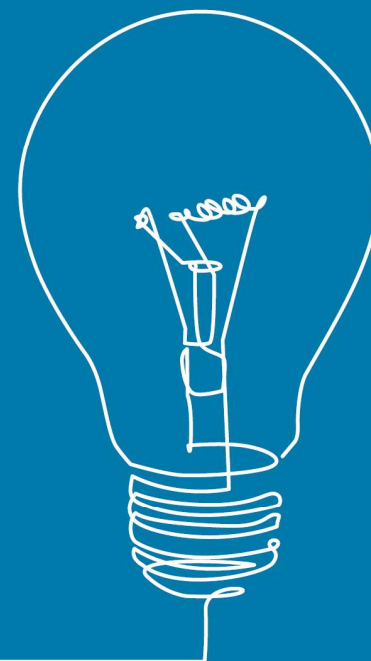
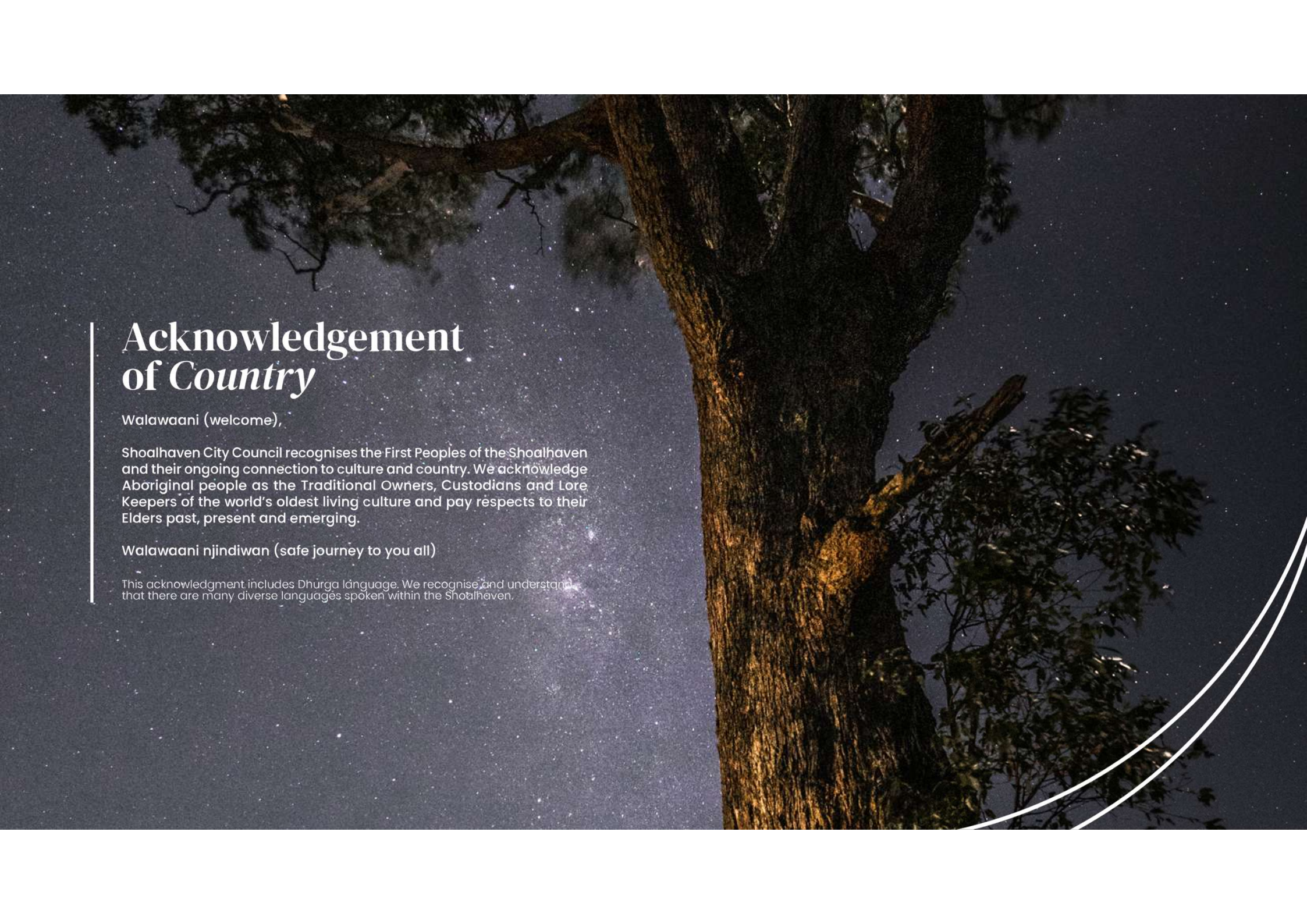


The Future of **Shoalhaven**

Let's talk
finances





Acknowledgement of *Country*

Walawaani (welcome),

Shoalhaven City Council recognises the First Peoples of the Shoalhaven and their ongoing connection to culture and country. We acknowledge Aboriginal people as the Traditional Owners, Custodians and Lore Keepers of the world's oldest living culture and pay respects to their Elders past, present and emerging.

Walawaani njindiwan (safe journey to you all)

This acknowledgment includes Dhurga language. We recognise and understand that there are many diverse languages spoken within the Shoalhaven.

Why we are *here*

- Our 10-year plan shows we are unsustainable
- We have \$2.3 billion in needs over 10 years with a \$110 million annual rate base
- We have to update the community



Doing the *work*

Debt halved since
June 2024

\$55.9m

loans in General Fund
by June 2027



General fund deficit
reduced from

\$35.2m

in June 2024 to

\$12.5m

by June 2027



Restructured
workforce

70+

positions removed
since June 2024



Opening hours
reduced

\$456k

savings per year



Fleet
reduction

83

sold and not
replaced



Land sales

\$14.4m

in 2026-27



Where your rates go



Aquatic facilities

12 Aquatic Facilities

27 Individual Pools



Sports space

37 Facilities

253 Hectares

* Rectangular, oval, and / or diamond pitch provision



Tennis

76 Courts



Basketball

21 Courts



Netball

39 Courts



Athletics

0 Regional athletics

2 District athletics



Open space

373 Open space areas

752 Hectares

* Excludes natural areas and sports spaces



Playgrounds

123 Playgrounds

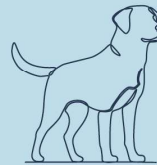
13 Outdoor Fitness Areas



8 BMX / pump tracks



11 Skate parks



24 Dog off-leash areas



8 Equestrian



24 Cultural and entertainment

* Includes community-run theatres, cinemas, arts & craft centres, and local museums



4 Libraries



2 Entertainment / Civic centre



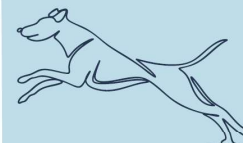
1 Regional Gallery



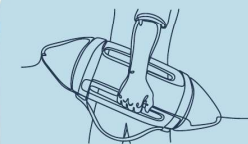
1 Museum



27 Community buildings



4 Racing facilities



18 Social group facilities

* Includes Men's Sheds & Surf Life Saving Clubs

Aquatics & leisure

- 12 aquatic and leisure facilities with 900,000 annual visitors
- 27 pools and 16,000 Swim School enrolments per year

Arts & culture

- SEC 147,000 visitors and 50,000 ticketed attendance per annum
- Regional Gallery: 30,000 visitors per annum
- Library: 321,269 visitors per annum

Bereavement services

- 20 cemeteries, 348 chapel services, 700 cremations, 160 burials

Customer service

- 140,000 interactions annually and an average of 56 seconds to answer
- 17,000 in-person visits and an average of 2 min wait time
- 81% first contact resolution and 89% Contact Centre CSAT (customer satisfaction)

Parks, reserves and public amenities maintenance

- 418 general parks, 123 playgrounds, 16 outdoor fitness areas
- 150 public amenity facilities
- 28,000 cleans per annum

Sports fields & showgrounds

- 341 sports fields and courts
- 6 destination parks
- 4 showgrounds; 3 with camping facilities
- Working with over 135 sporting and community groups

Emergency Management

- Planning & preparation for emergencies
- Coordination between agencies and Council during an emergency
- Support community resilience activities



Compliance activities

- 457 development concerns investigated per annum
- 743 food premises inspections
- 700 water samples taken and 1,200 septic tank systems inspected

Shoalhaven Water

- 13 wastewater treatment plants
- 225 sewer pumping stations
- 1,600 km of water mains and 1,400 km of sewer mains
- 54,000 water connections
- 13 communication towers
- 34.90 properties served per km of sewer main

Waste services

- 10 Recycling and Waste Depots
- 15,000 tonnes of garden organics processed per annum
- 1,500 tonnes of mattresses, lounges and tyres diverted away from landfill
- 7 buy-back shops diverting 680 tonnes per annum from landfill

Stormwater drainage

- 455km piped urban stormwater network
- 91km of open drainage
- 72 basins & wetlands

Animal management

- 2000 animal-related requests per annum
- 4000 proactive dog patrols per annum
- Shelter received over 600 animals per annum
- Animals adopted: over 500 per annum

Coastal management & flood mitigation

- 62 floodgates, 65 km of flood drains, 27 km of levees
- Manage more than 220 beach access points

Natural areas management

- 19km bushwalks, 3,551 Ha natural area/bushland maintained
- 71 beaches with 35km access tracks maintained
- 1,560 weed inspections annually
- 59 Bushcare groups with 450 volunteers supported
- 11,000+ volunteer Bushcare hours on average per year

Planning and development

- 1,000 DAs assessed annually
- 5000-6000 Planning certificates issued annually
- 50,000 customer interactions per annum

Public buildings

- 395 Council buildings maintained
- 221 leases/licenses managed

Recreational infrastructure & foreshore facilities

- 79 boat ramps, 27 fishing platforms, 150 viewing platforms, 60 jetties/pontoons
- 32 Plans of Management on Council-owned land and Crown land

Economic Development, Tourism, Events & Advocacy

- Support, programs and resources delivered across 8,200 local businesses
- Ongoing high-value jobs created from industrial land sales
- Collaboration and engagement with 9 Chambers of Commerce
- 3.5 million visitors with \$1.45 billion expenditure per year
- 6,000 jobs supported by tourism
- \$350 million committed by State and Federal for Advocacy projects

Road Maintenance

- 1,900km or 2.6million m2 of roads
- 964km of kerb and gutter
- 196 traffic islands and raised crossings
- 98 roundabouts and 256 bridges
- 300km of footpaths and cycleways
- 396 car parks with 6,899 spaces or bays

Tourist Parks

- 12 Holiday Parks on waterfront locations
- Over 2,900 sites offering cabins, camping and holiday vans
- Over 800,000 visitors and holiday van owners annually

Corporate Services

- 28 Council meetings with 459 reports
- 71 committee meetings and 203 reports
- 60,541 rateable properties

Communications, Media & Marketing & Community Engagement

- 40+ community consultation campaigns run annually
- 8-10 civic events delivered annually
- 150+ media releases each year
- 5,300 Council website page views and 14,600 interactions daily with 490,000 visitors annually



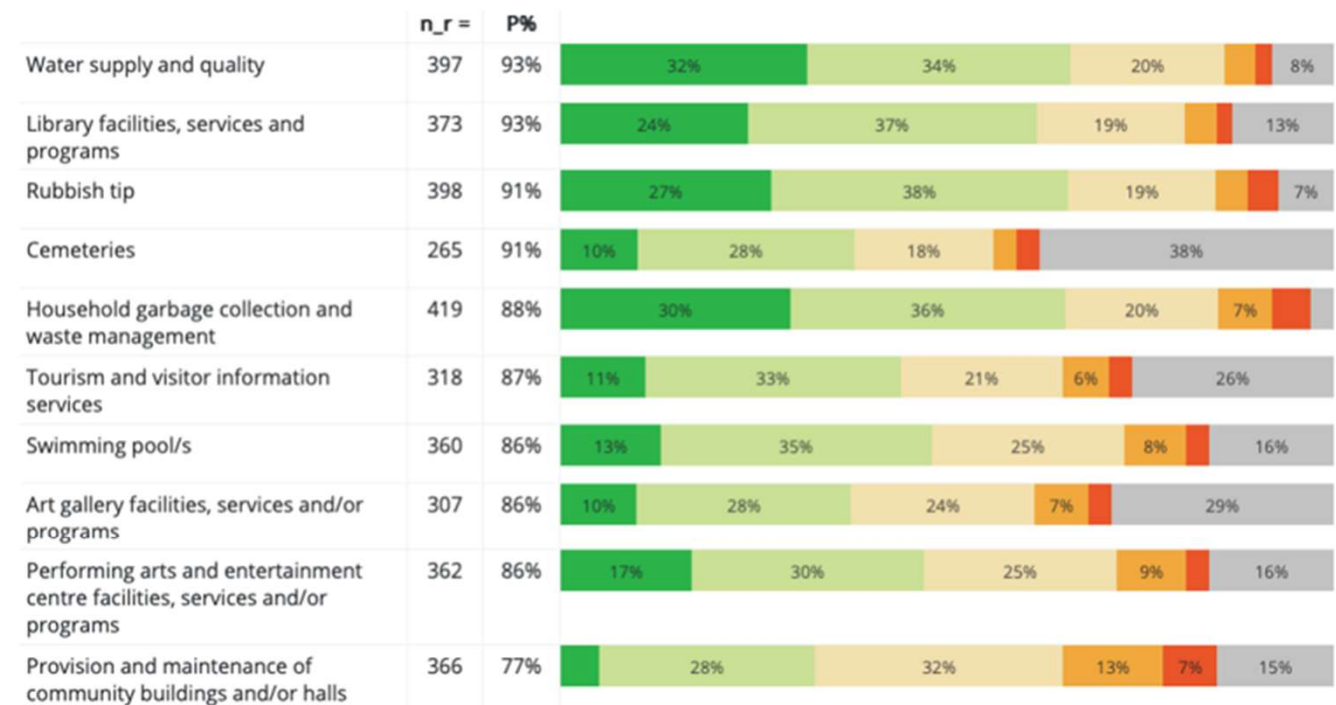
We're listening – Community survey

Top 10 performing Service Areas capture positive community sentiment and highlights what is working well.

34 Service Areas received 60% satisfaction or above, 25 Service Areas received 70% satisfaction or above.

TOP 10 PERFORMING SERVICE AREAS¹

Ranked by performance percentage (P%) from highest to lowest.

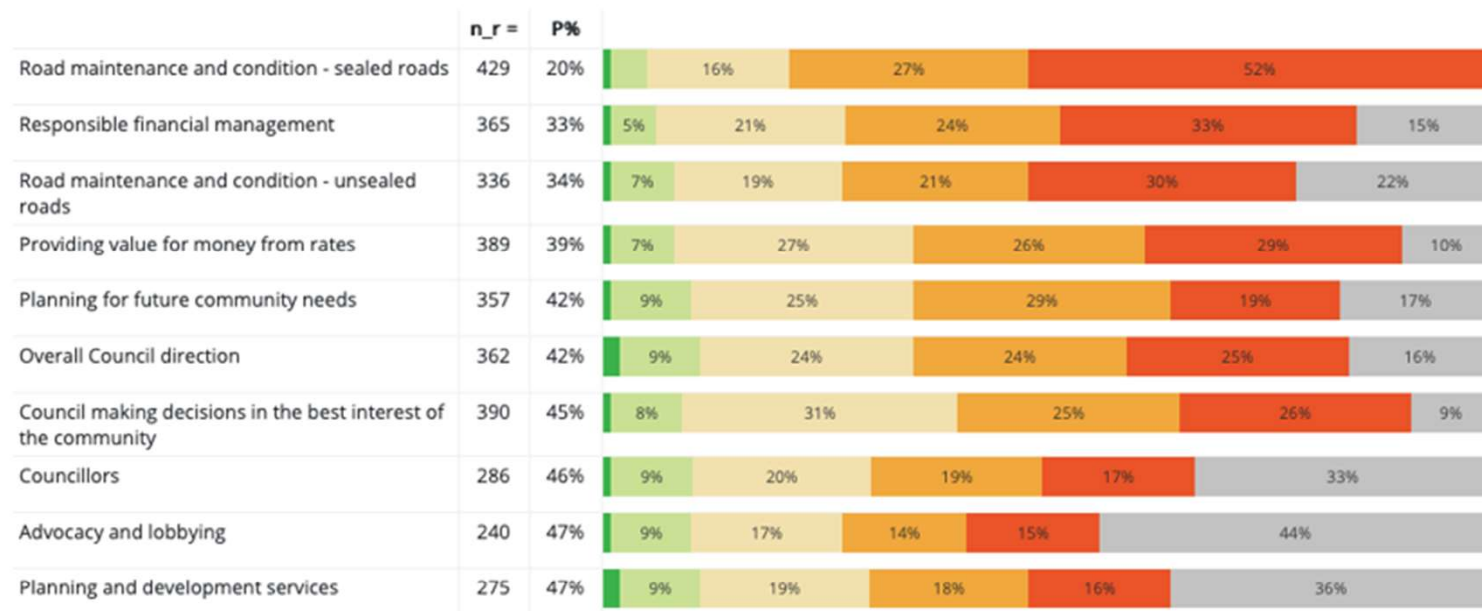


Very good
 Good
 Average
 Poor
 Very poor
 Don't know

We're listening – Community Survey

Community confidence in Council has reduced while other poorly performing Service Areas remain stable, with little change since the last survey.

POOREST 10 PERFORMING SERVICE AREAS¹
Ranked by performance percentage (P%) from lowest to highest.



Very good Good Average Poor Very poor Don't know

Gathering the *data*

For the first time, we have a proper council needs analysis – roads data, Community Infrastructure Strategic Plan, Developer Contributions Plan, Shoalhaven Water capital plan, finalising stormwater and drainage asset assessment.

Road condition assessment

- 1,900 km of roads scanned and assessed
- Backlog growing each year
- Over next 10 years will need \$800 million – upgrades and renewal.

Without significant investment in roads, reduced speed limits may be required.

Community infrastructure

- Benchmarking, industry data and 7,900 community survey responses.
- 2025-26: 648 assets
- \$715 million needed over 10 years

Some big assets have a high probability of failure in the next 10 years. When they go – we won't be able to renew them.

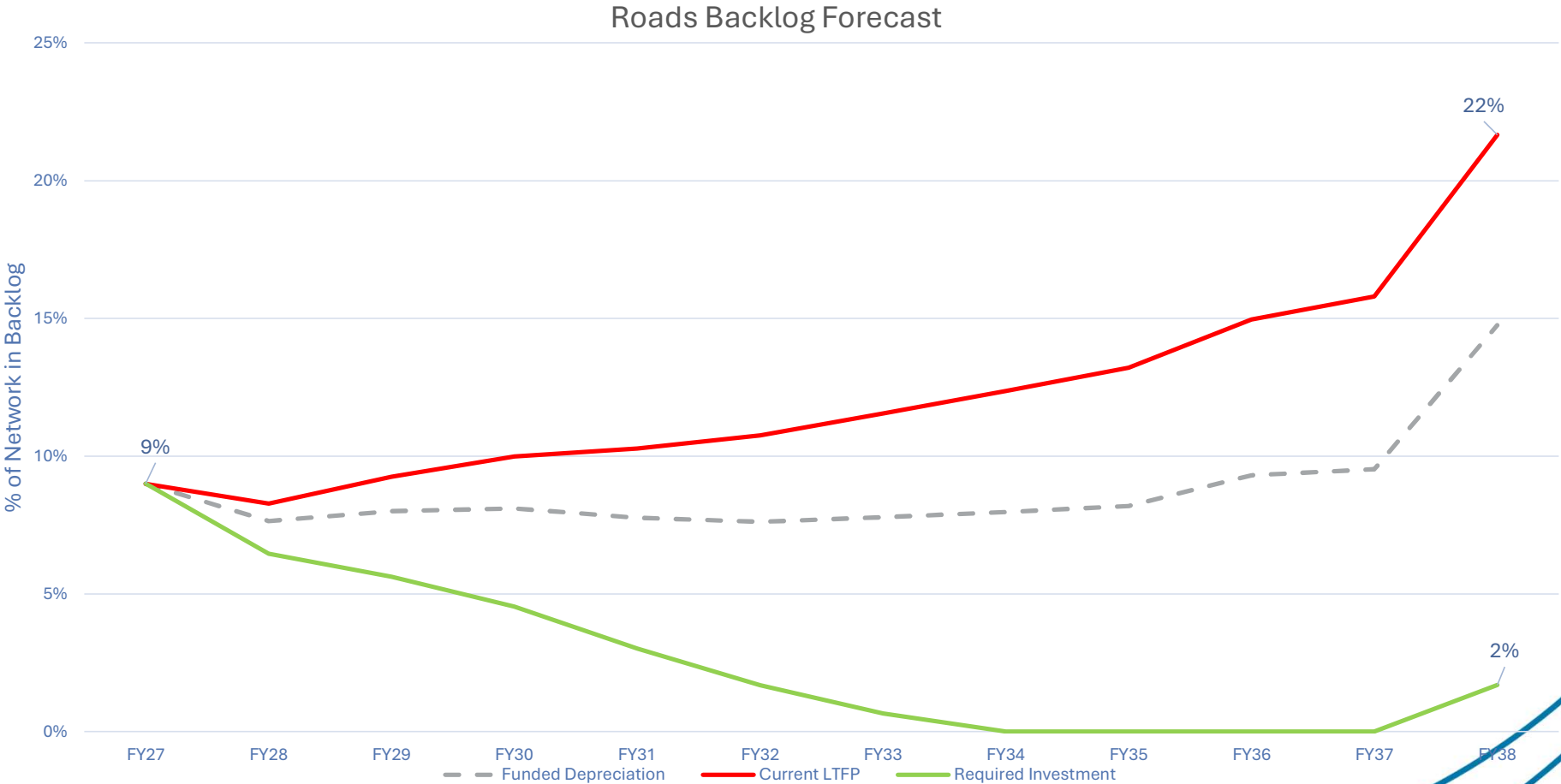
Renewable Priority Log

55 individual sections of road renewal outstanding from 2024 date

Ward	Road	Ward	Road	Ward	Road	Ward	Road
1	Jasmine Dr Roadboat Bomaderry CHI.331 to -	1	Brown Mountain Road Tapitalia CHI.814 to 3.254	3	Stony Hill Lane Milton CHI.011 to 0.642	1	Corneilus Place Nawa CHI.003 to 0.187
1	More Rd Bomaderry CHI.709 to 3.003	1	Station Road Berry CHI.002 to 0.229	3	Kendall Crescent Burrill Lake CHI.016 to 0.156	1	Corneilus Place Nawa CHI.003 to 0.187
1	Bullock Rd Bomaderry CHI.439 to 0.407	1	Moonah Road Nawa Beach CHI.001 to 0.137	3	Carroll Avenue Lake Conjola CHI.012 to 0.241	1	Bruckwalla Road Bomaderry CHI.104 to 1.206
1	Ferry Lane Nawa CHI.006 to 0.241	1	Goarons Drive Cambarra Village CHI.005 to 0.115	3	Warren Street Callals Bay CHI.211 to 0.239	1	St Ann Street Nawa CHI.508 to 1.645
1	Cambarra Lookout Road Beaumont CHI.008 to 1.195	1	Encauld Drive Meroo Meadow CHI.005 to 0.193	3	Encauld Drive Meroo Meadow CHI.005 to 0.193	1	Edward Street Berry CHI.116 to 0.215
1	Jury Bailey Road Shoalhaven Heads CHI.56 to 0.175	1	Finney Lane Tapitalia CHI.009 to 0.43	3	Finney Lane Tapitalia CHI.009 to 0.43	1	Judith Drive North Nawa CHI.434 to 0.706
1	Kinghorns St Nawa CHI.725 to 1.116	1	Bridge Road Nawa CHI.565 to 0.636	3	Bridge Road Nawa CHI.565 to 0.636	1	Riverview Road Nawa CHI.581 to 0.956
1	Clifford Rd Nawa CHI.412 to 0.762	1	Park Road Nawa CHI.531 to 0.326	3	Clifford Rd Nawa CHI.412 to 0.762	1	Ringhill Crescent Bomaderry CHI.142 to 0.171
1	Kangaroo Valley Rd Berry CHI.141 to 0.24	1	Yahrl Road West Nawa CHI.007 to 0.392	3	Paradise Beach Road Sanctuary Point CHI.009 to 0.209	1	Merrivay Street Nawa CHI.271 to 0.365
1	Huntingdale Park Rd Berry CHI.018 to 0.266	1	Albert Street Berry CHI.205 to 0.416	3	Hullars Road Vicenta CHI.003 to 0.214	1	North Street Nawa CHI.121 to 1.231
1	North Street Berry CHI.301 to 1.051	1	Moat Virts Cloos Berry CHI.003 to 0.077	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Woolin Close Bomaderry CHI.238 to 0.267
1	O Coastal Lane Nawa CHI.114 to 0.216	1	Alfred Street Berry CHI.339 to 0.461	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Archers Street Nawa CHI.123 to 1.25
1	Alexander Berry Drive Coolangub CHI.003 to 0.215	1	Kangaroo Valley Road Kangaroo Valley CHI.543 to 0.559	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Karson Drive North Nawa CHI.153 to 0.353
1	Cumplings Run Berry CHI.005 to 0.15	1	The Terrace Cambarra Village CHI.001 to 0.131	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Coastal Road Jasper Beach CHI.012 to 1.23
1	The Concave Cambarra Village CHI.003 to 0.333	1	Alexandra Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Broughton Vale Road Broughton Vale CHI.013 to 0.343
1	Jasmine Drive Bomaderry CHI.363 to 1.143	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Princes Street Berry CHI.443 to 0.658
1	Treacorn Road Upper Kangaroo River CHI.122 to 0.303	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Neale Place Bomaderry CHI.006 to 0.063
1	Unsettled Lane Off Boreham St Nawa CHI.001 to 0.064	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Moorchels Lane Meroo Meadow CHI.131 to 1.136
1	North Street Berry CHI.275 to 0.576	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Kentia Crescent Berry CHI.148 to 0.152
1	Valleys Street Nawa CHI.121 to 0.157	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Broughton Vale Road Broughton Vale CHI.48 to 2.573
1	Kangaroo Valley Road Berry Mountain CHI.346 to 0.664	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Clifton Park Road Kangaroo Valley CHI.005 to 0.23
1	Kangaroo Valley Rd Berry Mountain CHI.45 to 0.436	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Hindgate Park Berry CHI.321 to 0.431
1	Lyndhurst Dr Bomaderry CHI.762 to 1.252	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brayns Close Bomaderry CHI.002 to 0.297
1	McMahon RdRillmore Road Fltboat Nawa CHI.013 to 0	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Castle Glen North Nawa CHI.001 to 0.041
1	Vorriges St Fltboat Nawa CHI.787 to 1	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Olympic Drive West Nawa CHI.118 to 0.242
1	Albany Street Berry CHI.003 to 0.44	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Sharon Circuit Bomaderry CHI.013 to 0.265
1	Cambarra Lookout Road Beaumont CHI.1197 to 1.717	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Jasmine Drive Bomaderry CHI.633 to 0.917
1	Rivings Lane Berry CHI.248 to 0.278	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Narby Hill Road Berry CHI.336 to 1.353
1	Bonzells Lane Meroo Meadow CHI.661 to 1.004	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	George Bay Road Coolangub CHI.006 to 0.205
1	Huntingdale Park Berry CHI.321 to 0.431	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Quidmarch Street Nawa CHI.239 to 0.376
1	Corneilus Place Nawa CHI.187 to 0.197	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Goarons Avenue Berry CHI.175 to 0.186
1	Kumara Park Road Bomaderry CHI.23 to 0.104	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Faulk Place Cambarra Village CHI.006 to 0.142
1	Moost Street Nawa CHI.735 to 0.346	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Victory Way Bomaderry CHI.001 to 0.188
1	Scotts Road Upper Kangaroo River CHI.004 to 0.384	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Gerrington Creek Road Upper Kangaroo River CHI.003 to 0.01
1	Vattamolla Road Berry Valley CHI.423 to 10.37	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Ulladulla Road Berry CHI.003 to 0.082
1	Alfons Avenue Nawa CHI.005 to 0.354	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Red Cedar Lane Meroo Meadow CHI.306 to 0.375
1	Waggon Road Berry CHI.005 to 0.246	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	The Wood Rd Vicenta CHI.854 to 15.152	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Loraine Ave Sanctuary Point CHI.534 to 1.242	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Naval College Rd Nawa CHI.103 to 11.53	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Raylight Rd Vicenta CHI.052 to 0.215	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Tim Street South Nawa CHI.005 to 0.545	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Murphy Road Vicenta CHI.007 to 0.77	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Greenwell Point Road Greenwell Point CHI.017 to 12.126	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Isle Bdg Culbura Beach CHI.256 to 0.413	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Sydney Avenue Callals Bay CHI.001 to 0.265	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Trinity Ridge Drive Nawa Hill CHI.003 to 0.219	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Peppermint Drive Worriges CHI.325 to 0.835	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Pyres Lane Berry CHI.002 to 0.08	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Isle Road Worriges CHI.014 to 0.316	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Acorns St Ewral Bay CHI.027 to 0.47	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	North College Rd Worriges Heights CHI.16 to 5.345	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Lovel St Nawa Beach CHI.003 to 0.119	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Sullivan Street Worriges CHI.003 to 0.144	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Comerong Island Road Nawa CHI.433 to 0.337	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Culbura Road Voolmoochi CHI.193 to 0.193	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Flanagan Court Worriges CHI.002 to 0.132	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Cararong Road Cararong CHI.138 to 12.446	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Malco Close Nawa Hill CHI.005 to 0.164	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Playlight Drive Worriges CHI.627 to 1.76	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Sulphur Road Callals Bay CHI.114 to 0.253	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Isle Road Worriges CHI.42 to 0.731	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Cross Street Sanctuary Point CHI.002 to 0.034	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Christ Street Worriges CHI.1051 to 11.409	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Built St South Nawa CHI.132 to 0.334	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Peppermint Dr Worriges CHI.445 to 0.466	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Greenwell Point Road Greenwell Point CHI.013 to 0.143	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
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1	Coastal Circuit Vicenta CHI.233 to 0.157	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	BTU Road Nawa Hill CHI.668 to 2.664	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Yahrl Road West Nawa CHI.007 to 0.392	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	BTU Road Nawa Hill CHI.668 to 2.664	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Sydney Avenue Callals Bay CHI.001 to 0.265	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Trinity Ridge Drive Nawa Hill CHI.003 to 0.219	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Peppermint Drive Worriges CHI.325 to 0.835	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Pyres Lane Berry CHI.002 to 0.08	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Isle Road Worriges CHI.014 to 0.316	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Acorns St Ewral Bay CHI.027 to 0.47	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	North College Rd Worriges Heights CHI.16 to 5.345	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Lovel St Nawa Beach CHI.003 to 0.119	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Sullivan Street Worriges CHI.003 to 0.144	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Comerong Island Road Nawa CHI.433 to 0.337	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Culbura Road Voolmoochi CHI.193 to 0.193	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Flanagan Court Worriges CHI.002 to 0.132	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Cararong Road Cararong CHI.138 to 12.446	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Malco Close Nawa Hill CHI.005 to 0.164	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Playlight Drive Worriges CHI.627 to 1.76	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Sulphur Road Callals Bay CHI.114 to 0.253	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Isle Road Worriges CHI.42 to 0.731	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Cross Street Sanctuary Point CHI.002 to 0.034	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Christ Street Worriges CHI.1051 to 11.409	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Built St South Nawa CHI.132 to 0.334	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Peppermint Dr Worriges CHI.445 to 0.466	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Greenwell Point Road Greenwell Point CHI.013 to 0.143	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Arthur Street Worriges CHI.445 to 0.466	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Playlight Drive Worriges CHI.176 to 1.879	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Lovel Street Nawa Beach CHI.003 to 0.119	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Coastal Circuit Vicenta CHI.233 to 0.157	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	BTU Road Nawa Hill CHI.668 to 2.664	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Yahrl Road West Nawa CHI.007 to 0.392	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	BTU Road Nawa Hill CHI.668 to 2.664	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475
1	Sydney Avenue Callals Bay CHI.001 to 0.265	1	Alfred Street Berry CHI.33 to 0.433	3	Naval Parade Ewral Bay CHI.455 to 0.575	1	Brogan Road Brogan CHI.376 to 3.475

What happens to roads if we don't take action

Roads backlog continues to increase



Mathew Badcock

Chief Financial Officer

What we *know*

- \$110 million rate base, \$2.3 billion in needs over ten years
- Lack of discretionary cash – emergency funding.
- Our growing deficit cannot be turned around with land sales – it needs cuts or growth in income.
- There are some non statutory and discretionary statutory areas we can cut, but its mainly only tough choices that have been deferred for years that are left to consider.
- Cash to spend on crown land but no cash for areas of higher need.

Maintain status quo: No increase to income. Council has to determine where it is going to fail.



What is eating council rates? – LGNSW Cost Shifting report 2025

\$1.5 Billion

Cost shift to council per year



Analysis by independent consultants Morrison Low calculated the total cost shifted onto councils in the 2023/24 financial year at **\$1.5 billion**.



This is an increase of 10 per cent since the 2021/22 financial year, when the total cost shift was estimated at **\$1.36 billion**.

\$11.31 Billion

Estimated cost shift to councils over the past decade



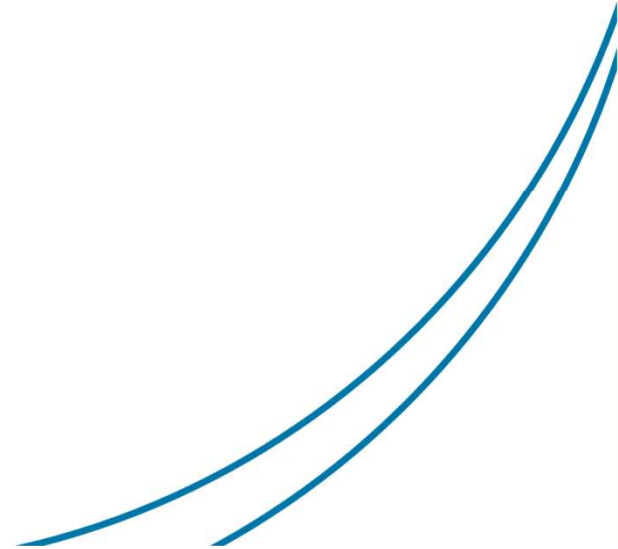
In 2023/24, each NSW ratepayer had the equivalent of \$497.40 of their payments to councils eaten by costs imposed on councils by other spheres of government. (Up from \$460.67 in 2021/22). These are overwhelmingly state government costs.

\$497.40

Per ratepayer per year



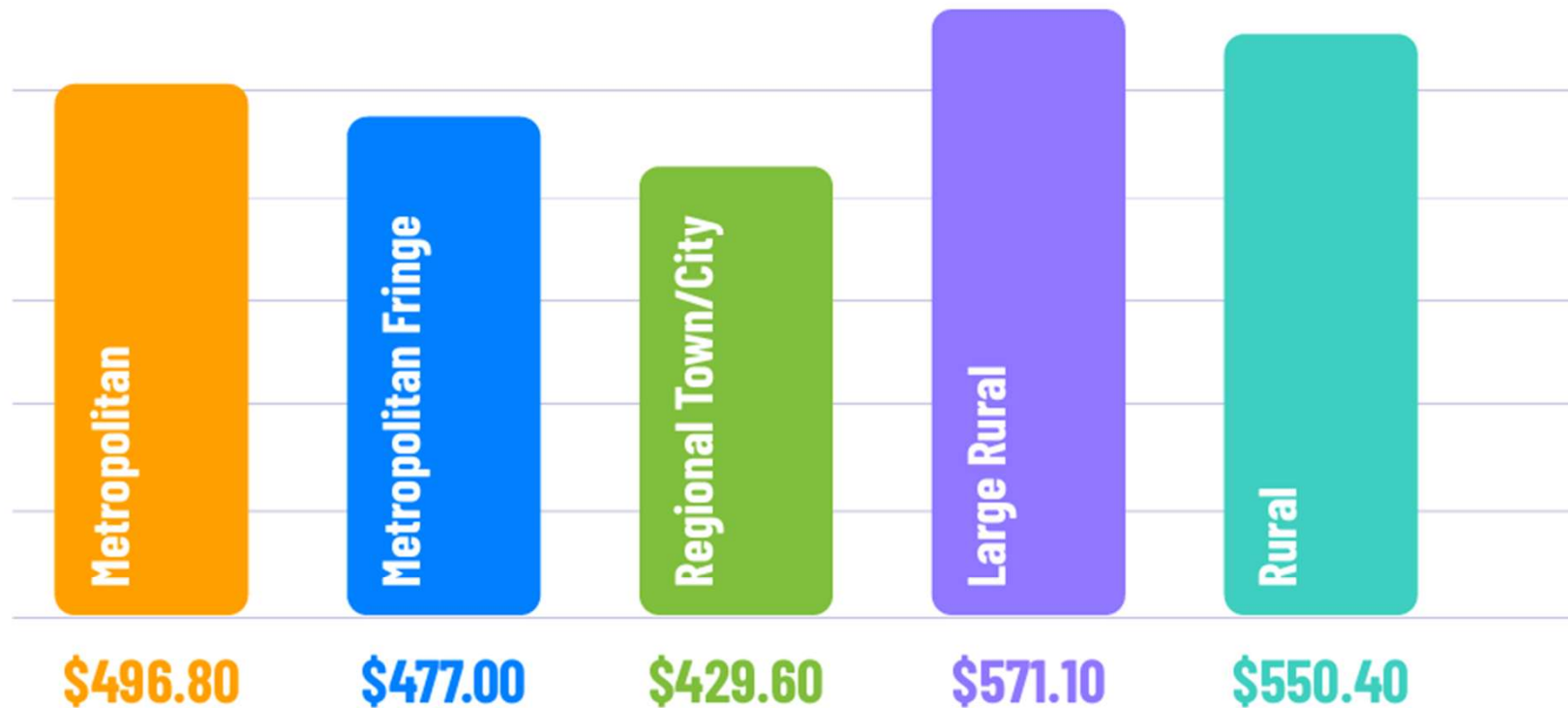
The amount of council revenue absorbed by cost shifted obligations ranges from **\$429.60 for ratepayers in regional towns and cities, to \$571.10 for ratepayers in large rural councils**



\$429.60 per ratepayer for regional ratepayers– LGNSW Cost Shifting report 2025

Average rates bill \$1,728

Cost shift per ratepayer per year by council classification



By working together we are getting our house in order

Cuts, reductions in borrowings, improvement in cash, reduction in vehicles

Indicators	30 June 2024	30 June 2026 (subject to audit)
General Fund operating surplus/(deficit)	\$(35.2)M	\$(6.2)M*
Cash not subject to external restrictions	34.175M	89.437M
General Fund borrowings	119.677M	78.536M
Consolidated borrowings	193.883M	141.507M
Head count (permanent and fixed term)	1,188	1,068
FTE	1,100	1,021
Number of operating/leaseback vehicles	469 (12/11/2023)	386 (at 18/8/2026)

(*)

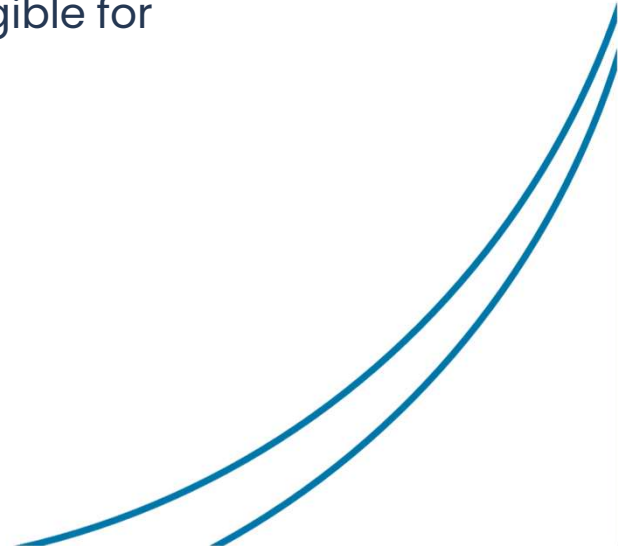
- Excluding Waste, General Fund deficit is **-\$12M**
- The increase in the FA grant prepayment from 50% in the prior year to 80% in June 2026 provided Council with a favourable impact in the 2026 financial year.

Improvements from then to *now*

What drove those improvements?

- **CASH:**
 - Better debtor management
 - Land sales
 - Service reductions
- **LOANS:** Detailed review of our unspent loan funds and repayment of loans from those funds
- **HEADCOUNT and FTE:** Restructures that have removed staff from the organisation
- **FLEET:** Reduction in staff in general combined with reduction in staff eligible for vehicles

**THE IMPROVEMENTS WERE IMPORTANT. BUT THEY DON'T REALLY MATTER.
WHAT MATTERS IS WHERE WE ARE NOW AND THE COSTS TO ADDRESS IT.**



Costings after needs *assessments*

Capital costings \$'000's

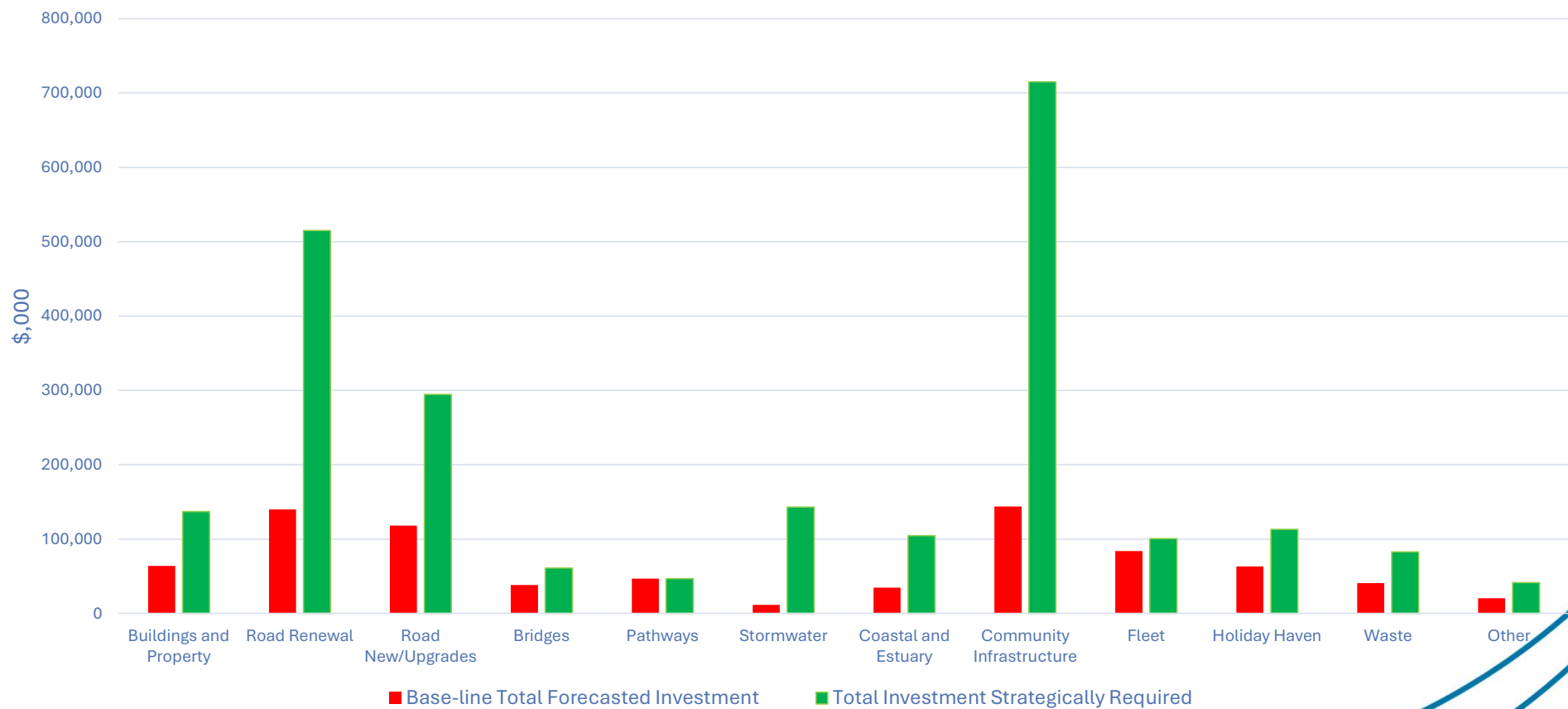
- Council needs **\$2.3b** in funding to meet its required ten-year capital program to meet the infrastructure needs of the city
- **Our current rate base is \$110M per annum**
- With the current rate base and the restricted sources we have available to us, we could spent \$800m over ten years, **WHICH IS \$1.5B SHORT.**

Category	Total Investment Strategically Required
Buildings and Property	137,059
Civil Infrastructure	1,060,787
Road Renewal	515,079
Road New/Upgrades	294,852
Bridges	61,217
Pathways	46,686
Stormwater	142,953
Coastal and Estuary	104,502
Community Infrastructure	715,059
Fleet	100,542
Holiday Haven	113,022
Waste	82,769
Other	41,628
Total	2,355,369

What doesn't get funded

Fails to fund the CISP, road renewal, road upgrades, buildings and property, and stormwater.

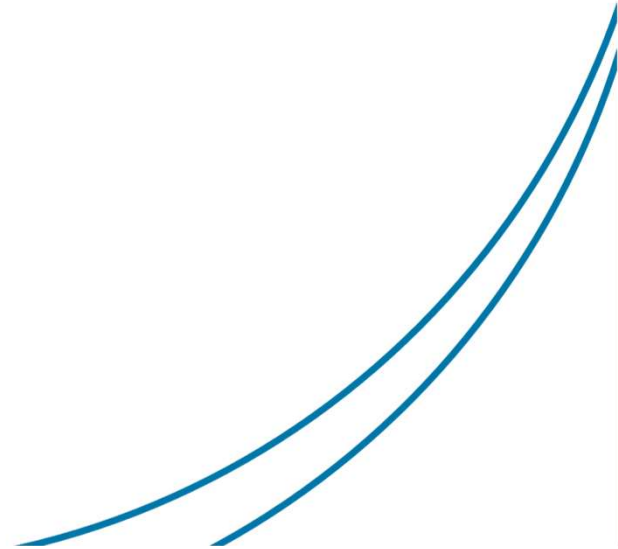
Forecast Investment Vs Investment Required



Working out the discretionary spend

Exercise in working out what is available to spend on capital

- Council receives income from a variety of sources, but much of it is restricted and to be spent in accordance with the conditions of the grant deed, legislation or Council minute.
- To work out how much unrestricted fund cash Council has, it needs to:
 - Work out our net income and expenses for General Fund
 - Add back depreciation
 - Subtract restricted income and add back restricted expenses
 - Pay our loans
 - Remove Crown land net proceeds



FY 2027/28 Discretionary Spend Example

Holiday Haven profit is generated on crown land

More than \$12M needs to be spent on crown land from these proceeds

FUNDS AVAILABLE FOR CAPITAL	
10 Year Financial Plan for the Years ending 30 June 2036	2027/28
Shoalhaven City Council	Y1
General	\$000's
Total Operating Income	352,939
Total Operating Expenditure	(374,269)
Surplus / (Deficit) from Continuing Operations before Capital	(21,330)
Add: Depreciation & Non-Cash Movements	74,392
Less: Restricted Income	(147,409)
Add: Restricted Expenses	120,957
Unrestricted Cash Surplus / (Deficit) from Operations	26,610
Less: Debt Repayments	(11,861)
Unrestricted Cash Surplus / (Deficit) from Operations available for Capital after Debt Service Repayments	14,749
Less: Crown Restriction	(12,924)
Adjusted Funds Available for Capital	1,825

Leaving only \$1.8M to be spent on discretionary capital

If there is only ~\$1.8M in discretionary funds how does that fund a ~\$79M program?

Restricted sources and land sales proceeds

CAPITAL EXPENDITURE		
2027/28 Financial Year		
Shoalhaven City Council		
General	\$000's	Notes
Funding Sources		
SRV19	5,630	Expires 28 FY
SRV25	8,186	Must be spent on renewal
Stormwater Levy	1,077	\$25 per ratepayer
Loan	3,673	Prior year borrowings
Waste Reserve	3,238	From waste fund
Fleet Reserve	11,666	Fleet replacement
Developer Contributions	1,924	Developer contributions program
Grants	18,006	\$40m Shoalhaven Roads package
Crown Restriction	12,924	Holiday Haven surplus
Unrestricted Cash Required for Capital	12,439	Mainly prior year land sales
Total Capital	78,764	

Prior year land sales, waste funds, higher than normal grants (tranches of the \$40M roads package) and higher than normal fleet replacement program (28/29 fleet projection \$6m) help deliver the program, much of this is one off income.

But doesn't council have \$300M in the bank?

Yes, but this discretionary spend example demonstrates the issue, most of these funds are held for specific purposes and must be used for that purpose – we have little discretionary cash to give us freedom to fix what is broken.

Shoalhaven City Council | Notes to the Financial Statements 30 June 2026

C1-3 Restricted and allocated cash, cash equivalents and investments

	2026 \$ '000	2025 \$ '000
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	295,205	240,976
Less: Externally restricted cash, cash equivalents and investments	(205,768)	(191,645)
Cash, cash equivalents and investments not subject to external restrictions	89,437	49,331
External restrictions		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended loans – general	9,663	28,084
Specific purpose unexpended grants – general fund	19,178	16,301
Specific purpose unexpended grants – water fund	139	180
Specific purpose unexpended grants – sewer fund	8,262	13,094
Self insurance claims	8,667	6,679
Water fund	45,582	36,439
Sewer fund	49,400	31,077
Developer contributions – general	33,318	30,293
Developer contributions – water fund	11,773	11,095
Specific purpose unexpended grants (recognised as revenue) – general fund	114	203
Domestic waste management/Commercial waste management	16,403	16,759
Stormwater management	363	354
Other Special Levies	2,906	1,087
Total external restrictions	205,768	191,645
Total internal allocations	73,021	49,331
(c) Unrestricted and unallocated		
Total unrestricted and unallocated cash, cash equivalents and investments	16,416	–

The \$300M represents money held by council as a whole on behalf of:

Shoalhaven Water,
Sewer,
Waste,
Stormwater,
Developer contributions,
Unspent grants,
Unspent loans,
Insurance provisions,
Employee provisions,
Bonds,
And other council mandated restrictions.

Leaving only \$16M as discretionary funds available to be used in the event of unexpected costs like natural disasters, mechanical failure of assets.

This is the first year in many years that Council has had unrestricted discretionary funds as at the end of the financial year.

Operational Losses

General Fund Excluding Waste – Losses grow from ~\$30M to ~\$57M over the life of the LTFP

OPERATING PERFORMANCE					
10 Year Financial Plan for the Years ending 30 June 2036					
Shoalhaven City Council					
General					
	2027/28	2028/29	2029/30	2030/31	2036/37
	Y1	Y2	Y3	Y4	Y10
	\$000's	\$000's	\$000's	\$000's	\$000's
Total Operating Income	352,939	363,102	370,540	379,878	447,504
Total Operating Expenditure	(374,269)	(388,850)	(398,925)	(410,832)	(504,511)
Surplus / (Deficit) from Continuing Operations before Capital	(21,330)	(25,748)	(28,385)	(30,954)	(57,007)
Less: Net (Gain) / Loss on Disposal of Assets	-	-	-	-	-
Less: Fair Value Movements	-	-	-	-	-
Net Operating Performance Surplus/Deficit	(21,330)	(25,748)	(28,385)	(30,954)	(57,007)
Less: Waste Surplus	(8,048)	(6,856)	(6,046)	(5,171)	1,087
Net Operating Performance Surplus/Deficit (Exc. Waste)	(29,378)	(32,604)	(34,431)	(36,125)	(55,920)

Funds Available for Capital

Funds available for capital grow as debt obligations reduce and SRV's expire

FUNDS AVAILABLE FOR CAPITAL					
10 Year Financial Plan for the Years ending 30 June 2036	Projected Years				
Shoalhaven City Council	2027/28	2028/29	2029/30	2030/31	2036/37
General	Y1	Y2	Y3	Y4	Y10
	\$000's	\$000's	\$000's	\$000's	\$000's
Total Operating Income	352,939	363,102	370,540	379,878	447,504
Total Operating Expenditure	(374,269)	(388,850)	(398,925)	(410,832)	(504,511)
Surplus / (Deficit) from Continuing Operations before Capital	(21,330)	(25,748)	(28,385)	(30,954)	(57,007)
Add: Depreciation & Non-Cash Movements	74,392	78,111	82,017	84,477	113,208
Less: Restricted Income	(147,409)	(131,837)	(133,825)	(136,311)	(144,336)
Add: Restricted Expenses	120,957	112,060	113,815	116,997	133,980
Unrestricted Cash Surplus / (Deficit) from Operations	26,610	32,585	33,622	34,210	45,846
Less: Debt Repayments	(11,861)	(11,468)	(11,163)	(11,450)	(1,831)
Unrestricted Cash Surplus / (Deficit) from Operations available for Capital after Debt Service Repayments	14,749	21,117	22,459	22,760	44,015
Less: Crown Restriction	(12,924)	(13,676)	(14,140)	(14,690)	(17,973)
Adjusted Funds Available for Capital	1,825	7,441	8,319	8,070	26,042

But what does an Operating Deficit mean?

Operating Deficit $\neq$ Can't Pay our bills

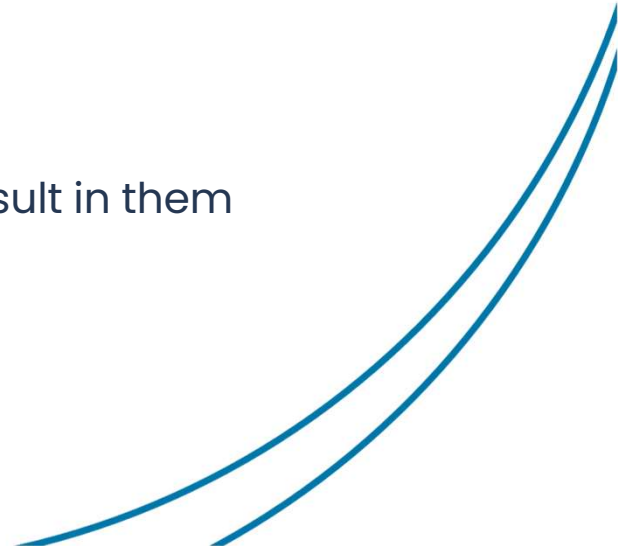
The cost of operating council (wages, materials maintenance etc.) is more than the money we bring in. This includes 'non-cash' items, depreciation.

In Household budget terms:

You can make enough money to pay your bills today, but you will probably need to replace your car in 8 years time. If you have no money left after bills each year you will not be able to save enough to buy a new car when it eventually fails.

You have an operating deficit.

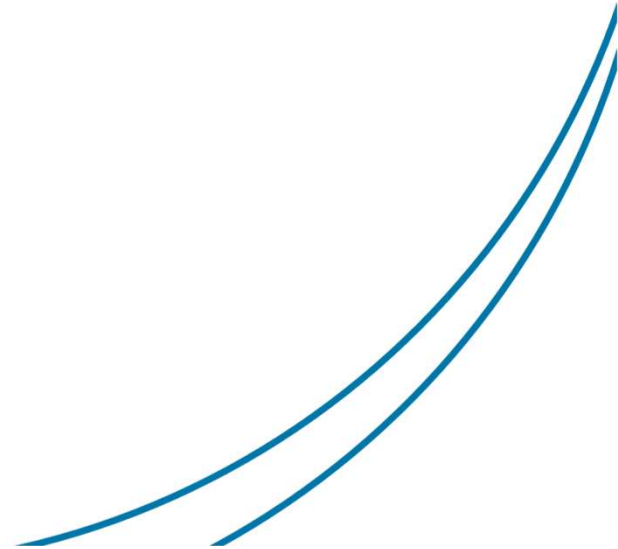
We don't have enough money to spend renewing our assets which will result in them failing (or continue to fail)



Why the losses happen

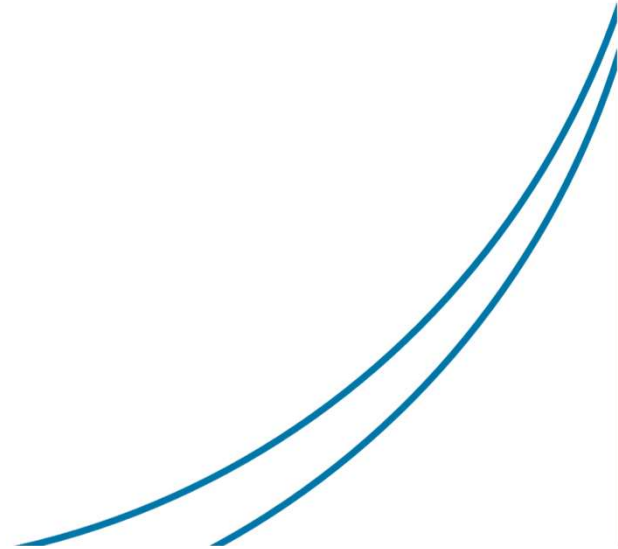
A few key points

- Deficits grow when income rises at the same rate as expenditure
- The rate peg is the rate that our income grows at
- Inflation is the rate that our material costs grow at
- The award is what determines what rate our wages grow at
- We have Cyber NSW requirements
- The higher levels of government cost shift to us
- Our FA grants will be cut
- Unforeseen events included in the analysis like fuel
- Unforeseen events not included in the analysis like Natural Disasters



Council has faced pushback

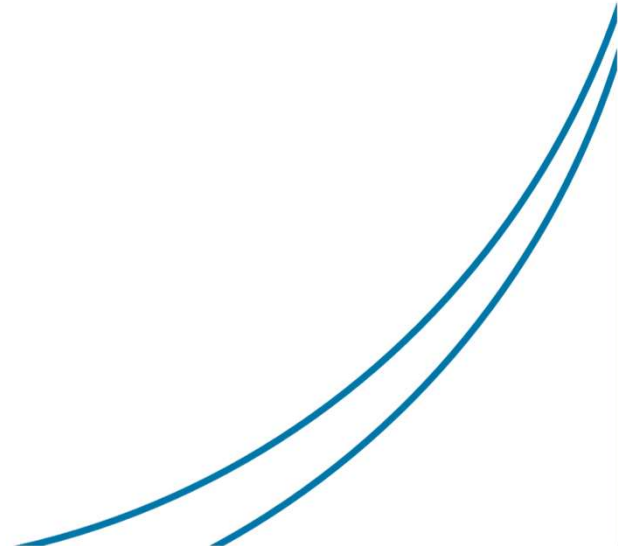
When attempting to



Council has faced pushback

When attempting to

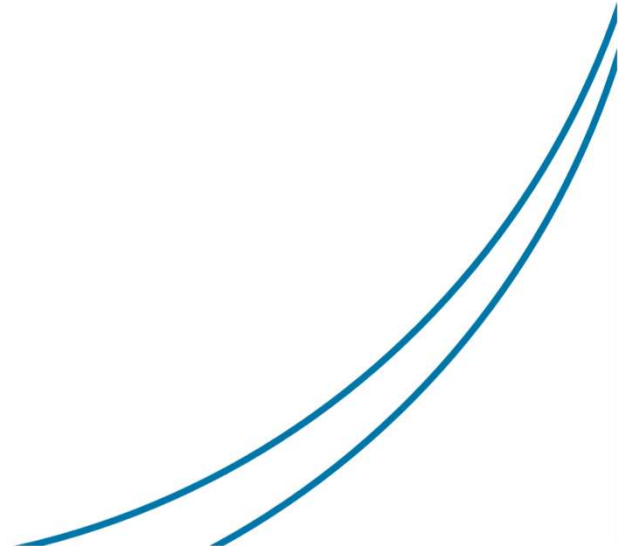
- Sell Land



Council has faced pushback

When attempting to

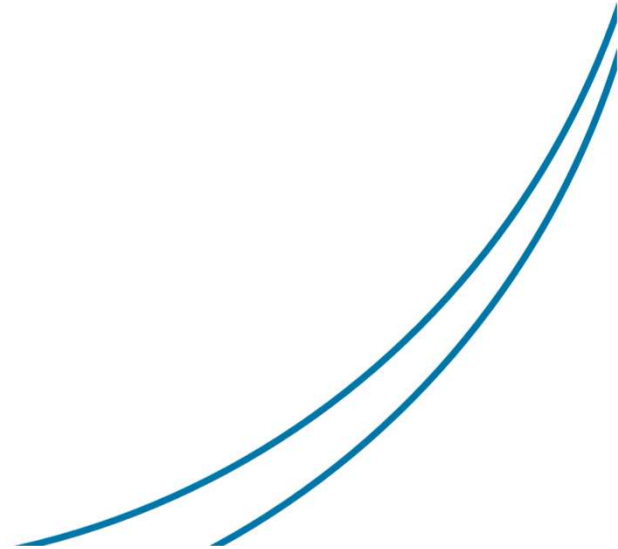
- Sell Land
- Borrow



Council has faced pushback

When attempting to

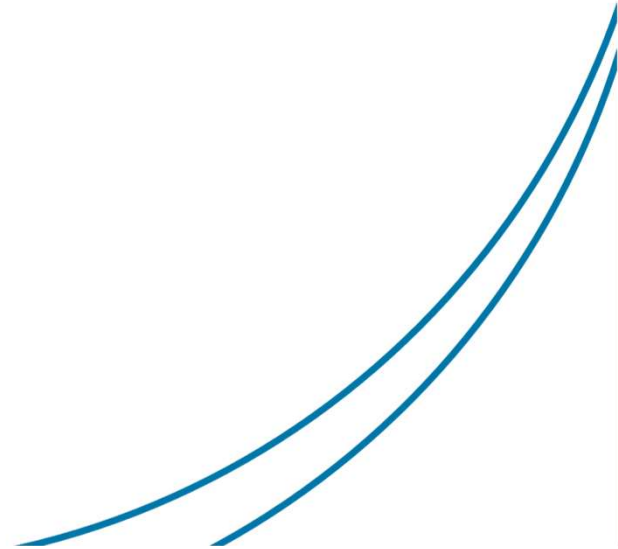
- Sell Land
- Borrow
- Raise Rates



Council has faced pushback

When attempting to

- Sell Land
- Borrow
- Raise Rates
- Cut Services

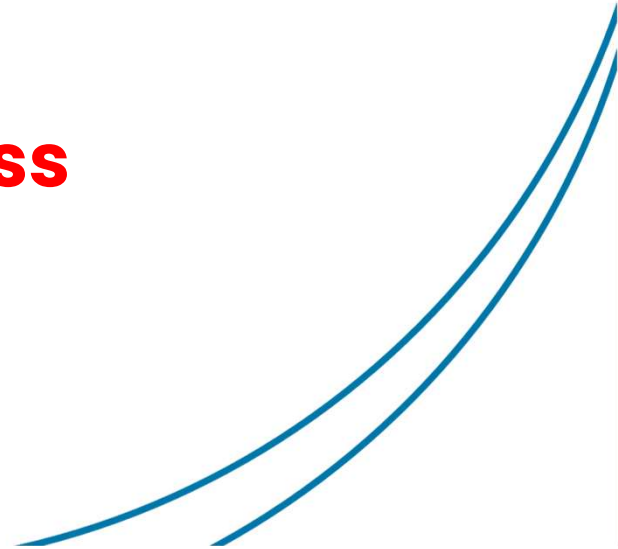


Council has faced pushback

When attempting to

- Sell Land
- Borrow
- Raise Rates
- Cut Services

This doesn't leave much scope to address the problem



Working towards a fair and equitable rating system

Average Rates 2026/27 FY

- \$110M rate base
- Slightly cheaper than Wollongong despite the recent SRV
- Cheaper than Shellharbour and much cheaper than Kiama
- Ranks 7th out of 11 Group 5 councils for average residential rates

Group 5 Councils	Average Residential Rate	Ranking (high -> low)
Coffs Harbour	1,516.16	10
Lake Macquarie	1,837.64	4
Maitland	2,116.45	1
Mid-Coast	1,690.13	8
Newcastle	1,947.20	2
Port Macquarie-Hastings	1,418.07	11
Port Stephens	1,565.19	9
Shellharbour	1,913.24	3
Shoalhaven	1,728.38	7
Tweed	1,824.22	5
Wollongong	1,794.86	6

Other:

Kiama	2,006.00	
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Working towards a fair and equitable rating system

Average Business Rates 2024/25 FY

- Cheapest of Group 5 Councils
- These are 2025 numbers so while there will have been movement – its not enough to overtake Tweed

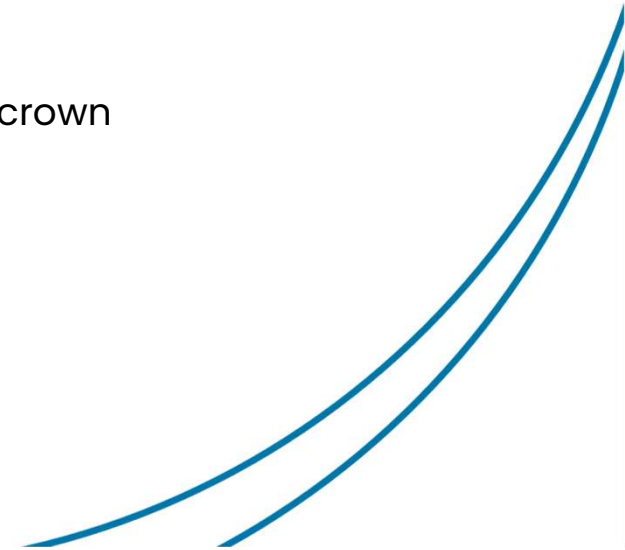
Group 5 Councils	Business Rates	Ranking (high -> low)
Coffs Harbour	4,189.65	8
Lake Macquarie	5,445.35	5
Maitland	8,576.81	3
Mid-Coast	4,425.28	7
Newcastle	13,670.81	1
Port Macquarie-Hastings	3,371.42	9
Port Stephens	5,436.37	6
Shellharbour	5,716.69	4
Shoalhaven	2,385.52	11
Tweed	3,230.09	10
Wollongong	11,601.23	2

Non statutory and statutory discretionary cash losses

- These services are popular and valued by the community, and while there are millions available in cuts if these services were slashed, eliminating these services and devoting all of it to roads, would not address our problems.

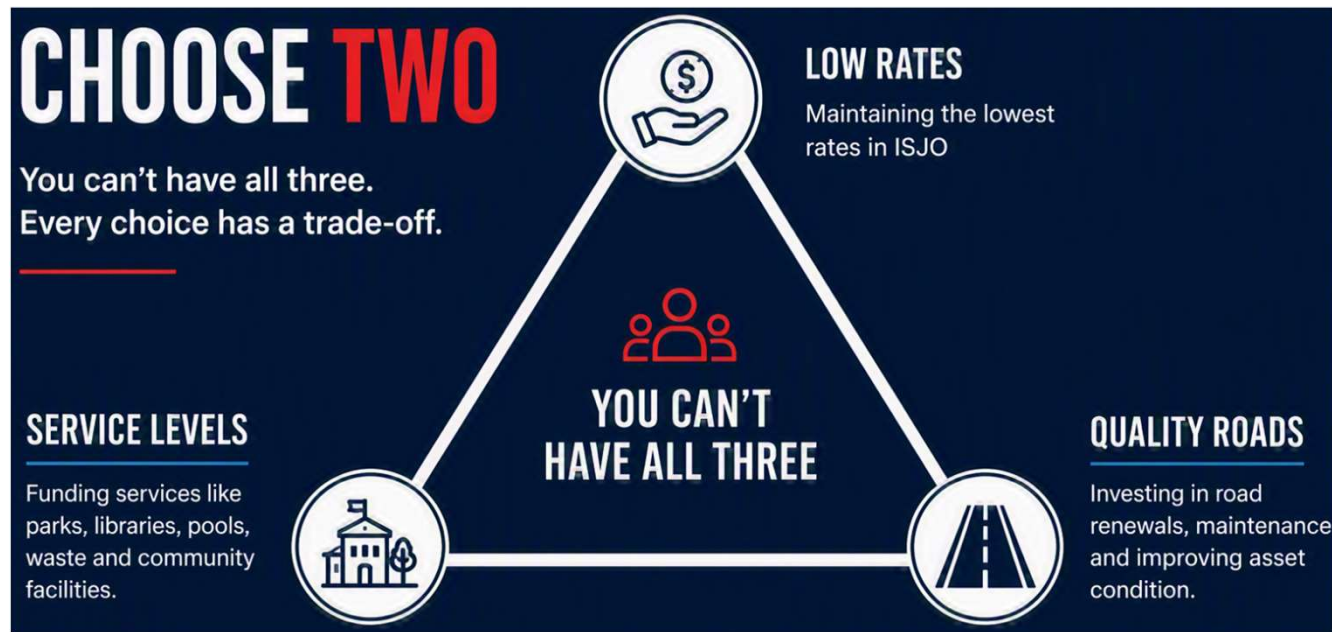
Area	Net cost to ratepayer 2028 FY	
SEC	1,623,906	
Artie Smith Oval	523,044	
Gallery	841,810	
Aquatics + Indoor Sport Centre + Beach Patrol	3,344,027	partly funded by crown
Library Services	2,651,553	
Tourism and Marketing (including Visitor Centre)	1,287,480	

**RELIEVING COUNCIL OF PROPERTY ASSETS THAT DO NOT CURRENTLY
BENEFIT COUNCIL CAN ALSO REDUCE COSTS**



There are no solutions – only trade offs

- The community needs to choose two
- Roads are deteriorating
- Council needs to spend a certain amount to arrest the deterioration
- Council needs to spend more to start to chip away at the backlog



Andrew Constance

Chief Executive Officer

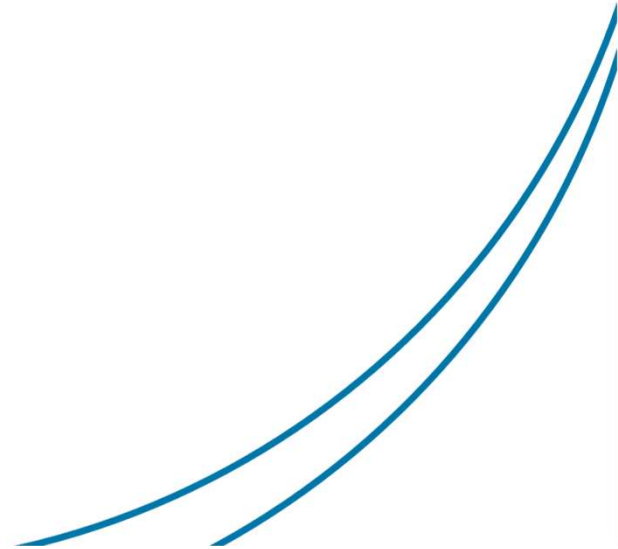
Strategic questions for Council and our *Community*

- Where does the revenue come from?
- Where to cut?
- What assets do we sell?
- What services will we choose to discontinue?
- Where do we choose to fail?



Options into the *future*

- Sale of Holiday Haven assets
- Close Bomaderry pool
- Close waste transfer stations
- Artie Smith Oval changes
- Paid Parking
- Increasing rate revenue
- Increased parking compliance
- Milton Library
- Tourism and Marketing changes
- Further Land Sales
- SEC Management lease tied to hotel development
- **ANYTHING ELSE????**



Questions and feedback

