

DP&OP

DELIVERY PROGRAM AND OPERATIONAL PLAN

2014 - 2017

2014 - 2015



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PART 4

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.

our vision

We will work together

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 AND 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 on 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
- Major reform of the local government sector and legislative framework
- Maintaining intergenerational equity through better management of our finite resources.



QUICK FACTS

- The Shoalhaven is located on the south coast of NSW, approximately 160km from the Sydney CBD.
- It is one of the largest coastal LGAs in the State
- Shoalhaven City Council covers 4660 square kilometres at 120km long and 80km wide.
- The Shoalhaven coastline is 170km long, excluding bays and inlets,
- Shoalhaven comprises 19 major water catchments including rivers, bays, lakes and major creeks.
- Nearly 70% of the Shoalhaven is national park, state forest or other Crown land.
- Nowra/Bomaderry is the major centre of the Shoalhaven, located on the banks of the Shoalhaven River, providing administrative, commercial and other high order services for the City.
- Other major centres are Milton/Ulladulla in the south as well as the group of towns and settlements that make up the Jervis Bay and St Georges Basin area.
- 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
- Seven in every ten households are likely to be a family, and two in ten are likely to be a single person. Nearly all occupied dwellings in the City are single houses, with most of the population living in detached low density housing.
- Shoalhaven has a rich Aboriginal cultural heritage, which is reflected by the recognition of the strong spiritual ties that the traditional owners continue to have with the land.

COUNCILLORS

COUNCIL IS MADE UP OF 3 WARDS WITH 13 COUNCILLORS

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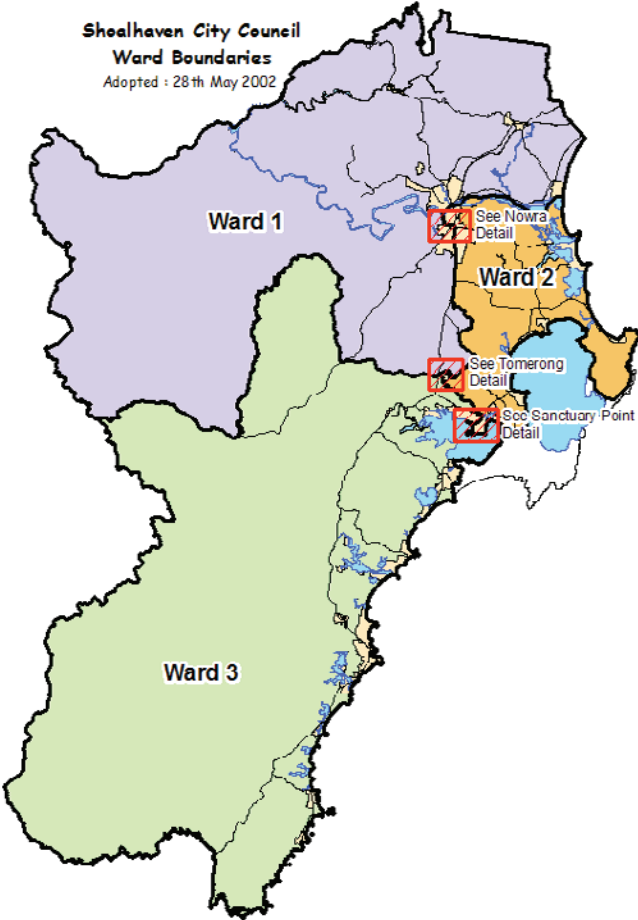
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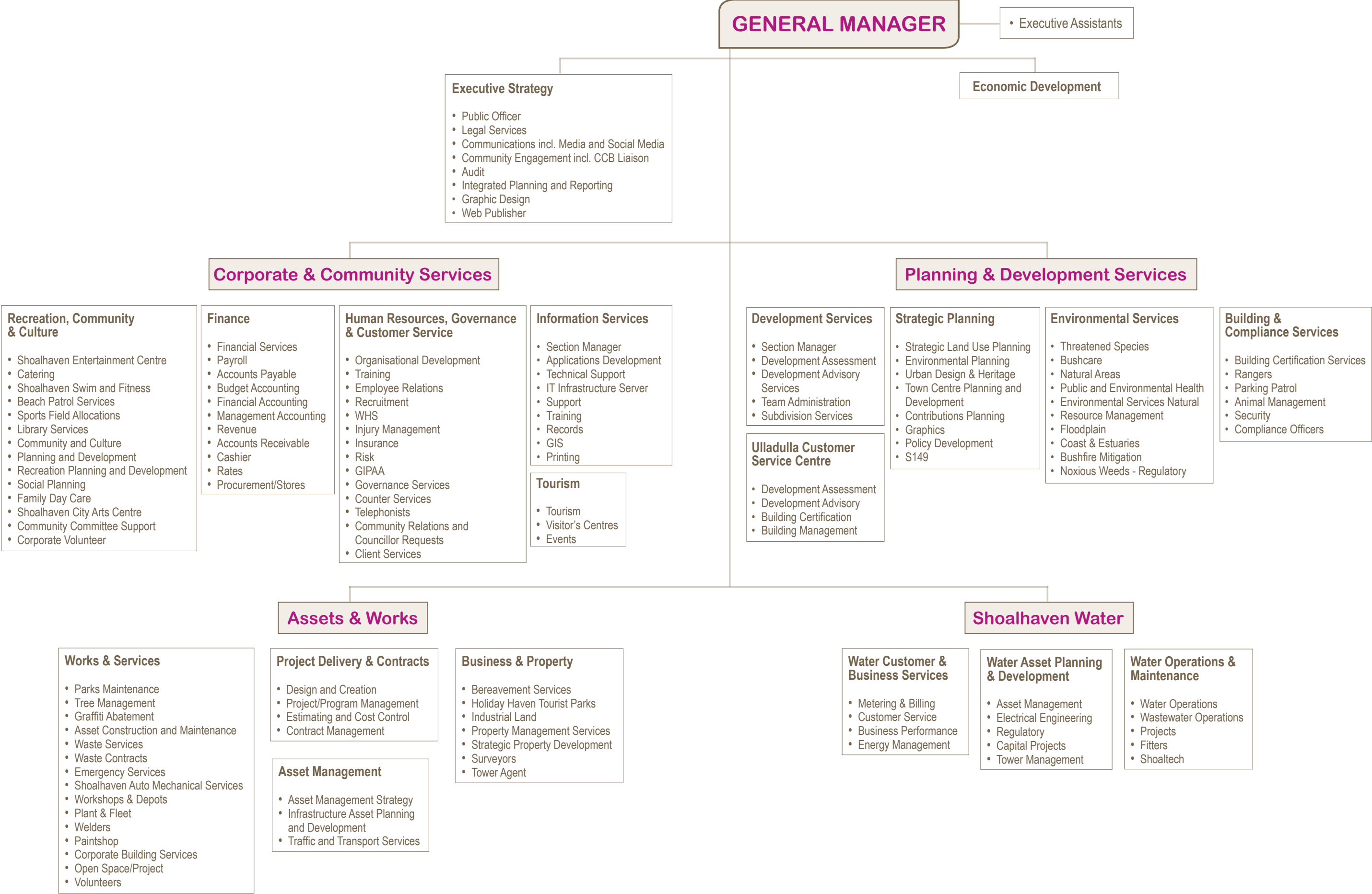


COUNCIL WARDS

SHOALHAVEN IS DIVIDED INTO 3 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 AND 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 tasks 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 2

How COUNCIL IS RESPONDING

TO THE COMMUNITY'S STRATEGIC PLAN (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 Shoalhaven community in all we do
Promote local management of community facilities

Establish/support Community Pride groups in communities throughout the Shoalhaven

- Meet with community organisations to establish a Community Pride (Respect) Project
- Connect groups with other sections of Council and other stakeholders
- Assist groups to seek further funding and support if needed

Develop and Implement a Child Friendly Cities Strategy/Plan

- Develop an “Engaging with Children” sub strategy of the Community Engagement Strategy
- Develop a “State of Shoalhaven’s Children” Report

Develop and implement the Positive Ageing Strategy

- Develop a Dementia Friendly City Strategy
- In partnership with Medicare local and Illawarra Area Health Service conduct a project to increase physical opportunities in recreational areas for seniors.
- Produce a resource booklet for Grandparents and people who are ageing

Review Library strategy

- Develop and implement a Customer User Survey

Document Councils 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
- Create website category and update information

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

- Design and implement marketing strategy
- Conduct professional development sessions for practitioners
- Establish regular practice and channels for disseminating information which may include SCAC blog, artists directory etc.

Disseminate arts information throughout the Shoalhaven

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

Promote maintenance schedules to the local community

- Investigate options to present service schedules to the community using Council’s website.
- Community consultation on the most appropriate options

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.

- Trial scheduling maintenance program based on villages.
- Engage with Community Consultative Bodies (CCB) ahead of the village visits to consider their issues in development of maintenance programs

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

- Investigate internet based reporting methods to

communicate work schedules

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

- Undertake an extensive program of community engagement on coastal management
- Undertake an extensive program of landowners engagement in the Shoalhaven/Crookhaven floodplains and implement a demonstration site for best practice acid sulphate soils’ management

Improve communication of all water quality monitoring results to the community

- Develop 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 CCB’s Business Chambers and other key stakeholder groups
- Staff training on community engagement strategy

A safe and caring community

Produce and implement plans that foster projects and programs that improve community health and wellbeing

- Develop, audit and review social infrastructure strategic plans and plans of management
- Identify social infrastructure strategies in the Long Term Financial Plan
- Implement social infrastructure capital works projects

Create and foster a range of opportunities on council owned and / or managed land which encourage community cohesiveness and fairness

- Engage in regional partnerships to improve local cultural and sporting opportunities
- Seek grant funding opportunities to implement capital works and programs on Council owned and / or managed land
- Ensure affordable options are provided through Council policy and support for people to participate in recreational and cultural activities

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

- Investigate alternative Tree Assessment methods
- Develop 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

Develop, implement and review Floodplain Risk Management Plans

- Progress flood studies and flood risk management studies (FRMSP) and plans
- Undertake Berry Town Creek works
- Installation of new flood boards across city

Develop, implement and review Coastal Management Plans

- Repeat beach scrapping at Currarong
- Seek expert advice related to coastal hazard and section 149 certificates



A safe and caring community



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 Wi-Fi and maintain service
- Conduct weekday lunchtime events (e.g. Artist Talks)
- Promote alternative retail experience

Ensure consistent contemporary branding

- 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
- Finalise and coordinate the implementation strategy for the Nowra CBD Master plan
- Revise the planning controls for town centres, as required, in consultation with the community and define the “asset custodian” role for town centres

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 resultant adjustments to planning controls
- Advance the completion of the Ulladulla Harbour Walkway
- Assist as required with planning for key marine interface sites

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

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

Review Pedestrian Access Mobility Plan (PAMP) / Bike plan

- Develop and implement road safety and traffic facilities programs

- Review and maintain a single transport access and mobility strategy which incorporates PAMP, Bike Plan and other relevant plans.

Showcase our unique environments

Ensure that important environments are protected through the planning controls

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

Implement strategies to support and increase agricultural production

- Continue to 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

Develop, implement and review Estuary Management Plans

- Undertake erosion management at Greenwell Point and Sussex Inlet
- Develop community education material on Jervis Bay algae bloom
- 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 private sector 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 the number of events and economic impact

Partner with industry, government and business

Develop, implement and outsource the Shoalhaven Transport Register project

- Develop the Shoalhaven Transport Register
- Implement it to become sustainable
- Outsource the Register to an external body

Develop strategies and partnerships to enhance key Shoalhaven economy sectors

- Develop and / or review key sector strategies
- Implement priority actions from sector strategies
- Optimise roll out of National broadband Network (NBN) co network

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 Sea Change Taskforce 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

Promote Shoalhaven's positives

Develop, launch and implement a city branding strategy

- Work with stakeholders to launch and implement the city branding strategy

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 & 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

- Monitor progress on the use of Performance Manager
- Activate the business planning functions
- Build appropriate management reports

Establish Business Plans to unit level

- Develop and implement a business planning process
- Develop an audit tool to gauge performance improvements

Implement a Leadership Development Program

- Develop Leadership Competency Framework
- Conduct Leadership Competency Analysis
- Develop Leadership Development Program

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

- Coordinate and support the development and implementation of action plans for 2013 Staff Survey
- Periodic reporting of status of actions plans

Continuous improvement of Council's training and development programs

- Conduct a service review of Corporate Training Program
- Develop Improvement Action Plan

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

- Identify and assess at least two funding opportunities each year

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

- Review Economic Development Strategy (two year action)

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

- Develop & monitor longer term delivery plans based on the Delivery Program & Operational Plan (DPOP)
- Establish period contracts for external suppliers to meet identified gaps in delivery resources
- Completion of Nowra Pool redevelopment project

Provide suitable resources to deliver current and future infrastructure delivery programs in a timely manner

- Identify skills gaps in resources necessary to deliver DPOP Actions
- Undertake training or recruitment to fill identified skills gaps

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
- Implement the new Customer Relationship Management (CRM) system

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

Improve knowledge of Shoalhaven Entertainment Centre (SEC) products and services to enhance customer service

- Develop customer feedback mechanisms to improve Back and Front of House services.

Develop digital library services

- Investigate full potential of Radio Frequency identification technology (RFID)
- Improve customer access to digital resources

Enhance relationships with other Council units

- Investigate strategies to increase collaboration and resource sharing

Develop reputation as an 'information hub'

- Promote information resources
- Develop training program and provide appropriate training to staff and community

Excellent customer service through the development and implementation of strategies to meet the needs of current and future survey and Tourist Parks' service customers

- Develop survey methods sympathetic to the needs of past, present and future customers / clients

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



Continuously improve & cut red tape

GOVERNANCE

Deliver sustainable services

Implement actions arising from the service review of the Catering Unit

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 2015/16 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 South Coast Cooperative agreement
- Review and update Activity Based costing spreadsheet
- Review Mobile Library Services

Maintain industry relevance - Swim and Fitness

- Maintain industry related survey

Develop business strategies that align with Shoalhaven Bereavement Services - strategic plan 2050 and the Cemeteries and Crematories Act 2013 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

Develop strategies to optimise returns and contribute to the sustainability of council services in relation to the property portfolio

- Progress the development/disposal of properties within Council's land register, including car parks and other key sites within Nowra CBD, to meet the Council's and community's needs
- Review the need for sinking funds to ensure long term sustainability of Council's properties

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

- Review project cost tracking procedures and, if necessary, implement changes to ensure suitability for comparison
- 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
- Engage with the community about possible future landfill sites

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

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

- Commence the second iteration of the Shoalhaven Growth Management Plan
- Continue to review contributions plan 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

Digitise plan cabinets

- Locate/Identify & prioritise plans requiring scanning
- Scan plans (internal or contract) - high priority only
- Apply metadata & import

Continuously improve and cut red tape

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

- Support Managers in reviewing their business process to align and integrate with others
- Provide appropriate training to managers on the IPR framework

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 (KPI's) to measure improvements in costs, time or customer service

Improve the efficiency of Council's plant and fleet

- *Investigate the feasibility of a centralised plant allocation system*

Investigate the feasibility of an after hours in field refuelling service and service unit to service all council equipment in the field and on major projects

- *Report on the feasibility of an after hours service and refuelling activity*
- *Investigate Council's fuel supply and usage*
- *Investigate the use of night shift staff to undertake in field servicing and refuelling*

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 consistent with NSW Water and Sewerage Community Involvement Guidelines*

Review and streamline recruitment processes

- *Conduct a review of current recruitment processes and benchmark to identify process improvements*
- *Develop Improvement Action Plan*

Review and streamline the Work Health Safety (WHS) system

- *Conduct a review of current WHS system to National Accredited Training (NAT) and AS/NZS 4801 & benchmark to identify system improvements*
- *Develop an Improvement Action Plan*

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

- *Investigate appropriate 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 dealings in accordance with relevant legislation and minimise Council's exposure to risk and potential litigation.

Develop a DCP for Tree Removal and Amenity to replace the current Tree Preservation Order

- *Draft stand-alone DCP to replace Tree Preservation Order*
- *Support the revision of the Tree Management Policy*
- *Provide training on changes to staff*

Review priority deferred planning areas for environmental constraints

- *Complete Environmental Constraints Analysis of Woollamia farmlets*
- *Complete Bushfire Constraints Analysis of Woollamia farmlets*

Review and update Council's DCP/LAP No. 78 On-site Sewage Management

- *Review and update DCP/LAP No. 78*
- *Consult with the community on DCP 78 updates*
- *Provide training on amendments to staff*

Operation Actions and Operation KPIs

Annual strategic indicators identified and reported. Improve performance through streamlining the Employee Performance Review (EPR) Records Management process

- *Develop improved process/procedure*
- *Roll out improved process & train staff*
- *Monitor compliance to new process*

Improve performance through streamlining the recruitment records management process

- *Develop improved process/procedure*
- *Roll out improved process & train staff*
- *Monitor compliance to new process*

Develop Business Plans to unit level in Environmental Services

Develop Business Plans to unit level in Building & Compliance

Maintain our infrastructure

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

- *Develop 2015/16 roads programs using pavement management system*

Develop prioritised strategies for waterways infrastructure renewal and enhancement

- *Develop program for 2015/16 waterways infrastructure renewal and enhancement programs*

Develop prioritised strategies for operational infrastructure and public amenities

- *Develop program for 2015/16 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 licences*

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 and estuary assets

- *Replace Conjola boardwalk*
- *Review the coastal and estuary asset management plan to include foreshore protection structures and coastal lookouts*
- *Review the flood mitigation asset management plan and start handover process of un-useful assets to landowners*

Develop an asset management plan for natural areas

- *Review existing Plans of Management and identify natural areas*

Financial sustainability

Increase return on investment of surplus funds

- *Contract out financial investment advisor role*
- *Improve returns on investment*
- *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

- *Review hours of operation*
- *Investigate the possibility of an automated ferry service using remote technology, returning to the residents and or National Parks and Wildlife Service*

Drive efficiencies to achieve financial sustainability

- *Review staffing levels and delivery methods*

Align Long Term Financial Plan with Asset Management Plans financial requirements for maintenance, renewal and enhancement

- *Include AMP financial requirements as a scenario for the 2015/16 draft LTFP*



PART C

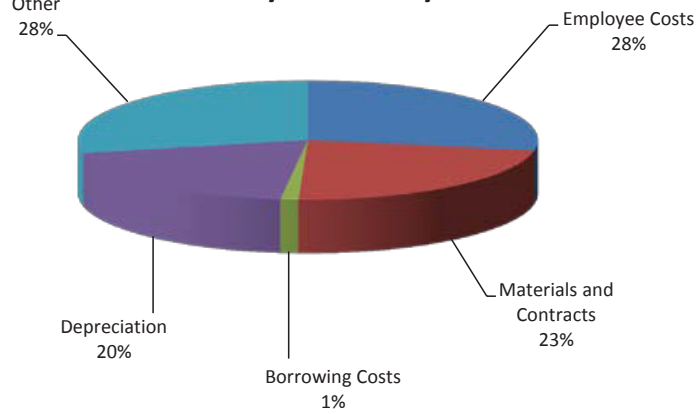
OPERATIONAL PLAN

HOW WE WILL DELIVER THE REVENUE POLICY;
BUDGET AND RELATED INFORMATION

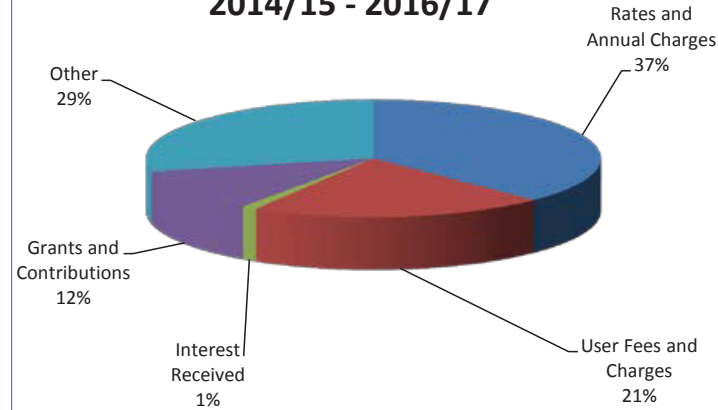


GENERAL FUND BUDGET

**Operating Expenditure Breakdown
2014/15 - 2016/17**



**Revenue Breakdown
2014/15 - 2016/17**



General Fund - Income Statement

	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000
Income from Continuing Operations			
Revenue:			
Rates & Annual Charges	72,789	75,747	79,558
User Charges & Fees	39,485	42,205	44,451
Interest & Investment Revenue	2,315	2,136	2,026
Other Revenues	55,309	56,976	59,157
Grants & Contributions provided for Operating Purposes	17,977	18,182	18,340
Grants & Contributions provided for Capital Purposes	7,751	3,907	3,962
Other Income:			
Net gains from the disposal of assets			
Total Income from Continuing Operations	195,627	199,153	207,494
Expenses from Continuing Operations			
Employee Benefits & On-Costs	55,579	57,332	59,375
Borrowing Costs	2,464	2,733	2,925
Materials & Contracts	45,330	47,083	49,119
Depreciation & Amortisation	39,201	40,377	41,588
Other Expenses	55,813	58,575	62,450
Total Expenses from Continuing Operations	198,387	206,100	215,457
Net Operating Result for the Year	(2,760)	(6,947)	(7,963)
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes	(10,511)	(10,853)	(11,926)

General Fund - Balance Sheet

	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000
Assets			
Current Assets			
Cash & Cash Equivalents	14,238	15,539	13,341
Investments	38,078	33,078	30,078
Receivables	9,155	9,217	9,281
Inventories	2,431	2,081	3,931
Other	1,328	1,328	1,328
Non-current assets classified as "held for sale"	0	0	0
Total Current Assets	65,230	61,243	57,959
Non-Current Assets			
Investments	3,355	3,355	3,355
Receivables	3,612	3,555	3,499
Inventories	7,558	7,157	4,780
Infrastructure, Property, Plant & Equipment	1,526,902	1,527,928	1,529,004
Investments accounted for using the equity method	0	0	0
Investment Property	1,404	1,460	1,518
Intangible Assets	0	0	0
Other	0	0	0
Total Non-Current Assets	1,542,831	1,543,455	1,542,156
Total Assets	1,608,061	1,604,698	1,600,115
Liabilities			
Current Liabilities			
Payables	11,598	11,605	12,206
Borrowings	6,252	6,554	6,625
Provisions	32,052	32,052	32,052
Total Current Liabilities	49,902	50,211	50,883
Non-Current Liabilities			
Payables	0	0	0
Borrowings	37,706	40,925	43,575
Provisions	4,227	4,227	4,227
Total Non-Current Liabilities	41,933	45,152	47,802
Total Liabilities	91,835	95,363	98,685
Net Assets	1,516,226	1,509,335	1,501,430
Equity			
Retained Earnings	802,570	795,623	787,660
Revaluation Reserves	713,656	713,712	713,770
Council Equity Interest	1,516,226	1,509,335	1,501,430
Minority Equity Interest	-	-	-
Total Equity	1,516,226	1,509,335	1,501,430

General Fund - Cash Flow Statement

	2014/15	2015/16	2016/17
	\$ '000	\$ '000	\$ '000
Cash flows from Operating Activities			
<i>Receipts:</i>			
Rates & Annual Charges	72,788	75,742	79,550
User Charges & Fees	39,485	42,205	44,451
Interest & Investment Revenue Received	2,315	2,136	2,026
Grants & Contributions	25,728	22,089	22,303
Other	55,309	56,976	59,157
<i>Payments:</i>			
Employee benefits & On-costs	(55,579)	(57,332)	(59,375)
Materials & Contracts	(43,683)	(46,687)	(48,601)
Borrowing Costs	(2,464)	(2,733)	(2,925)
Other	(55,813)	(58,575)	(62,450)
Net Cash Provided (or used in) Operating Activities	38,087	33,821	34,135

Cash flows from Investing Activities

<i>Receipts:</i>			
Sale of Investment Securities	10,000	5,000	3,000
Sale of Investment Property	0	0	0
Sale of Real Estate Assets	1,300	1,900	1,550
Sale of Infrastructure, Property, Plant & Equipment	1,921	1,837	2,104
Sale of Interest in Joint Ventures & Associations	0	0	0
Other	0	0	0
<i>Payments:</i>			
Purchase of Investment Securities	0	0	0
Purchase of Investment Property	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(51,597)	(43,629)	(44,686)
Purchase of Real Estate Assets	(2,233)	(1,149)	(1,023)
Purchase of Interest in Joint Ventures & Associates	0	0	0
Deferred Debtors & Advances Made	0	0	0
Net Cash Provided (or used in) Investing Activities	(40,609)	(36,041)	(39,055)

Cash flows from Financing Activities

<i>Receipts:</i>			
Proceeds from borrowings & Advances	10,492	9,773	9,275
Other Financing Activity Receipts	0	0	0
<i>Payments:</i>			
Repayment of Borrowings & Advances	(5,889)	(6,252)	(6,554)
Repayment of Finance lease Liabilities	0	0	0
Other Financing Activity Payments	0	0	0
Net Cash Provided (or used in) Financing Activities	4,602	3,520	2,722

Net Increase/(Decrease) in Cash & Cash Equivalents

plus: Cash & Cash Equivalents - beginning of year

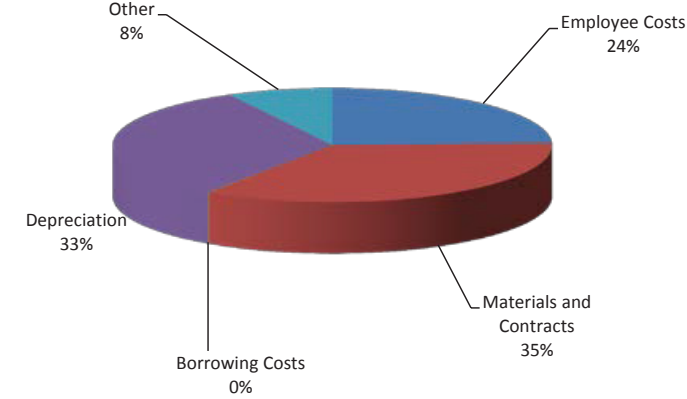
Cash & Cash Equivalents - end of the year

General Fund Transfer to and from Reserves									
	Transfers to Reserves			Transfers from Reserves			Estimated Reserve Balance		
	2014/15	2015/16	2016/17	2014/15	2015/16	2016/17	2014/15	2015/16	2016/17
Loans	(10,491,626)	(9,772,785)	(9,275,219)	10,491,626	9,772,785	9,275,219	0	0	0
Waste Disposal	(37,992,140)	(40,679,840)	(44,146,947)	38,343,352	45,780,956	44,238,851	5,742,322	641,205	549,302
Stormwater Levy	(1,030,000)	(1,030,000)	(1,030,000)	1,030,000	1,030,000	1,030,000	0	0	0
Grants	(95,200)	(95,200)	(95,200)	95,200	95,200	95,200	0	0	0
Economic Development	(1,090,648)	(1,092,987)	(1,345,376)	2,218,802	985,946	725,093	4,799	111,840	732,123
Special Rates	(2,352,900)	(3,391,393)	(3,464,098)	2,352,900	3,391,393	3,464,098	0	0	0
Strategic Projects	(2,630,367)	(2,190,636)	(1,993,775)	3,848,197	2,507,358	3,094,800	6,660,309	6,343,587	5,242,562
North Nowra Link Road	0	0	0	50,000	0	0	607,689	607,689	607,689
Section 94 Matching Funds	0	0	0	0	0	370,844	532,698	532,698	161,854
Section 94 Recoupment	(425,150)	(437,905)	(451,042)	314,926	324,374	1,714,498	1,607,466	1,720,997	457,541
Section 94	(1,758,266)	(1,785,513)	(1,755,976)	3,739,023	756,233	3,067,423	15,270,624	16,299,904	14,988,457
Strategic Property Acquisition	(300,000)	(900,000)	(300,000)	344,000	500,000	400,000	300,627	700,627	600,627
Land Decontamination	0	0	0	0	0	0	12,300	12,300	12,300
Sporting Facilities	(56,300)	(57,988)	(59,728)	0	0	0	259,106	317,094	376,822
Plant Replacement Reserve	(9,331,850)	(9,293,453)	(9,276,735)	9,296,257	9,585,261	9,709,677	3,831,066	3,539,258	3,106,316
ELE/Workers Compensation	(1,398,990)	(1,440,957)	(1,484,186)	1,398,990	1,440,957	1,484,186	9,620,937	9,620,937	9,620,937
Cemeteries	(23,315)	(24,014)	(24,735)	0	0	0	142,444	166,458	191,193
Crown Trust	(21,925,086)	(23,052,303)	(23,418,172)	21,925,086	23,052,303	23,418,172	0	0	0
General Insurance	(1,653,354)	(1,702,955)	(1,754,041)	1,653,354	1,702,955	1,754,041	362,960	362,960	362,960
Committed Capital Works	0	0	0	7,379,550	0	0	24,907	24,907	24,907
Arts Collection	0	0	0	0	0	0	36,672	36,672	36,672
Economic Projects	0	0	0	120,000	0	0	286,666	286,666	286,666
	(92,555,192)	(96,947,930)	(99,875,230)	104,601,262	#####	103,842,102	45,303,594	41,325,801	37,358,929

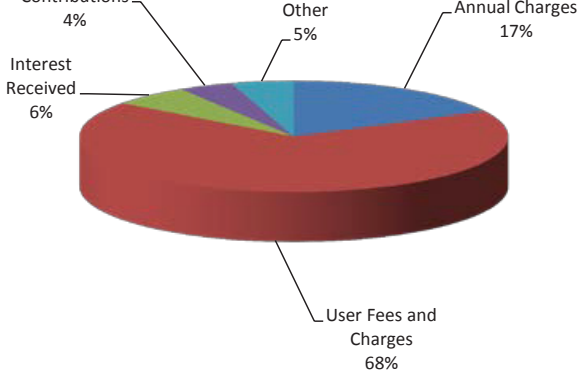
	2014/15			2015/16			2016/17		
	Revenue	Operating and Capital Expenditure	Net Cost of Program	Revenue	Operating and Capital Expenditure	Net Cost of Program	Revenue	Operating and Capital Expenditure	Net Cost of Program
General Fund									
Operating Program									
Admin Centres Operation & Management	916,133	2,892,309	1,976,176	944,137	2,983,726	2,039,589	972,997	3,077,977	2,104,980
Aquatic Recreation	3,589,945	8,189,936	4,599,991	3,778,807	9,202,961	5,424,154	3,892,168	9,453,561	5,561,393
Arts and Cultural	84,984	707,832	622,849	87,535	733,997	646,462	90,162	761,106	670,944
Cemeteries	1,468,366	1,475,758	7,393	1,512,416	1,507,687	(4,729)	1,557,787	1,496,508	(61,280)
City Services Management	1,248,591	7,493,311	6,244,721	1,286,197	7,731,049	6,444,852	1,324,938	7,969,904	6,644,966
Communications and Electrical	5,355,062	5,432,097	77,035	5,520,675	5,598,137	77,462	5,691,594	5,765,571	73,976
Community Services	1,447,156	2,254,935	807,779	1,490,572	2,323,381	832,809	1,535,289	2,394,107	858,818
Corporate Business and Contracting Units	6,645,710	8,547,755	1,902,045	6,837,613	8,788,385	1,950,772	7,027,762	9,044,857	2,017,095
Council Buildings and Property	940,523	5,837,551	4,897,028	968,742	6,151,152	5,182,410	997,798	6,335,271	5,337,473
Development and Environmental Services	2,884,505	8,466,612	5,582,107	2,971,046	8,731,975	5,760,929	3,060,173	8,998,709	5,938,536
Economic Development	90,648	823,003	732,355	92,987	723,201	630,214	95,376	709,010	613,634
Executive Support	28,547	2,697,091	2,668,544	29,403	2,786,288	2,756,885	30,285	3,349,661	3,319,377
Financial Services	29,211,043	4,556,576	(24,654,467)	29,165,323	4,733,443	(24,431,880)	29,535,130	5,010,791	(24,524,339)
Fire Protection & Emergency Services	991,212	2,280,186	1,288,974	1,020,947	2,348,616	1,327,669	1,051,578	2,419,104	1,367,526
Fleet Management	7,490,790	7,021,467	(469,324)	7,492,393	7,233,825	(258,568)	7,494,045	7,452,578	(41,467)
Human Resources	54,370	1,916,615	1,862,245	48,277	1,975,114	1,926,837	49,725	2,039,763	1,990,038
Information Technology	174,225	4,502,443	4,328,218	179,450	4,644,227	4,464,776	184,832	4,788,347	4,603,514
Insurance & Risk Management	3,052,344	3,052,344	0	3,143,912	3,143,912	0	3,238,227	3,238,227	0
Legal Services	132,759	1,167,137	1,034,377	139,459	1,210,965	1,071,506	146,468	1,252,181	1,105,713
Library	491,483	2,703,577	2,212,094	506,227	2,791,611	2,285,384	521,413	3,371,984	2,850,571
Management of Principal Activity	16,983	1,638,706	1,621,723	17,492	1,697,147	1,679,655	18,015	1,755,416	1,737,401
Parks & Reserves	577,967	10,044,897	9,466,930	592,465	10,261,563	9,669,098	607,388	10,551,501	9,944,113
Ranger Services	1,291,833	2,333,603	1,041,770	1,330,587	2,406,047	1,075,460	1,370,503	2,477,903	1,107,400
Revenue Management	57,477,778	1,849,482	(55,628,296)	60,465,508	1,906,989	(58,558,519)	63,115,759	1,966,291	(61,149,468)
Roads and Transport	2,321,950	33,349,850	31,027,900	2,391,940	34,520,564	32,128,624	2,464,070	35,733,530	33,269,460
Shoalhaven Entertainment Centre	1,337,329	2,722,354	1,385,025	1,386,174	2,810,934	1,424,760	1,429,113	2,902,439	1,463,326
Strategic Planning and Infrastructure Managem	960,585	6,767,154	5,806,569	989,403	6,999,224	6,009,820	1,019,083	7,231,062	6,211,979
Tourism and Events	108,896	1,619,029	1,510,133	113,003	1,668,129	1,555,126	117,234	1,717,031	1,599,797
Tourist Parks Administration	1,095,693	7,215,792	6,120,099	1,128,583	7,322,028	6,193,445	1,162,459	7,627,811	6,465,352
Tourist Parks Operations	19,049,102	8,107,383	(10,941,719)	20,530,477	8,637,370	(11,893,107)	21,531,384	8,813,722	(12,717,662)
Waste Management	37,912,140	37,850,826	(61,314)	40,643,840	40,230,404	(413,436)	43,825,947	43,342,904	(483,043)
Waterways, Coastal & Floodplain	41,000	4,123,338	4,082,338	69,657	4,293,408	4,223,751	41,000	4,375,508	4,334,508
Operational & Transformation Savings Target		(1,281,769)	(1,281,769)		(2,185,342)	(2,185,342)		(2,142,928)	(2,142,928)
	188,489,653	198,359,181	9,869,529	196,875,247	205,912,117	9,036,868	205,209,702	215,281,406	10,071,703
Capital Program									
Aquatic Recreation	0	7,084,400	7,084,400	0	478,000	478,000	0	492,000	492,000
Cemeteries	0	522,005	522,005	0	372,000	372,000	0	178,995	178,995
Computers, Furniture and Equipment	0	1,780,000	1,780,000	0	421,000	421,000	0	456,000	456,000
Corporate Business and Contracting Units	0	50,000	50,000	0	125,000	125,000	0	32,000	32,000
Council Buildings and Property	910,000	2,196,000	1,286,000	900,000	1,985,000	1,085,000	300,000	8,789,000	8,489,000
Economic Development	1,000,000	2,214,000	1,214,000	1,000,000	981,000	(19,000)	1,250,000	720,000	(530,000)
Fire Protection & Emergency Services	600,000	710,000	110,000	600,000	600,000	0	600,000	600,000	0
Fleet Management	1,841,060	5,380,900	3,539,840	1,801,060	5,550,727	3,749,667	1,782,690	5,552,369	3,769,679
Library	0	427,700	427,700	0	440,000	440,000	0	454,000	454,000
Parks & Reserves	300,000	9,581,000	9,281,000	0	956,000	956,000	0	834,000	834,000
Roads and Transport	4,510,592	15,538,318	11,027,726	1,677,592	18,453,905	16,776,313	1,684,592	16,355,610	14,671,018
Tourist Parks Operations	0	4,709,000	4,709,000	0	4,936,000	4,936,000	0	4,909,000	4,909,000
Waste Management	80,000	1,267,719	1,187,719	36,000	8,549,000	8,513,000	321,000	6,068,348	5,747,348
Waterways, Coastal & Floodplain	148,853	1,208,853	1,060,000	0	541,000	541,000	0	350,000	350,000
	9,390,505	52,669,895	43,279,390	6,014,652	44,388,632	38,373,980	5,938,282	45,791,322	39,853,040
General Fund Total									
	197,880,158	251,029,076	53,148,919	202,889,899	250,300,749	47,410,848	211,147,984	261,072,728	49,924,743

WATER FUND BUDGET

Operating Expenditure Breakdown
2014/15 - 2016/17



Revenue Breakdown
2014/15 - 2016/17



Water Fund - Income Statement

	2014/15	2015/16	2016/17
	\$ '000	\$ '000	\$ '000
Income from Continuing Operations			
Revenue:			
Rates & Annual Charges	4,006	4,147	4,292
User Charges & Fees	15,540	16,003	16,840
Interest & Investment Revenue	1,733	1,356	1,150
Other Revenues	1,126	1,126	1,126
Grants & Contributions provided for Operating Purposes	566	577	587
Grants & Contributions provided for Capital Purposes	400	400	400
Other Income:			
Net gains from the disposal of assets			
Total Income from Continuing Operations	23,371	23,608	24,395
Expenses from Continuing Operations			
Employee Benefits & On-Costs	4,547	5,693	5,874
Borrowing Costs	26	17	0
Materials & Contracts	8,706	7,141	7,337
Depreciation & Amortisation	6,981	7,190	7,406
Other Expenses	508	2,295	2,351
Total Expenses from Continuing Operations	20,769	22,336	22,968
Net Operating Result for the Year	2,602	1,272	1,427
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes	2,202	872	1,027

Water Fund - Balance Sheet

	2014/15	2015/16	2016/17
	\$ '000	\$ '000	\$ '000
Assets			
Current Assets			
Cash & Cash Equivalents	2,200	2,818	2,657
Investments	20,395	15,395	15,395
Receivables	2,040	2,058	2,077
Inventories	0	0	0
Other	1,383	1,469	1,561
Non-current assets classified as "held for sale"	0	0	0
Total Current Assets	26,018	21,740	21,690
Non-Current Assets			
Investments	1,780	1,780	1,780
Receivables	713	713	713
Inventories	0	0	0
Infrastructure, Property, Plant & Equipment	335,770	341,590	343,870
Investments accounted for using the equity method	0	0	0
Investment Property	0	0	0
Intangible Assets	0	0	0
Other	9,931	8,474	6,926
Total Non-Current Assets	348,194	352,557	353,289
Total Assets	374,212	374,297	374,979
Liabilities			
Current Liabilities			
Payables	1,776	1,539	1,382
Borrowings	167	6	0
Provisions	0	0	0
Total Current Liabilities	1,943	1,545	1,382
Non-Current Liabilities			
Payables	0	0	0
Borrowings	6	0	0
Provisions	0	0	0
Total Non-Current Liabilities	6	0	0
Total Liabilities	1,949	1,545	1,382
Net Assets	372,263	372,752	373,597
Equity			
Retained Earnings	198,088	198,577	199,422
Revaluation Reserves	174,175	174,175	174,175
Council Equity Interest	372,263	372,752	373,597
Minority Equity Interest	-	-	-
Total Equity	372,263	372,752	373,597

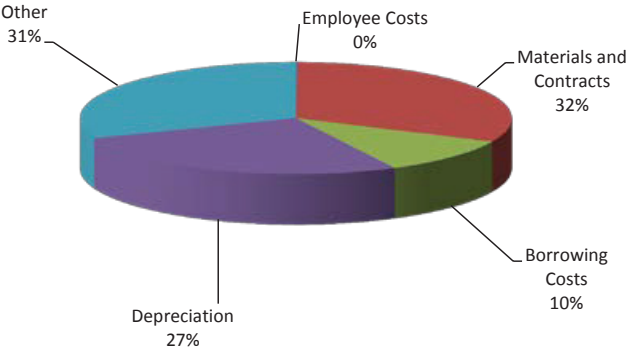
Water Fund - Cash Flow Statement

	2014/15	2015/16	2016/17
	\$ '000	\$ '000	\$ '000
Cash flows from Operating Activities			
Receipts:			
Rates & Annual Charges	3,988	4,128	4,273
User Charges & Fees	15,540	16,003	16,840
Interest & Investment Revenue Received	1,733	1,356	1,150
Grants & Contributions	966	977	987
Other	1,126	1,126	1,126
Payments:			
Employee benefits & On-costs	(4,547)	(5,693)	(5,874)
Materials & Contracts	(8,540)	(7,121)	(7,315)
Borrowing Costs	(26)	(17)	(0)
Other	(508)	(2,295)	(2,351)
Net Cash Provided (or used in) Operating Activities	9,731	8,463	8,836
Cash flows from Investing Activities			
Receipts:			
Sale of Investment Securities	8,000	5,000	0
Sale of Investment Property	0	0	0
Sale of Real Estate Assets	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	140	144	149
Sale of Interest in Joint Ventures & Associations	0	0	0
Other	1,290	1,371	1,457
Payments:			
Purchase of Investment Securities	0	0	0
Purchase of Investment Property	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(17,271)	(13,411)	(10,014)
Purchase of Real Estate Assets	0	0	0
Purchase of Interest in Joint Ventures & Associates	0	0	0
Deferred Debtors & Advances Made	0	0	0
Net Cash Provided (or used in) Investing Activities	(7,841)	(6,896)	(8,408)
Cash flows from Financing Activities			
Receipts:			
Proceeds from borrowings & Advances	0	0	0
Other Financing Activity Receipts	0	0	0
Payments:			
Repayment of Borrowings & Advances	(270)	(167)	(6)
Repayment of Finance lease Liabilities	0	0	0
Other Financing Activity Payments	(1,240)	(783)	(583)
Net Cash Provided (or used in) Financing Activities	(1,509)	(950)	(589)
Net Increase/(Decrease) in Cash & Cash Equivalents	381	618	(161)
plus: Cash & Cash Equivalents - beginning of year	1,820	2,200	2,818
Cash & Cash Equivalents - end of the year	2,200	2,818	2,657

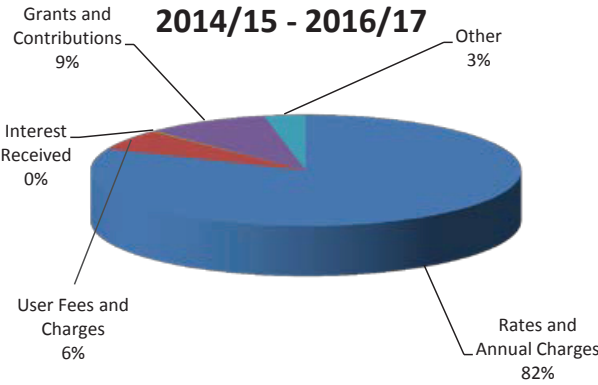
	2014/15			2015/16			2016/17		
	Revenue	Operating and Capital Expenditure	Net Cost of Program	Revenue	Operating and Capital Expenditure	Net Cost of Program	Revenue	Operating and Capital Expenditure	Net Cost of Program
Water Fund									
Operating Program									
Administration Costs Transfer Between Funds	0	(5,128,742)	(5,128,742)	0	(4,399,466)	(4,399,466)	0	(4,532,521)	(4,532,521)
Depreciation - Water Supply	0	6,549,556	6,549,556	0	6,746,044	6,746,044	0	6,948,423	6,948,423
Divisional - Corporate Support	753,847	3,578,606	2,824,759	738,962	3,713,231	2,974,269	764,530	3,819,918	3,055,388
Divisional - External Transfers - Water Supply	0	2,731,350	2,731,350	0	2,813,291	2,813,291	0	2,897,690	2,897,690
Divisional Management	9,884	1,108,814	1,098,930	10,180	1,143,637	1,133,457	10,485	1,179,663	1,169,178
Interest on Investments - Water Supply	1,733,277	0	(1,733,277)	1,355,621	0	(1,355,621)	1,149,995	0	(1,149,995)
Interest on Loans - Water Supply	0	26,415	26,415	0	17,004	17,004	0	315	315
Major Maintenance - Operating	0	0	0	0	0	0	0	0	0
Operations - Corporate Support	5,000	0	(5,000)	5,150	0	(5,150)	5,305	0	(5,304)
Operations - Technical Services	14,412	2,193,261	2,178,849	14,844	2,258,888	2,244,044	15,289	2,327,161	2,311,872
Operations & Maintenance - Dams	0	235,920	235,920	0	244,608	244,608	0	251,947	251,947
Operations & Maintenance - Mains	4,869	2,488,732	2,483,863	5,015	2,566,167	2,561,152	5,165	2,624,044	2,618,879
Operations & Maintenance - Meters & Backflow	0	80,978	80,978	0	84,872	84,872	0	87,418	87,418
Operations & Maintenance - Pumping Stations	0	1,328,419	1,328,419	0	1,372,392	1,372,392	0	1,416,189	1,416,189
Operations & Maintenance - Reservoirs	2,388	215,224	212,836	2,460	223,948	221,488	2,534	230,787	228,253
Operations & Maintenance - Telemetry	0	237,925	237,925	0	248,625	248,625	0	256,101	256,101
Operations & Maintenance - Treatment Plants	0	2,033,487	2,033,487	0	2,120,444	2,120,444	0	2,183,042	2,183,042
Pensioner Rebate - Water Supply	566,046	0	(566,046)	576,629	0	(576,629)	587,488	0	(587,488)
Planning and Development	30,410	2,136,221	2,105,811	31,322	2,201,218	2,169,896	32,261	2,266,572	2,234,311
Plant Operating - Water Supply	1,119,872	952,582	(167,290)	1,119,872	981,250	(138,622)	1,119,872	1,011,328	(108,544)
Section 64 - Water Supply	400,000	0	(400,000)	400,000	0	(400,000)	400,000	0	(400,000)
Water Availability Charges	4,006,211	0	(4,006,211)	4,146,631	0	(4,146,631)	4,291,615	0	(4,291,615)
Water Usage	13,339,858	0	(13,339,858)	13,774,569	0	(13,774,569)	14,540,919	0	(14,540,919)
Water Usage - Industrial	1,285,148	0	(1,285,148)	1,323,702	0	(1,323,702)	1,363,414	0	(1,363,414)
	23,271,222	20,768,746	(2,502,474)	23,504,958	22,336,152	(1,168,804)	24,288,870	22,968,077	(1,320,794)
Capital Program									
Chargeable Private Works	100,000	100,000	0	103,000	103,000	0	106,090	106,090	0
Divisional Management	140,000	0	(140,000)	144,200	0	(144,200)	148,526	0	(148,526)
New Works (Asset Enhancement)	0	11,824,000	11,824,000	0	5,201,500	5,201,500	0	1,644,395	1,644,395
New Works Growth	0	250,000	250,000	0	473,800	473,800	0	1,220,035	1,220,035
Other Asset Purchases	0	3,079,128	3,079,128	0	2,545,428	2,545,428	0	2,513,807	2,513,807
Renewal / Replacement Works	0	2,640,500	2,640,500	0	4,830,700	4,830,700	0	4,349,690	4,349,690
	240,000	17,893,628	17,653,628	247,200	13,154,428	12,907,228	254,616	9,834,017	9,579,401
Water Fund Total	23,511,222	38,662,374	15,151,154	23,752,158	35,490,580	11,738,424	24,543,486	32,802,094	8,258,607
Other Outgoings									
Dividend to General Fund		1,139,927			682,556			482,786	
Tax Equivalent to General Fund		100,000			100,000			100,000	

SEWER FUND BUDGET

Operating Expenditure Breakdown
2014/15 - 2016/17



Revenue Breakdown
2014/15 - 2016/17



Sewerage Fund - Income Statement

	2014/15	2015/16	2016/17
	\$ '000	\$ '000	\$ '000
Income from Continuing Operations			
<i>Revenue:</i>			
Rates & Annual Charges	36,229	37,419	38,647
User Charges & Fees	2,582	2,795	2,956
Interest & Investment Revenue	189	38	36
Other Revenues	1,435	1,437	1,439
Grants & Contributions provided for Operating Purposes	535	539	542
Grants & Contributions provided for Capital Purposes	3,867	5,600	1,787
<i>Other Income:</i>			
Net gains from the disposal of assets			
Total Income from Continuing Operations	44,837	47,827	45,406
Expenses from Continuing Operations			
Employee Benefits & On-Costs	65	52	37
Borrowing Costs	2,741	2,850	5,965
Materials & Contracts	11,270	11,588	11,925
Depreciation & Amortisation	9,462	9,746	10,039
Other Expenses	11,492	10,974	11,318
Total Expenses from Continuing Operations	35,029	35,210	39,284
Net Operating Result for the Year	9,807	12,618	6,123
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes	5,940	7,018	4,336

Sewerage Fund - Balance Sheet

	2014/15	2015/16	2016/17
	\$ '000	\$ '000	\$ '000
Assets			
<i>Current Assets</i>			
Cash & Cash Equivalents	3,990	6,636	5,042
Investments	9	9	9
Receivables	3,785	3,908	4,035
Inventories	0	0	0
Other	0	0	0
Non-current assets classified as "held for sale"	0	0	0
Total Current Assets	7,784	10,553	9,086
<i>Non-Current Assets</i>			
Investments	0	0	0
Receivables	1,471	1,471	1,471
Inventories	0	0	0
Infrastructure, Property, Plant & Equipment	499,697	564,141	589,775
Investments accounted for using the equity method	0	0	0
Investment Property	0	0	0
Intangible Assets	0	0	0
Other	0	0	0
Total Non-Current Assets	501,168	565,612	591,246
Total Assets	508,952	576,165	600,332
Liabilities			
<i>Current Liabilities</i>			
Payables	3,168	5,999	3,975
Borrowings	4,828	7,521	8,058
Provisions	0	0	0
Total Current Liabilities	7,996	13,520	12,033
<i>Non-Current Liabilities</i>			
Payables	0	0	0
Borrowings	42,533	93,012	113,954
Provisions	0	0	0
Total Non-Current Liabilities	42,533	93,012	113,954
Total Liabilities	50,529	106,532	125,987
Net Assets	458,423	469,633	474,345
Equity			
Retained Earnings	314,293	325,503	330,215
Revaluation Reserves	144,130	144,130	144,130
Council Equity Interest	458,423	469,633	474,345
Minority Equity Interest	-	-	-
Total Equity	458,423	469,633	474,345

Sewerage Fund - Cash Flow Statement

	2014/15	2015/16	2016/17
	\$ '000	\$ '000	\$ '000
Cash flows from Operating Activities			
<i>Receipts:</i>			
Rates & Annual Charges	36,111	37,297	38,521
User Charges & Fees	2,582	2,795	2,956
Interest & Investment Revenue Received	189	38	36
Grants & Contributions	4,402	6,139	2,329
Other	1,435	1,437	1,439
<i>Payments:</i>			
Employee benefits & On-costs	(65)	(52)	(37)
Materials & Contracts	(10,969)	(11,605)	(11,865)
Borrowing Costs	(2,741)	(2,850)	(5,965)
Other	(11,492)	(10,974)	(11,318)
Net Cash Provided (or used in) Operating Activities	19,452	22,224	16,095
Cash flows from Investing Activities			
<i>Receipts:</i>			
Sale of Investment Securities	6,900	0	0
Sale of Investment Property	0	0	0
Sale of Real Estate Assets	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	120	124	127
Sale of Interest in Joint Ventures & Associations	0	0	0
Other	0	0	0
<i>Payments:</i>			
Purchase of Investment Securities	0	0	0
Purchase of Investment Property	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(21,407)	(71,466)	(37,884)
Purchase of Real Estate Assets	0	0	0
Purchase of Interest in Joint Ventures & Associates	0	0	0
Deferred Debtors & Advances Made	0	0	0
Net Cash Provided (or used in) Investing Activities	(14,387)	(71,343)	(37,756)
Cash flows from Financing Activities			
<i>Receipts:</i>			
Proceeds from borrowings & Advances	7,000	58,000	29,000
Other Financing Activity Receipts	0	0	0
<i>Payments:</i>			
Repayment of Borrowings & Advances	(4,886)	(4,828)	(7,521)
Repayment of Finance lease Liabilities	0	0	0
Other Financing Activity Payments	(1,390)	(1,408)	(1,411)
Net Cash Provided (or used in) Financing Activities	724	51,764	20,068
Net Increase/(Decrease) in Cash & Cash Equivalents	5,790	2,646	(1,594)
plus: Cash & Cash Equivalents - beginning of year	(1,800)	3,990	6,636
Cash & Cash Equivalents - end of the year	3,990	6,636	5,042

	2014/15			2015/16			2016/17		
	Revenue	Operating and Capital Expenditure	Net Cost of Program	Revenue	Operating and Capital Expenditure	Net Cost of Program	Revenue	Operating and Capital Expenditure	Net Cost of Program
Sewerage Fund									
Operating Program									
Administration Costs Transfer Between Funds	0	5,827,844	5,827,844	0	5,119,540	5,119,540	0	5,274,196	5,274,196
Chargeable Operations	5,628	5,628	0	5,797	5,796	(1)	5,971	5,970	(1)
Depreciation - Wastewater	0	8,897,113	8,897,113	0	9,164,026	9,164,026	0	9,438,946	9,438,946
Divisional - External Transfers - Wastewater	0	2,739,713	2,739,713	0	2,821,904	2,821,904	0	2,906,562	2,906,562
Divisional Management	1,497,901	0	(1,497,901)	1,548,642	0	(1,548,642)	1,595,102	0	(1,595,102)
Interest on Investments - Wastewater	188,676	0	(188,676)	38,219	0	(38,219)	36,166	0	(36,166)
Interest on Loans - Wastewater	0	2,740,983	2,740,983	0	2,850,302	2,850,302	0	5,965,264	5,965,264
Major Maintenance - Operating	0	0	0	0	0	0	0	0	0
Operations & Maintenance - Effluent Reuse Mgr	0	119,306	119,306	0	122,882	122,882	0	126,567	126,567
Operations & Maintenance - Mains	0	2,564,818	2,564,818	0	2,620,599	2,620,599	0	2,678,054	2,678,054
Operations & Maintenance - Pumping Stations	0	3,927,666	3,927,666	0	4,054,499	4,054,499	0	4,185,702	4,185,702
Operations & Maintenance - Rems Project	0	77,476	77,476	0	79,597	79,597	0	81,782	81,782
Operations & Maintenance - Treatment Works	0	5,914,215	5,914,215	0	6,088,783	6,088,783	0	6,269,273	6,269,273
Other Expenses	0	12,054	12,054	0	12,416	12,416	0	12,788	12,788
Pensioner Rebate - Wastewater	535,246	0	(535,246)	538,725	0	(538,725)	542,227	0	(542,227)
Plant Operating - Wastewater	1,375,920	1,268,557	(107,363)	1,375,920	1,307,241	(68,679)	1,375,920	1,347,460	(28,460)
Sanitary Services	0	934,122	934,122	0	962,146	962,146	0	991,011	991,011
Section 64 - Wastewater	400,000	0	(400,000)	400,000	0	(400,000)	400,000	0	(400,000)
Wastewater Availability Charges	35,776,890	0	(35,776,890)	36,953,154	0	(36,953,154)	38,167,436	0	(38,167,436)
Wastewater Usage	1,589,492	0	(1,589,492)	1,766,640	0	(1,766,640)	1,896,614	0	(1,896,614)
	41,369,753	35,029,495	(6,340,258)	42,627,097	35,209,731	(7,417,366)	44,019,435	39,283,574	(4,735,861)
Capital Program									
Chargeable Private Works	0	50,000	50,000	0	51,500	51,500	0	53,045	53,045
Divisional Management	120,000	0	(120,000)	123,600	0	(123,600)	127,308	0	(127,308)
New Works (Asset Enhancement)	3,466,667	14,115,000	10,648,333	5,200,000	62,315,000	57,115,000	1,386,667	22,278,900	20,892,233
New Works Growth	0	4,710,000	4,710,000	0	8,188,500	8,188,500	0	8,487,200	8,487,200
Other Asset Purchases	149	1,150,000	1,149,851	153	1,184,500	1,184,347	158	1,267,776	1,267,618
Renewal / Replacement Works	0	1,641,000	1,641,000	0	2,575,000	2,575,000	0	3,713,150	3,713,150
	3,586,816	21,666,000	18,079,184	5,323,753	74,314,500	68,990,747	1,514,133	35,800,071	34,285,938
Sewerage Fund Total	44,956,569	56,695,495	11,738,926	47,950,850	109,524,231	61,573,381	45,533,568	75,083,645	29,550,077
Other Outgoings									
Dividend to General Fund		1,251,396			1,267,272			1,269,890	
Tax Equivalent to General Fund		139,044			140,808			141,099	

CROWN LAND

Crown Land Estimated Income and Expenditure 2014/15

Operating Income

Cemeteries	\$1,170,661
City Services Management	\$8,010
Communications and Electrical	\$553,458
Council Buildings and Property	\$177,733
Parks & Reserves	\$75,875
Tourist Parks Administration	\$1,051,865
Tourist Parks Operations	\$18,273,050
	<u>\$21,310,652</u>

Operating Expenditure

Arts and Cultural	\$140,746
Cemeteries	\$1,206,169
City Services Management	\$221,948
Communications and Electrical	\$477,868
Council Buildings and Property	\$1,308,519
Parks & Reserves	\$2,341,048
Strategic Planning and Infrastructure Management	\$38,808
Tourist Parks Administration	\$4,557,178
Tourist Parks Operations	\$7,660,410
Waterways, Coastal & Floodplain	\$347,139
	<u>\$18,299,833</u>

Capital Works - Revenue Funded

Cemeteries	\$522,005
Council Buildings and Property	\$22,350
Parks & Reserves	\$207,600
Roads and Transport	\$0
Tourist Parks Operations	\$2,555,398
Waterways, Coastal & Floodplain	\$317,900
	<u>\$3,625,253</u>

Total Cost to Shoalhaven City Council
for maintaining and operating crown
reserves

\$614,434





ACCOUNTING AND 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.

As from 1st January 2013 Accounting standard AASB13 Fair Value measurement will take effect and Council will value assets in accordance with this new standard from financial year 2013/2014.

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.

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 is looking to engage 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.

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 will continue its policy position from 2001 adopted at various dates, Minute numbers 01.15,89.282,89.534, and 95.1314.

- Continue to allow pensioners an interest free period until the end of May each year to pay their rates
- Continue its policy of not instituting legal action to recover outstanding rates from pensioners
- Commence action to recover outstanding rates from pensioners where the rates are outstanding for a period of 17 years.

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	Still to identify
2014/15	4,700,000	3,245,946	1,454,054
2015/16	5,500,000	3,343,201	2,156,799
2016/17	5,500,000	3,386,474	2,113,526



REVENUE POLICY

Council's Revenue Policy for the Three 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 2014/2015 will become the Budget for that year.

The major assumptions included in this forecast for 2014/2015 are:

- General rates to increase by 2.3% for all categories except for Business Nowra, where no increase will be applied for 2014/2015
- Inflation is projected to be 3% in most 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%
- Interest on investment is projected to be 3.25%
- Interest on loans is projected to be 6%
- Electricity – Savings of \$100k from energy initiatives
- Salaries and wages increased by 3.25%

The additional above rate pegging introduced in 2013/14 of 4.6% created additional revenue to be used on Roads and Paths. In 2014/15, it is estimated that the additional revenue will be \$2,352,900. These funds will be used for the following projects:

Special Rate Variation Projects	2014/15	2015/16	2016/17
Roads Program			
Main Road, Cambewarra	\$630,000		
Naval College Road, Erowal Bay	\$603,000	\$700,000	
Quinns Lane, South Nowra	\$600,000		
Golf Avenue, Mollymook		\$400,000	
Camden Street, Ulladulla		\$800,000	
Roads in Bomaderry & Berry			\$1,500,000
Roads total:	\$1,833,000	\$1,900,000	\$1,500,000
Paths Program			
Berry Street, Nowra	\$219,900		
Idlewild Ave, Sanctuary Point	\$50,000		
Matron Porter Drive, Milton	\$140,000		\$500,000
Tallyan Point Road, Basin View	\$110,000		
Owen Street, Huskisson		\$230,000	
Round the Bay, Callala Bay		\$293,000	
Jacobs Drive, Sussex Inlet			\$431,000
Mollymook Beach cycleway			\$65,000
Paths total:	\$519,900	\$523,000	\$996,000
Total - Special Rate Variation Projects	\$2,352,900	\$2,423,000	\$2,496,000

Chart (1) Councils Proposed Section 508 (2) 2014-2015 Rating Structure - 2.3% Increase

Category	Sub Category	Ad Valorem (c in \$) amount	Base Rate		Yield (\$)	Total Rate Yield (\$)
			Amount	%		
RESIDENTIAL		0.21949	\$485.00	50.0%	\$24,870,800 \$24,869,635	\$49,740,435
RESIDENTIAL	Non Urban	0.12128	\$28.90	43.8%	\$32,484 \$41,763	\$74,247
FARMLAND		0.17297	\$485.00	24.4%	\$410,795 \$1,269,350	\$1,680,145
FARMLAND	Dairy Farmers	0.09141	\$485.00	32.3%	\$62,080 \$130,209	\$192,289
BUSINESS	Commercial/Industrial	0.30824	\$485.00	29.3%	\$763,390 \$1,843,611	\$2,607,001
BUSINESS	Nowra	0.99946	\$485.00	9.7%	\$172,660 \$1,608,167	\$1,780,827
BUSINESS	Ulladulla	0.46262	\$485.00	16.2%	\$62,080 \$320,684	\$382,764
BUSINESS		0.29182	\$0.00	0.0%	\$6,317	\$6,317

RATING POLICY, INDICATIVE RATES AND CHARGES

1/07/2014 – 30/06/2015

ORDINARY RATES (GENERAL FUND)

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 (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.

Council resolved under Section 518 of the Act to alter the naming of the Business Rating categories as follow:

The current “Business Permit” category will change from a sub category to the main Business Rate category under the name of “Business”. There are no further changes required to the properties currently rated in this category.

The current “Business” category will change to a sub category under the name of “Business – Commercial/Industrial” and again there are no further changes required to the properties currently rated in this category.

These name changes are reflected in the Rating Charts displayed on previous pages.

SPECIAL CATEGORY RATES

– SUSSEX INLET CBD PROMOTION

Council has maintained a special category rate for 2014/2015 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 \$967,900, which will fund the loan and principal repayment.

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 2014-2015 will remain at \$25.00 per eligible residential or business rate assessment. The charge per strata assessment for the 2014-2015 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 was advised on the 21st March 2014 by the Division of Local Government, via circular 14-06 that the interest rate for overdue rates and charges will be 8.5% per annum for the 2014-15 financial year.

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).

Category	Sub Category	Ad Valorem (c in \$) amount	Base Rate		Yield	Total Rate Yield (\$)
			Amount	%	(\$)	
SUSSEX PROMOTION		0.03188	\$0.00	0.00%	\$11,586	\$11,586
Jerberra Rezoning Special Rate		0.26015	\$171.20	50%	\$20,373 \$20,224	\$40,597
Jerberra Road Design Special Rate		0.13665	90	50%	\$10,800 \$10,725	\$21,525
Jerberra Road Construction Special Rate		0.22245	\$146.50	50%	\$17,580 \$17,460	\$35,040
Veron's Rezoning Special Rate		0.18795	\$332.25	50%	\$5,981 \$6,090	\$12,070
Veron's Road Design Special Rate		0.08075	\$110.80	50%	\$3,435 \$3,432	\$6,867
Veron's Road Construction Special Rate		0.24395	\$334.50	50%	\$10,370 \$10,368	\$20,737
Nebraska Rezoning Special Rate		0.40645	\$270.00	50%	\$6,750 \$6,796	\$13,546
Nebraska Road Design Special Rate		0.10065	\$68.00	50%	\$1,700 \$1,683	\$3,383
Nebraska Road Construction Special Rate		0.17265	\$116.00	50%	\$2,900 \$2,887	\$5,787
TOTAL RATES		Total			\$56,635,163	\$56,635,163

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 website or contact Council's Counter Services Section Planning & Development Services Group

STORMWATER MANAGEMENT PROGRAM

Proposed Drainage Projects	Proposed Budget	Funding Sources	
		General Fund	Stormwater Levy
Stormwater Management Plan	30,000	30,000	0
Strategic Stormwater Catchment Analysis	17,000	17,000	0
Drainage Investigation	26,000	26,000	0
Bellevue St South Nowra	100,000	0	100,000
Dowling St Ulladulla	250,000	0	250,000
Greville Ave Sanctuary Point	60,000	60,000	0
Macgibbon Pde Old Errowal Bay	20,000	20,000	0
Park Row Orient Point	150,000	0	150,000
Rennies Beach Ulladulla	250,000	0	250,000
St Andrews Way Coolangatta	300,000	150,000	150,000
Woollamia Rd Woollamia	200,000	70,000	130,000
	1,403,000	373,000	1,030,000

WASTE MANAGEMENT

PROPOSED CHARGES FOR 2014 – 2015

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 (240 ltr, 120 ltr or 80 ltr) 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 co-mingled (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 in response to the additional recyclable materials generated in the community during this time.
- An optional rural collection service for domestic waste and comingled recycling.

- A fortnightly commercial recycling collection service in a 240 litre yellow lidded bin for accepting co-mingled recyclable materials for sorting at a materials recovery facility.
- A service for additional recycling bins to complement the standard service (one landfill bin together with one recycling bin).
- 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 for a low price.
- 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 1m3) at non-weighbridge waste depots, or 300kg at waste depots that have a weighbridge.

- Domestic Green Waste
 - o 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.
 - o Access to all waste depots for separated green waste at a nominal charge.
 - o Free access to processed garden waste according to Council’s Garden Waste Mulch Policy

- Domestic Bulky Waste
 - o 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 training as part of the enhanced home composting program.

- Active involvement in trials to encourage waste minimisation and reuse (eg enhanced sorting of mixed loads at certain recycling depots). This includes a program for recycling of silage wrap and a federal government recycling program for chemical containers called “Drummuster”.

- 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 2014/15 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 \$294 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 \$510 the 120 litre landfill bin may be substituted for a 240 litre landfill bin.

For a lower annual charge of \$226 the 120 litre landfill bin may be substituted for an 80 litre landfill bin.

Properties commencing a service part way through the year (eg new houses) and services commencing part way through the year will be charged quarterly on a pro rata basis, and billed in arrears (ie billed from the next quarter). A minimum quarterly charge for the standard 120 litre service of \$73.50 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 \$294 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 \$510 the 120 litre landfill bin may be substituted for a 240 litre landfill bin.

For a lower annual charge of \$226 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.



Properties commencing a service part way through the year (eg new houses) and services commencing part way through the year will be charged quarterly on a pro rata basis, and billed in arrears (ie billed from the next quarter). A minimum quarterly charge for the standard 120 litre service of \$73.50 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.

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 (eg 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 (eg 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 \$112.20 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 \$28.05 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 \$50 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 \$32 (incl 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 \$60 applies to any domestic assessments which have any boundary adjacent to a road receiving an urban domestic waste management service and;

- Does not have a dwelling situated thereon, or
- 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 CHARGE 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 1m3 (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 1m3 (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 \$57 per pick-up - equivalent to 1m3 or a 6ft x 4ft x 1.5ft (1.8m x 1.2m x 0.5m) box trailer.
- Garden Organics waste at \$23 per pick-up - equivalent to 1m3 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 (1m3).

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 (\$120.90/tonne) payable to the NSW Government (Section 88 of the Protection of the Environment Operations Act 1997) as well as GST.

RECYCLING AND 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 AND 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:
 - Commercial waste in a 1 tonne vehicle weighs 0.33/tonne
 - Green waste in a 1 tonne vehicle weighs 0.12/tonne
 - Mixed builders waste in a 1 tonne vehicle weighs 1.0 tonne
 - 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 approximately 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 10m2, 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 m2 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 (eg 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 is 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 2014 – 2015

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. 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 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 as previously predicted and that both components (usage and availability) will not increase in 2014/15. It is forecast however that the water charges will increase in line with CPI through to year 2015/16 and 2016/17.

The Wastewater Availability charge will continue to increase by CPI + 2% as previously predicted due to the large Capital Works Programs.

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 Councils Policy 08/459 and the number of metered service connections (water and/or wastewater). Access to these services will only be provided however, after the payment of any applicable Section 64 Development Contributions for newly created or properties which increase the demand on the systems. 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 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 1/7/2014 – 30/6/2015 Section of Part C.

A grace period of 10 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.

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 assist financially disadvantaged customers to help 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 provide some relief to customers Shoalhaven Water will, subject to qualifying conditions;

- Continue to provide assistance through its Undetected Leak Reduction Policy where a significant water leak is discovered within the property,
- Provide a rainwater tank rebate and maintain the level of assistance available at \$500, and
- Continue to provide a tap re-washer program to eligible customers

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 will be incorporated on each account.



Bomaderry Creek

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 2014/2015	Charge 2015/2016	Charge 2016/2017
20mm (all residential customers)	\$81.00	\$85.00	\$87.00
25mm	\$127.00	\$133.00	\$136.00
32mm	\$207.00	\$218.00	\$223.00
40mm	\$324.00	\$340.00	\$348.00
50mm	\$506.00	\$532.00	\$544.00
80mm	\$1,296.00	\$1,360.00	\$1,392.00
100mm	\$2,025.00	\$2,125.00	\$2,175.00
150mm	\$4,556.00	\$4,782.00	\$4,894.00
200mm	\$8,100.00	\$8,500.00	\$8,700.00

- 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 2014/2015	Charge 2015/2016	Charge 2016/17
Residential and commercial categorised properties per kilolitre	\$1.60	\$1.65	\$1.70

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 standpipes charges will be levied quarterly and standpipes not surrendered within the billing cycle will be levied consumption based on the current financial year charges.

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 amount of Community Service Obligations from the water fund is estimated to be;

- Availability Charges Foregone; \$87,000
- Pensioner Availability Charges Foregone; \$250,371
- Water Usage Charges Foregone; \$50,000
- Events Sponsorship Funding; \$50,000
- Pensioner Water Usage Charges Foregone; \$259,717
- Payment Assistance Scheme; \$15,000
- Other eg water leak reduction, rebates, assistance measures; \$61,998
- DA, Connection and Headworks Contributions; \$68,400





WASTEWATER CHARGES (SEWER)

The base charge for a 20mm service connection will continue to increase as previously predicted as a result of 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.

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 as required by the “Best Practice Pricing Guidelines” are proposed to continue as follows including a two-part tariff structure (availability and usage) for commercial customers.

Wastewater Availability Charge

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

Size of Water Meter Service Connection	Charge 2014/2015	Charge 2015/2016	Charge 2016/2017
20mm	\$750.00	\$772.00	\$795.00
25mm	\$1,049.00	\$1,080.00	\$1,112.00
32mm	\$1,603.00	\$1,651.00	\$1,701.00
40mm	\$2,126.00	\$2,190.00	\$2,256.00
50mm	\$2,998.00	\$3,088.00	\$3,181.00
80mm	\$6,190.00	\$6,376.00	\$6,567.00
100mm	\$8,870.00	\$9,136.00	\$9,410.00
150mm	\$15,282.00	\$15,740.00	\$16,212.00
200mm	\$23,707.00	\$24,418.00	\$25,151.00

- Properties with multiple water meter service connections will be levied a Wastewater 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 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 2014/2015	Charge 2015/2016	Charge 2016/17
\$1.30	\$1.40	\$1.50

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 = The 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;

Image: Strongs Road, Jaspers Brush.

√ Applies

Land Use	Classification	Water & Waste Water Availability Charge	Water Usage Charge Allowances		Wastewater Useage Charges Discharge Factor %
			Water		Wastewater
			Level 1 300kl Allowance	Level 3 300kl Allowance Plus special rate \$0.80c 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 accom	Commercial	√			70
Hotel without accom	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	√			
Sewerage Treatment Works/Pump Station	Commercial	√ Wastewater 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 from the wastewater fund is anticipated to be;

- Availability Charges Foregone \$491,377
- Pensioner Availability Charge Foregone \$512,108
- Other eg offer of assistance to connect to sewer; \$11,546
- Developer, connection and Headworks Contributions \$81,358

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 implementation of a new contract as previously forecast has resulted in higher servicing costs for both effluent and septic services. Effluent charges will remain capped for these services as indicated above.

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 (Section 64 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 State Government Guidelines, and adopted by Council in November 2005 and commenced as of the 1st January 2006.

No changes are intended to the DSPs 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 classifications.

Council will continue to provide concessional arrangements for developments to reduce the impact of developer (Section 64) contributions in accordance with Council resolution MIN13.864.



EQUIVALENT TENEMENT (ET) CLASSIFICATIONS

Developer charges 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 with separate connection (excluding dual occupancy subdivision)	per Lot	1.00
	Residential Development Only -Community Title/Neighbourhood Title/Strata Title (where development approval for the dwellings granted)	1 Bedroom	0.40
		2 Bedroom	0.60
		3 Bedroom	0.80
		4 Bedroom	1.00
	Residential Development Only -Community Title/Neighbourhood Title/Strata Title (where development approval for the dwellings NOT approved) – LAND SIZE	≤200m2	0.40
		>200m2 & ≤300m2	0.60
		>300m2 & ≤450m2	0.80
		>450m2	1.00
Residential	Single House on single lot	per house	1.00
Residential Development	Flats & Medium Density Development, Dual Occupancy & “Granny Flat”	1 Bedroom	0.40
		2 Bedroom	0.60
		3 Bedroom	0.80
		4 Bedroom	1.00
Caravan Parks	per licensed site – tent sites & mobile caravan sites (excluding Manager’s Residence)	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)	1 Bedroom	0.25
		2 Bedroom	0.40
		3 Bedroom	0.60
Retirement Villages	Nursing Homes and Hostel Single occupant - No separate kitchen facilities - Occupants require support includes other supporting facilities - Excludes Manager’s residence	per single bed	0.25
	Self-Care	1 Bedroom	0.40
		2 Bedroom	0.60
Motels/Hotels/ Resorts	- Excludes Manager’s residence - Excludes restaurants, clubs, reception centres, etc (see commercial wet trade or licensed premises or other commercial activities (refer to appropriate item/description)	1 Bedroom	0.20
		2 Bedroom	0.40
		3 Bedroom or greater	0.60
	- Communal cooking facilities - Small communal laundry	per bed	0.125
Bed-sitter / Guest House	No cooking - ensuite facilities available	per Bedroom	0.20
	House based with communal kitchen/laundry	1 Bedroom	0.25
		2 Bedroom	0.40
		3 Bedroom	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.	per 1,000m2 gross floor area	1.00

Offices	Commercial Activity	per 250m2 gross floor area	1.00
Commercial Development	General Merchandise Type Shops (excludes Commercial Dry Trade & Commercial Wet Trade)	per 250m2 gross floor area	1.00
Commercial: Multi-Premise Development	Milt-premise commercial development (allowance made for small commercial wet trade)	Per 210m2 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)	per 500m2 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	per 100m2 gross floor area	1.00
Shopping Complex/ Retail Super Store	Food Preparation (eg., café, butcher), Shops and Offices (for Supermarket refer below)	per 210m2 gross floor area	1.00
Supermarket	Food Preparation	per 100m2 gross floor area	1.00
	Offices	per 250m2 gross floor area	1.00
	Supermarket (customer area)	per 1,000m2 gross floor area	1.00
Licensed Premises	Clubs, Restaurants, Reception Centres, etc.	per 100m2 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)	Water (per person)	0.06
		Sewer (per person)	0.10
Theatres, Churches		per 100 occupants	1.00
Sporting Complex	Potential maximum number of persons (for seating 1 person per 500 mm wide)	per 100 persons	1.00
Animal Boarding	Dogs, Cats, etc	Per 500m2 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.	To be individually assessed or in accordance with Water Directorate “Section 64 Determinations of Equivalent Tenements Guidelines”, or specific Council resolution.	To be determined on application
Public Amenity Blocks	Public facilities	Per fixture (eg WC, shower)	0.50
Commercial Laundry	Laundrette, etc	To be individually assessed or in accordance with 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 Water Directorate “Section 64 Determinations of Equivalent Tenements Guidelines”.	To be determined on application

DONATIONS SPONSORSHIPS AND SUBSIDIES

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

The proposed donations, sponsorships and subsidies for the Operational Plan 2014-15 are shown on the following table.

This listing also highlights proposed commitments in terms of specific programs eg. 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 2014/2015 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.

Donations to be made – 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	Milton Ulladulla 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
Family Day Out	Shoalhaven Turf Club	6,000
Community Bus	Shoalhaven Community Transport	9,270
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 Progress 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	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)	
Legal contribution requests	Local Government NSW (as approved)	
	Committed Donation Allocation	205,344
Discretionary	Uncommitted Donation Allocation	35,326
	Donations- Total	240,670
Other programs		
Events - Tourism Board		100,000
Arts Board Programs		168,650
Holiday Haven Programs/Commercial		50,000
Aquatic Management Programs		30,000
Business Awards		30,000
Planning Service – Heritage Programs		9,288
	Other Programs - Total	387,938
	Full Total	628,608

*Hire Fees Nowra School of Arts



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.

	2014/15	2015/16	2016/17
	\$'000	\$'000	\$'000
Debt at Start of Year			
General Fund	39,355	41,258	47,683
Water Fund	443	173	6
Sewerage Fund	45,247	44,233	97,397
Total	85,045	85,664	145,086
Borrowings			
General Fund	7,792	12,473	9,275
Water Fund	0	0	0
Sewerage Fund	4,000	58,000	29,000
Total	11,792	70,473	38,275
Repayments			
General Fund	5,889	6,048	6,881
Water Fund	270	167	6
Sewerage Fund	5,014	4,836	7,529
Total	11,173	11,051	14,416
Debt Outstanding			
General Fund	41,258	47,683	50,077
Water Fund	173	6	0
Sewer Fund	44,233	97,397	118,868
Total	85,664	145,086	168,945

REPLACEMENT PROGRAM

MOTOR VEHICLES AND HEAVY PLANT

During 2014 – 2015 it is proposed to make the following fleet and heavy plant purchases as part of Councils ongoing Plant Replacement Program.

General Fund		
Category	Number	Estimated cost
Trucks / commercial	13	\$635,000
Mowers	4	\$143,000
Rollers	4	\$720,000
Tractors	1	\$80,000
Welders	3	\$50,000
Lathes	2	\$60,000
Pressure washers	2	\$10,000
Weed sprayer	1	\$15,000
Footpath sweeper	1	\$80,000
Forklift	1	\$50,000
Workshop Press	1	\$10,000
Sports Field Aerator	1	\$40,000
Survey equipment	1	\$170,000
Motor Vehicles	90	\$2,873,000
Total	134	\$4,936,000

Waste Management		
Category	Number	Estimated cost
Trucks	3	\$325,000
Backhoe	1	\$135,000
Total	4	\$460,000

Shoalwater		
Category	Number	Estimated Cost
Trucks	5	\$618,000
Cranes	4	\$175,000
Generators	2	\$175,000
Pump unit	1	\$70,000
ATV Dumper	1	\$20,000
Excavator and Trailer	1	\$85,000
Motor Vehicles	19	\$650,000
Small Plant replacement		\$40,000
Total	31	\$1,833,000



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 \$355,000 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. Corporately, Council allocated \$1,540,000 for Information Technology and Communications infrastructure in 2014/2015 including \$1.27m for a major corporate software upgrade project being undertaken over the next year.

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	\$690,000	June 2015
Sth Nowra – 2 Lots	Industrial Land Sales	\$640,000	June 2015
Woolamia – 1 Lot	Industrial Land Sales	\$250,000	June 2015



PART D
CAPITAL WORKS
PROGRAM



General Fund List of Capital Works

[illegible]

	2014/15	2015/16	2016/17	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
	23,000 23,000	23,000 23,000	24,000 24,000	0 0	0 0	0 0	0 0	0 0	70,000 70,000
	7,000 7,000	7,000 7,000	7,000 7,000	0 0	0 0	0 0	0 0	0 0	21,000 21,000
	5,000 5,000	5,000 5,000	5,000 5,000	0 0	0 0	0 0	0 0	0 0	15,000 15,000
	25,000 25,000	120,000 120,000	27,000 27,000	0 0	0 0	0 0	0 0	0 0	172,000 172,000
	20,000 20,000	0 0	0 0	0 0	0 0	0 0	0 0	0 0	20,000 20,000
	394,000 394,000	50,000 50,000	52,000 52,000	496,000 496,000	0 0	0 0	0 0	0 0	0 0
	50,000 50,000	77,000 77,000	38,000 38,000	165,000 165,000	0 0	0 0	0 0	0 0	0 0
	284,000 284,000	300,000 300,000	200,000 200,000	0 0	0 0	0 0	0 0	0 0	784,000 784,000
	60,000 0	66,000 0	70,000 250,000	0 0	0 0	0 0	0 0	0 250,000	196,000 0
	123,000 183,000	115,000 181,000	120,000 440,000	0 0	0 0	0 0	0 0	0 250,000	358,000 554,000
	54,000 300,000	150,000 0	8,000 0	212,000 300,000	0 0	0 0	0 0	0 0	0 0
	300,000 11,000	200,000 12,000	0 12,000	200,000 0	0 0	0 0	0 0	0 0	0 300,000
	149,000 0	154,000 300,000	159,000 380,000	0 4,100,000	0 0	0 0	0 0	0 0	35,000 462,000
	10,000 11,000	300,000 0	2,818,000 0	3,118,000 0	0 0	0 10,000	0 0	0 0	0 0
	0	11,000 0	12,000 1,000,000	0 0	0 0	0 1,000,000	0 0	34,000 0	0 0

	Total Over Three Years								
	2014/15	2015/16	2016/17	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Public Land Acquisition									
Public Land Acquisition	400,000	200,000	200,000						800,000
	400,000	200,000	200,000						800,000
SEC Capital									
Shoalhaven Entertainment Centre	50,000	50,000	50,000	150,000					0
	50,000	50,000	50,000	150,000					0
Tennis Courts Capital									
Tennis Courts Capital	250,000	0	0	250,000					0
	250,000	0	0	250,000					0
Economic Development									
Industrial Land Development									
Industrial Land Development Unallocated	1,845,000	120,000	720,000						
RDAF - AATP electricity and fire provisions	369,000	861,000	0	1,230,000					2,685,000
	2,214,000	981,000	720,000	1,230,000					2,685,000
Fire Protection & Emergency Services									
Rural Fire Service Buildings									
Fire Stations Unallocated	600,000	600,000	600,000						1,800,000
	600,000	600,000	600,000						1,800,000
SES Station									
SES Strategic Facilities	110,000	0	0						110,000
	110,000	0	0						110,000
Fleet Management									
Purchase / Sale of Plant									
Plant Purchases	2,137,900	2,107,727	2,257,869						6,503,496
Multifunction machine purchase	50,000	250,000	50,000						350,000
	2,187,900	2,357,727	2,307,869						6,853,496
Purchase / Sale of Vehicles									
Vehicle Purchases	3,193,000	3,193,000	3,244,500						9,630,500
	3,193,000	3,193,000	3,244,500						9,630,500
Library									
Books & Audio Visual									
Books & Audio Visual	376,700	388,000	400,000						1,164,700
	376,700	388,000	400,000						1,164,700
Library Furniture & Equipment									
Library Furniture & Equipment	51,000	52,000	54,000						157,000
	51,000	52,000	54,000						157,000

Parks & Reserves

- Active Recreation
 - Active Recreation Minor Improvement
 - Car Parking Active
 - Clifton Park Sanctuary Point
 - Jerry Bailey - Learn to Ride
 - Lighting Upgrades
 - North Shoalhaven Indoor Sports Centre
 - Showground Improvement Program
 - Sportsfields Shade Provision
 - Tennis Minor Program
 - User Contribution Policy

General programme

- BMX Tracks
- Forward Design
- Francis Ryan Youth Park
- Implementation of POMS
- Maintenance Design Improvement
- Manyana Skate Park
- New Playgrounds
- Skate Park Provision
- Sportsfield Irrigation Program
- Walking Track Upgrades

Parks Tree Planting

- Parks Tree Planting

Passive Recreation

- Play Equip / Softfall Replace
- Park Enhancement programme

Roads Tree Planting

- Roads Tree Planting

Roads and Transport

- Bridge programme
 - Bridge Replacement programme
 - Comerong Ferry Overhaul
 - Concrete Bridge Repair programme
 - Design-Bridge Replacement

	Total Over Three Years				
	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5 City Wide
2014/15	2015/16	2016/17			
35,000	36,000	37,000	0	0	0
0	81,000	0	0	0	108,000
20,000	0	0	0	0	81,000
40,000	0	0	20,000	0	0
0	80,000	0	0	0	0
8,665,000	0	0	0	0	80,000
55,000	0	58,000	0	0	0
35,000	36,000	37,000	0	0	113,000
0	50,000	0	0	0	108,000
105,000	143,000	148,000	0	0	50,000
8,955,000	426,000	280,000	8,705,000	20,000	396,000
21,000	12,000	12,000	0	0	0
17,500	18,000	18,500	0	0	936,000
175,000	0	0	0	0	0
34,000	35,000	36,000	0	0	45,000
17,500	18,000	18,500	0	175,000	54,000
85,000	0	0	0	0	0
56,000	0	60,000	0	0	105,000
0	50,000	0	0	0	54,000
84,000	87,000	90,000	0	0	0
34,000	35,000	36,000	0	0	85,000
524,000	255,000	271,000	0	175,000	0
19,000	20,000	20,000	0	0	116,000
19,000	20,000	20,000	0	0	50,000
167,000	173,000	179,000	0	0	261,000
35,000	36,000	37,000	0	0	50,000
202,000	209,000	216,000	0	0	261,000
44,000	46,000	47,000	0	0	105,000
44,000	46,000	47,000	0	0	790,000
0	500,000	500,000	0	0	59,000
0	328,000	0	328,000	0	59,000
391,000	0	200,000	0	0	0
26,000	27,000	28,000	0	0	519,000
417,000	855,000	728,000	328,000	0	108,000
					627,000

	Total Over Three Years								
	2014/15	2015/16	2016/17	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Drainage Bellevue Street South Nowra Dowling Street Ulladulla Drainage Investigation Greville Avenue Sanctuary Point Implementation of Drainage Strategy Local Drainage Improvement programme Macgibbon Parade Old Errowal Bay Park Row Orient Point Rennies Beach Ulladulla St Andrews Way Coolangatta Stormwater Management Plan Strategic Stormwater Catchment Analysis Woollamia Road Woollamia	100,000	0	0	100,000	0	0	0	0	0
	250,000	0	0	0	0	0	0	0	250,000
	26,000	27,000	28,000	0	0	0	0	0	81,000
	60,000	0	0	0	0	60,000	0	0	0
	0	1,030,000	1,030,000	0	0	0	0	0	2,060,000
	0	300,000	300,000	0	0	0	0	0	600,000
	20,000	0	0	0	0	20,000	0	0	0
	150,000	0	0	0	150,000	0	0	0	0
	250,000	0	0	0	0	0	0	250,000	0
	300,000	0	0	300,000	0	0	0	0	0
	40,000	72,000	24,000	0	0	0	0	0	136,000
	17,000	18,000	18,000	0	0	0	0	0	53,000
	200,000	0	0	0	0	200,000	0	0	0
	1,413,000	1,447,000	1,400,000	400,000	150,000	280,000	0	250,000	3,180,000
	151,000	155,000	160,000	0	0	0	0	0	466,000
	151,000	155,000	160,000	0	0	0	0	0	466,000
	0	2,423,487	2,496,192	0	0	0	0	0	4,919,679
	2,163,000	2,379,000	2,617,000	0	0	0	0	0	7,159,000
	3,025,000	3,328,000	3,661,000	0	0	0	0	0	10,014,000
	518,000	534,000	550,000	1,602,000	0	0	0	0	0
	630,000	0	0	630,000	0	0	0	0	0
	603,000	0	0	0	0	603,000	0	0	0
	600,000	0	0	600,000	0	0	0	0	0
	7,539,000	8,664,487	9,324,192	2,832,000	0	603,000	0	0	22,092,679
Other Streetscape Program Nowra CBD renewal Streetscape unallocated Village Identification Signage	310,000	310,000	0	620,000	0	0	0	0	0
	0	200,000	0	0	0	0	0	0	200,000
	50,000	0	50,000	0	0	0	0	0	100,000
	360,000	510,000	50,000	620,000	0	0	0	0	300,000
	219,900	0	0	219,900	0	0	0	0	0
	100,000	105,000	110,000	0	0	0	0	0	315,000
	12,000	13,000	13,000	0	0	0	0	0	38,000
	52,000	53,000	55,000	0	0	0	0	0	160,000
	50,000	0	0	0	0	50,000	0	0	0
	10,000	10,000	10,000	0	0	0	0	0	30,000
Pedestrian Facilities Berry Street Nowra Cycleways - community projects Footpath Forward Investigation Footpaths - Replace Idlewild Avenue Sanctuary Point Kerb Ramps Matron Porter Drive Milton Orion Beach Walk (design) Park Road - Warra Warra Road Provision of Pedestrian Crossings Tallyan Point Road Basin View	140,000	0	0	0	0	0	0	140,000	0
	450,000	0	0	0	0	450,000	0	0	0
	214,000	0	0	214,000	0	0	0	0	0
	37,000	38,000	39,000	0	0	0	0	0	114,000
	110,000	0	0	0	0	110,000	0	0	0
	1,394,900	219,000	227,000	433,900	0	610,000	0	140,000	657,000
	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0

Drainage

Bellevue Street South Nowra
Dowling Street Ulladulla
Drainage Investigation
Greville Avenue Sanctuary Point
Implementation of Drainage Strategy
Local Drainage Improvement programme
Macgibbon Parade Old Errowal Bay
Park Row Orient Point
Rennies Beach Ulladulla
St Andrews Way Coolangatta
Stormwater Management Plan
Strategic Stormwater Catchment Analysis
Woollamia Road Woollamia

Kerb & Guttering Programme

Kerb & Gutter Replacement Programme

Local Road Repair Programme

Local Road Additional – from Rate Variation
Local Road Repair Programme
Local Road Reseals
Local Road Resheet
Main Road Cambewarra
Naval College Road Errowal Bay
Quinns Lane South Nowra

Other Streetscape Program

Nowra CBD renewal
Streetscape unallocated
Village Identification Signage

Pedestrian Facilities

Berry Street Nowra
Cycleways - community projects
Footpath Forward Investigation
Footpaths - Replace
Idlewild Avenue Sanctuary Point
Kerb Ramps
Matron Porter Drive Milton
Orion Beach Walk (design)
Park Road - Warra Warra Road
Provision of Pedestrian Crossings
Tallyan Point Road Basin View

Regional Road Repair programme

Regional Road Repair

Roads Strategy Projects

Guardrail Provision/Replace programme
Jerberra Estate Rd Construction
Land Acquisition
Local Roads-Survey/Design
Nebraska Estate Rd Construction
North Nowra Link Road
Nowra Bomaderry Structure Plan Land Rezoning
Veron's Estate Rd Construction

Roads to Recovery Program

Flinders Rd Entrance Upgrade
Special Road Repair/Bridge Program

Rural Road Sealing

Parnell Road Sealing

Traffic Facilities programme

Bolong Road
Minor Traffic Control Works
Pyree Lane widening
School Traffic Safety Program
Signage Improvement Program
Street Lighting Programme

Urban Road Sealing

Urban Winnima Lane Huskisson

Tourist Parks Operations

Annual Tourist Parks Works programme

Caravan Parks Unallocated
Tourist Park Development

Bendalong - Capital Works

Bendalong Renewal
Bendalong Development

Burrill Lake - Capital Works

Burrill Lake Renewal

	Total Over Three Years								
	2014/15	2015/16	2016/17	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
	470,000	484,000	498,000	0	0	0	0	0	1,452,000
	470,000	484,000	498,000	0	0	0	0	0	1,452,000
	58,000	60,000	61,000	0	0	0	0	0	179,000
	34,300	4,834,300	2,434,300	0	0	7,302,900	0	0	0
	66,000	68,000	70,000	0	0	0	0	0	204,000
	51,000	53,000	55,000	0	0	0	0	0	159,000
	5,788	5,788	5,788	0	0	17,364	0	0	0
	50,000	0	0	50,000	0	0	0	0	0
	100,000	0	0	100,000	0	0	0	0	0
	20,738	20,738	20,738	0	0	0	62,214	0	0
	385,826	5,041,826	2,646,826	150,000	0	7,320,264	62,214	0	542,000
	1,450,000	0	0	1,450,000	0	0	0	0	0
	1,035,592	1,435,592	1,435,592	0	0	0	0	0	3,906,776
	2,485,592	1,435,592	1,435,592	1,450,000	0	0	0	0	3,906,776
	0	0	390,000	0	0	390,000	0	0	0
	0	0	390,000	0	0	390,000	0	0	0
	100,000	0	0	100,000	0	0	0	0	0
	51,000	56,000	57,000	0	0	0	0	0	164,000
	400,000	0	0	0	400,000	0	0	0	0
	32,000	33,000	34,000	0	0	0	0	0	99,000
	13,000	13,000	14,000	0	0	0	0	0	40,000
	13,000	13,000	14,000	0	0	0	0	0	40,000
	609,000	115,000	119,000	100,000	400,000	0	0	0	343,000
	0	95,000	0	0	0	95,000	0	0	0
	0	95,000	0	0	0	95,000	0	0	0
	585,000	2,933,999	3,239,698	0	0	0	0	0	6,758,697
	0	1,768,001	1,519,302	0	0	0	0	0	3,287,303
	585,000	4,702,000	4,759,000	0	0	0	0	0	10,046,000
	329,000	0	0	0	0	0	0	329,000	0
	150,000	0	0	0	0	0	0	150,000	0
	479,000	0	0	0	0	0	0	479,000	0
	154,000	0	0	0	0	0	0	154,000	0
	154,000	0	0	0	0	0	0	154,000	0

Crookhaven Heads - Capital Works

Crookhaven Heads Renewal

Currarong - Capital Works

Currarong Renewal
Currarong Development

Huskisson - Capital Works

Huskisson Renewal
Huskisson Development

Kangaroo Valley - Capital Works

Kangaroo Valley Renewal

Lake Conjola - Capital Works

Lake Conjola Renewal
Lake Conjola Development

Lake Tabourie - Capital Works

Lake Tabourie Renewal

Shoalhaven Heads - Capital Works

Shoalhaven Heads Renewal
Shoalhaven Heads Development

Swan Lake - Capital Works

Swan Lake Renewal
Swan Lake Development

Ulladulla - Capital Works

Ulladulla Renewal
Ulladulla Development

White Sands - Capital Works

White Sands Renewal

Waste Management

Vehicle / Plant Replacement programme

Waste Plant Purchases

Waste Management - Capital Expenditure

Waste Management Capital

	Total Over Three Years								
	2014/15	2015/16	2016/17	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
	245,000	0	0	0	245,000	0	0	0	0
	245,000	0	0	0	245,000	0	0	0	0
	210,398	0	0	0	210,398	0	0	0	0
	102,602	0	0	0	102,602	0	0	0	0
	313,000	0	0	0	313,000	0	0	0	0
	45,000	0	0	0	0	45,000	0	0	0
	750,000	0	0	0	0	750,000	0	0	0
	795,000	0	0	0	0	795,000	0	0	0
	115,000	0	0	115,000	0	0	0	0	0
	115,000	0	0	115,000	0	0	0	0	0
	500,000	0	0	0	0	0	0	500,000	0
	150,000	0	0	0	0	0	0	150,000	0
	650,000	0	0	0	0	0	0	650,000	0
	243,000	0	0	0	0	0	0	243,000	0
	243,000	0	0	0	0	0	0	243,000	0
	205,000	0	0	205,000	0	0	0	0	0
	300,000	0	0	300,000	0	0	0	0	0
	505,000	0	0	505,000	0	0	0	0	0
	101,000	104,000	150,000	0	0	0	355,000	0	0
	0	130,000	0	0	0	0	130,000	0	0
	101,000	234,000	150,000	0	0	0	485,000	0	0
	190,000	0	0	0	0	0	0	190,000	0
	300,000	0	0	0	0	0	0	300,000	0
	490,000	0	0	0	0	0	0	490,000	0
	234,000	0	0	0	0	0	0	234,000	0
	234,000	0	0	0	0	0	0	234,000	0
	530,000	1,163,900	1,135,163	0	0	0	0	0	2,829,063
	530,000	1,163,900	1,135,163	0	0	0	0	0	2,829,063
	737,719	7,385,100	4,933,185	0	0	0	0	0	13,056,004
	737,719	7,385,100	4,933,185	0	0	0	0	0	13,056,004

Waterways, Coastal & Floodplain

Coastal programme

Coastal Foreshore access strategy
Coastal Foreshore Erosion Works

Estuary programme

Implement Estuary Management Plans
Implement Entrance Management Plans

Floodplain programme

Floodplain Programme General

Waterways Infrastructure

Currarong Boat Ramp Walkway
Dredging Activities
Dredging Investigations
John Williams Reserve Boat Launching Ramp
Greys Beach Reserve Boat Launching Ramp
Waterways Minor Improve programme

	Total Over Three Years								
	2014/15	2015/16	2016/17	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
Coastal programme	45,000	46,000	48,000	0	0	0	0	0	139,000
	57,000	58,000	59,000	0	0	0	0	0	174,000
	102,000	104,000	107,000	0	0	0	0	0	313,000
Estuary programme	142,000	125,000	50,000	0	0	0	0	0	317,000
	58,000	60,000	61,000	0	0	0	0	0	179,000
	200,000	185,000	111,000	0	0	0	0	0	496,000
Floodplain programme	32,000	34,000	34,000	0	0	0	0	0	100,000
	32,000	34,000	34,000	0	0	0	0	0	100,000
Waterways Infrastructure	148,853	0	0	0	148,853	0	0	0	0
	200,000	0	0	0	0	0	0	0	200,000
	200,000	0	0	0	0	0	0	0	200,000
Waterways Minor Improve programme	0	100,000	0	0	0	100,000	0	0	0
	0	0	50,000	50,000	0	0	0	0	0
	109,000	100,000	30,000	0	0	0	0	0	239,000
General Fund Capital	657,853	200,000	80,000	50,000	148,853	100,000	0	0	639,000
52,752,895	44,938,632	46,396,322		33,030,300	1,256,853	11,398,264	547,214	3,009,000	94,846,218
2014/15		2015/16	2016/17						
General Fund Capital	1,256,853	0	0						
	2,533,088	4,735,088	1,430,088						
	121,738	254,738	170,738						
	2,736,000	11,000	262,000						
City Wide	23,893,911	36,227,806	34,714,501						
	52,742,895	44,638,632	43,996,322						

General Fund List of Capital Works

Aquatic Recreation

Aquatic Capital programme
Aquatic Capital programme
Newra Pool Design

Cemeteries

Cemeteries Works programme
Cemeteries Works programme
Wortgee Segment 11

Computers, Furniture and Equipment

Additional Disk Storage

Communications Infrastructure & Equip

Communications Section

Corporate IT Development

Integrated Software Solution
Vop upgrades

Councillor's Equipment

Councillor's Equipment

Development Services Equipment

2014/15	2015/16	2016/17	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	City Wide
484,000	478,000	492,000	0	0	0	0	0	1,434,000
6,620,400	0	0	6,620,400	0	0	0	0	6,620,400
7,084,400	478,000	492,000	0	0	0	0	0	1,434,000
325,000	122,000	126,000	0	0	0	0	0	573,000
197,005	250,000	52,995	500,000	0	0	0	0	573,000
522,005	372,000	178,995	500,000	0	0	0	0	573,000
81,000	83,000	86,000	0	0	0	0	0	250,000
81,000	83,000	86,000	0	0	0	0	0	250,000
7,000	7,000	7,000	0	0	0	0	0	21,000
1,270,000	0	0	0	0	0	0	0	1,270,000
1,388,000	0	0	0	0	0	0	0	1,388,000
8,000	8,000	30,000	0	0	0	0	0	46,000
8,000	8,000	30,000	0	0	0	0	0	46,000

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

