>74,739,890</b>	<b>68,094,256</b>
<b>Sewerage Fund Total</b>	<b>45,731,280</b>	<b>54,043,685</b>	<b>8,312,405</b>	<b>50,749,469</b>	<b>110,228,894</b>	<b>59,479,425</b>
<b>Other Outgoings</b>						
Dividend to General Fund		1,275,912			1,269,890	
Tax Equivalent to General Fund		141,768			141,099	

# CROWN LAND

**Crown Land Estimated Income and Expenditure 2015/16**

<b>Operating Income</b>		<b>Capital Works - Revenue Funded</b>	
Cemeteries	\$1,253,069	Cemeteries *	\$450,000
City Services Management	\$8,923	Council Buildings and Property	\$23,100
Communications and Electrical	\$581,365	Parks & Reserves	\$308,850
Council Buildings and Property	\$160,068	Roads and Transport *	\$683,000
Parks & Reserves	\$83,444	Tourist Parks Operations	\$2,470,753
Tourist Parks Administration	\$1,233,186	Waterways, Coastal & Floodplain	\$315,450
Tourist Parks Operations	\$19,422,951		\$4,251,153
	<u>\$22,743,006</u>		
<b>Operating Expenditure</b>			
Arts and Cultural	\$140,746		
Cemeteries	\$1,196,991		
City Services Management	\$217,935		
Communications and Electrical	\$466,088		
Council Buildings and Property	\$1,310,387		
Parks & Reserves	\$2,173,127		
Strategic Planning and Infrastructure Management	\$105,815		
Tourist Parks Administration	\$4,540,734		
Tourist Parks Operations	\$8,246,698		
Waterways, Coastal & Floodplain	\$453,877		
	<u>\$18,852,398</u>		
		<b>Total Cost to Shoalhaven City Council for maintaining and operating crown reserves</b>	<b>\$360,545</b>

\* contains crown land items with different funding source





# ACCOUNTING & FINANCIAL POLICIES

Council's accounting and Financial Polices are kept in accordance with:

- Australian Accounting Standards and professional pronouncements
- Local Government Act 1993
- The Local Government Code of Accounting Practice and Financial Reporting

## FIXED ASSETS

AASB 116 Property, Plant and Equipment prescribe the accounting treatment for property, plant and equipment. All infrastructure assets including buildings, roads, bridges and underground pipes are recognised and included in the financial statements.

Fixed Assets, with the exception of Land, have limited useful lives and their service potential declines due to wear and tear, technical obsolescence and commercial obsolescence. This decline in service potential is recognised by depreciation expense over the asset's life. Depreciation expense is calculated by taking the asset's value less any residual value and then divided by the assets useful life.

Examples of the depreciation rates used by Council include the following:

Water Mains	1.25%pa
Sewer Pumping Stations	1.43% pa
Bridges	1.25% - 2.5%pa
Footpaths	2% - 2.9% pa
Motor Vehicles	33.33% pa
Office Equipment	10.00% pa
Small Buildings	2.50% pa
Large Buildings	1.67% pa
Road Surface	2.5% - 8.3% pa
Road Pavement	1.25% - 5% pa

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance date.

Council has valued assets in accordance with Accounting standard AASB13 Fair Value measurement since 2014/14.

Land under Roads are valued in Accordance with ASSB1051 – Land under Roads.

The major valuation methods for all Assets are highlighted below:

Asset Class	Valuation Method
Land	Market Value
Plant & Equipment	Cost
Buildings & Structures	Market Value or Depreciated Replacement Cost where no market readily available
Other Structures	Market Value or Depreciated Replacement Cost where no market readily available
Water & Sewerage	Depreciated Replacement Cost
Drainage	Depreciated Replacement Cost
Roads & Bridges	Depreciated Replacement Cost
Other Assets	Replacement cost

## LOANS

While Council has a general policy not to borrow to finance operating activities, it is also influenced by external restrictions. The Local Government Act 1993 gives the Minister for Local Government the power to impose limitations or restrictions on borrowings by councils. Restrictions imposed by the Minister include borrowings to be sourced from within the Commonwealth of Australia and in Australian currency. Key principles adopted in the last financial year are shown below:

- NEVER borrow to fund operating deficits
- Only borrow to fund activities core to Councils agreed priorities (ie they must be in the Long Term Financial Plan) unless under circumstances of emergency
- Each funding request needs to be supported by full life cycle costing analysis
- Only fund to borrow if interest repayments are less than the cost of maintaining the existing asset requiring renewal
- The term of debt funding should never exceed the life of the asset it is used to fund
- The specific capital project should only be considered for loan funding, if it is to be beneficial to the majority of ratepayers.
- Debt servicing cost should not exceed 2% of annual general income.
- Loans should not be taken out over more than 20 years
- All loans should be taken out in accordance with relevant statutory requirements as contained in the Local Government Act (1993) and the Local Government (General) Regulations 2005.
- Three written quotes should always be sought or a loan tender called
- No borrowing from any source outside the Commonwealth of Australia nor in any currency other than Australian currency

## INVESTMENTS

Council's Investment Policy objective is to maximise returns from the investment of Council funds, whilst having due consideration of risk and security for that investment type and ensuring that Council's liquidity requirements are being met. A report is prepared each month and submitted to the Ordinary Meeting of Council detailing investments held.

Council has appointed an Investment Advisor to assist with managing Council's portfolio to improve returns on investments.

## KEY FINANCIAL POLICY RESOLUTIONS

The following are key financial policy resolutions which have a direct influence on Council's overall budget, cash flow and ability to part fund the program of works and services able to be delivered by Council.

## REVIEW UNALLOCATED CASH BALANCE (GENERAL FUND)

- Council is reviewing the unallocated cash balance to determine if some asset works can be accelerated.

## INDUSTRIAL LAND DEVELOPMENT RESERVE

Council has established an Industrial Land Development Reserve to which the proceeds from industrial land sales (cash basis) are transferred. This reserve is utilised to fund future land development and consequently reduce reliance on borrowings.

## STRATEGIC PROJECTS RESERVE

The Shoalhaven Water Dividend will be transferred to the Strategic Projects Reserve

## PENSIONER RATES OUTSTANDING

Council has reviewed its policy position and will:

- Continue to allow pensioners an interest free period until the end of May each year to pay their rates
- Encourage pensioners to enter into payment arrangements to pay rates in full
- Remind pensioners of the need to make payments to avoid follow up actions.
- Continue actions to recover outstanding rates for periods greater than 17 years

The deferral policy no longer applies.

## CROWN RESERVES

The Operational Plan includes a summary of income and expenditure on Crown Reserves.

## OPERATIONAL SAVINGS TARGETS

The Delivery Program and Operational Plan include operational savings targets as follows:

	Savings Targets	Achieved to date
2015/16	5,500,000	Budget savings achieved for 2015/16
2016/17	6,500,000	





# REVENUE POLICY

Council's Revenue Policy for the Two Year Delivery Program/Operational Plan is presented as follows:

1. Council's Rates and Charges Policy
2. Council's List of Fee, Charges & Rentals as shown in the document annexed as part of this plan.
3. Council's summary of Revenue and Expenditure including projected cash flow
4. Projected Capital Works Program
5. Summary of Council Borrowings.
6. Program for Asset Replacement
7. In producing the Summary of Revenue and Expenditure and Projected Cashflow, Council examined closely the ongoing need for infrastructure development in the City. The projections for the year 2015/2016 will become the Budget for that year.

The major assumptions included in this forecast for 2015/2016 are:

- General rates to increase by 2.4% for all categories except Nowra CBD where the increase will be applied over all other rating categories.
- Inflation is projected to be 3% in only limited areas. For those areas not receiving an increase they have been offset to organisational review savings.
- On-costs for salaried staff and wages staff are estimated to be 38.9%. Casuals on - costs at 25%.
- Interest on investment is projected to be 3.25%
- Interest on loans is projected to be 5.5%.
- Salaries and wages increased by 2.7%

The special rate introduced in 2013/2014 of 4.6% created additional revenue of approximately \$2.423 million in 2015/16. These funds will be used for the following projects in 2015/2016:

## SPECIAL RATE VARIATION PROJECTS

	2015/16	2016/17
<b>Roads Program</b>		
Naval College Road, Erowal Bay		
	\$245,000	\$340,000
Golf Avenue, Mollymook	\$400,000	
Camden Street, Ulladulla	\$800,000	
Roads in Bomaderry & Berry		\$1,500,000
<b>Roads total:</b>	<b>\$1,445,000</b>	<b>\$1,840,000</b>
<b>Paths Program</b>		
Matron Porter Drive, Milton	\$210,000	\$160,000
Round the Bay, Callala Bay	\$33,000	
Chisholm Street, Callala Bay	\$100,000	
Jacobs Drive, Sussex Inlet		\$431,000
Mollymook Beach cycleway		\$65,000
Orion Beach Walk	\$635,000	
<b>Paths total:</b>	<b>\$978,000</b>	<b>\$656,000</b>
<b>Total - Special Rate Variation Projects</b>	<b>\$2,423,000</b>	<b>\$2,496,000</b>

## CONTRIBUTIONS PLAN 2010

Shoalhaven Contributions Plan 2010 allows Shoalhaven City Council (or an accredited certifier) to place certain conditions on development consents (or complying development certificates) issued for development within the City of Shoalhaven. The conditions may require the payment of a monetary contribution, the dedication of land free of cost, or both. These contributions are collected and then applied to provide community infrastructure or additional infrastructure to meet demand created by this development. Those most interested in this Plan are therefore likely to be owners and developers of land in the Shoalhaven LGA.

The Contributions Plan sets out the various capital works projects that contributions will be spent on, the amount of any contribution that is levied and other details. A preliminary estimate for monetary contributions for a proposed development can be obtained by using the "Contributions Calculator" page. Contributions are indexed on 1 July each year to keep up with inflation. All monies are held in trust until Council spends the money on the project for which it has been collected.

For further information, visit Council's web site, contact Council's Counter Services Section Planning & Development Services Group

Chart (1) Councils Proposed Section 508 (2) 2015-2016 Rating Structure - 2.4% Increase

Category	Sub Category	No Assess	Land Value	Ad Valorem (c in \$ amount)	Base Rates Amount	%	Yield (\$)	Total Rate Yield (\$)
Residential		51528	\$ 11,195,006,551	0.22812	\$ 495.70	50%	\$ 25,542,430	\$ 51,080,884
Residential	Non Urban	1103	\$ 30,290,550	0.12510	\$ 34.35	50%	\$ 25,538,455	
							\$ 37,893	\$ 75,786
Farmland		844	\$ 692,211,300	0.18749	\$ 495.70	24%	\$ 418,371	\$ 1,716,186
							\$ 1,297,815	
Farmland	Dairy Farmers	125	\$ 137,555,000	0.09650	\$ 495.70	32%	\$ 61,963	\$ 194,703
							\$ 132,741	
Business	Commercial/Industrial	1572	\$ 597,282,917	0.31638	\$ 495.70	29%	\$ 779,240	\$ 2,668,920
							\$ 1,889,680	
Business	Nowra	356	\$ 160,822,000	0.99760	\$ 495.70	10%	\$ 176,469	\$ 1,780,832
							\$ 1,604,362	
Business	Ulladulla	128	\$ 67,177,500	0.48945	\$ 495.70	16%	\$ 63,450	\$ 392,252
							\$ 328,802	
Business		175	\$ 2,175,140	0.29764	\$ -	0%	\$ -	\$ 6,474
							\$ 6,474	
								\$ 57,916,036

Category	No Assess	Land Value	Ad Valorem (c in \$) amount	Base Rate Amount	%	Yield (\$)	Total Rate Yield (\$)
SUSSEX PROMOTION	96	\$36,344,102	0.03265	\$0.00	0.00%	\$11,866	\$11,865
Jerberra Rezoning	115	\$3,861,270	0.53832	\$180.75	50.00%	\$20,786	\$41,572
Special Rate						\$20,786	
Jerberra Road Design	116	\$3,898,770	0.28268	\$95.00	50.00%	\$11,020	\$22,041
Special Rate						\$11,021	
Jerberra Road Construction	116	\$3,898,770	0.46015	\$154.66	50.00%	\$17,941	\$35,881
Special Rate						\$17,940	
Veron's Rezoning	18	\$4,285,000	0.14422	\$343.33	50.00%	\$6,180	\$12,360
Special Rate						\$6,180	
Veron's Road Design	18	\$4,285,000	0.05509	\$131.15	50.00%	\$2,361	\$4,721
Special Rate						\$2,361	
Veron's Road Construction	18	\$4,285,000	0.16638	\$396.09	50.00%	\$7,130	\$14,259
Special Rate						\$7,129	
Nebraska Rezoning	25	\$1,109,200	0.62527	\$277.42	50.00%	\$6,936	\$13,871
Special Rate						\$6,935	
Nebraska Road Design	25	\$1,109,200	0.15615	\$69.28	50.00%	\$1,732	\$3,464
Special Rate						\$1,732	
Nebraska Road Construction	25	\$1,109,200	0.26711	\$118.51	50.00%	\$2,963	\$5,926
Special Rate						\$2,963	
Jerberra Road Infrastructure	120	\$4,131,170	7.43400	\$2,559.27	50.00%	\$307,112	\$614,224
						\$307,111	
Jerberra Electricity Infrastructure	118	\$4,084,170	2.53400	\$876.98	50.00%	\$103,484	\$206,977
						\$103,493	
Jerberra Road - E2 infrastructure	18	\$60,880	18.96900	\$641.56	50.00%	\$11,548	\$23,096
						\$11,548	
<b>TOTAL RATES</b>			<b>Total</b>			<b>\$1,010,257</b>	<b>\$1,010,256</b>

# RATING POLICY & INDICATIVE RATES & CHARGES

1/07/2015 – 30/06/2016

## ORDINARY RATES (GENERAL FUND)

Council has resolved to maintain the current rating structure, which prevailed during 2014/2015. This rating structure utilised both base amounts and ad-valorem rates in the dollar levied on land value for rating categories Residential, Farmland and Business. The Parcels of land which are held by the crown and categorised as Business Permit (ie Crown leases such as permissive occupancies, jetties, slipways, moorings, Pastoral leases etc) are only subject to an ad-valorem rate in the dollar which is levied on the value of the property, as supplied by the Valuer General's Department.

## SPECIAL CATEGORY RATES – SUSSEX INLET CBD PROMOTION

Council has maintained a special category rate for 2015/2016 pursuant to Section 495 of the Local Government Act, 1993 for the promotion of Sussex Inlet. The structure of this special rate is an ad-valorem rate in the dollar only, levied on the land value of each rateable property as supplied by the Valuer General's Department. The Sussex Area 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.

## INTRODUCTION OF A NEW SPECIAL RATE VARIATION

Jerberra Estate is a 1922 "paper" subdivision comprising 152 lots ranging from <1000 m2 to 1.8 ha. The land remained undeveloped without infrastructure when zoning was introduced in 1964. Despite the rural zoning, the individual lots were sold to 140 landowners in 1986. In 1992 Shoalhaven City Council resolved to investigate rezoning the land to allow residential development subject to full cost recovery from the benefiting landowners. In 2014 the Estate was rezoned to potentially allow 87 dwellings to be approved over an area covering 138 lots.

Although the land has been rezoned, the Estate cannot be properly and safely developed until essential infrastructure is provided. Given the land has previously been subdivided and is in fragmented ownership, Council will need to coordinate this. Hence Council proposes to seek approval from IPART for a special variation to fund the infrastructure requirements to enable property owners to develop their allotments. The project is estimated to cost \$7.2m. This is expected to increase Council's rates by approximately 4.70%, which is 1.7% above the rate peg (estimated at 3%). The additional rates will only be levied on affected ratepayers in the Jerberra Estate and will have a resultant impact on rates for this Estate only, in the vicinity of \$7,000 to \$19,400 per year for 87 to 138 ratepayers, depending upon the term of the loan. Further discussion will be held with landowners in this subdivision to determine the most appropriate term for the loan. For those owners without the financial capacity to pay the rates levied, they will have the option of selling their land, or if they cannot find a buyer, offering their land to Council in lieu of unpaid rates. If rates are not paid for five (5) or more years, the land may be included in Council's sale of land for unpaid rates.

This work is necessary to enable the Estate's development potential to be realised. Without this work, development of lots in this subdivision cannot progress.

It is envisaged the additional revenue in 2015/16 will be approximately \$844,288, which will substantially fund the loan and principal repayment in the first year.

If there are issues with residents paying rates, Council has a Debt Recovery Policy which will be applied, further there is a Hardship Policy to assist those ratepayers experiencing financial hardship.

Additional Funding of \$1.9m has also been included to upgrade the road network in Veron's Estate in 2016/17. This will be covered by a loan funded by a Special Rate, subject to Council approval and landowner consultation.

The Long Term financial plan also has factored in another Special Rate increase at 5% for three years from 2017/18, 2018/19 and 2019/20 with a cumulative effect of 15% over the three years. This rate increase has been factored in to enable Council to sustain current service levels.

# STORMWATER MANAGEMENT PROGRAM

Proposed drainage works for 2015/16 financial year, confirmation of works will be confirmed with the adoption of the Operational Plan budget.

Proposed Drainage Projects	Funding Sources		
	Proposed Budget	General Fund	Stormwater Levy
Stormwater Management Plan	72,000	72,000	0
Strategic Stormwater Catchment Analysis	18,000	18,000	0
Drainage Investigation	26,000	26,000	0
St Andrews Way Stage 2 Coolangatta	240,000	40,000	200,000
River Rd Lake Tabourie	120,000	20,000	100,000
Canal Improvements Sussex Inlet	203,000	53,000	150,000
Sussex Inlet Access Road	60,000	10,000	50,000
Old Berrara Road Sussex Inlet	70,000	20,000	50,000
Mollymook Creek Stage 1	100,000	20,000	80,000
Bannisters Head Road Mollymook	40,000	10,000	30,000
Cypress Street North Bendalong	50,000	10,000	40,000
Burrill St North Ulladulla	50,000	10,000	40,000
Katela Avenue Bomaderry	100,000	20,000	80,000
Greville Avenue Sanctuary Point	57,000	7,000	50,000
The Park Drive Sanctuary Point	50,000	10,000	40,000
St Georges Rd St Georges Basin	70,000	20,000	50,000
Hawken Road Tomerong	40,000	10,000	30,000
Chisholm St Callala Bay	80,000	40,000	40,000
	<b>1,446,000</b>	<b>416,000</b>	<b>1,030,000</b>

## STORMWATER MANAGEMENT SERVICE CHARGE

Council introduced a Stormwater Management Service Charge in 2006/2007 pursuant to Section 501 of the Local Government Act (1993). The charge for 2015 - 2016 will remain at \$25.00 per eligible residential or business rate assessment. The charge per strata assessment for the 2015-2016 rating period will be \$12.50.

## INTEREST ON OVERDUE RATES AND CHARGES

Council's current policy is to adopt the maximum permissible interest rate for each year on overdue rates and charges on a simple interest basis. Council is still awaiting confirmation of the maximum interest rate by the Office of Local Government.

## CREDIT CARD SERVICE FEE

Shoalhaven City Council credit charge fee may range from 1% to 5% for all payments utilising credit card options. (Percentage may vary dependent upon type of credit card used).

# WASTE MANAGEMENT CHARGES FOR 2015/2016

## DOMESTIC WASTE MANAGEMENT WASTE STRATEGY PRINCIPLES

Council is committed to promoting waste avoidance, minimisation, reuse and resource recovery, and the reduction of waste disposed of to landfill. In accordance with this commitment, Council have instigated a number of responses involving a combination of collection and disposal options and corresponding pricing structures.

The responses include:

- A weekly kerbside domestic waste collection service with a choice of three domestic red lidded landfill bin sizes (240L, 120L or 80L) to encourage separation of recyclable materials. A differential domestic waste charging policy applies and is dependent on size of landfill bin.
- A fortnightly kerbside domestic recycling collection service in a 240 litre yellow lidded bin accepting comingled (mixed) recyclable materials for sorting at a materials recovery facility. This service is included in the charge for the weekly landfill bin.
- The recycling collection service frequency increases to weekly for a six week period during the school holidays between Christmas and the end of January.
- An optional rural collection service for domestic waste and comingled recycling.
- An option for additional recycling bins to complement the standard service.

- Access to all recycling and waste transfer depots for the disposal of specific separated recyclable materials (e.g. bottles, paper, cardboard, plastics, most scrap metals and whitegoods, car bodies, cans, electronic waste such as computers and televisions, expanded polystyrene, fluorescent light globes and domestic quantities of motor oils and car and cell batteries) at no charge.
- Reduced disposal fees for some specific clean and separated materials suitable for beneficial re-use or recycling; e.g. bricks and concrete or clean fill (only at specified depots), and green waste.
- Charges at all waste depots to divert specific priority waste materials from landfill and/or to cover their costs of recovery; e.g. gas cylinders, mattresses and tyres.
- Access to buy-back centres at all recycling and waste transfer depots to purchase reusable items.
- Access to all recycling and waste transfer depots for processed garden waste provided at no-charge if self-loaded, or a small charge to be mechanically loaded at West Nowra, Huskisson or Ulladulla.
- Two no-charge Domestic Waste Vouchers per year to each assessment with each voucher entitling the holder to utilise an on-call clean up collection service or to dispose of domestically sourced waste at no charge. The maximum amount of waste disposed of per voucher is limited to the equivalent of one standard 6ft x 4ft x 1.5ft trailer load (approximately 1m<sup>3</sup>) at non-weighbridge waste depots, or 300kg at waste depots that have a weighbridge.





#### • Domestic Green Waste

- An on-call kerbside clean up collection service at a low charge payable to the contractor (or by redemption of a Domestic Waste Voucher) to part recover cost of collection and disposal.
- Access to all waste depots for separated green waste at a nominal charge.
- Free access to processed garden waste according to Council's Garden Waste Mulch Policy

#### • Domestic Bulky Waste

- An on call kerbside clean up collection service at a low charge payable to the contractor (or by redemption of a Domestic Waste Voucher) to part recover the cost of collection.
- Access to all waste depots for disposal of domestic bulky waste that cannot fit in the kerbside domestic waste bin. A charge is applicable for non-reusable items.
- A no-charge compost bin and kitchen tidy together with home composting training.
- Active involvement in trials to encourage waste minimisation and reuse. This includes a program for recycling of silage wrap and for chemical containers.
- Regular household chemical clean out drop off events, provided at no charge to householders.
- Active involvement in campaigns to reduce illegally dumped waste and roadside litter, and
- Community education programs through the newspaper, radio and television media, special events and shows, workshops, school or interest group visits and presentations, and recycling and waste depot tours.

The overall strategy combines diverse activities taking place within the community, at the kerbside and at the waste disposal facilities. The charging structure aims to support the strategy. The charging structure for 2015/16 is based on reasonable cost recovery, with the aim to avoid, minimise, reduce, recycle and reuse waste and embodies financial incentives to encourage sorting and separating materials, with disincentives for mixed, inseparable or problem loads of waste.

## DOMESTIC WASTE MANAGEMENT SERVICE

All rateable properties categorised as residential for rating purposes, and comprising of a building which is deemed to be a dwelling and located within the defined (urban) waste collection area are required to pay an annual charge of \$306 for the availability of a standard Domestic Waste Management Service (Section 496(1) of the Local Government Act). GST is not applicable to the domestic waste management service.

Domestic Waste Management Service means services comprising the periodic collection of domestic waste from individual parcels of rateable land and services that are associated with those services.

The standard domestic waste collection service comprises of one 120 litre mobile garbage bin (MGB) for landfill waste and one 240 litre MGB for recycling. The landfill bin is collected weekly and recycling bin is collected fortnightly.

For a higher annual charge of \$534 the 120 litre landfill bin may be substituted for a 240 litre landfill bin.

For a lower annual charge of \$234 the 120 litre landfill bin may be substituted for an 80 litre landfill bin.

Properties commencing a service part way through the year (e.g. new houses) and services commencing part way through the year will be charged quarterly on a pro rata basis, and billed in arrears (i.e. billed from the next quarter). A minimum quarterly charge for the standard 120 litre service of \$76.50 is applicable.

The service also includes a subsidised on-call "user pays" collection service for garden organics waste and bulky waste. The service is subsidised by the Domestic Waste Management service with user charges payable directly to the contractor.

The service allows free access to the annual household chemical drop off service and the provision of two "no charge" Domestic Waste Vouchers per year. The recycling and waste depots are also provided as a service to cater for those domestic wastes that cannot be handled by the collection service.

## RURAL DOMESTIC WASTE COLLECTION SERVICE

Properties outside the urban collection area may opt to use the rural collection service. Rateable properties comprising of a building which is deemed to be a dwelling and located outside of the defined (urban) waste collection area, and opt for the rural domestic waste collection service, will be required to pay an annual charge of \$306 for the provision of a standard Rural Domestic Waste Management Service (Section 501 of the Local Government Act 1993). The service will be made available to householders outside of the defined (urban) waste collection service area, where the average bin spacing over the return distance along a proposed service road is less than 500m and there are no obvious road safety hazards. Council will determine the availability of the service based on results from surveys of properties adjacent to a proposed route that show compliance with the bin spacing and safety requirements.

The standard rural domestic waste collection service comprises of one 120 litre mobile garbage bin (MGB) for landfill waste and one 120 litre MGB for recycling. The landfill bin and the recycling are collected weekly.

For a higher annual charge of \$534 the 120 litre landfill bin may be substituted for a 240 litre landfill bin.

For a lower annual charge of \$234 the 120 litre landfill bin may be substituted for an 80 litre landfill bin.

Properties outside a nearby rural domestic waste collection service area may opt to use the service. If this option is



selected, the property owner will arrange for the collection container(s) to be placed at an agreed point within the collection area for servicing, and they will be charged the rural domestic waste management charge for the type of service selected.

The service also includes a subsidised on-call "user pays" collection service for garden organics waste and bulky waste. The service is subsidised by the Domestic Waste Management service with user charges payable directly to the contractor.

The service allows free access to the annual household chemical drop off service and the provision of two "no charge" Domestic Waste Vouchers per year. The recycling and waste depots are also provided as a service to cater for those domestic wastes that cannot be handled by the collection service.

## NON RATEABLE PROPERTIES CHARGE

Non rateable properties within the collection area may elect to use the domestic waste management service.

The service conditions are the same as the domestic service however charges are levied pursuant to Section 496(2) of the Local Government Act 1993.

Services commencing part way through the year will be charged on a quarterly pro rata basis, as with the domestic waste management charge.

## DOMESTIC WASTE MANAGEMENT SERVICE (MULTIPLE SERVICES)

Individual rateable assessments (e.g. company title) wanting more than one landfill bin (80, 120 or 240 litre) will be charged upon multiples of the applicable Domestic Waste Management Charge in accordance with the number of landfill bins and the bin sizes. Assessments may choose to have a combination of bin sizes.

Properties with multiple assessments (e.g. bodies corporate and retirement villages) may elect to use a bulk waste bin provided by the private sector in lieu of having individual waste bins for each occupancy. Properties in this category may enter into arrangements with the private sector (to the satisfaction of Council) for the provision of bulk waste and shared recycling bins and shall not be charged the standard domestic waste management charge but will be charged the applicable new works waste management availability charge.

Properties with more than one service and properties with multiple assessments may elect not to receive all their entitled number of landfill waste and/or recycling bins, however no credit will be given for receiving less than the entitlement.

## COMMERCIAL AND BUSINESS USE OF THE DOMESTIC WASTE MANAGEMENT SERVICE

Properties of a commercial nature or properties categorised as business for rating purposes, which are located within the collection area may elect to use the domestic waste management service.

The service conditions are the same as the domestic service but while the domestic charge does not attract GST, GST is added to the commercial charge.

Commercial or business services are offered on an annual basis. Services commencing part way through the year will be charged on a quarterly post payment pro rata basis, as with the domestic waste management charge.

Charges are levied pursuant to Section 501 of the Local Government Act 1993.

## COMMERCIAL AND BUSINESS USE OF THE RECYCLING ONLY SERVICE

Properties of a commercial nature or properties categorised as business for rating purposes, which are located within the collection area may elect to use a fortnightly recycling only collection service. This service excludes the use of a standard landfill waste bin.

The service conditions are the same as the domestic service although they only apply to the recycling bin. The cost of the recycling service is \$115.50 including GST per annum for the first bin.

Commercial or business recycling services are offered on an annual basis. Services commencing part way through the year will be charged on a quarterly post payment pro rata basis of \$28.88 including GST per quarter.

Charges are levied pursuant to Section 501 of the Local Government Act 1993.

## ADDITIONAL RECYCLING SERVICE

To encourage the use of recycling by residents and commercial and business operators an additional recycle bin may be provided, if requested by the ratepayer, in addition to the standard 240 litre yellow lidded recycle bin or equivalent rural 120 litre yellow lidded recycle bin.

The cost of each additional domestic recycling service is \$52 per annum. While the charge for an additional domestic recycling service does not attract GST, GST is added to the price in the case of a commercial recycling service.

Charges are levied pursuant to Section 501 of the Local Government Act 1993.

## BIN CHANGE OVER PROCESS (ALL COLLECTION SERVICES)

An administration fee of \$33 (includes GST) per bin will apply to all assessments that require an increase in the landfill waste bin size throughout the year.

This charge will not apply where the bin size is being reduced.

This fee shall be payable in advance.

## SCHOOLS

Schools are included as commercial or business properties and the services are available to schools on the same basis. Schools may elect to use the full domestic service (landfill waste and recycling) or the recycling only service.

## SERVICE CONDITIONS (ALL COLLECTION SERVICES)

Conditions apply to all collection services for the purposes of:

- Protecting the environment
- Maintaining health and safety for the collection and processing contractors and staff at the Recycling and Waste Depots
- Promoting waste minimisation and maximising recycling
- Minimising servicing problems that may be experienced by the collection vehicles

Specific conditions may change from time to time in accordance with the detailed operation plan approved by Council.

## NEW WORKS WASTE MANAGEMENT AVAILABILITY CHARGE (VACANT LAND)

A new works waste management availability charge of \$62 applies to any domestic assessments which have any boundary adjacent to a road receiving an urban domestic waste management service and;

1. Does not have a dwelling situated thereon, or
2. The closest point of the dwelling is 100 metres or more from the boundary of the road and the ratepayer chooses not to receive a domestic waste management service.

## NO CHARGED DOMESTIC WASTE VOUCHERS

Two Domestic Waste Vouchers are issued per year to each assessment on a domestic waste management charge and to rural property owners not on a domestic service. Each voucher will entitle the property owner to dispose of waste at Council's Recycling and Waste Depots, or to redeem the equivalent Domestic Garden Organics or Bulky Waste on-call clean up collection service (see next section), subject to the following conditions:

- The waste must be generated from domestic sources and, where possible, should be separated into reusable, recyclable and recoverable components;
- If the voucher is redeemed for an on-call clean up collection service, the approximate waste volume applicable to each voucher is 1m<sup>3</sup> (or the equivalent of a 6ft (1.8m) x 4ft (1.2m) x 1.5ft (0.5m) trailer load);
- The approximate waste volume applicable to each voucher at depots that do not have a weighbridge is

1m<sup>3</sup> (or the equivalent of a 6ft (1.8m) x 4ft (1.2m) x 1.5ft (0.5m) trailer load);

- The load does not exceed 300kg at depots that are equipped with a weighbridge.
- The voucher is redeemable at any of Council's Recycling and Waste Depots, at any time of the year within normal depot operating times, or as payment for the equivalent domestic garden organics or bulky waste pick up service;
- The voucher is valid only during the year of issue (commencing on 1 August and expiring on 31 July in the following year);
- No charge will be applied to that load of waste.

Domestic Waste Vouchers are issued together with the rates notice.

## DOMESTIC GARDEN ORGANICS AND BULKY WASTE ON CALL CLEAN-UP COLLECTION SERVICE

An on-call clean up collection service is provided at a nominal fee (or by redeeming a Domestic Waste Voucher) for domestically sourced garden organics or bulky waste.

- Bulky waste at \$62 (includes GST) per pick-up - equivalent to 1m<sup>3</sup> or a 6ft x 4ft x 1.5ft (1.8m x 1.2m x 0.5m) box trailer.
- Garden Organics waste at \$24 (includes GST) per pick-up - equivalent to 1m<sup>3</sup> or a 6ft x 4ft x 1.5ft (1.8m x 1.2m x 0.5m) box trailer.

The service will be provided within 10 working days subject to payment in advance to the contractor. Note that one Domestic Waste Voucher is redeemable for one pick up service (1m<sup>3</sup>).

## WASTE DISPOSAL CHARGES

Waste disposal charges have been calculated to encourage separation and minimisation of waste going to landfill and to minimise dumped waste. Some recyclable materials are accepted without charge even though there is an overhead cost to accept these wastes. Charges are levied pursuant to Section 502 of the Local Government Act 1993.

Charges include the applicable waste levy (\$133.10/tonne) payable to the NSW Government (Section 88 of the Protection of the Environment Operations Act 1997) as well as GST.

## RECYCLING & WASTE DEPOT CHARGING PROTOCOLS

The following charging requirements apply at:

## WEST NOWRA LANDFILL WEIGHBRIDGE SITE

- Dead animals shall be included as commercial waste.
- Clean fill or VENM (Virgin Excavated Natural Material)

is accepted at a charge equivalent to the applicable state government waste levy amount (Section 88 of the Protection of the Environment Operations Act 1997) including GST.

- Bonded asbestos or suspected bonded asbestos waste sealed in plastic in accordance with WHS regulations and WorkCover guidelines will be accepted at the same charge as mixed commercial waste. A 24 hour notice period is required to ensure sound burial of the asbestos containing waste. Unfavourable weather conditions and site operational needs may preclude tipping of asbestos materials for short periods.

## ULLADULLA & HUSKISSON TRANSFER SITES

- Large quantities of clean fill and topsoil may only be accepted by prior arrangement and subject to depot rehabilitation requirements. Charges apply.
- Semi tipper loads and loads unable to be handled by the hook-lift or front lift transfer system will not be accepted.
- Only small quantities of asbestos able to be manually handled will be accepted for placement in the designated asbestos transfer bin. (Ulladulla only).

## NON WEIGHBRIDGE TRANSFER SITES

- The tonnage of trucks will be calculated by subtracting the vehicle tare weight from Gross Vehicle Mass (GVM) as displayed on side of truck.
- A fraction of a trailer load is as determined by the gate contractor. Three quarter, half and one quarter loads will be charged the applicable portion of the full charge.
- A single axle trailer with sides greater than 450mm high will be charged at the <4 tonne truck/trailer rate.
- Large loads unable to be handled by the operating equipment at the transfer depot (for example an item that cannot fit into the transfer bin) may not be accepted.
- Waste conversion factors are applied as follows:
  1. Commercial waste in a 1 tonne vehicle weighs 0.33/tonne
  2. Green waste in a 1 tonne vehicle weighs 0.12/tonne
  3. Mixed builders waste in a 1 tonne vehicle weighs 1.0 tonne
  4. Tree trunks and roots in a 1 tonne vehicle weighs 1.0 tonne

## ALL DEPOTS

- Green waste that is defined as "requiring additional reprocessing" includes stumps and large diameter logs of a diameter greater than approx. 150mm, timber with nails or other foreign objects. Note that manufactured timber products, and treated and painted timber is classified as general waste.

- Self-loaded processed garden waste, if available, is provided to residents and community groups (subject to conditions) at no charge, and to commercial operators at a low charge. A mechanical loading fee will be applied at West Nowra, Huskisson and Ulladulla, if required.
- Waste containing more than 15% by volume of recyclables may not be accepted.
- Recyclables contaminated with waste may be rejected or charged at the applicable waste rate.
- Recyclables mixed with polystyrene will not be weighed at the weighbridge depots, but will be charged on a mixed waste load basis. Note that clean separated polystyrene is accepted at no charge.
- A maximum of 5 vehicle tyres will be accepted in each trailer load. Loads greater than 5 tyres will be charged at the bulk tyre rate. Truck and tractor tyres will remain to be charged at the individual rate.
- Unwanted motor vehicles will be accepted without charge providing they contain no more than 5 tyres and the registration plates have been returned to the appropriate authority (RMS).
- Separated green waste and grass clippings disposed of in small vehicles shall be accepted at a nominal charge of \$5.20. (Other charges apply for utilities, trailers and large vehicles).
- Separated recyclables such as paper, cardboard, glass, cans, PET plastic, HDPE plastic, clean polystyrene, scrap metal, car bodies and anything that is reusable shall be accepted without charge subject to the discretion of the depot contractor. Refrigerators and air-conditioning units require degassing in accordance with the Ozone Protection and Synthetic Greenhouse Gas Management Regulations 1995, so a degassing fee will be applied to each of these units in order to recover the cost of degassing.
- Untreated and unpainted construction timber will be accepted at the same rate as recyclable green waste.
- Asbestos Contaminated Loads:

If a load of waste or recyclable material delivered to any site is found to be contaminated with asbestos, Council will arrange to clean up the material if it is bonded and less than 10m<sup>2</sup>, and the customer will be charged the full amount of clean up (including testing, monitoring, safety equipment, plant hire, disposal fees or any other direct costs) plus a 20% administration fee. For amounts greater than 10 m<sup>2</sup> the customer will be given the option to arrange for a licensed asbestos removalist to clean up or allow Council to arrange for a licensed asbestos removalist to clean up. In either case the customer is responsible for all costs, including a 20% administration fee if Council arranges for the clean-up.

## WASTE EXEMPT FROM SECTION 88 WASTE CONTRIBUTIONS

Waste that is exempt from the payment of contributions to the Environment Protection Authority (e.g. waste from Clean-Up Australia Day and op shops and charities registered with the EPA) shall not be charged the applicable section 88 levy (Section 88 of the Protection of the Environment Operations Act 1997).

## DEPOT ACCOUNT CARDS

Regular users of the waste depots may apply for a waste depot account card. The card will be issued, following a credit check, with the following conditions:

- Tax invoices will be issued on a monthly basis requiring payment within 30 days
- Accounts that fall in arrears of more than 60 days will be suspended
- An account keeping fee of \$20 including GST will apply to any account that does not accumulate a minimum charge of \$20 per financial year
- A replacement charge of \$15 including GST will apply to each lost or stolen card that needs to be replaced.

## WASTE FEE RELIEF (ENVIRONMENTAL ENHANCEMENT PROJECTS)

Council has established a protocol to allow community groups undertaking voluntary environmental enhancement work to dispose of waste for nil charge at Council's waste facilities, without applying for a Council donation in each case.

Disposal of waste for nil charge will apply provided the following criteria are satisfied on all points.

1. The waste is directly generated by work undertaken as part of an environment improvement project to land or facilities under the control of Council.
2. The work is undertaken by a non - profit community organisation or group working on a voluntary basis.
3. The total waste disposal fee does not exceed an amount of \$300 for any one event or program.
4. The total fee relief approved in any one financial year does not exceed \$1100 unless Council has resolved an additional amount.

Groups wishing to take advantage of this protocol should notify and gain approval from Council for the activity to be undertaken, well in advance of the proposed activity date.

## OPPORTUNITY SHOPS

Registered charitable organisations shall be charged the nominal scale of rates for waste disposal charges arising from opportunity shops with a reduction to their annual waste disposal account of an amount equivalent to 50% of the total charge up to a maximum of \$2500 unless Council has resolved to reduce the charge by an additional amount.



# SHOALHAVEN WATER

CHARGES FOR 2015 – 2016

## SHOALHAVEN WATER PROPOSED CHARGES 2015/16

Shoalhaven City Council has responsibility for water and sewerage services for the Shoalhaven Local Government area. Council meets these responsibilities and delivers water and sewerage services through Shoalhaven Water, a defined Business Group of Council.

Shoalhaven Water develops long term capital works and financial plans to use as a basis for Budget projections to ensure the continued viability of the business and provision of essential services to the community. Asset management of water and sewer systems, together with short term major Capital Works in the Wastewater Fund and longer term major Capital Works in the Water Fund are the key elements of the 20 year financial plans that are developed for each fund.

Pricing for water and sewerage services complies with the NSW Government, Office of Water "Water Supply, Sewerage and Trade Waste Pricing Guidelines". These Guidelines are based on and comply with the Council of Australian Governments' (COAG) Strategic Framework for Water Reform, National Competition Policy and the NSW Independent Pricing and Regulatory Tribunal's (IPART) "Pricing Principles for Local Water Authorities".

Subject to continued compliance with the NSW Government Best Practice Management Guidelines, a water dividend is expected to be paid to the General Fund in accordance with the Local Government Act. A dividend from the sewer fund will be considered against future capital expenditure planning estimates.

Income is largely generated within the Water Fund for ongoing operational, maintenance and asset renewal requirements from the usage charges. It is proposed that a two part tariff for the water charges will continue and that both components (usage and availability) will increase in 2015/16 as previously forecast. It is further forecasted that the water charges will increase in line with CPI through to year 2016/17 and 2017/18. This follows a period since 2012/13 where the water availability charge has not seen any increase.

The Wastewater Availability charge will continue to increase by CPI + 2% as previously predicted due to the large Capital Works Programs involving significant upgrades to the Nowra and Bomaderry Sewerage Treatment Plants.

Both the Water and Wastewater Availability charges are levied in accordance with Sections 501 and 552 of the Local Government Act to provide access to facilities for the supply of water and wastewater services. The level of charge is determined based upon the NSW Government

Water Supply, Sewerage and Trade Waste Pricing Guidelines, Council Policy 12/253 and Water Design Specification (Supplement to WSAA Water Supply Code). Copies of these publications are publically available. Access to water supply or sewerage services will only be provided however, after the payment of any applicable Section 64 Development Contributions or Separate System Connection Fee. An explanation of the Section 64 charges and a table with the ET classifications is given under "Development Contributions" at the end of this section.

In accordance with the Local Government Act, Water Account charges (water or wastewater) continue to be discounted on application to the maximum allowable for eligible Pensioners. Eligible pensioners also receive an interest free period of 365 days from the date of a Water Account levy in order to pay their current water/wastewater availability and usage charges.

In accordance with Section 566 of the Local Government Act 1993 it is proposed to accrue interest on overdue Water, Wastewater Availability, Usage charges (water, wastewater and trade waste) and other Water Account charges as applicable. The current policy and narrative concerning the interest rate is contained within the Rating Policy and Indicative Rates and Charges 1/7/2015 – 30/6/2016 Section of Part C or as otherwise promulgated.

A grace period of 20 days applies to the due date of payment, before interest charges are applied upon Water Accounts to overcome any delays in postage or payment transactions which might be beyond Council or customer control.

A stringent process in the pursuance of unpaid Water Accounts is being followed consistent with Council Policy, Industry Practice and Department of Local Government direction. To ensure the continuation of essential services, the use of water flow restricting devices is not undertaken on vulnerable sections of the community in respect of unpaid water charges including; eligible pensioner accounts, schools, medical facilities, dialysis patients, retirement homes or rural properties with farm animals. The use of an alternative mercantile recovery agent to that used for general rates is utilised to ensure essential services are clearly identified for debt recovery proceedings.

Shoalhaven Water continues to provide a Payment Assistance Scheme to support financially disadvantaged customers in helping to pay water usage charges and maintain a continuance of this essential service. A budget of \$20,000 is provided for the operation of this scheme which is managed by a number of Independent Support Agencies located across the City.



In order to facilitate some relief to customers in respect of water and sewer charges Shoalhaven Water will, subject to qualifying conditions;

- Provide assistance through its Undetected Leak Reduction Policy where a significant water leak is discovered within the property,
- Offer a rainwater tank rebate and maintain that level of assistance at \$500,
- Deliver a range of Community Service Obligation (CSO) measures, and
- Continue to facilitate a tap re-washer program to eligible customers

The level of Community Service Obligation is outlined in the relevant water and sewer charge sections below and a city wide audit is intended to ensure compliance with Council Policy.

Shoalhaven Water has provided for customers at no cost, access to the Energy and Water Ombudsman NSW (EWON). EWON is an independent body established in 1998 and is available to investigate a wide range of water related issues. Decisions made by EWON are binding upon Council.

In order to reduce the cost of producing paper invoices and to meet customer expectations, Shoalhaven Water in association with Australia Post, has implemented an “Electronic Mailbox” to enable customers to receive Water Accounts electronically.

To provide customers with further opportunities to easily pay Water Accounts, a “Smart Payit” mobile payment solution using Quick Response (QR) Codes for Mobile App Technology has been incorporated on each account. This option is in addition to a range of payment choices which are continually reviewed to keep pace with advances in technology.

## WATER CHARGES

Pricing strategies and water tariffs are modelled to:

- Generate sufficient income to ensure full cost recovery and maintain the long-term financial viability of the business, and
- Aim to recover at least 75% of revenue from customers in the residential category from the water usage charge.

A two part tariff which encompasses a single usage charge, regardless of the volume of water used, and a fixed availability charge is applied as Water Charges as applicable. This pricing tariff accords with the most recent NSW Water Pricing Guideline changes.

## WATER AVAILABILITY CHARGE

The Water Availability Charge is based on the proportional size of the water meter service connection. The proposed and forecast charges over the next three years are as follows:

Size of Water Meter Service Connection	Charge 2015/2016	Charge 2016/2017	Charge 2017/2018
20mm (all residential customers)	\$80.00	\$82.00	\$84.00
25mm	\$125.00	\$129.00	\$132.00
32mm	\$205.00	\$211.00	\$216.00
40mm	\$320.00	\$330.00	\$338.00
50mm	\$500.00	\$515.00	\$528.00
80mm	\$1,280.00	\$1,318.00	\$1,351.00
100mm	\$2,000.00	\$2,060.00	\$2,112.00
150mm	\$4,500.00	\$4,635.00	\$4,751.00
200mm	\$8,000.00	\$8,240.00	\$8,446.00

- Properties with multiple water meter service connections will be levied an Availability Charge for each connection.
- Vacant land where the service is available (in accordance with Section 552 of the LGA) will be levied an Availability Charge.

The Availability Charges for residential properties (including strata-title and vacant land) will be assumed to be a 20mm water meter service connection. The responsibility for replacement of residential water meters by Council is limited to 20mm sized service unless lower pressures determine that larger connection sizes should apply.

## WATER USAGE CHARGES

Charge 2015/2016	Charge 2016/2017	Charge 2017/18
\$1.65	\$1.70	\$1.75
Residential, commercial & CSO categorised properties per kilolitre		

The Water Usage Charges will continue to be apportioned on a daily average basis according to the meter reading period. Water meters will be read on a quarterly basis with more frequent reading undertaken for high usage





properties. A program will continue to educate and inform customers about water and sewerage services through the provision of literature to accompany each Water Account. Partnership arrangements with external organisations for the funding of this literature are actively taken.

It is proposed to continue the levying of a lower charge (50%) for those assessments with untreated water (Raw) for usage and availability charges as recognition of no treatment and reticulation to the water provided.

Assistance to dialysis patients will continue with water usage charges levied at 50% of the applicable charge.

Water standpipe charges will be levied quarterly and standpipes not surrendered within the billing cycle will be levied consumption based on the current financial year charges. Water usage charges for volumes extracted from the Shoalhaven Water fixed bulk water stations will be charged at a reduced rate to encourage use of those facilities in accordance with Council resolution.

Properties with water available will be classified according to (for water/wastewater);

## RESIDENTIAL

Commercial (includes non-strata)  
Community Service Obligation (CSO) Level 1, and  
Community Service Obligation (CSO) Level 2  
Community Service Obligation (CSO) Level 3 (sporting fields, excluding facilities)

A table listing all the classifications and usage allowances as applicable is shown within the Wastewater Charges section below.

The NSW Government Water Supply, Sewerage and Trade

Waste Pricing Guidelines specify that the decision as whether or not to provide a Community Service Obligation is a matter for determination by each Local Government Water Utility. Consistent with IPART determinations, CSO's should be reported publicly.

Council therefore has clear policy guidelines (POL 14/36 of 23 February 2014) for determining the criteria for recognition of CSO the charging policy in respect of Water Supply, Wastewater, Effluent, Trade Waste services and Section 64 Contributions. The amount of Community Service Obligations and other assistance measures from the water fund is estimated to be;

- Availability Charges Foregone; \$91,547
- Pensioner Availability Charges Foregone; \$201,746
- Water Usage Charges Foregone; \$52,849
- Events Sponsorship Funding; \$50,000
- Pensioner Water Usage Charges Foregone; \$208,435
- Payment Assistance Scheme; \$15,000
- Other eg water leak reduction, adjustments, rebates, assistance measures; \$8,150
- Development Contribution Concessions; \$432,523

## WASTEWATER CHARGES (SEWER)

The base charge for a 20mm service connection will continue to increase as predicted. The main driver in the sewer fund continues to be the significant Capital Works Program. Since 2005, Council has invested \$138,000,000 in providing new and upgraded sewerage infrastructure within the city to support increased growth and higher treated wastewater quality standards. In this regard, a major upgrade is required to the Bomaderry and Nowra Sewerage Treatment Plants and this has previously been forecast within the 20 year financial

plan. The total Capital Funding for the project is estimated to be \$142,000,000 and when fully completed, the scheme will have been financed from a combination of NSW Government subsidy and loan funding.

Wastewater Availability Charges for residential premises is based on a 20mm service connection and discharge to the system, regardless of the size of the connection. The Wastewater Availability Charge for commercial and non-strata properties is based on the proportional size of the water meter service connection and discharge to the system.

Sewer Charges include a two-part tariff structure (availability and usage) for commercial customers together with trade waste charges if applicable.

## WASTEWATER AVAILABILITY CHARGE

Availability Charge based on the proportional size of the water meter service connection:

Size of Water Meter Service Connection	Charge 2015/2016	Charge 2016/2017	Charge 2017/2018
20mm	\$772.00	\$795.00	\$819.00
25mm	\$1,080.00	\$1,112.00	\$1,146.00
32mm	\$1,651.00	\$1,701.00	\$1,752.00
40mm	\$2,190.00	\$2,256.00	\$2,323.00
50mm	\$3,088.00	\$3,181.00	\$3,276.00
80mm	\$6,376.00	\$6,567.00	\$6,764.00
100mm	\$9,136.00	\$9,410.00	\$9,692.00
150mm	\$15,740.00	\$16,212.00	\$16,699.00
200mm	\$24,418.00	\$25,151.00	\$25,905.00

- Properties with multiple water meter service connections will be levied a Wastewater Availability Charge for each connection. This reflects the load that a discharger may place on the sewerage system and accords with NSW Office of Water Best Practice Water, Sewerage and Trade Waste Pricing Guidelines adopted by Council resolution 1196 of 1 September 2003.
- Vacant land where the service is available (in accordance with Section 552 of the LGA) will be levied an Availability Charge.

The Wastewater Availability Charge for residential properties will be based on an assumption that each residential property is connected to a 20mm water meter service.

## WASTEWATER USAGE CHARGE

The Wastewater Usage Charge will be levied on all premises classified as commercial or CSO and connected to sewer, based upon the full recorded water consumption and at a rate per kilolitre. This charge will continue to increase at a level greater than inflation in future years until the charge reflects the long run marginal cost and any cross subsidy is removed.

Charge 2015/2016	Charge 2016/2017	Charge 2017/18
\$1.40	\$1.50	\$1.60

A discharge factor will apply to convert metered water to wastewater and the charge apportioned on a daily basis. Where individual customers can demonstrate the actual discharge to sewer, the actual discharge will apply. Where sewer flow monitoring is installed by Shoalhaven Water the actual discharge will be used. The formula for determining the wastewater usage charges is;

$$D = A \times B \times C$$

Where:

A = Metered water usage minus the applicable allowance

B = The Sewer Usage Charge

C = Sewer Discharge Factor

D = Wastewater Usage charge levied on the Water Account

The land use classification as they apply to the Water and Wastewater Availability, usage allowances if applicable and discharge factors for all classifications shown as a percentage are within the following table;

√ Applies

LAND USE	CLASSIFICATION	WATER AND WASTEWATER AVAILABILITY CHARGE	WATER USAGE CHARGE ALLOWANCES		WASTEWATER USAGE CHARGES DISCHARGE FACTOR %
			Water		Wastewater
			Level 1 300kl Allowance	Level 3 300kl Allowance Plus special rate \$0.83c per KL thereafter	% .√ to all unless specified
Charity	CSO Level 1		√		90
Church	CSO Level 1		√		90
Public Amenities	CSO Level 1		√		90
Public Reserve	CSO Level 1		√		N/A
Public Reserve with Amenities	CSO Level 1		√		90
Other	CSO Level 1		√		90
Bushfire Station	CSO Level 2a				90
Church Hall	CSO Level 2a				90
Community Centre	CSO Level 2a				90
Halls/Library	CSO Level 2a				90
Public Museum	CSO Level 2a				90
Swimming Pools	CSO Level 2b				80
Sporting Oval	CSO Level 3			√	N/A
Ambulance Station	Commercial	√			90
Car Sales & Service	Commercial	√			60
Caravan parks	Commercial	√			60
Child Care Centre	Commercial	√			90
Church School	Commercial	√			90
Commercial (gardens)	Commercial	√			70
Commercial (without gardens)	Commercial	√			90
Concrete batching plant	Commercial	√			10
Fire Station	Commercial	√			80
Food preparation	Commercial	√			90
Government Department	Commercial	√			90
Guest House	Commercial	√			70
Hospital	Commercial	√			90
Hotel with accomm	Commercial	√			70
Hotel without accomm	Commercial	√			85
B & B (more than 2 rooms)	Commercial	√			70
Industry (Dry)	Commercial	√			70
Laundry	Commercial	√			90
Motel/Resort	Commercial	√			70
Non Strata Residential Flat	Commercial	√			90
Nursing Home	Commercial	√			90
Other	Commercial	√			90
Police Station	Commercial	√			90
Railway Station	Commercial	√			80
Registered Club	Commercial	√			90
Registered Club (sporting facilities)	Commercial	√			50
Restaurant	Commercial	√			90

School	Commercial	√			90
Shopping Centre	Commercial	√			90
Office	Commercial	√			90
Factory	Commercial	√			70
Multi-Premise (Strata Plan) Parent Commercial	Commercial				90
Nursery	Commercial	√			70
Animal Boarding	Commercial	√			90
Multi-Premise (Non Strata) Dual Occ. >25mm	Commercial	√			90
Commercial/Farm Raw Water	Commercial	√			N/A
Strata As'mt(Unit) Commercial – Child within Strata	Commercial	√			90
Commercial Community Assoc – Common Ppty – Parent	Commercial				N/A
Commercial Community Assoc – Individual Unit – Child	Commercial	√			90
Standpipe	Commercial				N/A
Standpipe – Rural Fire Service	Commercial				N/A
Standpipe – Raw Water	Commercial				N/A
Farm	Rural/ Agricultural	√			N/A
Market Garden	Rural/ Agricultural	√			N/A
Sewerage Treatment Works/ Pump Station	Commercial	Water Availability Only			No Wastewater Usage Charges apply
Water Pump Station/ Treatment Works	Commercial	Wastewater Availability Only	No Water/Wastewater Usage Charges apply		



Council will continue to classify sewerage rate assessments with wastewater available according to:

## RESIDENTIAL

Commercial (includes non-strata)

Community Service Obligation (CSO) Level 1

Community Service Obligation (CSO) Level 2

Community Service Obligation (CSO) Level 3

The amount of Community Service Obligations and other assistance measures from the wastewater fund is anticipated to be;

- Availability Charges Foregone  
\$505,901
- Pensioner Availability Charge Foregone  
\$495,491
- Other eg offer of assistance to connect to sewer;  
\$6,340
- Development Contribution Concessions  
\$571,382

Council will continue to offer assistance to customers unable to connect to sewerage services in backlog areas where they are experiencing financial difficulties. The offer of assistance program provides payment of the costs associated with connecting the property and a two year interest free period in which to repay those costs.

## LIQUID TRADE WASTE CHARGES

The discharge of liquid trade waste to Council sewerage systems will incur Fees and charges which are applied according to the category into which the liquid trade waste discharger is classified. Council's Local Approvals Policy for Liquid Trade Waste Discharge to the Sewerage System provides information on the approval process, classification of liquid trade waste dischargers and the relevant formula to be used in calculating liquid trade waste usage and liquid trade waste "non-compliance usage" charges.

Council will invoice the owner of the land from which liquid trade waste is discharged in respect of fees and charges.

## EFFLUENT AND SEPTIC REMOVAL CHARGES

Council is continually moving toward the full cost recovery for Effluent Removal Charges to eliminate any cross subsidy to the sewer fund. Any staged fee increases will remain capped at no more than 5% plus inflation per annum where applicable. The fee for septic tank, aerated system cleanouts and emergency services are full cost

recovery and, in respect of cleanouts, conducted on a "pay for service" basis in the first instance. Where pay for service cannot be facilitated or the customer is unable to pay the applicable amount, the costs will be invoiced such to allow repayment over an extended period.

The allowance of effluent removed per service will remain at 2,500 litres before an additional charge per 100 litres is incurred.

Customers of the effluent removal service who connect to the sewerage scheme will be permitted on request to have the cost of a septic cleanout invoiced via their monthly account.

## DEVELOPMENT CONTRIBUTIONS (DEVELOPER CHARGES)

Section 64 Development Contributions (also known as Headworks Contributions or Charges) are up-front charges levied to recover part of the infrastructure costs incurred in servicing new developments. Developments are assessed on their relative load on water and/or sewerage systems compared to a single residential dwelling, and an "equivalent tenement" (ET) is calculated.

The cost per ET has been set through a Developer Servicing Plan (DSP), which has been developed in accordance with NSW Government Guidelines, and adopted by Council in November 2005 and commenced as of 1st January 2006.

No changes are intended to the DSP pending a review by the NSW Government.

The current developer charges are calculated for new, additional or "change of use" developments, based on the following equivalent tenement classification.

Council will continue to provide concessional arrangements for small businesses to reduce the impact of developer contributions. This is in line with Council's policy, "Water and Sewer Headworks Charges (Section 64 Contributions) – Assistance for Developments." No concession applies to a development which attracts a separate system connection fee.

## EQUIVALENT TENEMENT (ET) CLASSIFICATIONS

Developer charges and/or Separate System Connection Fees are calculated for new, additional or "change of use" developments based on the following criteria:



ITEM	DESCRIPTION		UNIT	ET's
Subdivided Lots	Each subdivided lot		Per Lot	1.00
	Residential Development Only – Community Title/Neighbourhood Title/Strata Title (where development approval for the dwellings granted)		1 Bedroom 2 Bedroom 3 Bedroom 4 Bedroom	0.40 0.60 0.80 1.00
	Residential Development Only – Community Title/Neighbourhood Title/Strata Title (where development approval for the dwellings NOT approved) – LAND SIZE		>100m <sup>2</sup> & ≤ 200m <sup>2</sup> >200m <sup>2</sup> & ≤ 300m <sup>2</sup> >300m <sup>2</sup> & ≤ 450m <sup>2</sup> >450m <sup>2</sup>	0.40 0.60 0.80 1.00
Residential	Single House on single lot		Per house	1.00
Residential	Flats & Medium Density		1 Bedroom	0.40
Development	Development & Dual		2 Bedroom	0.60
	Occupancy		3 Bedroom	0.80
			4 Bedroom	1.00
Caravan Parks	Per licensed site – tent sites & mobile caravan sites (excluding Manager's Residence)	I,III	Short Term Site	0.15
			Long Term Site	0.30
	Per licensed site – cabin/mobile home (short or long term sites) (excluding Manager's Residence)	I, III	1 Bedroom	
Retirement Villages	Nursing Homes and Hostel Single occupant No cooking Occupants require support Includes other supporting facilities Excludes Manager's residence	I,	Per single bed	0.25
	Self Care		1 Bedroom 2 Bedroom 3 Bedroom 4 Bedroom	0.40 0.60 0.60 0.80
Motels	Excludes Manager's residence	I	1 Bedroom	0.20
	Excludes restaurants (see commercial wet trade) or other commercial activities (refer to appropriate item/description)		2 Bedroom 3 Bedroom or greater	0.40 0.60
Backpacker Accommodation /Hostel	No cooking facilities Small communal laundry	1	Per single bed	0.125
Bed-sitter/Guest House	No cooking Ensuite facilities available		Per room	0.20
	House based with communal kitchen/laundry		1 Bedroom 2 Bedroom 3 Bedroom	0.25 0.40 0.60
Bed & Breakfast	Accommodation (New)		Per bedroom	0.25
	Accommodation (Amendment to existing building with no building additions)		Per bedroom in excess of 4 bedrooms (or possible bedrooms)	0.25
Industrial	Large open building which may/are further developed (divided) and where future use is unknown	V	Per 1,000m <sup>2</sup> gross floor area	1.00
Offices	Commercial Activity	V	Per 250m <sup>2</sup> gross floor area	1.00

Commercial Development	General Merchandise Type shops (excludes Commercial Dry Trade & Commercial Wet Trade)	V	Per 250m <sup>2</sup> gross floor area	1.00
Commercial Multi-Premise Development	Multi-premise commercial development (allowance made for small commercial wet trade)	V,IX	Per 210m <sup>2</sup> gross floor area	1.00
Commercial Dry Trade	Bulky Goods Type Shops (excluding food and wet trade). Museum, Showroom, Galleries, etc. – water used only for domestic purposes(other than in or part of shopping complexes)	V	Per 500m <sup>2</sup> gross floor area	1.00
Commercial Wet Trade	Shops – Food preparation and sales and where water is used for business activity other than domestic purposes (unless otherwise stated) eg., café, butcher, milk bar, bakery, fish shop, restaurant	V	Per 100m <sup>2</sup> gross floor area	1.00
Shopping Complex/Retail Super Store	Food Preparation (eg. Cafe, butcher), Shops and Offices		Per 210m <sup>2</sup> gross floor area	1.00
	Supermarket (refer below)			
Supermarket	Food Preparation		Per 100m <sup>2</sup> gross floor area	1.00
	Offices		Per 250m <sup>2</sup> gross floor area	1.00
	Supermarket (customer area)		Per 1,000m <sup>2</sup> gross floor area	1.00
Licensed Premises	Clubs, Hotels/Restaurants, Reception Centres, etc.		Per 100m <sup>2</sup> gross floor area	1.00
Hospital			Per bed	1.00
School	Day		Per 25 pupils	1.00
	Boarding		Per 6 pupils	1.00
Child Minding Facilities	Day Care (short and Long)	VIII	Water (per person)	0.06
		VIII	Sewer (per person)	0.10
Theatres, Churches			Per 100 occupants	1.00
Sporting Complex	Potential maximum number of persons (for seating 1 person per 500mm wide)		Per 100 persons	1.00
Animal Boarding	Dogs, Cats, etc.		Per 500m <sup>2</sup> floor area (including the play area)	1.00
Green Trade	Nursery, Sporting Fields (eg. Oval/fields/bowling greens for irrigation purposes with no stand or amenities block/s), Parks, Gardens, Market gardens (excluding primary residence)/Garden Centres/ Nurseries. Meter sizes larger than 50mm subject to written application	X	To be individually assessed or in accordance with NSW Water Directorate "Section 64 Determinations of Equivalent Tenements Guidelines", or specific Council resolution.	To be determined on application
Public Amenity Blocks	Public facilities	XI	Per fixture (eg WC, shower)	0.50

Commercial Laundry	Laundrette, etc.		To be individually assessed or in accordance with NSW Water Directorate "Section 64 determinations of Equivalent Tenements Guidelines", or specific Council resolution.	To be determined on application
Other developments not specified:			To be individually assessed or in accordance with specific Council resolution or NSW Water Directorate "Section 64 Determinations of Equivalent Tenements Guidelines."	To be determined on application

**NOTES:**

ET – Equivalent Tenement

I Manager's residence to be based on number of bedrooms (see Residential Development)

II Area of Portal frame (Industrial) building to be determined by measuring to external cladding.

III Caravan Parks:

Short Term Site - includes camping site, caravan sites – as per licence approval

Long Term Site - includes caravan sites, mobile home sites, and cabins – as per licence approval

IV Deleted as a result of MIN13.864.

V With commercial and industrial business, Section 64 (Headworks) contributions are to be calculated in accordance with Council's policy – Water and Sewerage Headworks Charges (Section 64 Contributions) – Assistance for Small Business.

VI Medium Density and Residential Flat Developments – ET's are set by Council Resolution 93/2899 – resolved at Council meeting on 16 Nov 1993.

93/2899 Developer Charges for Water Supply and Sewerage - Medium Density and Residential Flat Development Files 90/2499, 90/2500

+ RECOMMENDED that, for the proposal of calculating developer contributions for water supply and sewerage, the following 'equivalent tenement' (E.T.) factors be used in respect of medium density and residential flat development:-

- Small residential flat or unit - 1 bedroom = 0.4 E.T.
- Medium residential flat or unit - 2 bedrooms = 0.6 E.T.
- Large residential flat or unit - 3 bedrooms = 0.8 E.T.

+ and that rooms capable of being used as separate bedrooms be included in the number of bedrooms.

VIII As per Water Directorate "Section 64 Determinations of Equivalent Tenements Guidelines". Persons include children and staff.

IX As per Council report and resolution (Minute No. 06/184), February 2006.

184. Section 64 Contributions – 'First Occupancy' or 'Change of Use' of Commercial Buildings File 15513

RECOMMENDED that Council levy a Section 64 contribution charge for commercial small shopping complexes at the initial DA stage to cover 'first occupancy' or 'change of use' where impact is minor on the water and/or sewerage systems, as follows:

- a) The rate of one (1) equivalent tenement (ET) for a proposed or existing multi premise commercial development on commercial zoned land shall be per 210m<sup>2</sup> of gross floor area; and
- b) A business which occupies one of the premises (as a first occupancy or a change of use) may be granted a concession towards payment of water and sewer developer charges if:
  - i) it is less than 100m<sup>2</sup>;
  - ii) its calculated loading on a system is less than or equal to 1.0 ET;
  - iii) it is not a large water user or sewer discharger (eg. commercial laundries, or licensed premises, etc.);
- c) A development/business which occupies one of the premises (as a first occupancy or a change of use) and is determined as having a loading on a system that is greater than 1.0 ET, then the development/business shall pay water and sewer developer charges as follows:

Net ET's = development /business loading in ET's – credit for area occupied at rate of 1ET/210m<sup>2</sup>.

d) The above rate and calculations be included in the Annual Management Plan.

X Fairways on golf courses are not provided with town water supply for irrigation purposes.

XI Minute 2008.663 refers to specific public amenity buildings

663. Disposal of Assets - Public Amenities  
File 35799, 30449, 9738, 36685, 36684

RECOMMENDED that

- a) The report on the disposal of assets - public amenities buildings at Pillipai Ring Reserve - Erowal Bay, Bens Walk Reserve - Depot Farm - West Nowra and Falls Creek Picnic Area be received for information
- b) Council adopt the 3 Year (2008/11) Public Amenities Capital Program as attached to this report
- c) Council determine to demolish the public amenities at Falls Creek and Depot Farm
- d) Council waiver the water and wastewater headworks charges as a Community Service Obligation – Level 4, 100% reduction
- e) Council undertake works to remove underscrub around the amenity building at Pillipai Ring Reserve, Erowal Bay to improve security and visibility.

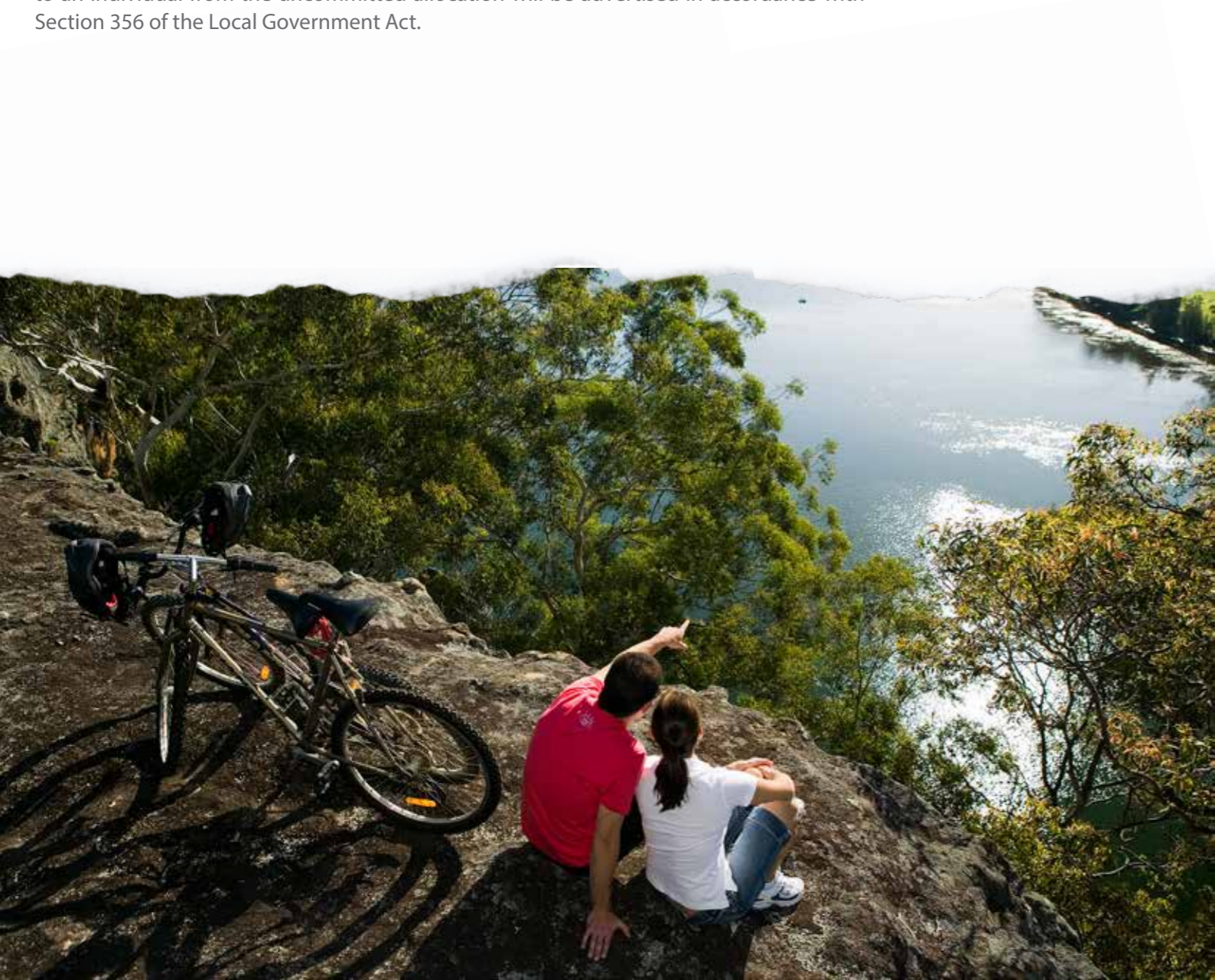
# DONATIONS SPONSORSHIPS & SUBSIDIES

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 2015-16 are shown on the following table.

This listing also highlights proposed commitments in terms of specific programs e.g. festival funding, Shoalhaven Sports Board programs, Shoalhaven Arts Board programs, Holiday Haven programs and Aquatic Management programs which are included in Council's budget for the 2015-2016 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 for these specific programs.

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 the Quarterly Budget Review. Any payment made to an individual from the uncommitted allocation will be advertised in accordance with Section 356 of the Local Government Act.



PURPOSE	DETAILS	AMOUNT
New Years Eve Fireworks Celebrations Nowra	Shoalhaven Turf Club	7,000
New Years Eve Fireworks Celebrations Ulladulla	Shoalhaven Business Chamber	7,500
New Years Eve Fireworks Celebrations Huskisson	Huskisson Chamber of Commerce	7,500
New Years Eve Celebrations Berry	Rotary Club of Berry Gerringong	5,000
Huskisson Triathlon	Elite Energy Pty Ltd	10,000
Carols by Candlelight	Multiple events	6,000
Australia Day Events	Multiple events	20,000
Blessing of the Fleet Ulladulla	Blessing of the Fleet Committee	10,000
Easter Carnival Huskisson	White Sands Carnival Committee	2,000
Community Bus	Shoalhaven Community Transport	9,550
Operational Costs	Wildlife Rescue South Coast Inc	2,470
Operational Costs	Ulladulla RSPCA	1,000
Operational Costs	Nowra RSPCA	1,000
Community Consultative Body	Basin Villagers Forum	500
Community Consultative Body	Bawley Point/Kioloa Progress Assoc.	500
Community Consultative Body	Berry Alliance	500
Community Consultative Body	Budgong Community Group	500
Community Consultative Body	Callala Bay Progress Association	500
Community Consultative Body	Callala Beach Progress Association	500
Community Consultative Body	Cambewarra Residents & Ratepayers Assoc.	500
Community Consultative Body	Culburra Beach Community Association	500
Community Consultative Body	Currarong Progress Association	500
Community Consultative Body	Greenwell Point – Get to the Point	500
Community Consultative Body	Huskisson/Woollamia Community Voice	500
Community Consultative Body	Lake Conjola Lakecare Association	500
Community Consultative Body	Orient Point Progress Association	500
Community Consultative Body	Pride of Bomaderry	500
Community Consultative Body	Red Head Villages Assoc.	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
Community Consultative Body	Vincentia Residents & Ratepayers Association	500
Community Consultative Body	Wandandian Progress Assoc.	500
Rates	Shoalhaven City Council – Property & Public Halls CSO	27,000
School Citizenship Award	Bomaderry High School	100
School Citizenship Award	Nowra Christian Community School	100
School Citizenship Award	Milton Shoalhaven Anglican School	100
School Citizenship Award	Nowra Anglican College	100
School Citizenship Award	Nowra Technology High School	100
School Citizenship Award	Shoalhaven High School	100
School Citizenship Award	St Johns High School	100
School Citizenship Award	Ulladulla High School	100
School Citizenship Award	Vincentia High School	100
School of Arts Fees	Albatross Music Company*	8,925
School of Arts Fees	Music Shoalhaven*	1,200
School of Arts Fees	Shoalhaven City Concert Band*	2,508
School of Arts (Annex) Fees	Shoalhaven Family, Local & Cultural History Fair*	584
Sponsorship	Cancer Council Relay for Life -Nowra	6,330

Sponsorship	Cancer Council Relay for Life -Milton	1,278
Sponsorship	Troy Pocock Meningococcal Foundation	550
Sponsorship	Bravehearts Inc. Education	5,000
Sponsorship - Ulladulla Civic Centre	Milton Ulladulla Entertainers	2,500
Rental Assistance	Kids Korner	3,800
Rental Assistance	Sussex Inlet CTC	6,240
Trophy	Berry & District Garden Club Inc	100
Hire fees – Callala Community Centre	Friends of Callala – Seniors Group	1,215
Berry Celtic Festival	Showground Fee Rental	2,000
Assistance School Swimming Program	Budawang Public School	8,000
Operational Costs	Westpac Lifesaver Rescue Helicopter	5,000
Shoalhaven Sports Board		16,974
Milton Ulladulla Rotary Club	Harbourfeast (held bi-annually in odd years)	10,000
Shoalhaven Turf Club	Family Fun Day (MIN13.1017)	6,000
Waratah Re-enactment Committee - March in November 2015	Seed funding (MIN15.122)	5,000
Legal contribution requests	Local Government NSW (as approved)	
	Committed Donation Allocation	220,624
Discretionary	Uncommitted Donation Allocation	44,558
	<b>Donations - Total</b>	<b>265,182</b>
<b>Other programs</b>		
Events - Tourism Board		100,000
Arts Board Programs		156,959
Holiday Haven Programs/Commercial		50,000
Aquatic Management Programs		30,000
Business Awards		35,000
Planning Service – Heritage Programs		9,854
	<b>Other Programs - Total</b>	<b>393,504</b>
	<b>Full Total</b>	<b>658,686</b>

\*Hire Fees Nowra School of Arts

**Donations to be made – Section 356 of the Local Government Act**



## SUMMARY OF COUNCIL BORROWINGS

Included in these borrowings is \$7.2m in 2015/16 to fund infrastructure for the Jerberra Estate. This loan will be repaid by way of a special rate levied on Jerberra ratepayers

	2015/16	2016/17
	\$'000	\$'000
<b>Debt at Start of Year</b>		
General Fund	41,258	41,997
Water Fund	173	6
Sewerage Fund	44,233	43,704
<b>Total</b>	<b>85,664</b>	<b>85,707</b>
<b>Borrowings</b>		
General Fund	6,768	10,962
Water Fund	0	0
Sewerage Fund	4,000	56,000
<b>Total</b>	<b>10,768</b>	<b>66,962</b>
<b>Repayments</b>		
General Fund	6,029	10,655
Water Fund	167	6
Sewerage Fund	4,529	4,907
<b>Total</b>	<b>10,725</b>	<b>15,568</b>
<b>Debt Outstanding</b>		
General Fund	41,997	42,304
Water Fund	6	0
Sewer Fund	43,704	94,797
<b>Total</b>	<b>85,707</b>	<b>137,101</b>

# REPLACEMENT PROGRAM

## MOTOR VEHICLES AND HEAVY PLANT

General Fund		
Category	Number	Estimated cost
Trucks	10	\$930,000
Mowers	6	\$217,000
Roller Small	1	\$45,000
Garbage Compactors	2	\$640,000
Pressure washers	2	\$6,000
Footpath sweeper	1	\$85,000
Excavators and attachments	2	\$375,000
Trailers	2	\$10,000
Bookmobile Body	1	\$120,000
Motor Vehicles	85	\$2,805,000
<b>Total</b>	<b>112</b>	<b>\$5,233,000</b>

Waste Management		
Category	Number	Estimated cost
Landfill Compactor	1	\$600,000
Backhoe	1	\$150,000
Vehicles	3	\$105,000
<b>Total</b>	<b>5</b>	<b>\$855,000</b>

Shoalwater		
Category	Number	Estimated Cost
Trucks	6	\$615,000
Cranes	2	\$98,000
Forklift	1	\$40,000
Mower	1	\$15,000
Backhoe	1	\$135,000
Excavator and Trailer	1	\$52,000
Plant Trailer	1	\$18,000
Jet Washer	1	\$60,000
Motor Vehicles	19	\$664,000
<b>Total</b>	<b>33</b>	<b>\$1,697,000</b>



## PROGRAMS FOR ASSET REPLACEMENT

Council has an on-going program for the replacement of its motor vehicle fleet and the various items of heavy plant used mainly by the Assets & Works and Shoalhaven Water Groups.

The operating Groups prepare each year a detailed summary of anticipated plant replacement for a five or ten year period. A charge is built into each works activity during the year to provide funds for the cost involved with the plant operation & replacement.

Small items of plant used in administrative activities such as printers, mapping equipment, drafting equipment and so forth are replaced on an as required basis provided the need has been satisfactorily established through the budgeting process. The cost of replacing these items is budgeted and charged to the individual sections within Council.

Council has an extensive resource replacement program for its library services allocating \$356,700 per annum for both new and replacement book and non-book items, including electronic resources.

Details of civil infrastructure assets to be replaced or rehabilitated are shown in the Capital Works Program. Generally old infrastructure assets are not marketable and the existing assets are recycled as far as possible.

Council's Information Technology and Telecommunications Network infrastructure is continually reviewed and upgraded to ensure these resources are able to satisfy the demands of the organisation.

# STATEMENT ON SALE OF ASSETS

The Local Government Act 1993 requires that Council provide details of its intended asset sales.

There are some difficulties in providing various details of possible property sales, as Council does not wish to adversely affect the commercial position of such transactions. Additionally it is also difficult to foreshadow Council's possible intentions in land transactions, as a number of processes have to be pursued in order to position land for sale, for example, possible rezonings, Environmental Impact Statements and so forth.

Set out in a schedule below is a listing of asset sales which has been established on the basis of reasonable certainty of a transaction occurring. Where there is a possibility of a major asset disposal that is under investigation at the time of preparing the Delivery Program this has been noted within the report on Council's principal activities.

Asset	Reason for Sale	Estimated Sales Proceeds	Estimated Timing
AATP – 1 Lot	Industrial Land Sales	\$625,000	June 2016
Sth Nowra – 4 Lots	Industrial Land Sales	\$1,050,000	June 2016
Woolamia – 4 Lot	Industrial Land Sales	\$850,000	June 2016
Chisholm Street, Callalla Bay Lots 23 and 24 DP9063	Surplus to requirements	\$900,000	June 2016



PART D

CAPITAL WORKS  
PROGRAM



**General Fund List of Capital Works**

	2015/16	2016/17	Total Over Two Years								
			Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide			
<b>Aquatics Recreation</b>											
<b>Aquatics Capital programme</b>											
General Aquatic programme	478,000	531,000	0	0	0	0	0	0	0	0	1,009,000
Nowra Pool Design	549,875	0	549,875	0	0	0	0	0	0	0	0
	<u>1,027,875</u>	<u>531,000</u>									<u>1,009,000</u>
<b>Cemeteries</b>											
<b>Cemeteries Works programme</b>											
Cemeteries Capital programme	322,000	126,000	0	0	0	0	0	0	0	0	448,000
Worrigeo Segment 11	250,000	52,995	302,995	0	0	0	0	0	0	0	0
	<u>572,000</u>	<u>178,995</u>									<u>448,000</u>
<b>Computers, Furniture and Equipment</b>											
<b>Additional Disk Storage</b>											
Additional Disk Storage	83,000	86,000	0	0	0	0	0	0	0	0	169,000
	<u>83,000</u>	<u>86,000</u>									<u>169,000</u>
<b>Communications Infrastructure &amp; Equip</b>											
Communications Section	7,000	7,000	0	0	0	0	0	0	0	0	14,000
	<u>7,000</u>	<u>7,000</u>									<u>14,000</u>
<b>Councillor's Equipment</b>											
Councillors Equipment	8,000	30,000	0	0	0	0	0	0	0	0	38,000
	<u>8,000</u>	<u>30,000</u>									<u>38,000</u>
<b>Development Services Equipment</b>											
Development Serv Equip	23,000	24,000	0	0	0	0	0	0	0	0	47,000
	<u>23,000</u>	<u>24,000</u>									<u>47,000</u>
<b>IT Administration Equip/Capital</b>											
It Administration Equipment	6,000	6,000	0	0	0	0	0	0	0	0	12,000
It Network Equipment	55,000	57,000	0	0	0	0	0	0	0	0	112,000
	<u>61,000</u>	<u>63,000</u>									<u>124,000</u>
<b>Office Equipment</b>											
Engineers Equipment	35,000	36,000	0	0	0	0	0	0	0	0	71,000
	<u>35,000</u>	<u>36,000</u>									<u>71,000</u>
<b>Office Furniture and Equipment</b>											
Corporate Services Equipment	35,000	36,000	0	0	0	0	0	0	0	0	71,000
Time & Attendance System	153,695	0	0	0	0	0	0	0	0	0	153,695
	<u>188,695</u>	<u>36,000</u>									<u>224,695</u>
<b>PC Replacement</b>											
Corporate Pc Hardware	139,000	143,000	0	0	0	0	0	0	0	0	282,000
	<u>139,000</u>	<u>143,000</u>									<u>282,000</u>
<b>Planning Services Equipment</b>											
Graphics Unit Equipment	23,000	24,000	0	0	0	0	0	0	0	0	47,000
	<u>23,000</u>	<u>24,000</u>									<u>47,000</u>

	2015/16	2016/17	Total Over Two Years								
			Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide			
<b>Water Sampling Unit</b>											
Environmental Unit Capital	7,000	7,000	0	0	0	0	0	0	0	0	14,000
	<u>7,000</u>	<u>7,000</u>									<u>14,000</u>
<b>Corporate Business and Contracting Units</b>											
<b>Mechanical Services Equipment</b>											
Mechanical Workshop Capital	5,000	5,000	0	0	0	0	0	0	0	0	10,000
	<u>5,000</u>	<u>5,000</u>									<u>10,000</u>
<b>Printing Equipment</b>											
Printing Equipment	120,000	27,000	0	0	0	0	0	0	0	0	147,000
	<u>120,000</u>	<u>27,000</u>									<u>147,000</u>
<b>Supply Unit Capital</b>											
Supply Unit Capital	30,000	0	0	0	0	0	0	0	0	0	30,000
	<u>30,000</u>	<u>0</u>									<u>30,000</u>
<b>Council Buildings and Property</b>											
<b>Administrative Building Management - Capital</b>											
Admin Building Capital	50,000	52,000	102,000	0	0	0	0	0	0	0	0
Contact Centre upgrade & BCA	200,000	0	200,000	0	0	0	0	0	0	0	0
	<u>250,000</u>	<u>52,000</u>	<u>302,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Depot Improvements</b>											
Bomaderry Depot Minor Improvements	77,000	38,000	115,000	0	0	0	0	0	0	0	0
	<u>77,000</u>	<u>38,000</u>	<u>115,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Property Development</b>											
Property Develop General	500,000	200,000	0	0	0	0	0	0	0	0	700,000
	<u>500,000</u>	<u>200,000</u>									<u>700,000</u>
<b>Public Amenities</b>											
Berry Amenities	50,000	150,000	200,000	0	0	0	0	0	0	0	0
Callala Beach Amenity Upgrade	115,000	0	0	115,000	0	0	0	0	0	0	0
Public Amenities Replacement	120,000	120,000	0	0	0	0	0	0	0	0	120,000
Ulladulla Harbour Amenity Upgrade	123,000	0	0	0	0	0	0	0	123,000	0	0
	<u>288,000</u>	<u>270,000</u>	<u>200,000</u>	<u>115,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>123,000</u>	<u>0</u>	<u>120,000</u>
<b>Public Buildings</b>											
Arts Centre	150,000	8,000	158,000	0	0	0	0	0	0	0	0
Asbestos Management Plan - Building Repairs	66,000	70,000	0	0	0	0	0	0	0	0	136,000
Berry School of Arts	290,000	0	290,000	0	0	0	0	0	0	0	0
Central Area Community Infrastructure	0	150,000	0	0	150,000	0	0	0	0	0	0
Community Building Equipment Renewal	12,000	12,000	0	0	0	0	0	0	0	0	24,000
Community Building Minor Works	154,000	159,000	0	0	0	0	0	0	0	0	313,000
Integrated Emergency Management Centre	100,000	0	100,000	0	0	0	0	0	0	0	0
Nowra East Community Centre	0	300,000	300,000	0	0	0	0	0	0	0	0
Ulladulla Admin Building Upgrade	11,000	12,000	0	0	0	0	0	23,000	0	0	0
	<u>783,000</u>	<u>711,000</u>	<u>848,000</u>	<u>0</u>	<u>150,000</u>	<u>0</u>	<u>0</u>	<u>23,000</u>	<u>0</u>	<u>23,000</u>	<u>473,000</u>



	Total Over Two Years							
	2015/16	2016/17	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
<b>Public Land Acquisition</b>								
Public Land Acquisition	200,000	200,000	0	0	0	0	0	400,000
	200,000	200,000	0	0	0	0	0	400,000
<b>SEC Capital</b>								
Shoalhaven Entertainment Centre	50,000	50,000	100,000	0	0	0	0	0
	50,000	50,000	100,000	0	0	0	0	0
<b>Economic Development</b>								
<b>Industrial Land Development</b>								
AATP Stage 4	563,500	0	563,500	0	0	0	0	0
Industrial Land Development Unallocated	1,061,000	730,000	0	0	0	0	0	1,791,000
RDAF - AATP electricity and fire provisions	720,000	1,070,000	1,790,000	0	0	0	0	0
	2,344,500	1,800,000	2,353,500	0	0	0	0	1,791,000
<b>Fire Protection &amp; Emergency Services</b>								
<b>Rural Fire Service Buildings</b>								
Fire Stations Unallocated	4,000,000	600,000	0	0	0	0	0	4,600,000
	4,000,000	600,000	0	0	0	0	0	4,600,000
<b>Fleet Management</b>								
<b>Purchase / Sale of Plant</b>								
Multifunction machine purchase	250,000	50,000	0	0	0	0	0	300,000
Plant Purchases	2,428,000	2,257,869	0	0	0	0	0	4,685,869
	2,678,000	2,307,869	0	0	0	0	0	4,985,869
<b>Purchase / Sale of Vehicles</b>								
Vehicle Purchases	2,805,000	2,805,000	0	0	0	0	0	5,610,000
	2,805,000	2,805,000	0	0	0	0	0	5,610,000
<b>Library</b>								
<b>Books &amp; Audio Visual</b>								
Books & Audio Visual	388,000	400,000	0	0	0	0	0	788,000
	388,000	400,000	0	0	0	0	0	788,000
<b>Library Furniture &amp; Equipment</b>								
Library Furniture & Equipment	52,000	54,000	0	0	0	0	0	106,000
	52,000	54,000	0	0	0	0	0	106,000

	Total Over Two Years							
	2015/16	2016/17	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
<b>Parks &amp; Reserves</b>								
<b>Active Recreation</b>								
Active Recreation Minor Improvement	36,000	37,000	0	0	0	0	0	73,000
Car Parking Active	81,000	0	0	0	0	0	0	81,000
Forward Design	18,000	18,500	0	0	0	0	0	36,500
Implementation of POMS	35,000	36,000	0	0	0	0	0	71,000
Ison Park Amenity upgrade	600,000	0	600,000	0	0	0	0	0
Lighting Upgrades	80,000	0	0	0	0	0	0	80,000
Shoalhaven Indoor Sports Centre	8,665,000	0	8,665,000	0	0	0	0	0
Showground Improvement Program	0	58,000	0	0	0	0	0	58,000
Sportsfields Irrigation	87,000	90,000	0	0	0	0	0	177,000
Sportsfields Shade Provision	36,000	37,000	0	0	0	0	0	73,000
Tennis Minor Program	50,000	0	0	0	0	0	0	50,000
User Contribution Policy	143,000	148,000	0	0	0	0	0	291,000
	9,831,000	424,500	9,265,000	0	0	0	0	990,500
<b>General programme</b>								
BMX Tracks	12,000	12,000	0	0	0	0	0	24,000
Maintenance Design Improvement	18,000	18,500	0	0	0	0	0	36,500
New Playgrounds	0	60,000	0	0	0	0	0	60,000
Nowra Gateway Park (Design)	150,000	0	150,000	0	0	0	0	0
Skate Park Provision	50,000	0	0	0	0	0	0	50,000
	230,000	90,500	150,000	0	0	0	0	170,500
<b>Parks Tree Planting</b>								
Parks Tree Planting	20,000	20,000	0	0	0	0	0	40,000
	20,000	20,000	0	0	0	0	0	40,000
<b>Passive Recreation</b>								
Play Equip / Softfall Replace	36,000	37,000	0	0	0	0	0	73,000
Park Enhancement programme	173,000	179,000	0	0	0	0	0	352,000
	209,000	216,000	0	0	0	0	0	425,000
<b>Roads Tree Planting</b>								
Roads Tree Planting	46,000	47,000	0	0	0	0	0	93,000
	46,000	47,000	0	0	0	0	0	93,000
<b>Roads and Transport</b>								
<b>Bridge programme</b>								
Bridge Replacement programme	0	500,000	0	0	0	0	0	500,000
Conerong Ferry Overhaul	328,000	0	328,000	0	0	0	0	0
Concrete Bridge Repair programme	0	200,000	0	0	0	0	0	200,000
Design-Bridge Replacement	27,000	28,000	0	0	0	0	0	55,000
	355,000	728,000	328,000	0	0	0	0	755,000

	Total Over Two Years							
	2015/16	2016/17	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
<b>Drainage</b>								
Drainage Investigation	27,000	28,000	0	0	0	0	0	55,000
Implementation of Drainage Strategy	1,030,000	1,045,000	0	0	0	0	0	2,075,000
Local Drainage Improvement programme	300,000	300,000	0	0	0	0	0	600,000
Stormwater Management Plan	72,000	24,000	0	0	0	0	0	96,000
Strategic Stormwater Catchment Analysis	18,000	18,000	0	0	0	0	0	36,000
	1,447,000	1,415,000	0	0	0	0	0	2,862,000
<b>Kerb &amp; Guttering Programme</b>								
Kerb & Gutter Replacement Programme	155,000	160,000	0	0	0	0	0	315,000
	155,000	160,000	0	0	0	0	0	315,000
<b>Local Road Repair Programme</b>								
Camden St Ulladulla SRVP	800,000	0	0	0	0	0	800,000	0
Chisholm Street Calliala Bay SRVP	100,000	0	0	100,000	0	0	0	0
Golf Ave Mollymook	400,000	0	0	0	0	0	400,000	0
Local Road Repair Program	2,724,000	2,505,817	0	0	0	0	0	5,229,817
Local Road Reseals	2,778,000	3,056,000	5,834,000	0	0	0	0	0
Local Road Resheet	534,000	550,000	1,084,000	0	0	0	0	0
Naval College Road - SRVP	245,000	340,000	0	0	585,000	0	0	0
Roads in Bomaderry & Berry SRVP	0	1,500,000	1,500,000	0	0	0	0	0
	7,581,000	7,951,817	8,418,000	100,000	585,000	0	1,200,000	5,229,817
<b>Other Streetscape Program</b>								
Egans Lane Meeting Place Stage 2	21,818	0	21,818	0	0	0	0	0
Nowra CBD renewal	500,000	500,000	1,000,000	0	0	0	0	0
Streetscape unallocated	200,000	0	0	0	0	0	0	200,000
Village Identification Signage	0	50,000	0	0	0	0	0	50,000
	721,818	550,000	1,021,818	0	0	0	0	250,000

	Total Over Two Years							
	2015/16	2016/17	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
<b>Pedestrian Facilities</b>								
Bicycle Racks	7,500	0	0	0	0	0	0	7,500
Calliala Bch - Myola SUP	50,000	0	0	50,000	0	0	0	0
Cycleways - community projects	105,000	110,000	0	0	0	0	0	215,000
Emmett St Calliala Bay	15,000	0	0	15,000	0	0	0	0
Footpath Forward Investigation	13,000	13,000	0	0	0	0	0	26,000
Footpaths - Replace	53,000	55,000	0	0	0	0	0	108,000
Hansons Road	15,000	0	15,000	0	0	0	0	0
Isa Rd Worrigee	50,000	0	0	50,000	0	0	0	0
Jacobs Dr, Sussex Inlet	0	431,000	0	0	431,000	0	0	0
Judith Dr North Nowra	100,000	0	100,000	0	0	0	0	0
Kerb Ramps	10,000	10,000	0	0	0	0	0	20,000
Matron Porter Drive SUP	420,000	320,000	0	0	0	0	740,000	0
Matthews St Shoalhaven Heads	40,000	0	40,000	0	0	0	0	0
Mollymook Beach Reserve Cycleway	0	65,000	0	0	0	0	65,000	0
Orion Beach Walk	650,000	0	0	0	650,000	0	0	0
Prov Pedestrian Crossings	79,000	39,000	0	0	0	0	0	118,000
River Rd Lake Tabourie	70,000	0	0	0	0	0	70,000	0
Round The Bay Walk	33,000	0	0	33,000	0	0	0	0
St Vincent St SUP	125,000	0	0	0	0	0	125,000	0
SUP bridges (Moona/Chris)	150,000	150,000	0	0	300,000	0	0	0
Terara St Greenwell Pt	25,000	0	25,000	0	0	0	0	0
Ulladulla Traffic & Pedest Imp	600,000	0	0	0	0	0	600,000	0
Walsh Cres to Philip Drive N Nowra	70,000	0	70,000	0	0	0	0	0
Watson St Milton	20,000	0	0	0	0	0	20,000	0
	2,700,500	1,193,000	250,000	148,000	1,381,000	0	1,620,000	494,500
<b>Regional Road Repair programme</b>								
Regional Road Repair	0	498,000	0	0	0	0	0	498,000
Jacobs Drive Creek	1,050,000	0	0	0	1,050,000	0	0	0
	1,050,000	498,000	0	0	1,050,000	0	0	498,000
<b>Roads Strategy Projects</b>								
Bay & Basin Leisure Centre Access Road	120,000	0	0	0	120,000	0	0	0
Guardrail Provision/Replace programme	60,000	61,000	0	0	121,000	0	0	0
Jerbera Estate Rd Construction	4,534,300	2,700,000	0	0	7,234,300	0	0	0
Land Acquisition	68,000	70,000	0	0	0	0	0	138,000
Local Roads-Survey/Design	53,000	55,000	0	0	0	0	0	108,000
Nebraska Estate Rd Construction	5,788	5,788	0	0	11,576	0	0	0
Nowra Bomaderry Structure Plan Land Rezoning	100,000	100,000	200,000	0	0	0	0	0
Quinn's Rd/Browns Rd Link	400,000	0	400,000	0	0	0	0	0
Veron's Estate Rd Construction	20,738	1,920,738	0	0	0	1,941,476	0	0
	5,361,826	4,912,526	600,000	0	7,486,876	1,941,476	0	246,000

	Total Over Two Years							
	2015/16	2016/17	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
<b>Roads to Recovery Program</b>								
Flinders Rd Entrance Upgrade	1350000	0	1,350,000	0	0	0	0	0
Special Road Repair/Bridge Program	0	1,476,819	0	0	0	0	0	1,476,819
	<u>1,350,000</u>	<u>1,476,819</u>	<u>1,350,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,476,819</u>
<b>Rural Road Sealing</b>								
Parnell Road Sealing	0	390,000	0	0	390,000	0	0	0
	<u>0</u>	<u>390,000</u>	<u>0</u>	<u>0</u>	<u>390,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Traffic Facilities programme</b>								
Bolong Rd / Coolangatta Rd Intersection	475,637	0	475,637	0	0	0	0	0
Bunberrra-Coomea Intersection	90,000	0	90,000	0	0	0	0	0
Clifton-Leumeah Intersection	310,000	0	0	0	310,000	0	0	0
Crooked River Rd	145,000	0	145,000	0	0	0	0	0
Flinders Road Upgrade	3,385,000	3,325,000	6,710,000	0	0	0	0	0
Guardrail - Kangaroo Valley Rd	50,000	0	50,000	0	0	0	0	0
Illaroo Road	280,000	0	280,000	0	0	0	0	0
Lake Conjola Entrance Rd	450,000	0	0	0	0	0	450,000	0
Minor Traffic Control Works	115,000	57,000	0	0	1,500,000	0	0	172,000
Naval College Rd	1,500,000	0	0	0	0	0	0	0
North-Shoalhaven Intersection	145,000	0	145,000	0	0	0	0	0
School Traffic Safety Program	60,000	34,000	0	0	0	0	0	94,000
Signage Improvement Program	13,000	14,000	0	0	0	0	0	27,000
Street Lighting Programme	14,000	14,000	0	0	0	0	0	27,000
Sussex Inlet Rd	650,000	0	0	0	0	650,000	0	0
The Springs Rd	220,000	0	0	0	0	220,000	0	0
Turpentine Rd Stage 1	1,160,000	400,000	0	0	1,560,000	0	0	0
Turpentine Rd Stage 2	3,721,662	0	0	0	3,721,662	0	0	0
Yalwal Road	60,000	0	60,000	0	0	0	0	0
	<u>12,843,299</u>	<u>3,844,000</u>	<u>7,955,637</u>	<u>0</u>	<u>7,091,662</u>	<u>870,000</u>	<u>450,000</u>	<u>320,000</u>

**Urban Road Sealing**

Urban Winnima Lane Huskisson

	95,000	0	0	0	95,000	0	0	0
	<u>95,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>95,000</u>	<u>0</u>	<u>0</u>	<u>0</u>

**Tourist Parks Operations**

**Annual Tourist Parks Works programme**

Caravan Parks Unallocated  
Tourist Park Development

	740,754	3,352,220	0	0	0	0	0	4,092,974
	<u>0</u>	<u>1,519,302</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,519,302</u>
	<u>740,754</u>	<u>4,871,522</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5,612,276</u>

**Bendalong - Capital Works**

Bendalong Renewal  
Bendalong Development

	300,000	0	0	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>300,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>300,000</u>

	Total Over Two Years							
	2015/16	2016/17	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
<b>Burrill Lake - Capital Works</b>								
Burrill Lake Renewal	125,000	0	0	0	0	0	125,000	0
Burrill Lake Development	100,000	0	0	0	0	0	100,000	0
	<u>225,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>225,000</u>	<u>0</u>
<b>Crookhaven Heads - Capital Works</b>								
Crookhaven Heads Renewal	130,000	0	0	130,000	0	0	0	0
Crookhaven Heads Development	150,000	0	0	150,000	0	0	0	0
	<u>280,000</u>	<u>0</u>	<u>0</u>	<u>280,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Currarong - Capital Works</b>								
Currarong Renewal	152,000	0	0	152,000	0	0	0	0
Currarong Development	80,000	0	0	80,000	0	0	0	0
	<u>232,000</u>	<u>0</u>	<u>0</u>	<u>232,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Huskisson - Capital Works</b>								
Huskisson Renewal	200,000	0	0	0	200,000	0	0	0
Huskisson Development	400,000	0	0	0	400,000	0	0	0
	<u>600,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>600,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Kangaroo Valley - Capital Works</b>								
Kangaroo Valley Renewal	79,000	0	79,000	0	0	0	0	0
	<u>79,000</u>	<u>0</u>	<u>79,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Lake Conjola - Capital Works</b>								
Lake Conjola Renewal	245,000	0	0	0	0	0	245,000	0
Lake Conjola Development	130,000	0	0	0	0	0	130,000	0
	<u>375,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>375,000</u>	<u>0</u>
<b>Lake Tabourie - Capital Works</b>								
Lake Tabourie Renewal	198,000	0	0	0	0	0	198,000	0
	<u>198,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>198,000</u>	<u>0</u>
<b>Shoalhaven Heads - Capital Works</b>								
Shoalhaven Heads Renewal	320,000	0	320,000	0	0	0	0	0
	<u>320,000</u>	<u>0</u>	<u>320,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Swan Lake - Capital Works</b>								
Swan Lake Renewal	45,000	150,000	0	0	0	195,000	0	0
Swan Lake Development	54,000	0	0	0	0	54,000	0	0
	<u>99,000</u>	<u>150,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>249,000</u>	<u>0</u>	<u>0</u>
<b>Ulladulla - Capital Works</b>								
Ulladulla Renewal	125,000	0	0	0	0	0	125,000	0
Ulladulla Development	400,000	0	0	0	0	0	400,000	0
	<u>525,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>525,000</u>	<u>0</u>
<b>White Sands - Capital Works</b>								
White Sands Renewal	124,000	0	0	0	0	0	124,000	0
White Sands Development	240,000	0	0	0	0	0	240,000	0
	<u>364,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>364,000</u>	<u>0</u>

	Total Over Two Years							
	2015/16	2016/17	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
<b>Waste Management</b>								
<b>Vehicle / Plant Replacement programme</b>								
Waste Plant Purchases	855,000	1,102,100	0	0	0	0	0	1,957,100
	855,000	1,102,100	0	0	0	0	0	1,957,100
<b>Waste Management - Capital Expenditure</b>								
Waste Management Capital	1,061,958	4,789,500	0	0	0	0	0	5,851,458
	1,061,958	4,789,500	0	0	0	0	0	5,851,458
<b>Waterways, Coastal &amp; Floodplain</b>								
<b>Coastal programme</b>								
Coastal Foreshore access strategy	46,000	48,000	0	0	0	0	0	94,000
Coastal Foreshore Erosion Works	58,000	59,000	0	0	0	0	0	117,000
	104,000	107,000	0	0	0	0	0	211,000
<b>Estuary programme</b>								
Implement Estuary Management Plans	125,000	50,000	0	0	0	0	0	175,000
Implement Entrance Management Plans	60,000	61,000	0	0	0	0	0	121,000
	185,000	111,000	0	0	0	0	0	296,000
<b>Floodplain programme</b>								
Floodplain Programme General	34,000	34,000	0	0	0	0	0	68,000
	34,000	34,000	0	0	0	0	0	68,000
<b>Natural Areas Infrastructure</b>								
Walking Track upgrades	35,000	36,000	0	0	0	0	0	71,000
	35,000	36,000	0	0	0	0	0	71,000
<b>Waterways Infrastructure</b>								
Aney Street Lake Conjola	25,000	0	0	0	0	0	25,000	0
Dent St Waterways Improvements	15,000	137,000	0	0	152,000	0	0	0
Greys Beach Reserve Boat Launching Ramp	30,000	275,000	305,000	0	0	0	0	0
Havilland Street Lake Conjola	0	75,000	0	0	0	0	75,000	0
Huskisson Wharf Enhancements	1,260,000	0	0	0	1,260,000	0	0	0
John Williams Reserve Boat Launching Ramp	640,000	0	0	0	640,000	0	0	0
Lakehaven Drive Sussex Inlet	152,000	0	0	0	152,000	0	0	0
Pontoons Lake Conjola	25,000	80,000	0	0	0	0	105,000	0
Ulladulla Harbour (North)	35,000	320,000	0	0	0	0	355,000	0
Waterways Minor Improve programme	100,000	30,000	0	0	0	0	0	130,000
Woollamia Regional Boat Ramp	50,000	460,000	0	0	510,000	0	0	0
	2,332,000	1,377,000	305,000	0	2,714,000	0	560,000	130,000
<b>General Fund Capital</b>	<b>69,686,225</b>	<b>47,181,148</b>	<b>34,813,825</b>	<b>875,000</b>	<b>21,543,538</b>	<b>3,060,476</b>	<b>5,963,000</b>	<b>50,611,534</b>

**General Fund Capital**

	2015/16	2016/17
Planning Area 1	23,786,830	11,026,995
Planning Area 2	875,000	0
Planning Area 3	16,318,750	5,224,788
Planning Area 4	989,738	2,070,738
Planning Area 5	5,091,000	872,000
City Wide	22,624,907	27,986,627
<b>Total</b>	<b>69,686,225</b>	<b>47,181,148</b>

**Water Fund List of Capital Works**

	2015/16	2016/17
Chargeable Private Works	100,000	103,000
New Works (Asset Enhancement)	6,606,000	14,059,500
New Works Growth	260,000	360,500
Other Asset Purchases	3,042,128	2,442,428
Renewal / Replacement Works	3,468,000	4,346,600
<b>Total</b>	<b>13,476,128</b>	<b>21,312,028</b>

**Sewerage Fund List of Capital Works**

	2015/16	2016/17
Chargeable Private Works	100,000	103,000
New Works (Asset Enhancement)	12,550,000	63,654,000
New Works Growth	4,780,000	9,270,000
Other Asset Purchases	1,163,000	1,197,890
Renewal / Replacement Works	885,000	515,000
<b>Total</b>	<b>19,478,000</b>	<b>74,739,890</b>

This map shows the Planning Areas referred to in the preceding Capital Program Detail by Planning Area



*Shoalhaven*  
City Council



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