

Strategy and Assets Committee

Meeting Date: Tuesday, 18 May, 2021

Location: Council Chambers, City Administrative Centre, Bridge Road, Nowra

Attachments (Under Separate Cover)

Index

7. Reports

SA21.78	Application for Community Consultative Body Council Accreditation - Burrill Lake Community Association	
	Attachment 1 CCB Guidelines.....	2
SA21.81	DPOP 2020-21 - Quarterly Performance and Budget Report (January-March)	
	Attachment 1 Delivery Program Operational Plan - Quarterly Performance Report 2020/21 - January to March	26
	Attachment 2 Quarterly Budget Review Report 31 March 2021.....	124
SA21.99	Bereavement Services - Crown Land Plan of Management - Progress to Public Exhibition	
	Attachment 1 Council Managed Crown Land Cemeteries Plan of Management	190



Guidelines for the Conduct of Community Consultative Bodies



Policy Number: POL12/296

Adopted: 26/07/2005

*Revised: 27/03/2007, 28/08/2007, 30/10/2007, 25/03/2008,
12/08/2008, 7/10/2008, 25/08/2009, 26/07/2011, 29/01/2013*

*Minute Number: MIN05.923, MIN07.397, MIN07.1173, MIN07.1599,
MIN08.428, MIN08.1133, MIN08.1345, MIN09.1181, MIN11.718, MIN13.41*

File: 1792E

Produced By: Finance & Corporate Services Group

Review Date: 1/12/2016

For more information contact the Finance & Corporate Services Group.

Administrative Centre, Bridge Road, Nowra • **Telephone (02) 4429 3111** • Fax (02) 4422 1816 • PO Box 42 Nowra 2541
Southern District Office – Deering Street, Ulladulla • **Telephone (02) 4429 8999** • Fax (02) 4429 8939 • PO Box 737 Ulladulla

council@shoalhaven.nsw.gov.au • www.shoalhaven.nsw.gov.au

TABLE OF CONTENTS

1.	ESTABLISHMENT OF A COMMUNITY CONSULTATIVE BODY	3
1.1	<i>Introduction</i>	3
1.2	<i>Definition</i>	3
1.3	<i>Boundaries</i>	3
1.4	<i>Recommended Conduct for Attendance at CCB Meetings</i>	4
1.5	<i>One Community Consultative Body in Each Area</i>	4
1.6	<i>Objectives</i>	4
1.7	<i>Council Recognition – Applying to Become a Community Consultative Body</i>	4
1.8	<i>Recognition of an Existing Organisation</i>	5
1.9	<i>Splitting a Meeting</i>	5
2.	COUNCIL SUPPORT	6
2.1	<i>Provision of Information</i>	6
2.2	<i>Area Meetings</i>	6
2.3	<i>Financial Assistance</i>	7
2.4	<i>Notice Boards</i>	7
2.5	<i>Public Meetings</i>	7
3.	ADMINISTRATION – COMMUNITY BASED CCB'S	8
3.1	<i>Office Bearers</i>	8
3.2	<i>Role of the Chairperson</i>	8
3.3	<i>Role of the Secretary</i>	9
3.4	<i>Role of the Executive</i>	9
3.5	<i>Incorporation</i>	9
3.6	<i>Insurance</i>	10
3.7	<i>Membership Subscription</i>	11
4.	MEETINGS – COMMUNITY BASED CCB'S	12
4.1	<i>Frequency of Meetings</i>	12
4.2	<i>Procedure for Calling Meetings</i>	12
4.3	<i>Meeting Venue</i>	12
4.4	<i>Who can Attend Meetings?</i>	12
4.5	<i>Councillor's Attendance</i>	13
4.6	<i>Style of Meeting</i>	13
4.7	<i>Quorum</i>	13
4.8	<i>Issues for Discussion</i>	14
4.9	<i>Minutes</i>	14
4.10	<i>Annual General Meeting</i>	15

5.	CORRESPONDING WITH COUNCIL	16
5.1	<i>Minutes of Meetings</i>	16
5.2	<i>Correspondence</i>	16
5.3	<i>Time Constraints</i>	16
5.4	<i>Council Decisions</i>	16
5.5	<i>Contact Information</i>	17
5.6	<i>Electronic Transmission</i>	17
5.7	<i>Postal Address</i>	17
6.	CESSATION OF RECOGNITION AS A COMMUNITY CONSULTATIVE BODY	18

LIST OF ATTACHMENTS

Attachment A – Sample of Summary of Income and Expenditure

Attachment B – Sample of Minutes

SA21.78 - Attachment 1

Guidelines for the Conduct of Community Consultative Bodies

1. ESTABLISHMENT OF A COMMUNITY CONSULTATIVE BODY

1.1 Introduction

The Shoalhaven environment is recognised as one of the most beautiful, yet sensitive, in the State. Consequently Council and the community are faced with the challenging responsibility of accommodating an acceptable and sustainable level of growth, whilst protecting the inherent natural qualities of our area. This involves sound decision making.

There are 49 towns and villages in the City of Shoalhaven and there is a range of characteristics unique to every centre of population. This diversity creates a need for Council to consult with the community on a wide range of issues.

Community consultation is an important component of responsible decision making. One means by which Council is committed to consulting with the community is by a two-way communication process with organisations recognised by Council as Community Consultative Bodies.

1.2 Definition

A Community Consultative Body (CCB) is an organisation which:

- a) Has geographic boundaries covering an area with a common interest (i.e. a community of interest)
- b) Has the general support and confidence of the local community to:
 - i) disseminate information
 - ii) facilitate discussion
 - iii) communicate collective views of the community to Council.
- c) Seeks to represent the residents and ratepayers within the CCB area.
- d) Complies with the adopted 'Guidelines for the Conduct of Community Consultative Bodies'.
- e) Is formally recognised by Council as a CCB.

1.3 Boundaries

An organisation wishing to be recognised as a CCB should determine the geographical area it wishes to represent. This area should be outlined on a map.

A CCB area must be of sufficient size to capture the views of a reasonable sized community on a range of local government issues.

A CCB needs to be large enough and sufficiently diverse to protect against being 'taken over' by a special interest or single issue group.

Guidelines for the Conduct of Community Consultative Bodies

1.4 Recommended Conduct for Attendance at CCB Meetings

Participants are encouraged to:

- a) Come with good intentions and extend goodwill to all participants;
- b) Address the issue not the person and endeavour to express yourself clearly;
- c) Listen to and respect other's opinions.

1.5 One Community Consultative Body in Each Area

Council will only recognise one organisation as a CCB over any geographic area.

1.6 Objectives

A CCB should adopt the following objectives.

- a) To obtain, on behalf of the local community, information on local government issues relevant to the CCB area or the Shoalhaven City area as a whole.
- b) To disseminate relevant information to residents and ratepayers within the CCB area.
- c) To facilitate discussion on, and communicate to Council, the collective views of the community on a range of matters including, but not limited to, Policy Development, land re-zoning, Subdivisions, Development Applications and Works and Services needs of the area.
- d) To encourage the involvement of residents and ratepayers in Council's decision making process.

1.7 Council Recognition – Applying to Become a Community Consultative Body

An organisation applying to be recognised by Council as a CCB should forward a letter of application to Council stating that it will comply with the 'Guidelines for the Conduct of Community Consultative Bodies' and enclose a map identifying the proposed CCB area.

The application will first be considered by Council and if supported in principle for consultation purposes, Council staff will then:

- a) Advertise the proposal for public comment.

Guidelines for the Conduct of Community Consultative Bodies

- b) Consult with any other organisation that is recognised as a CCB within any part of the same geographic area.
- c) Following public comment submit a report to a Council meeting for determination.
- d) Take into consideration any comments received when determining the application.
- e) Inform the applicant of Council's determination.

1.8 Recognition of an Existing Organisation

A CCB may be an organisation established for the sole purpose of fulfilling the role of a CCB.

Alternatively, an organisation already actively involved in the local community may be suitable for recognition as a CCB (e.g. a Progress Association, a Residents and Ratepayers Association).

1.9 Splitting a Meeting

Some CCBs may wish to split their meetings so that the first part of the meeting deals with agenda items which are within its role as a CCB. The second part of the meeting can then focus on other business in which the organisation is involved.

In such cases it is generally advisable to maintain separate minutes.

Should a need arise, a CCB may resolve to split the meeting in accordance with this Clause. In such a case, the CCB may by resolution determine the office bearers for the CCB component of the meeting, and those office bearers are to be determined at the Annual General Meeting by the residents and ratepayers from within the CCB geographical area.

Where an existing organisation is recognised as a CCB it must comply with the 'Guidelines for the Conduct of Community Consultative Bodies' when dealing with Council related issues.



Guidelines for the Conduct of Community Consultative Bodies

2. COUNCIL SUPPORT

2.1 Provision of Information

Council will provide CCBs with the following information:

- a) a weekly list of development and sub-division applications currently before Council for determination
- b) details of policy documents and corporate planning strategies on which Council is seeking comment
- c) land re-zoning proposals
- d) Council Business Papers and Minutes
- e) draft Delivery/Operational Plans
- f) Council's Annual Report
- g) Other relevant documents.

Where an e-mail address is provided, Council will, if requested by the CCB, forward the above information in an electronic format. In such a case, Council will use hyperlinks to the Council documents where appropriate.

If further information is required in regard to a major development proposal, the CCB can nominate a representative to liaise with an officer of Council on the issue.

If the development application is of a very significant or sensitive nature, arrangements may be made for representatives of a CCB to meet with Council's Development Assessment Unit. This will provide an opportunity for the CCB to have some preliminary input and comment.

2.2 Area Meetings

Council will generally hold a meeting each year for the four areas being divided into northern, central area 1, central area 2 and southern in August of each year.

The meetings will be called to enable discussion of:

- a) matters of policy (including planning policy)
- b) priority of major works
- c) customer service and Council performance standards
- d) to facilitate interaction between CCB's within each area
- e) Agenda items considered relevant to the area or the Shoalhaven generally.

The President and Secretary (or their representatives) for each CCB in the area will be invited to these meetings and each CCB will be invited to submit agenda items.

Guidelines for the Conduct of Community Consultative Bodies

Council will convene a meeting of all CCB Executives in February (where possible) each year to discuss Major policies, strategies, the budget and Operational Plan allowing the community input to the Draft Operational Plan before it is placed on public exhibition. CCB executives or their representatives may participate in discussion and vote at this meeting, while other members of the CCB are welcome to attend as observers. CCBs are to be requested if they wish to provide Agenda items. In such a case the General Manager has the discretion to determine whether those items are consistent with Citywide issues and can be included on the agenda.

2.3 Financial Assistance

Council will provide financial assistance to help meet the administrative costs and/or hall hire expenses. The amount will be determined in Council's budget process and will be paid each financial year.

When applying for financial assistance, CCBs will be asked to provide a copy of their financial statement for the previous 12 months. See Attachment A for a sample of a financial statement.

2.4 Notice Boards

Council may assist in the provision and maintenance of a community notice board. Assistance will be subject to the availability of funds within Council's budget.

Conditions of use of a community Notice board:

- a) The CCB may allow the display of information by any local non-profit organisation (excluding matters of a party political or religious nature, and business or personal notices)
- b) The underlying principle for community notice boards is to promulgate matters of community interest as considered relevant by the local Community Consultative Body
- c) Information placed on community notice boards is for information dissemination that provides to the community a balanced view. For example, if there are any contrary views published, both views are to be placed on the notice board, rather than only one point of view
- d) Council advertisements may be placed on the notice board at the discretion of the Community Consultative Body.

2.5 Public Meetings

Council will organise public meetings where issues of major community interest can be discussed. The CCB for the area will be informed of the details of any such meeting.



Guidelines for the Conduct of Community Consultative Bodies

3. ADMINISTRATION – COMMUNITY BASED CCB'S

3.1 Office Bearers

CCB office bearers include:

- a) Chairperson or President
- b) Secretary
- c) Treasurer
- d) others as considered appropriate by the CCB.

The democratically elected office bearers must live or own a property within the CCB area.

If possible, principal office bearers (i.e. President, Secretary, Treasurer) should not be from the same family/household. A CCB must hold an Annual General Meeting once per calendar year preferably in the same month of that year.

It is recommended that a person hold the office of Chairperson for no more than two consecutive years.

Voting for the election of office bearers in an Existing Organisation and other non-Council related issues may be restricted to financial members of the organisation.

3.2 Role of the Chairperson

The Chairperson of a CCB meeting should ensure that:

- a) A quorum is present before opening the meeting.
- b) All residents and ratepayers of the CCB area are made welcome at the meeting and are aware that they can participate in discussion and vote on any Council related matter.
- c) The meeting is chaired impartially.
- d) Control and guidance is exercised during the course of the meeting.
- e) Discussion remains relevant to the issue and is not too prolonged.
- f) The Chairman may refer to the Councils Code of Meeting Practice for Guidance on Meeting Procedure.
- g) Any individual or special interest group does not dominate the meeting. This may be done by:
 - i) limiting the time one person may speak on an issue
and/or
 - ii) ensuring that everyone has an opportunity to speak before anyone is allowed to speak for a second time on that issue

Guidelines for the Conduct of Community Consultative Bodies

- iii) ensuring that comments and proposals both in support and opposed to a proposition are heard.

3.3 Role of the Secretary

The role of the Secretary of a CCB is to:

- a) Advertise meetings including an Agenda outline in a manner suitable to the community.
- b) Handle correspondence and have correspondence available at meetings for perusal by members.
- c) Record the Minutes of CCB meetings (a copy of the Minutes must be forwarded to Council within one month of the meeting following their adoption).
- d) Be the main contact person for the CCB.
- e) Advise Council of any change to the mailing address of the CCB or the principal office bearers, along with their phone and email contact information.
- f) Make available Minutes of meetings for inspection by residents and ratepayers within the CCB area.

3.4 Role of the Executive

The role of the Executive is as follows:

- a) To communicate decisions adopted at the CCB meeting in accordance with the direction given at the meeting;
- b) To determine the items to be included in the agenda for the subsequent CCB Meeting;
- c) To represent the functions of the CCB and resolve urgent items that may require a response before the next CCB meeting. The position taken on such items will need to be ratified at the next CCB meeting.

3.5 Incorporation

Organisations recognised by Council as CCBs are free to determine for themselves whether to incorporate under the *Associations Incorporations Act*.

Guidelines for the Conduct of Community Consultative Bodies

3.6 Insurance

Public Liability Insurance

An incorporated Community Group recognised by Council as a CCB may hire a Council facility for the purpose of holding a meeting and in such cases there is no need for the CCB to hold public liability insurance cover.

However, Council's insurance cover does **not** cover or protect any other activities of a CCB. A CCB hiring a Council facility to conduct any activity other than a meeting will be required to hold Public Liability Insurance cover for \$10 million.

Members of the Committee should note that they are only covered by Public Liability Insurance when acting within the role of the respective CCB in accordance with these guidelines and subject to policy terms and conditions.

The following general information applies to the Public Liability policy:

- Councils' policy covers the CCB or qualifying committees of Council and Committee members against claims made by members of the public for personal injury or damage to personal property arising from a negligent act or omission of Council.
- When an incident occurs, members of the CCB are instructed that they are not empowered to admit liability. The following procedure is to be followed:
 - i) Members of the public who wish to make a claim should be requested to state their claim in writing setting out full particulars of the accident (where, when and how) and the grounds on which they hold the CCB (or Council) responsible and forward directly to Council.
 - ii) Council's Insurance/Risk Management Section is available to discuss any matters associated with insurance.
 - iii) If the CCB receives a claim from a member of the public, the Secretary or other member should contact Councils Insurance/Risk Manager to discuss the incident. The Insurance/Risk Manager may either forward an incident report from for completion or, depending on the nature of the claim, take other action. It is important that the CCB member follows the direction given by the Council staff so as to not prejudice the Council position.

Personal Accident Insurance

Council has a Personal Accident Policy to cover committee members and voluntary casual workers. The Personal Accident Insurance provides cover for sickness or injury whilst that person is on or travelling to or from a Council activity.

Guidelines for the Conduct of Community Consultative Bodies

3.7 Membership Subscription

A CCB may adopt a membership fee and/or conduct fundraising activities to assist with the financial commitments of the CCB.

Non-payment of a membership subscription must **not** prevent any resident or ratepayer within the CCB area from participating in discussion and/or voting at a CCB meeting on general Council matters.



Guidelines for the Conduct of Community Consultative Bodies

4. MEETINGS – COMMUNITY BASED CCB'S

4.1 Frequency of Meetings

CCBs should generally meet monthly or at least every second month. Executive Committee meetings of the CCB will be accepted as meeting this criteria providing that

- the meetings are set down for a fixed time, date and venue,
- they meet the needs of the particular community and
- the Minutes of the Executive Committee are provided to Council.

Council may vary this position at its discretion.

4.2 Procedure for Calling Meetings

It is preferable for meetings to be held at a fixed time and day of the month, for example at 7.00 pm on the second Monday of each month. This makes it easier for people to remember and plan ahead.

A notice about any CCB meeting should be displayed or circulated in a way that will provide each resident and ratepayer reasonable opportunity to know the details of the proposed meeting.

Extra care should be taken to publicise any special or urgent meeting called in addition to the regular meetings.

A notice of a CCB meeting is to be displayed on the community notice board in areas where such a facility has been provided by Council.

4.3 Meeting Venue

Meetings must be held at a public venue (e.g. public hall, community centre). Meetings should not be held in a private home.

4.4 Who can Attend Meetings?

All residents, ratepayers and other persons within the CCB community such as onsite holiday van owners and business owners are entitled to attend meetings of the CCB within their geographical area. No eligible person within the CCB area can be excluded from attending and participating in a meeting of the CCB.

An attendance sheet shall be circulated at each meeting to record the names and addresses of those in attendance. This sheet may be used to check the voting entitlement for those in attendance.

Guidelines for the Conduct of Community Consultative Bodies

4.5 Councillor's Attendance

Councillors are permitted to attend any CCB meeting and take part in discussion. However, Councillors do not have voting rights unless they are a resident or ratepayer of the area covered by the CCB.

The opinions forwarded by CCBs to Council should be representative of the thoughts of the community, so it is important for CCBs to be protected as much as possible from external influence.

4.6 Style of Meeting

CCB meetings are best run along informal lines as opposed to formal meeting procedures.

An informal style of meeting would be run generally as follows:

- a) an issue is raised for discussion
- b) people can speak on:
 - i) possible solutions
 - ii) problem areas
 - iii) background information relevant to the issue
- c) after sufficient discussion has taken place, a person may suggest a recommendation which reflects the collective opinion of the meeting (the recommendation may draw upon the points discussed)
- d) the recommendation can be put to a vote
- e) if the recommendation is not supported by a majority of those present at the meeting, it is to be recorded in the minutes as a lost recommendation - another recommendation on the item can then be put to the meeting.

If formal meeting procedures are used, a motion must be introduced before speakers can debate for or against the motion. This formal style of meeting tends to alienate many people who:

- a) have no experience of formal meeting procedures
- b) can see positive aspects in both sides of the arguments being presented and are undecided if there is a 'right' or 'wrong' answer
- c) are intimidated by the 'us' and 'them' division that formal motions often create.

4.7 Quorum

A quorum is the minimum number of members required to be present at a meeting before any business can be transacted.

Guidelines for the Conduct of Community Consultative Bodies

A CCB meeting must have a quorum of not less than seven (7) people. At an Annual General Meeting a CCB may set the quorum at a higher number.

A quorum of only seven members has been set so that a CCB can continue to hold meetings even when there are no major issues to be considered within the CCB area. It is expected, however, that an effective CCB will have an average attendance well in excess of the quorum. If attendance is not considered representative of the wider community, Council may withdraw its recognition of the organisation as a CCB.

4.8 Issues for Discussion

Issues of interest to a CCB could include:

- a) new building projects in the CCB area
- b) Council's budget
- c) Council's Delivery or Operational Plans
- d) development proposals
- e) traffic and parking issues
- f) parks and sports grounds – maintenance and improvements
- g) re-zoning proposals
- h) policy proposals
- i) environmental issues
- j) priorities for expenditure
- k) maintenance of council assets (e.g. roads, footpaths, boat ramps, etc)
- l) capital expenditure items within the CCB area
- m) waste management
- n) other community activities.

4.9 Minutes

The minutes are the official record of business conducted at the CCB meeting and **must** record the following:

- the commencing time, date and venue of the meeting
- the number in attendance (a list of those in attendance should also be kept)
- the name of the chairperson
- any recommendations and/or decisions arising from the meeting
- voting on any decisions (i.e. number for and against, or if unanimous).

Guidelines for the Conduct of Community Consultative Bodies

The minutes **may** also include:

- a précis or copy of any reports presented to the meeting
- a preamble to any item of business discussed.
- details of any points raised - either in support or in opposition to the proposal.

See Attachment B for a sample of acceptable CCB minutes.

4.10 Annual General Meeting

The Annual General Meeting is the meeting where CCB office bearers are elected.

A CCB must hold an Annual General Meeting once per calendar year preferably in the same month of that year.

Voting for the election of office bearers and other non-Council related issues may be restricted to financial members of the organisation.



Guidelines for the Conduct of Community Consultative Bodies

5. CORRESPONDING WITH COUNCIL

5.1 Minutes of Meetings

A copy of the minutes of each CCB meeting must be forwarded to Council within one month after the meeting they were confirmed. Some Committees may choose to send their minutes prior to their confirmation which is also acceptable. It is important for Committees to comply with this requirement to assist Councillors in being up to date with issues within community sectors.

The minutes will be used for information purposes only. Requests for action referred to in the minutes may not be acted upon until a letter or e-mail is received by Council on the matter.

5.2 Correspondence

If a CCB wishes Council to act on any specific recommendation or decision adopted at a meeting this should be conveyed to Council in the form of a letter or e-mail. The correspondence should be addressed to the General Manager and include:

- a) the recommendation/decision passed at the meeting
- b) comments made for and against the proposal during the meeting (if appropriate)
- c) details of voting (i.e. number for and against, or if unanimous).

It is of assistance to Council if different issues are covered in separate items of correspondence (i.e. one subject one letter and if known quote Council's reference number).

5.3 Time Constraints

A CCB wishing to respond to an issue on which Council is inviting public comment, must respond within the specified time where practicable. Council shall take into account time constraints when consulting with CCBs. This is one reason why it is important for CCB meetings to be held regularly, and to maintain an ability to call a special meeting if necessary. Council will acknowledge correspondence from CCBs within 28 days.

5.4 Council Decisions

In considering any issue, Council will take into consideration:

- a) views expressed by the CCB

Guidelines for the Conduct of Community Consultative Bodies

- b) representations received from other organisations, government agencies, businesses or individuals
- c) relevant legislation
- d) Council policy
- e) competing priorities
- f) budget constraints.

The final decision on any issue will be made either by the elected Council, or by staff in accordance with their delegated authority and Council policy.

Having regard for the above, a recommendation made by a CCB may be adopted, modified or rejected in the statutory decision making process.

5.5 Contact Information

CCBs should inform Council of any change of contact details:

- a) in the principal office bearers (i.e. Chairperson, Secretary or Treasurer)
- b) to the mailing address for the CCB.

5.6 Electronic Transmission

Minutes and correspondence may be forwarded electronically to Council's e-mail address, which is council@shoalhaven.nsw.gov.au

5.7 Postal Address

Mail is to be addressed to:

General Manager
Shoalhaven City Council
PO Box 42
NOWRA NSW 2541



Guidelines for the Conduct of Community Consultative Bodies

6. CESSATION OF RECOGNITION AS A COMMUNITY CONSULTATIVE BODY

A CCB may cease to be recognised by Council in the event of:

- a) Council receiving a written request from the CCB.
- b) Failure to comply with Council's 'Guidelines for the Conduct of Community Consultative Bodies', particularly in regard to the following:
 - i) The exclusion of any eligible resident or ratepayer from participating and voting at a CCB meeting.
 - ii) Failure to maintain a quorum for three consecutive meetings.
 - iii) Failure to provide Council with a copy of the minutes of meetings.
 - iv) Failure to provide Council with up-to-date contact details of the principal office bearers and the mailing address of the organisation.
 - v) Failure to hold regular meetings.
 - vi) Where a CCB operates or adopts functions which substantially conflict with its ability to represent the whole community.
 - vii) The inability of a CCB to elect office bearers within two months of an annual general meeting.

Appeal Process Prior to Cessation of a CCB.

In the event that Council considers that a situation has arisen where it has become necessary to cease to recognise a CCB, Council shall undertake the following steps:

- a) Staff will attempt to resolve any non-compliance issues with the executive in the first instance wherever possible.
- b) A report will be presented to Council setting out the reasons to cease to recognise a CCB.
- c) If Council supports the reasons, a letter to the last known contact point will be sent, inviting the CCB to comment as to why Council should not cease to recognise that CCB, allowing a response time of 28 days.
- d) If the CCB does not respond within that period a further letter shall be sent seeking a response within 14 days.
- e) If no response is received within the stipulated time, Council will automatically cease to recognise the CCB.
- f) If a response is received, the matter will be reported to Council setting out the views of the CCB and Council shall determine the appropriate action.

Attachment A Sample of Summary of Income and Expenditure

LAKESIDE PROGRESS ASSOCIATION SUMMARY OF INCOME AND EXPENDITURE FOR THE YEAR ENDING 30TH JUNE 2005

Income

Subsidy received from Shoalhaven City Council	\$400.00
Membership Fees	<u>\$180.00</u>
<i>Total Income</i>	<i>\$580.00</i>

Expenditure

Hire of hall for meetings	\$300.00
Postage	50.00
Stationery Items	35.50
Photocopying	<u>129.00</u>
<i>Total Expenditure</i>	<i>\$514.50</i>

Balance for the year - \$65.50.

Balance of Bank Account

The balance of Lakeside Progress Association's bank account as at 30th June 2004 was \$136.25.

Signed by:

J. Bloggs
President

A. Citizen
Treasurer

ATTACHMENT B

Sample of Minutes

MINUTES OF THE MEETING OF THE LAKESIDE PROGRESS ASSOCIATION HELD IN THE LAKESIDE HALL ON WEDNESDAY 2ND FEBRUARY 2005 COMMENCING AT 7.00 PM

Present

There were 28 residents and ratepayers present at the meeting. Names and addresses are recorded in the attendance book.
Councillor Jones was also present.

Meeting Opened

Chairperson Mary Hume opened the meeting and explained, for the benefit of those attending for the first time, the manner in which a Community Consultative Body meeting operates.

Apologies

An apology was received from J Twyford

Confirmation of Minutes

Resolved on a motion of J Wilson seconded M Fisher that the minutes of the meeting held on Wednesday 18th August 2004 be confirmed.

Correspondence - Inward

The Secretary read the following items of inward correspondence

- Shoalhaven City Council advising that the development application for a three storey dwelling in Lake Crescent was refused.
- Shoalhaven City Council advising that a public meeting will be held on 7th October to discuss an application for a marina

Correspondence – Outward

The Secretary tabled the following items of outward correspondence

- Shoalhaven City Council regarding proposed three story dwelling in Lake Crescent.
- Lakeside Hall Management Committee regarding hall hire

Treasurers Report

[Include if Treasurer presents a report to the meeting.]

GENERAL BUSINESS

School Extension

The chairperson reported that additional information had been obtained from Council in regard to the proposed extension of the school. The project was outlined in some detail.

The meeting discussed the proposed school extension and the following points were raised in support of the project

- An extension will ease the overcrowding in the existing school facility
- The extension meets an essential community need.
- The building project will provide local employment

Concerns raised were

- The site plan as proposed requires the unnecessary removal of a number of mature trees
- No provision is made for car parking within the school. Staff are already parking in the surrounding streets
- A larger school will generate more traffic in the surrounding streets
- The school is fast outgrowing its existing site and should be moved.

The following recommendation was put to the meeting

The meeting express opposition to the proposed extension of the school on the basis that the school has outgrown its existing site and should be relocated

The recommendation upon being put to the meeting was declared lost

Voted in favour	8
Voted against	20

A further recommendation was put to the meeting

The school extensions be supported subject to Council negotiating with the Education Department on the following issues:-

- *The importance of retaining as many trees as possible and*
- *The need for the provision of onsite car parking*

The recommendation on being put to the meeting was declared carried

Voted in favour	20
Voted against	8

The Marina Project

The meeting discussed the marina project.

Resolved that the marina project be an agenda item for discussion at the next meeting when more information will be available following the public meeting organised by Council.
Carried Unanimously

Boat Ramp

Mr Williams referred to the traffic congestion at the boat ramp over the long weekend.

The following recommendation was put to the meeting:-

Council be informed of the parking/traffic problems at the boat ramp in Lakeview Parade and be asked to provide for 10 extra spaces for cars and boat trailers.

Carried Unanimously

Next Meeting

The Chairperson reminded those present that the next scheduled meeting will be in the Lakeside Hall at 7.00pm on Wednesday 2nd March 2005.

There being no further business the meeting closed at 8.15 pm

Mary Hume
Chairperson



Delivery Program Operational Plan

Quarterly Performance Report

2020-21 (January - March)





Acknowledgment of country



We acknowledge the traditional owners and custodians of this country and their continuing connection to the land through culture and community. We pay our respects to Elders past, present and future.

Contents

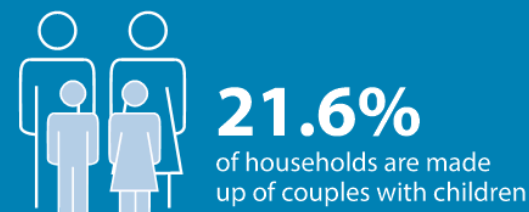
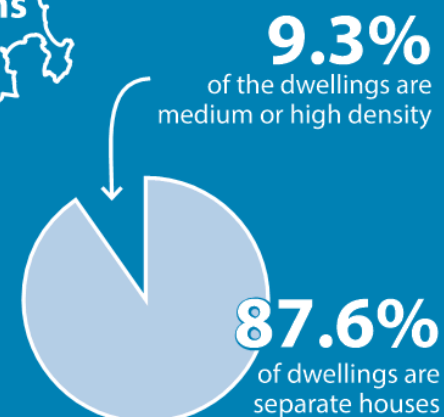
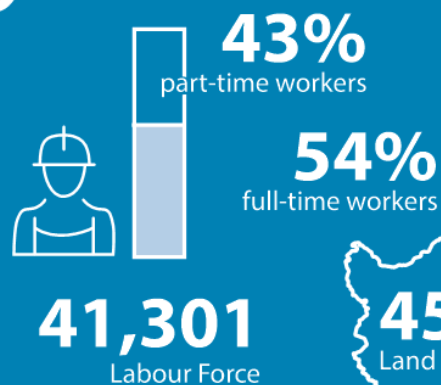
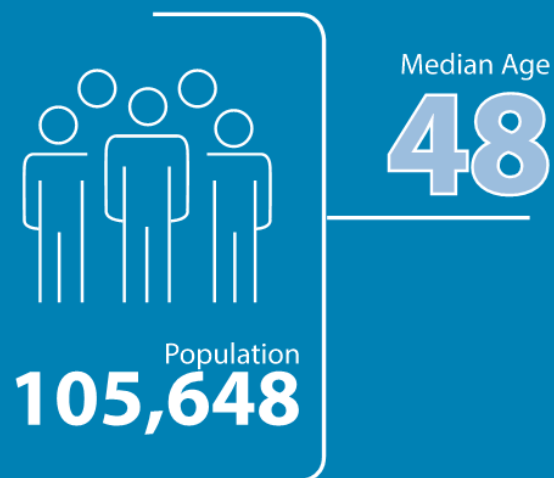
Our Values	04
Community Vision Statement	04
Our Community Snapshot	05
Our Councillors	06
Executive & Organisational Structure	07
Shoalhaven's Integrated Plan Structure	09
Performance Overview 2020-21	11
Resilient, Safe & Inclusive Communities	12
Sustainable, Liveable Environments	42
Prosperous Communities	60
Responsible Governance	72

Community Vision Statement

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



Our Community Snapshot



Our Councillors

Ward 1



Annette Alldrick
0428 657 026
Annette.Alldrick
@shoalhaven.nsw.gov.au



Nina Digiglio
0428 629 147
Nina.Digiglio
@shoalhaven.nsw.gov.au



Andrew Guile
0412 287 706
andrew.guile
@shoalhaven.nsw.gov.au



John Wells
0412 676 159
John.Wells
@shoalhaven.nsw.gov.au

Ward 2



Joanna Gash
0427 160 170
Jo.Gash
@shoalhaven.nsw.gov.au



John Levett
0418 469 094
John.Levett
@shoalhaven.nsw.gov.au



Mitchell Pakes
0432 557 516
Mitchell.Pakes
@shoalhaven.nsw.gov.au



Greg Watson | *Deputy Mayor*
0412 210 979
watsong
@shoalhaven.nsw.gov.au



Amanda Findley | *Mayor*
0434 151 730
findleya
@shoalhaven.nsw.gov.au

Ward 3



Kaye Gartner
0428 861 092
Kaye.Gartner
@shoalhaven.nsw.gov.au



Mark Kitchener
0478 882 649
Mark.Kitchener
@shoalhaven.nsw.gov.au

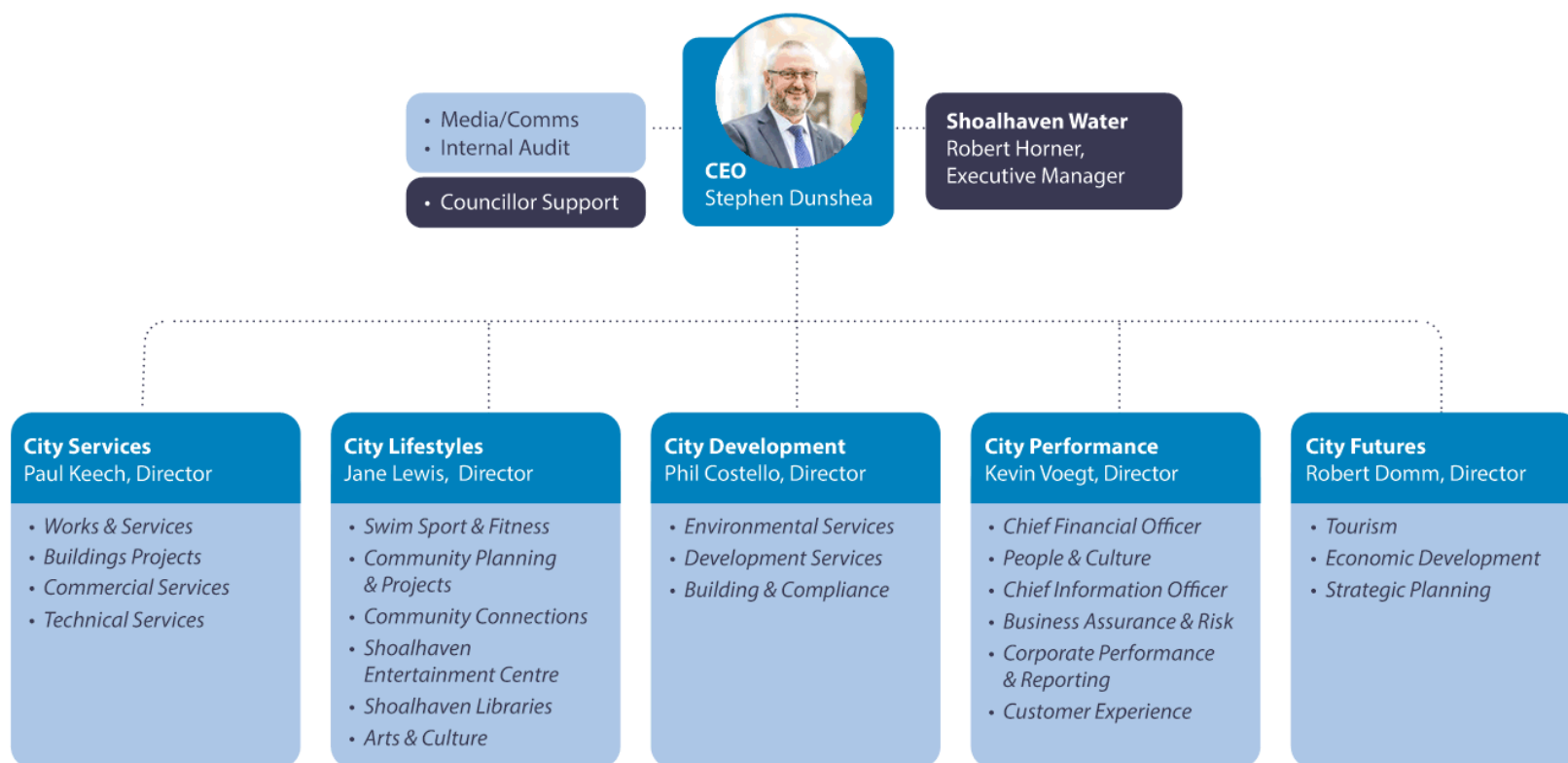


Bob Proudfoot
0428 970 086
Bob.Proudfoot
@shoalhaven.nsw.gov.au



Patricia White | *Assistant Deputy Mayor*
0447 416 329
Patricia.White
@shoalhaven.nsw.gov.au

Executive & Organisational Structure





Shoalhaven City Council - Performance Report January - March 2021

SA21.81 - Attachment 1

Shoalhaven's Integrated Plan Structure

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

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

The Resourcing Strategy is used to address the budget needs through the Long Term Financial Plan, assets required through the Asset Plan and Council's workforce through the workforce plan. The five-year Delivery Program Goals are Council's response to the Community Strategic Plan. The one-year Operational Plan Actions details what will be completed over each 12 month period.

This report provides an overview of Council's performance between January to March in delivering the 2020-21 Delivery Program and Operational Plan.





Performance Overview

The following section provides an overview of Council's progress with delivering on commitments in our Annual Plan.

This report provides a performance update on the 156 deliverables across the the four key themes and ten priority areas to 31 March 2021.

Overall progress shows:

 **15** Completed
  **128** On Track
  **7** On Hold
  **6** Needs Attention



Resilient, Safe and Inclusive Communities

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



Prosperous Communities

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



Sustainable, Liveable Environments

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



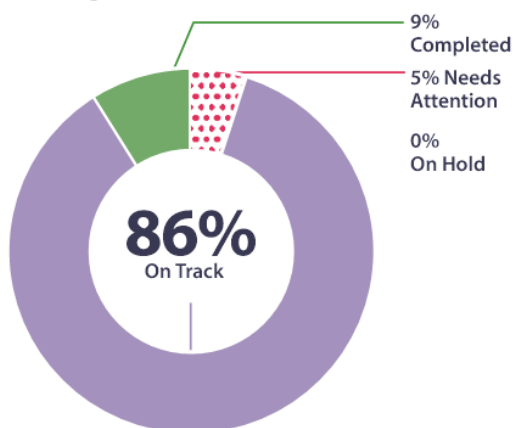
Responsible Governance

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



Resilient, Safe & Inclusive Communities

Progress Snapshot



Highlights

- Parks Team were kept busy with above average rainfall and high tourism visitation resulting in additional requests for mowing. Although Crews were stretched over 92% of scheduled maintenance completed.
- Coordinated and supported numerous community events - Harmony Day; International Women's Day; Warden Head Master Plan Engagement; Community Grants Program and Grant Clinics in Nowra, Ulladulla and Sanctuary Point.
- Awarded \$8M in funding Federal & State Government for the Artie Smith development at the Shoalhaven Community and Recreational Precinct (SCaRP).
- Repairs underway for a damaged section of flood levee on Comerong Island. Further funding is being sought for damaged levees in Terara & O'Keeffe's Point.
- Art Gallery launched the Shoalhaven Primary Schools program: Regenerate:Shoalhaven with a total of 1,129 students participating so far. 85% of visitors who completed the survey are likely or highly likely to recommend the Gallery.
- Community Connections team delivered 4 training sessions in Bomaderry, Sanctuary Point, Orient Point with community members who will assist in undertaking community needs assessments.
- Shoalhaven Entertainment Centre has a busy programme of performing arts scheduled from the week it re-opens in May 2021. They will present award winning shows including the Ensemble Theatre's 'The Appleton Ladies Potato Race', Sydney Dance Company's 'Impermanence' and the Sydney Symphony Orchestra.

Our Performance for the last 3 months

A 'good' to 'excellent' safety rating for
95% of 157 food business



Proactive Ranger patrols

2,329



Virtual visits to libraries

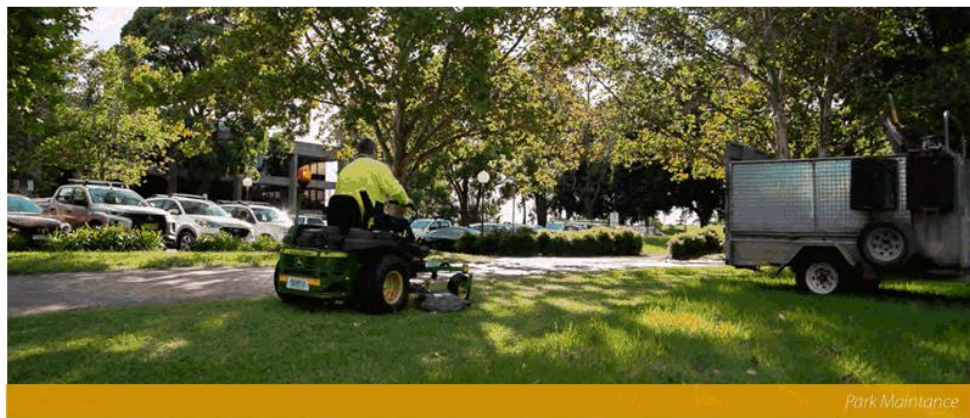
555,941

Shoalhaven Regional Gallery attracts

36,800
guests



Vincentia High School




Park Maintenance



Sydney Dance Company

<div><div>Action Key</div><div><div></div> Completed</div><div><div></div> On Track</div><div><div></div> Behind Schedule</div><div><div></div> Not Due to Start</div><div>KPI Status</div><div><div></div> Critical</div><div><div></div> Needs Attention</div><div><div></div> On Track</div></div>							
	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.01.01 Execute the duties of the Local Emergency Management Officer (LEMO)						
	Community engagement relating to Emergency Management process and procedure continues in a number of areas including school children, Community Forums and CCBs. Ongoing support to the Recovery to Resilience Action Team continues with a focus on Stream 2 - involving preparation for emergency events with necessary published information and checklists to better inform communities of messages, warnings and protocols specific to emergencies and where to gain this information. Recovery to Resilience project Stream 3 - Power and Communication redundancy options reported to Local Emergency Management Committee in February gaining full support of the project. Close liaison continues between LEMO and Community Recovery Officer.	Percentage of Shoalhaven Supporting Plans and Consequence Management Guides reviewed	60	50		Manager - Technical Services	The Shoalhaven Emergency Management Plan (EMPLAN) is currently being reviewed at a local level and a strategic direction in emergency management is currently being developed in consultation with local, region and state level emergency management priorities
	1.1.01.02 Inspect Asset Protection Zones and fire trails for compliance against bushfire mitigation guidelines						
	The third and final round of Asset Protection Zone maintenance across the municipality was completed in March in addition to the October and December rounds. The works were completed via a combination of Council staff and contractors.	Percentage of Asset Protection Zones inspected	Q4	Due June 2021	N/A	Manager - Works & Services	N/A
		Percentage of Asset Protection Zones maintained	Q4	Due June 2022	N/A	Manager - Works & Services	N/A

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.1.01.03 Annual audit of Council's responsibilities within the Shoalhaven District Bushfire Plan						
	The third round of Asset Protection Zone (APZ) maintenance has been completed from January to March by a combination of Council staff and contractors. Tree canopy separation and APZ encroachment works are being conducted by contractors under direction of the Bushfire Mitigation Officers. A part fourth round for APZ's that have high growth rates is underway for April/ May 2021.	Audit completed, certified bushfire mitigation works assessed and asset custodians notified of rectification works by June 2021	Q4	Due June 2022	N/A	Manager - Works & Services	N/A
>	1.1.01.04 Advocate for legislative change to allow the implementation of measures to assist protection of Shoalhaven urban areas from future bushfire attack						
	Continuing to pursue the updated Bushfire Prone Land Mapping for the City - discussions held with NSW RFS on its finalisation.	Number of advocacy initiatives	Count	8		Director - City Futures	Submissions made during the quarter: Draft Regional Plan Draft Illawarra-Shoalhaven SIC LEP Natural Disaster Clause LEP Draft Local Character Clause/ Overlay Grant Application - Your High Street, Junction Court Initial Comments - Draft Coastal Design Guide Draft Illawarra-Shoalhaven Regional Transport Plan NSW Agricultural Land Use Planning Strategy Options Paper

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.1.01.05 Assist the implementation of recommendations from the relevant government bushfire inquiries						
	Recommendations have been received and have been reported to Council. All recommendations relevant to Local Government are in place in Shoalhaven, however some may need to be augmented.	Number of Council endorsed recommendations implemented	Count	18	●	Director - City Development	18 recommendations in the Commonwealth (11) and State (7) Government Bushfire Inquiries that relate to local government have been addressed in policies, plans and procedures
ⓘ	1.1.01.06 Implement high priority actions (0 -2 years) in the certified Coastal Zone Management Plan						
	29 of the 52 short term implementation items from the Coastal Zone Management Plan (CZMP) have either been completed or significantly progressed. The long term items exceed the December deadline created by DPIE for the operation of this current CZMP and these actions will automatically be placed in new CMPs	Number of priority actions implemented	Count	29	●	Manager - Environmental Services	29 is the amount of Coastal Zone Management Plan actions either completed or significantly progressed
✓	1.1.01.07 Continue the implementation of the Shoalhaven Recovery Action Plan through the Shoalhaven Recovery Committee until transition to normal business and service						
	The Shoalhaven Recovery Committee had its final meeting on 30th June 2020. Since this time the Recovery Action Team Leads have been meeting weekly to progress Bushfire related projects and continue the implementation of the Shoalhaven Recovery Committee Action Plan. Recovery Action Team Leads have returned to their substantive role and have absorbed the Bushfire recovery work into business as usual. Work has now commenced on the Recovery Into Resilience Plan which looks at community preparedness for future natural disaster events.	Number of newsletters to the community promoting recovery support programs and initiatives	Count	2	●	Director - City Lifestyles	The Recovery newsletter has been relaunched and first two issues released. This is a fortnightly newsletter
		Number of businesses utilising Council recovery support programs including mentoring and workshops	Count	0	●	Director - City Lifestyles	This program has not been running in this quarter.


	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.1.01.08 Develop and implement initiatives to encourage help-seeking and to build community understanding of Mental Health issues and available supports						
	<p>From January to March, Council has opened the Ulladulla Recovery Hub. The hub is staffed by various agencies including Council, Dept of Primary Industries, NSW Health, Barnardos, Red Cross and others. It is a safe space where people can drop in and connect with services to receive the assistance they need. Specialist workshops and sessions have also been run including hosting Thread Together to provide quality clothing to affected residents. There have also been one to one legal clinics with Legal Aid.</p> <p>The Recovery Hotline continues to offer support for affected community members and provides outreach calls to connect with people and to offer referral and support.</p> <p>Shoalhaven City Council has convened the Shoalhaven Bushfire Health and Wellbeing Network which consists of State and Federal agencies, NGO's and community. The purpose is to bring services together to progress Mental Health Issues and Wellbeing Issues and supports in a coordinated manner. To this end, an Action plan has been developed to enable the groups to share the workload and to ensure critical services reach the community in a coordinated and timely manner. Funding has been sourced for the implementation of the Action Plan.</p> <p>Council will be launching Bushfire Social Recovery Grants in June 2021 to encourage community groups and organisations to run programs and initiatives to encourage social connection and help-seeking.</p>	Number of initiatives that engage partner organisations	Count	10	●	Director - City Lifestyles	Harmony Day, International Womens Day, Warden Head Master Plan, NAIDOC family funday planning, NAIDOC awards planning, Shoalhaven Anti-Poverty Committee, Homlessness Forum planning, Homelessness Response, Ulladulla Recovery Hub
		Number of events (workshops/ expos/info nights) completed	Count	11	●	Director - City Lifestyles	Youth Advisory Committee Planning Day Inclusion and Access Advisory Group Workshop 3 Community Grants Clinics - in Nowra, Sanctuary Point and Ulladulla Harmony Day International Women's Day 4 Asset Based Community Development Training workshops in Culburra, Sanctuary Point, Bomaderry and Online.


Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of partner organisations engaged	count	50	●	Director - City Lifestyles	Number includes Community Capacity Building and Bushfire Recovery. Partners include NSW Health, Co-ordinator, Department of Primary Industries, Education, Department of Communities and Justice as well as NGO's and Community organisations including those working with Disability, Multicultural, Homeless and Bushfire Recovery.
	Percentage of partner organisations reporting new help seeking activities	80	100	●	Director - City Lifestyles	This is based on Bushfire recovery partners. A number of people have recently come forward through community events, Ulladulla recovery hub and the hotline that are now receiving help and assistance. All partners that work in the Recovery Hub or that receive referrals through Councils recovery hotline and outreach service have reported increases.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.1.02.01 Consult the community on the development and planning of Community facilities						
	<ul style="list-style-type: none"> Staff have undertaken community consultation on a number of projects - including: <ul style="list-style-type: none"> - Marriott Park Master Plan - Plans of Management - Community Wellbeing Plan - Bay and Basin Skate Park - Sanctuary Point Library - Shoalhaven Heads Landscape Master Plan 	Prepare plans and advocate for funding for a Skate Park at Bay & Basin by June 2021	75	75	●	Director - City Lifestyles	Concept design of the Bay and Basin Skate park has been completed and adopted by Council. Council has received the draft detailed design package for the Skate Park, which requires internal approval prior to finalisation. Council will then proceed to tender for construction of the Skate Park.
		Prepare plans and advocate for funding for Marriott Park improvements by June 2021	75	75	●	Director - City Lifestyles	The Marriott Park Master Plan and concept design for the Variety Livvi's Place Marriott Park have both been completed and adopted by Council. An amendment to the Marriott Park Master Plan is currently in progress, in accordance with MIN21.71. Council was successful in a funding application to Everyone Can Play for the delivery of stage one of the new Playspace. Council will now proceed to detailed design of the Playspace, prior to construction.


Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Prepare masterplan for Berry Showground by June 2021	75	75	●	Director - City Lifestyles	Draft Masterplan is being prepared with the Plan of Management by external consultant. Draft masterplan has been prepared and consultation with internal stakeholders and the Management Committee has been completed. On course to complete by end of FY.
	Undertake funding advocacy activities to progress the Shoalhaven Community & Recreation Precinct project	1	10	●	Director - City Lifestyles	Advocacy is ongoing with this project. Council recently were awarded \$8M in funding under the Bushfire Local Economic Recovery Fund for the Artie Smith development. Staff are working with a Project Steering Group to deliver this aspect.
<div>➤</div> 1.1.02.02 Undertake social mapping to identify community needs						
The Building Better Futures project has now commenced. Council has rolled out 4 training sessions attended by community members who will assist Council with developing data to inform needs assessments. Council has also been successful in a grant application to roll out additional needs assessments in fire affected communities across the Shoalhaven. Council will be recruiting for Project Officer to deliver this work over a 12 month period.	Number of social maps completed for selected communities	1	3	●	Director - City Lifestyles	BBRF Community needs assessment and ABCD training Homelessness Forum Survey Community Connections Fairs Survey



	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.1.02.03 Coordinate and support community development programs and events in the Shoalhaven						
	Now that COVID restrictions have been reduced, Council has been able to re-start some of its community events. Working with various agencies, Council has supported activities and programs including Harmony Day and International Womens Day. Council has also launched the Community Grants program and has successfully run grants clinics in Nowra, Sanctuary Point and Ulladulla. Additionally, work commenced on planning for Youth and Seniors Festival, the roll out of the new CommUnity Connections initiative where staff visit the 49 towns and villages over a 12 month period to listen to community.	Number of community events coordinated and supported including NAIDOC, Youth and Seniors Weeks	1	7	●	Director - City Lifestyles	Council has coordinated and supported the following events between January and March 2021: Harmony Day International Women's Day Warden Head Master Plan - Community Engagement Community Grants Program Grant Clinics in Nowra, Ulladulla and Sanctuary Point
		Number of Targeted Early Intervention Program initiatives supported and coordinated	Count	5	●	Director - City Lifestyles	Council has supported and coordinated the following Targeted Early Intervention programs: Harmony Day International Womens Day Community Grants Grants Clinics Ulladulla Recovery Hub



	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.1.02.04 Continue to work with stakeholders to implement initiatives from the Shoalhaven Aboriginal and Youth Employment Forum						
	The 2021 intake of Trainees and Apprentices through HVTC commenced this quarter.	Number of Shoalhaven Aboriginal & Youth Employment Forum initiatives implemented	2	2		Director - City Performance	Council has signed off on the Eco Crews Partnership as a project host. \$250 million BLER Fund Open Round will support projects that retain and create new jobs in regional areas, build resilience and increase preparedness for future bushfire seasons. It was open for applications from 47 fire-impacted NSW Local Government Areas between 27 October 2020 and 28 January 2021. More than 650 project applications were received and are now going through a competitive/merit-based assessment process managed by the Department of Regional NSW. Successful projects will need to be approved by the Commonwealth government and are expected to be announced from June 2021.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.1.02.05 Partner with relevant agencies in the response to and recovery from the coronavirus pandemic						
	<ul style="list-style-type: none"> Direct relationships with NSW Health, SafeWork NSW and the Office of Local Government has allowed for fast and accurate updates and an avenue to ask questions regarding any changes to COVID-19 pandemic restrictions Delivered successful television, radio and social media campaign in partnership with Illawarra-Shoalhaven councils for residents and visitors to stay COVIDsafe 	Number of partnership initiatives in response to coronavirus pandemic	Q4	Due June 2021	N/A	Manager - Corporate Performance & Reporting	Due June 2021
>	1.1.03.01 Conduct and respond to biennial WHS inspections at public halls and management committee facilities						
	Six facility inspections have been completed in consultation with Management Committees. All identified defects have been actioned.	Percentage of scheduled facility inspections completed and actioned	75%	100%		Manager - Shoalhaven Swim Sport Fitness	Six facility inspections completed this quarter, in excess of inspection schedule. All defects have been actioned.


	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.1.03.02 Shoalhaven Regional Gallery to deliver Art Workshops and curriculum education programs across the Shoalhaven						
	With the easing of COVID-19 restrictions a new project has been launched with our Shoalhaven Primary Schools: Regenerate:Shoalhaven. 3 schools have signed up to the project, with a total of 1,129 students participating to date. Further schools are expected to participate during 2021. The Gallery has delivered 5 Artist Led workshops, 3 live artist talks, 3 artist talk videos, 3 guided tours, 2 term based Art After School classes, 4 term based short courses for adults and Summer School holiday workshops. We have also welcomed 4 secondary school and 2 primary school excursions.	Number of Pop Up Art workshops delivered to outlying areas	2	5	●	Manager - Arts & Culture	The Gallery has produced 3 artist practice videos in this period and published online via you tube and social media channels. Views to date are 771, reaching a further audience during COVID-19 restrictions. As restrictions ease live pop ups will be planned.
		Number of Students participating in curriculum based programs	200	358	●	Manager - Arts & Culture	The easing of COVID-19 restrictions in state schools has allowed for schools to visit since the start of 2020. The Gallery's new In Gallery Learning Program has been very well received by students and teachers alike. A broader launch of the programs will occur in May in partnership with Sydney Living Museums - Meroogal House and the Gallery hosting a Twilight Teachers Evening Event.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.1.03.03 Implement actions from the Shoalhaven Libraries Strategic Plan 2017-2021						
	The actions for this quarter in the Shoalhaven Libraries Strategic Plan are complete. Shoalhaven Libraries, Shoalhaven Entertainment Centre and the Shoalhaven Regional Gallery are jointly working on a Children's Festival for the local area and have prepared submissions for grant funding. Work has continued on the provision of access to all library resources from one customer friendly interface and a draft customer survey is being finalised for a May launch. Staff are continuing to partner with external organisations and increase outreach activities to broaden the customer base and increase library membership.	Number of actions implemented from the Shoalhaven Libraries Strategic Plan 2017-2021	Count	4		Director - City Lifestyles	Shoalhaven Libraries has increased partnerships and outreach activities working on a children's program with South Coast Writers Centre, collaborated with the Shoalhaven Regional Gallery and Entertainment Centre on a Children's Festival and with local indigenous preschools for outreach visits. There have been enhancements to the catalogue and app to improve access to all library resources from one customer friendly interface. A suite of reports have been developed to analyse resource allocation and staff are currently working on promotional activities to increase membership.




	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.1.04.01 Provide recycling and waste management services to the community						
	Recycling and waste services continue to be provided to the community. Glass Recycling Plant commissioned	Percentage of the adopted 20-21 Waste Capital Works Program delivered by June 2021	65%	12%		Section Manager - Manager Commercial Services	Capital expenditure in next three months includes: Shredder and hooklift - on order; Glass plant commissioned 31 March with final payment still in process; Biodiversity credits to purchase for the landfill extension and commence earthworks and fencing; MRF roadworks and Building; First payment for Bioelektra. Insurance now available for the Bioelektra project.
>	1.1.05.01 Undertake projects in the Strategic Planning Works Program to meet community needs regarding housing and the built environment including continued implementation of the Shoalhaven Affordable Housing Strategy						
	Range of projects underway in accordance with the Works Program or completed during the report period including: commencement of the updates to the Jerberra and Versons Estates Development Control Plans; amendment of the small lots clause related to new urban release areas; and exhibition of relevant contributions plan amendments.	Complete the annual reporting framework for Affordable Housing Strategy by December 2020	100%	50%		Manager Strategic Planning	Initial contact made with Councils demographic providers (iD) to see whether they can assist in this regard.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
①	1.1.06.01 Perform the duties required to ensure the satisfactory operation of on-site sewage management systems						
	835 inspections on the operational performance of on-site sewage management systems have been completed in the FY, 38% short of target number of inspections. Although the target was not met, there has been an increase by 11% from the previous quarter in the number of inspections completed. This is line with the Shoalhaven's recovery from the impact of bushfires and covid-19. The expense budget is on track. Revenue has improved from the previous quarter, but is still down by 44%. The deficit is likely due to a one month delay in invoicing and an initial over-estimate of the revenue budget which will be adjusted at the 3rd quarterly review.	Percentage of planned on-site sewage management systems inspections completed	100%	61.85%		Manager - Environmental Services	66 % of planned inspections were completed in the 3rd quarter. This figure has improved by 11 % from the previous quarter as the Shoalhaven recovers from the impact of bushfires and COVID-19.
		Percentage of follow up regulatory action commenced in response to failed on-site sewage management system inspections	100%	97.58%		Manager - Environmental Services	Follow-up regulatory action had not commenced on two failed inspections due to further investigation on the installed system first being required and action had not commenced on a third failed inspection due to the inspection being completed on the last day of the reporting period.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.1.06.02 Undertake environmental health regulatory inspections to ensure compliance with legislative standards						
	Limited regulatory inspections carried out this quarter due to the seasonal nature of this work. Focus has been on undertaking water quality monitoring for bushfire affected waterways.	Percentage of planned environmental health inspections completed	100%	100%	●	Manager - Environmental Services	The Environmental Health Unit has managed to meet its targets in relation to environmental health inspections.
		Percentage of follow up regulatory action commenced in response to failed environmental health inspections	100%	100%	●	Manager - Environmental Services	The Environmental Health Unit has pursued regulatory action in relation to failed environmental health inspections to seek compliance.
➤	1.1.06.03 Undertake swimming pool inspections in accordance with the adopted program						
	A total of 108 swimming pool inspections were completed during the period. These properties relate to: tourist and visitor accommodation, all multi occupancy development (more than 2 dwelling units), properties that are sold or rented from 29 April 2014; and, where pool owners apply for a swimming pool compliance certificate. On average 90% of inspections fail on the first occasion resulting in an additional inspection of the premises. Once the swimming pool is compliant, a Certificate of Compliance is issued and it is registered on NSW Swimming Pool Register.	Number of complaints related to swimming pool barrier issues received	Count	29	●	Manager - Certification & Compliance	A total of 29 complaints were received in this quarter relating to swimming pool barrier concerns.
		Number of complaints related to swimming pool barrier issues actioned	Count	29	●	Manager - Certification & Compliance	29 calls relating to swimming pools without a compliant barrier received, the majority were portable pools. The owners were advised to drain and dismantle the pool or consider regularising the pool via a Building Information Certificate application.

Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Percentage of premises on the Tourist and Visitor register notified at the expiration of their Swimming Pool Compliance Certificate	75	0		Manager - Certification & Compliance	<p>No swimming pool owners on Councils register were notified this quarter. There were 23 alerts in total for this period and these will all be processed next quarter.</p> <p>The decrease in notifications is a direct result of increased workloads in compliance certificates for property sales and a concentration on work associated with the Coronial Enquiry evidence for the drowning and near drowning events. Compliance Officers are assisting with the swimming pool programme to put it back on track.</p>


	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.1.06.04 Ranger Services undertake proactive patrols in order to meet the needs of the community and council						
	Ranger Services have actioned a total of 2329 incidents in the period. Of these , 466 related to animal management complaints, 1506 related to proactive beach patrols and 357 incidents relating to illegal dumping, camping, parking, tree vandalism and reserve issues.	Number of proactive ranger patrols	2250	2329	●	Manager - Certification & Compliance	Rangers completed 1,506 beach patrols during this quarter. Of this figure, a total of 77 dog owners have been spoken to with 273 dogs sighted. A further 823 proactive patrols have been completed Rangers concentrating on parking safety, environmental protection and responsible pet ownership.
>	1.1.06.05 Undertake retail food regulatory inspections to ensure compliance with legislative standards						
	For the 3rd quarter (2020/2021) 157 food premise inspections were conducted. The Scores on doors ratings found that food premises rated as Excellent - 59%, Very Good – 26%, Good – 10%, Poor/no rating – 5%. Of the 8 food premises that were found to be in a Poor state, 100% were followed up with regulatory action (Improvement Notices, PIN's etc).	Percentage of businesses achieving 'good' or 'excellent' food safety star rating	80	95	●	Manager - Environmental Services	157 food premise inspections were conducted. 59% - Excellent / 26% / Very Good, 10% / 5% - Good, Poor/no rating.
		Percentage of follow up regulatory action commenced in response to failed food hygiene inspections	100	100	●	Manager - Environmental Services	Of the 8 food premises that were found to be in a Poor state, 100% were followed up with regulatory action (Improvement Notices, PIN's etc).


	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.1.07.01 Liaise with the Rural Fire Service Strategic Planning Committee to deliver assigned and future projects for emergency service facilities						
	<p>RFS Strategic Planning Committee meetings conducted on 11 March 2021 (in lieu of February meeting postponed due to availability of attendees). The Shoalhaven District Liaison Meeting was also held on this date.</p> <p>Capital works updates were provided for current projects and the capital priority list was also discussed. The progression of all seed funded projects through RFS and council voted funds was also discussed.</p>	Number of RFS Strategic Planning Committee meetings held	Count	2		Buildings Project Manager	RFS Strategic Planning Committee meeting & Shoalhaven District Liaison Meeting held
>	1.2.01.01 Shoalhaven Regional Gallery to deliver a diverse program of arts and cultural activities that cater for audiences across the Shoalhaven						
	<p>In this quarter we have delivered eight exhibitions celebrating both local and established Australian artists. All exhibitions have been well received by both local and travelling visitors.</p> <p>We have delivered a wide range of public programs for audiences of all ages and with diverse interests, with 6 school holiday workshops and after school art classes for children aged 3 - 16, and 4 artist led workshops, 2 artist talks and one term-based class for adults. We have hosted guided tours for school groups and community groups.</p> <p>During this quarter we made the Shoalhaven City Collection available online, alongside digital content such as interviews and tours for audiences unable to attend the Gallery in person as well as our regular visitors. All have attracted good viewing numbers.</p>	Number of people paying to attend public programs	375	546		Manager - Arts & Culture	Through diverse programming, people paying to attend public programs is growing steadily with many return customers. The majority of public programs are selling out or reaching 80% attendance.
		Number of visitors to Shoalhaven Regional Gallery	24000	36800		Manager - Arts & Culture	This quarter's visitor numbers were 13,723, bringing year to date totals to 36,800.

Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Percentage of visitors 'likely or very likely' to recommend the gallery	50%	85%	●	Manager - Arts & Culture	85% of visitors who completed the survey are likely or highly likely to recommend the Gallery. This is a good result.
<div>➤</div> 1.2.01.02 Shoalhaven Entertainment Centre will curate and deliver an inclusive Annual Season of shows, events and public programs for 2020-21 reflective of our diverse community						
Shoalhaven Entertainment Centre has a busy programme of performing arts scheduled from the week it re-opens in May 2021. This is a combination of works, drawn from a wide variety of genres, from the postponed 2020 Season, plus productions we had committed to prior to COVID-19 and the Upgrade works. We are looking forward to hosting Ensemble Theatre's Appleton Ladies Potato Race, Sydney Dance Company's Impermanence, Sydney Symphony Orchestra and many other leading companies and performers.	Percentage of audience members' positive perception of the Centre's contribution to cultural life in the Shoalhaven	85%	88.30%	●	Director - City Lifestyles	The Centre has only been able to deliver two performances of the same production in the past 14 months due to COVID and the Upgrade. Via Culture Counts our social impact surveying tool our audience response to the Morning Matinee Darren Coggan's Campfire, performed at Nowra School or Arts, was excellent. The audience was highly appreciative of the quality and standard of the performance and were grateful to return to live performance.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.2.01.03 Increase diversification of income streams to support the activities of the Shoalhaven Regional Gallery						
	Diversifying our income stream continues to be an area that is challenging but essential for the continued growth of Shoalhaven Regional Gallery. With changes in guidelines for funding from State Government, seeking private avenues of funding is becoming more essential that ever. To this end, we have sought the support of the Arts Board for the installation of specialised fundraising software and hope to move forward on that project shortly.	Tap and Go donation system installed by June 2021	100%	100%	●	Director - City Lifestyles	The Tap and Go Donation System is installed and operational, with donations being received.
>	1.2.02.01 Shoalhaven Libraries will create opportunities for diverse communities to be welcomed and celebrated in appropriate ways through a range of events						
	With the introduction of Stage 5, physical events have started back up for adults and children including weekly storytimes, rhymetimes, tech classes and movies at midday. Shoalhaven Libraries' branches are also open for longer and more desks and seating is available for customers to work and study in the library.	Number Library Programs Delivered	375	122	●	Manager - Library Services	Due to the impacts of COVID-19 library programs and events are still not at pre-COVID levels, however regular programs are slowly being reintroduced.
		Number Library Visits	315000	179868	●	Manager - Library Services	Attendance figures are gradually increasing as library opening hours and programming returns to normal, and customers are returning to the library.
		Number of Virtual Visits at Council's Libraries	280500	555941	●	Manager - Library Services	Usage of the library's digital resources have increased substantially due to COVID-19 and this trend has continued.



	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.2.02.02 Progress design and construction of a new Bay and Basin District Library at Sanctuary Point						
	Concept plans for the new Sanctuary Point District Library are currently out on public exhibition for community feedback for the month of April. There will also be two community drop-in sessions held on site. At the conclusion of the exhibition period Council will receive a further report regarding the design and feedback received.	Undertake community consultation for Bay & Basin District Library at Sanctuary Point by June 2021	75%	75%	●	Manager - Library Services	Community consultation has been undertaken for the Bay & Basin District Library at Sanctuary Point and the project is progressing on track.
		Detailed design completed for the new Bay & Basin District Library at Sanctuary Point by June 2021	75%	75%	●	Manager - Library Services	Detailed design for the new Bay & Basin District Library at Sanctuary Point to be completed by June is on track.
>	1.2.02.03 Implement the Strategic Business & Marketing Plan to support the future growth and development of the Shoalhaven Entertainment Centre						
	The plan is almost complete - currently working on updates in light of enforced closures due to COVID-19 restrictions and Upgrade Works. Also undertaking further work on financial modelling.	Prepare plans and advocate for wayfinding signage to improve visibility of the Shoalhaven Entertainment Centre by June 2021	75%	75%	●	Director - City Lifestyles	Improvements have been made to the Bridge Road car park to the north of the Entertainment Centre in terms of better lighting and access to paved car parks. More work needs to be undertaken by the SEC team in the next round of upgrades relating to improved signage and linking the Old Gasworks car park to the Centre. This may be grant dependent.



	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.2.03.01 Undertake projects in the Strategic Planning Works Program to maintain and enhance Shoalhaven's cultural heritage, including continuing to run Council's annual local Heritage Assistance Grants						
	Range of relevant projects ongoing and well advanced including: <ul style="list-style-type: none"> Local Heritage Grants 2020-21 - work underway to complete and finalise successful projects. Berry Heritage Planning Proposal - work continued in accordance with the Council resolution. Heritage Housekeeping Planning Proposal - Amendment to LEP notified in March 2021 Huskisson Planning Proposal (former church) - heritage investigations continued, including new ground penetrating radar survey. 	Number of Heritage Assistance Grants issued	Q4	Due June 2021	N/A	Manager - Strategic Planning	Due June 2021
		Value of Heritage Assistance grants issued	Q4	Due June 2021	N/A	Manager - Strategic Planning	Due June 2021
>	1.3.01.01 Undertake scheduled park servicing as listed in the Maintenance Management System at the commencement of the financial year						
	The Parks Team had an extremely busy quarter with above average rainfall and tourism throughout the Shoalhaven. Strong seasonal growth rate of grass in Parks, Reserves and Sports fields saw additional requests for mowing and prioritising of higher profile reserves over less frequently utilised reserves. Crews were stretched to ensure they maintained the current schedule while performing additional services to the overgrowing areas.	Percentage of the Parks and Reserves' services completed against scheduled services	80%	92%		Section Manager - Works & Services	92% of scheduled maintenance completed. Machinery breakdown saw some of the scheduled works go out to contractors. The strong growing season saw more time required to complete reserve maintenance. Additional tourist numbers increased demand on facilities, public amenities and reserves.

Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
1.3.01.02 Support Parkcare Group Volunteers to improve local parks and reserves						
There are three new Parkcare groups with action plans being sent to Council for approval in Q4. Two established Parkcare groups are having their plans updated. Three new groups are in the planning stage. Current Parkcare figures: 53 Groups, 456 Volunteers, 3021 Volunteer hours Year to date.	Maintain Annual Parkcare volunteer hours	Q4	Due June 2021	N/A	Manager - Works & Services	Due June 2021
1.3.01.03 Deliver improved playing surfaces for sporting groups in the Shoalhaven						
Irrigation, drainage and floodlighting projects are currently being installed to sportsgrounds across the Shoalhaven. These will include; Callala Sportsground Irrigation & Drainage Finkernagel Oval Irrigation Bill Andriske Oval Irrigation Yulunga Reserve Sportsfield drainage Nowra Showground Floodlight Tower Ulladulla Sporting Complex Floodlighting	Undertake annual sportsfield improvement program	75%	100%		Director - City Lifestyles	Summer sportsground improvement programs have been completed for Topdressing, Fertilising and weed control.
1.3.02.01 Provide a range of programs and services to cater for community demand for aquatics, health and fitness programs						
Learn to Swim Program numbers exceeded pre COVID levels. Aquatics restrictions on bather loads have also eased. Providing greater lane availability to swimmers. Memberships (Direct Debit) climbing towards pre-lockdown levels.	Maintain the number of attendances at Council's aquatic and leisure centres	Q4	Due June 2021	N/A	Manager - Swim Sport Fitness	Due June 2021

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
✓	1.3.02.02 Complete Stage 1 of implementation of the bookings management software						
	All bookings for Council-managed halls, sportsgrounds and reserves are now available online.	Online bookings available to the public for Community Halls by June 2021	100%	100%	●	Manager - Shoalhaven Swim Sport Fitness	All Council-managed halls, sportsgrounds and reserves are available for online bookings. Staff are proceeding to develop camping module for online bookings at Berry, Nowra and Milton Showgrounds.
➤	1.3.02.03 Improve pool environment for patrons at Sussex Inlet Aquatic Centre						
	The new dehumidification /air handling unit project for Sussex Inlet Aquatic Centre design has been completed. All designs works to allow request for quotation completed. Request for quotation to be released early in Quarter Four.	Complete installation of air handling equipment (HVAC) at Sussex Inlet Aquatic Centre by June 2021	75%	75%	●	Manager - Shoalhaven Swim Sport Fitness	Design documentation now completed. Request for quote documents have now been advertised. Quotes to be received by 11 May.
✓	1.3.02.04 Complete upgrade to Ulladulla Leisure Centre amenities to include lift & change facilities						
	Completed	Lift and change facilities installed at Ulladulla Leisure Centre by June 2021	100%	100%	●	Manager - Shoalhaven Swim Sport Fitness	Completed

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.3.03.01 Liaise with Management Committees to meet their financial reporting requirements						
	Staff continue to liaise with Management Committees to meet financial reporting requirements. Shoalhaven Swim Sport & Fitness and Building Services staff are working together to ensure reporting requirements are met for all committees.	Percentage of Management Committees that meet financial reporting requirements	Q4	Due June 2021	N/A	Manager - Swim Sport Fitness	Due June 2021
>	1.3.03.02 Deliver Priorities from the Community Infrastructure Strategic Plan						
	Council is on track to deliver a range of upgrades to sportsfield and playground upgrades throughout 2021.	Coordinate the delivery of Boongaree Nature Playground Stage 1 by June 2021	75%	75%	●	Director - City Lifestyles	Youth Zone has been completed. Amenities Block has been completed. Early Childhood Zone is 50% completed. Exercise Zone and Learn to Ride commencing. On track for completion by end of FY.
		Ulladulla Skate Park embellishments delivered by June 2021	75%	75%	●	Director - City Lifestyles	NSW Government funding has been received for \$85,000 worth of infrastructure to be delivered by June 2021. Inclusive of the works are two shade sails, four custom seats, two custom shade shelters and picnic tables and a BBQ. These works will be complete by end of FY.

Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Sanctuary Point Skate Park improvements delivered by June 2021	75%	75%		Director - City Lifestyles	Installation of upgrades including gym equipment, court resurfacing, bike rack, seating and shelter is programmed for 4th quarter 2020/21.
	Coordinate design of amenities at Francis Ryan Reserve to commence construction in 2021/22	75%	80%		Director - City Lifestyles	Draft design has been prepared, and internal consultation is ongoing. Once changes from internal consultation are completed the design can proceed to stakeholder and community consultation.

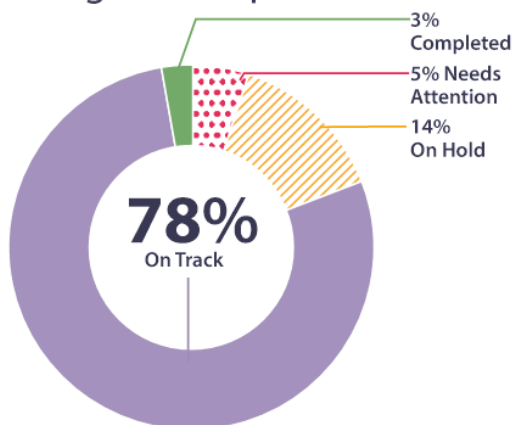
	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.3.03.03 Deliver legislated requirements under Crown Lands Management Act						
	The Generic Plans of Management and the three Ulladulla site specific Plans of Management have been referred to the Native Title Manager for comment. Council staff are preparing a report to Council, which will allow the plans to be placed on Public Exhibition upon the minister's approval. Consultants are being engaged to assist in the preparation of Plans of Management for Nowra, Kangaroo Valley, Berry and Milton Showgrounds, and the Jervis Bay Maritime Museum. Berry Showground and The Jervis Bay Maritime Museum have been prepared by Consultants. The Kangaroo Valley Showground, Milton Showground and Nowra Showground have community consultation being undertaken by Consultants with the Plans of management being prepared by Council Staff.	Continue to develop plans of management for Council managed Crown Lands	75%	68%		Director - City Lifestyles	Draft Plans of Management have been prepared for Generic Parks, Sportsgrounds and General Community Use; Berry, Nowra, Milton and KV showgrounds; Ulladulla Memorial, Milliard cottage and Ulladulla Cemetery Old; and Lady Denman. Progressing to Internal referrals, NTM written advice, Crown Lands approval to progress to community consultation and public exhibition.
>	1.3.04.01 Meet Environmental Protection licences for sewage schemes and complete Annual Returns						
	Sewage Treatments Plants are following license conditions and annual returns were completed.	Compliance with EPA licences regulatory requirements	100%	100%		Executive Manager - Shoalhaven Water	All Sewage Treatments Plants are working within the EPA licenses

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.3.04.02 Operate, maintain and test water quality to meet the Australian Drinking Water Guidelines						
	The water treatment plants and reticulation systems have been operated to achieve the Australian Drinking Water Guidelines. A recent compliance audit confirmed that internal processes are satisfactory	Compliance with regulatory requirements of Australian Drinking Water Guidelines	100%	100%	●	Executive Manager - Shoalhaven Water	The treatment of water is in compliance with the Australian Drinking Water Guidelines.
>	1.3.04.03 Undertake bushfire resilience planning for Shoalhaven Water Assets						
	Investigation into alternative power supplies for critical valves is underway. New valves have been ordered to replace existing valves for sites at Conjola. A grant proposal has been prepared under the Bushfire Local Economic Recovery Fund for additional Generators to increase resilience. Generators proposed to be provided for critical infrastructure. Asset Protection Zones for critical infrastructure are currently being investigated and will be mapped on GIS. Fishermans Paradise damaged Reservoir has been repaired and painted. Replacement of damaged pumping stations are under construction.	Complete works program identified from the Currowan Fire event	75%	75%	●	Executive Manager - Shoalhaven Water	Works are continuing on water assets to increase resilience.



Sustainable, Liveable Environment

Progress Snapshot



Highlights

- 4 Bushcare/Dunecare Group Action Plans completed: Upper Kangaroo Valley, Narrawallee, Nowra Veteran Golfers Bushcare and Collingwood Beach Dunecare.
- Local Road Repair Program delivery is progressing well. Major projects completed include three landslips (\$300,000), Riberry Lane (\$90,000), Narang Road (\$100,000), Tourist Road (\$450,000), Guardrail replacement on Braidwood Road (\$200,000) and resheet/reseal programs (\$2.7M).
- Funding for public infrastructure - very successful in obtaining \$1,050,000 under the Fixing Local Roads Round 2 program for Worrigea Road and \$2.98M for Fixing Country Bridges (Petty's, Yarramunmun, Kaloona, Tannery Road, Henry's and Bundewallah bridges).
- Far North Collector Road - Construction of Stage 1 of the project (Illaroo Rd Roundabout) is complete. Design is progressing for subsequent stages.
- Kioloa Community Hall fitted out with solar PV and Tesla battery for backup power needs. Renewable Power Purchase Agreement indicative business case received from Procurement Australia for evaluation.
- Nowra, Bomaderry, Culburra and Callala wastewater treatment plants are currently in progress with a total of 200kW solar panels to be installed.
- Street lighting upgrade project now complete resulting in around 50% of Shoalhaven's residential streetlights being energy efficient LEDs.

Our Performance for the last 3 months

80% of defects on unsealed roads were repaired within 10 days



146

Invasive Weed Inspections



98%

Subdivision Certificates resolved within 14 days



64%

of Development Applications processed within 40 days















Bushcare



Far north Collector Road Network



LED Street Lights

<div><div>Action Key</div><div><div> Completed</div><div> On Track</div><div> Behind Schedule</div><div> Not Due to Start</div><div>KPI Status</div><div> Critical</div><div> Needs Attention</div><div> On Track</div></div></div>							
	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.1.01.01 Work with all levels of government and private organisations to improve Shoalhaven's transport links and continue to advocate for improvements to public transport in the Shoalhaven						
	Continued liaison with NSW agencies for projects under construction: ROAD <ul style="list-style-type: none">Princes Hwy - Berry to BomaderryPrinces Hwy - Shoalhaven River Bridge RAIL <ul style="list-style-type: none">Upgrade Berry to BomaderryMt Murray bypass loop (completed) Projects under planning: <ul style="list-style-type: none">Jervis Bay Rd intersection upgradeJBRd to Sussex Inlet Rd upgradeMilton Ulladulla bypassLake Burrill to Batemans Bay upgradeRAILBuild passing loop at ToolijooaMid point turnout at DunmoreSiding at Unanderra for train turnaround	Number of SEATS meetings attended	Q4	Due June 2021	N/A	Economic Development Manager	Due June 2021
		Number collaborative transport initiatives working with the Illawarra Shoalhaven Joint Organisation	Q4	Due June 2021	N/A	Economic Development Manager	Due June 2021
	2.1.02.01 Support the organisation to review and update Asset Management Plans						
	Asset Custodian model responsibility Table - Version 9 identifies AMP's by Asset Custodians. Support is being provided to each Asset custodian to improve the maturity of the AMP's as they are reviewed or new provided.	Number of workshops and training sessions held to support Asset custodians	6	9		Manager - Technical Services	5 Working Group meetings and 4 interactive Presentation held with Asset Custodians and Staff .

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	2.1.02.02 Advocate and apply for funding to deliver public infrastructure						
	During the third quarter reporting period Council have been very successful in obtaining \$1,050,000 under the Fixing Local Roads Round 2 program for Worrigea Road and \$2.98M for Fixing Country Bridges (Petty's, Yarramunmun, Kaloola, Tannery Road, Henry's and Bundewallah bridges). Council also applied for additional monies through the Natural Disaster funding program for restoration of essential public infrastructure, bringing the total claimed to \$7.5M this financial year.	Annual grant application program developed	Q4	Due June 2021	N/A	Director - City Services	Due June 2021
>	2.1.02.03 Review of Community and Public Buildings for fire compliance						
	<p>Current Progress;</p> <ul style="list-style-type: none"> Sussex Inlet Surf Club fire compliance rectification- Redesign of plans complete. Tender for works has been released. Lake Tabourie fire compliance rectification works design completed. Contractor engaged to start works. Compliance Reports received for; Nowra Library (emergency lighting completed), Nowra & Berry School of Arts (emergency lighting completed). <p>Three (3) proscenium curtains are to be installed in Milton Nowra and Berry School of arts (RFQ closed 31/3/21 for Fire engineered solution).</p>	Building Fire Compliance Action Plan completed	Q4	Due June 2021	N/A	Buildings Project Manager	Due June 2021

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	2.1.03.01 Complete the Stormwater Drainage Program as listed in the 20/21 adopted capital works program						
	There are 24 projects in total, 44% of projects have been completed by Q3, a further 29% are programmed for completion by the end of FY, another 12% of projects are staged over multiple years.	Percentage of planned stormwater drainage projects completed	70%	44%	●	Section Manager - Works & Services	44% of projects have been completed by Q3, a further 29% are programmed for completion by the end of FY, another 12% of projects are staged over multiple years
>	2.1.03.02 Complete the Waterways Infrastructure Program as listed in the 20/21 adopted capital works program						
	Total program at 40% completed, 40% underway, 20% have been removed from the program due to funding reallocation as part of the Q2 review.	Percentage of planned waterways infrastructure projects completed	70%	40%	●	Section Manager - Works & Services	Total program at 40% completed, 40% underway, 20% have been removed from the program due to funding reallocation as part of the Q2 review. Projects part funded by the NSW Recreational Fishing Trust have not physically commenced pending imminent funding announcements within the FY (St Georges Basin Jetty Asset Renewal, Kioloa and Bendalong fish cleaning facilities, Myola Training wall). All remaining projects have commenced.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	2.1.03.03 Complete the Local Road Repair Program as listed in the 20/21 adopted capital works program						
	Program delivery is progressing well. Major projects completed in Quarter 3 were three landslips (\$300,000), Riberry Lane (\$90,000), Narang Road (\$100,000), Tourist Road (\$450,000), Guardrail replacement on Braidwood Road (\$200,000) and resheet / reseal programs (\$2.7M).	Percentage of planned road rehabilitation projects completed - All	60%	60%	●	Section Manager - Works & Services	At the beginning of 20/21 FY there were 10 projects with a total budget of \$5.8M. At the end of the Q3 period 6 (60%) were completed, 2 (20%) were underway but not completed and 2 (20%) had not started. The overall program expenditure for Q3 was \$3.9M of \$5.8M (72%).
>	2.1.03.04 Implement Council's Road Risk Management Procedure by ensuring reportable defects are repaired						
	Council utilises an inspection and maintenance management software program which captures and reports on road conditions and monitors defects. Inspections of arterial roads are undertaken on a monthly basis and the collector roads are inspected biannually. Council also monitors defect reports on a weekly basis.	Percentage of reportable defects addressed within timeframes in the procedure	90%	79.65%	●	Director - City Services	Sealed roads – 76.3% of reportable defects repaired within response time frames (435 defects with 103 not meeting response time). Unsealed roads – 98.7% of reportable defects repaired within response time frames (76 defects with 1 not meeting response time). This periods figures are below the target due to the severe weather event that occurred in March which increased pothole reporting dramatically.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.1.04.01 Review and apply a 10-year plan with the Pedestrian Access Mobility Plan (PAMP) for footpaths and cycle ways						
	A 10-year plan for footpath and cycleway projects was submitted through the 2021/22 budget bid process for Council's consideration. Investigations commenced looking at ways the broader PAMP/Bike Plan strategies can also be reviewed and updated. A budget bid was approved last year to assist funding of that work in 21/22 and is subject to review by Council in June. Staff are looking at ways to have the process brought forward if possible. A residents survey was undertaken in 2020 (as a lead into the broader PAMP/Bike Plan reviews), and staff have also commenced an initial review of the citywide PAMP/Bike Plan maps in preparation for updating the strategies in 2021/22.	Completion of 10 year plan for footpaths and cycleways	Q4	Due June 2021	N/A	Director - City Services	Due June 2021
➤	2.1.04.02 Create the annual maintenance program for the renewal of pathways and cycleways						
	Throughout the year priorities are reviewed in line with asset inspections and customer requests. The annual maintenance program for 21/22 will be finalised in May 2021 following detailed consultation with internal stakeholders.	Annual maintenance program for pathways and cycleways developed	Q4 Due	June 2021	N/A	Manager - Works & Services	Due June 2021
➤	2.1.05.01 Apply for available funding to improve road safety, efficiency and active transport solutions						
	During the third quarter reporting period Council has been successful in securing: <ul style="list-style-type: none"> \$6.1M in Australian Government Road Safety Program Stimulus for Shared User Paths at - Matron Porter Drive and Springs Road Sussex Inlet. In addition to the approved projects, applications have been made for TfNSW School Zone Infrastructure Grant scheme and the Australian Building Better Regions Fund 	Percentage of successful grant applications	Q4	Due June 2021	N/A	Manager - Technical Services	Due June 2021

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.1.05.02 Complete TRACKS transport modelling for the Shoalhaven LGA						
	<p>Council's Strategic TRACKS model contract was due to be completed by the end of June 2020 (the models are used for a wide range of strategic planning and analysis work).</p> <p>The modelling works was put on hold as resources were directed towards completion of the studies required for the Moss Vale Road North (MVRDN) development. This required Council's TRACKS model to be refined for the MVRDN work, and this has enabled the traffic study for the MVRDN development to be completed in a faster timeframe than would have otherwise been possible. It has also enabled more detail in the models in all of the Urban Release Areas including MVRD.</p> <p>Upon completion of the MVRDN traffic investigations, the city wide modelling contract work will be recommenced. Traffic data is being collected in line with Census 2021 which will now also be used to further improve the models (following periods of bushfire, flood, and covid, data collection processes were affected leading up to the original 2020 target date), the validation of the models will now be improved following current data collection efforts. Revised completion date for traffic surveys currently June 2021, thereafter will follow an update to the citywide TRACKS models in 2021/22.</p>	Complete Nowra CBD Transport Study	Q4	Due June 2021	N/A	Director - City Futures	Due June 2021

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.1.05.03 Create the annual maintenance program for the renewal of roads, bridges and drainage						
	Throughout the year priorities are reviewed in line with asset inspections and customer requests. The nominations have been incorporated into the development of the draft annual and capital budget for 2021/22 and confirmation is estimated to be provided prior to the end of financial year.	Annual maintenance and replacement program for roads, bridges and drainage developed	Q4	Due June 2021	N/A	Manager - Works & Services	Due June 2021
➤	2.2.01.01 Prepare and maintain strategies and plans outlined in the Strategic Planning Works Program to support appropriate population growth or development, and environmental conservation in Shoalhaven, including the Shoalhaven Growth Management Strategy						
	Continue to improve processing times by continual review of the DA assessment process.	Annual Council report on Strategic Planning Works Program	Q4	Due June 2021	N/A	Manager Strategic Planning	Due June 2021
ⓘ	2.2.02.01 Assess and determine development applications within legislative timeframes and community expectations						
	Continue to improve processing times by continual review of the DA assessment process.	Percentage of Development Applications processed within 40 days (DAs & S4.55s)	65%	64%	●	Manager - Development Services	While Target YTD is a work in progress, the 3rd Quarter KPI was met with the 65% target achieved.
ⓘ	2.2.02.02 Resolve Subdivision and Subdivision Works Certificates to meet applicant and community expectations						
	KPI target has been achieved, due to an issue with the reporting database, results were manually calculated. It is expected that once the team has the full compliment of staff and with improvement of the assessment framework tools that results should improve even further.	Percentage of Subdivision Certificates resolved within 14 days	75%	97.85%	●	Manager - Development Services	Results have achieved target.
		Percentage of Subdivision Works certificates completed in 28 days	65%	75%	●	Manager - Development Services	Results have achieved KPI target.





	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.2.02.03 Continue implementation of recommendations from Development Services independent review to improve development and approval outcomes						
	All recommendations have been addressed, some completed eg uptake of planning portal, introduction of Development review Panel	Number of recommendations implemented	Count	4	●	Chief Executive Officer	There are 8 principle recommendations, each having several components. All recommendations have been actioned with 4 considered complete and 4 being ongoing e.g. review of DA tracker. For those actioned the implementation of Tech1 and restructure are significant components.
➤	2.2.03.01 Provide development compliance services to the community						
	At the end of this reporting period , there were 1104 outstanding complaint investigations (Merits). On average, Council received and completed 14 complaints per week. This represents a slight increase in the overall workload. Each Officer is currently carrying approximately 153 merits each. All complaints older than 2 years with no further issue will continued to be reviewed and finalised wherever possible.	Number of development non-compliance matters received	Count	117	●	Manager - Certification & Compliance	117 development non-compliance matters received
		Number of development non-compliance actions completed	Count	49	●	Manager - Certification & Compliance	A total of 49 actions completed in the reporting period.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	2.2.04.01 Provide graphics and cartography support to the organisation and issue Zoning (10.7) and dwelling entitlement certificates to the community						
	Continued to provide mapping and other support to the Strategic Planning Team and other in the organisation, including the issuing of digital data licenses to external parties. The quarter saw a continued rise in the number of 10.7 certificates (1616) and dwelling entitlement certificates (17) issued when compared with the same quarter in 2019/2020.	Number of 10.7 dwelling entitlement certificates issued	Count	1599	●	Director - City Futures	The quarter saw a significant rise again on the number of 10.7 certificates issued when compared with the same period in 2019/2020
>	2.3.01.01 Maintain environmental assessments to ensure protection of natural and cultural roadside assets						
	Project plans which minimise environmental impacts are undertaken for all road projects with staff being cognizant of environmental responsibilities and communicate regularly with Environmental Officers before undertaking works associated with roadside assets.	Environmental assessments completed for roadside projects	100%	100%	●	Section Manager - Works & Services	Environmental assessments (REFs, due diligences, design reporting, arborist reporting) have been completed for all roadside projects. The scope of the assessment is relative to the size and potential environmental risk of the project which is identified by the project manager.
	2.3.02.01 Review and update Shoalhaven Adaptation Plan 2030						
	The review of the Shoalhaven Adaption Plan had been held over pending the organisational restructure and appointment of sustainability officer. The restructure is now being implemented and the Sustainability Officer position has been moved out of Environmental Services and into City Services.	Draft Shoalhaven Adaptation Plan completed	Q4	Due June 2021	N/A	Director - City Development	Due June 2021

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
II	2.3.02.02 Review and update Sustainability Action Plan 2030						
	Recruitment of a Sustainability Lead is expected to commence in May.	Draft Sustainability Action Plan completed	Q4	Due June 2021	N/A	Director - City Services	Due June 2021
>	2.3.02.03 Install solar photovoltaic (PV) systems at 10 priority Shoalhaven Water sites						
	Four sites; Nowra, Bomaderry, Culburra and Callala wastewater treatment plants are currently in progress with a total of 200kW solar panels to be installed. The project is to go out to quotation in April/May 2021.	Reduction in equivalent CO2-emissions through installation of 430 kW of solar photovoltaic (PV) systems	Q4	Due June 2021	N/A	Executive Manager - Shoalhaven Water	Due June 2021
>	2.3.02.04 Commence implementation of Council's Sustainable Energy Strategy 2020-25 to reduce carbon emissions and increase the uptake of renewable energy to achieve Sustainable Energy Policy targets						
	<ul style="list-style-type: none"> LED street lighting upgrade project now complete resulting in around 50% of Shoalhaven's residential street lights being energy efficient LEDs. Phase 2 solar PV installation (total 262 kW) now fully completed for 7 sites. Phase 3 (around 200 kW) about to be released for tender for 4 sites. Kioloa Community Hall fitted out with solar PV and Tesla battery for backup power needs. Renewable Power Purchase Agreement indicative business case received from Procurement Australia for evaluation. Repower Shoalhaven/Flow Power moving to design and construction phase for the 3MW solar farm at South Nowra. 	Number of initiatives implemented	Q4	Due June 2021	N/A	Manager - Technical Services	Due June 2021

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.3.03.01 Implement Council's policies, plans and strategies for natural area reserves						
	Continual implementation.	Number of natural area reserves with works completed	Count	27	●	Manager - Environmental Services	Relevant reserves located across entire Shoalhaven LGA. Various work include: weed control, sign installation, revegetation, illegal vehicle barrier installations, rubbish removal.
➤	2.3.03.02 Develop and implement strategies that reduce illegal dumping in the Shoalhaven						
	Shoalhaven City Council Rangers attended multiple Clean Up Australia Day activities with excellent interaction and collaboration between the community and SCC Rangers. Social Media by community members reflected positively on interaction between Council Staff and Community members. The cigarette butt bins installed in the vicinity of Shoalhaven Hospital are continually being used by the community. Bins are checked and emptied monthly and are proving to be extremely successful with reduction of litter in the area. Council has received grant funding through DPI/ EPA for establishing baseline data under the Clean up and prevention program grants. This project will aim to increase public reporting of illegal dumping within the Shoalhaven region, particularly in the central coastal area.	Number of proactive illegal dumping enforcement programs	Count	3	●	Manager - Certification & Compliance	During the last quarter, there were 151 incidents registered for Shoalhaven on the RID Online Database. A total of 13 incidents remain open requiring further investigation and the remainder have been closed. Shoalhaven City Council (Assets & Maintenance Division, and Parks & Ops division) have removed waste to the approximate cost of \$15,646 during the January – March quarter. A total of 57.93 tonne of illegally dumped waste was reported for the same quarter.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
✓	2.3.03.03 Review and implement the Council's Walking Track Asset Management Plan						
	The review of the plan was adopted by Council in April 2020. Implementation of the Asset Management Plan is ongoing over its lifespan.	Percentage of walking track assets inspected for condition assessment	30%	100%	●	Section Manager - Works & Services	203 assets inspected for condition assessment and added to reflect.
		Percentage of reported walking track asset defects repaired	100%	24.60%	●	Section Manager - Works & Services	203 defects were reported in Q3 which is relatively high as over 1000 assets were inspected. Normally in a period 250 assets would be inspected. The 49 high priority, relative to risk, were repaired in the reporting period. The remaining lower priority defects will be attended to in Q4 and the new financial year.
➤	2.3.03.04 Review and update the Coast & Estuary Asset Management Plan (infrastructure)						
	The review is well underway with ground truthing the condition of over 900 assets. The Asset Management Plan is in draft format and during Q4 will go out to community consultation. Following consultation and amendments it will be put up to Council at the July Strategy & Assets meeting.	Coast and Estuary Asset Management Plan completed	Q4	Due June 2021	N/A	Manager - Works & Services	Due June 2021

Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
<div>  2.3.03.05 Progress a solution for the sustained entrance opening for Lake Conjola </div>						
Licence application submitted in December to enable ongoing enactment of interim Management Plan. Coastal Management Plan contract awarded and meetings organised to map consultation strategy	Complete entrance opening works subject to funding source	Q4	Due June 2021	N/A	Manager - Environmental Services	Due June 2021
<div>  2.3.03.06 Undertake water quality monitoring program of the Shoalhaven's estuaries, lakes, rivers and beaches </div>						
74 water quality sampling events we completed this quarter including sampling along 11 beaches, bushfire affected waterways, sewer outfalls and routine monitoring.	Percentage of planned water quality monitoring program completed	75%	72%		Manager - Environmental Services	74 sample runs completed including bushfire affected waterways, 11 beaches for the Beach Watch monitoring, Sewer outfalls and bore monitoring. Some catchments are unable to be completed as they required sampling to be conducted by canoe or Kayak, adding a significant resource commitment.
	Percentage of follow up investigations commenced in response to irregular water quality results	100%	100%		Manager - Environmental Services	The Environmental Health Unit has managed to meet its targets in relation to irregular water quality results.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
II	2.3.03.07 Develop Coastal Management Programs as per the requirements of the NSW Coastal Management Act 2016 and the Coastal Manual						
	In May, Council has received and endorsed funding documents from NSW Government This time frame has impacted on the progression of plans, however the pathway is now clear to seek tenders for the formulation of the various CMPs . Two Coastal coordinator positions have been recently filled.	% complete for the Shoalhaven Open Coast and St Georges Basin Estuary	25%	Due June 2021	N/A	Manager - Environmental Services	Due June 2021
		% complete for the Shoalhaven River Estuary Coastal Management Program	25%	Due June 2021	N/A	Manager - Environmental Services	Due June 2021
		% complete for Lake Conjola Estuary	25%	Due June 2021	N/A	Manager - Environmental Services	Due June 2021
>	2.3.03.08 Undertake Flood Studies and develop Flood Risk Management Plans						
	Council is currently undertaking flood investigation projects for the Lower Shoalhaven River, St Georges Basin, Millards Creek and Currarong Creek. The Millards Ck and Currarong Ck projects are on track for completion this year. The Lower Shoalhaven River & St Georges Basin projects are on track to be completed in the 2021/22 FY.	St Georges Basin Floodplain Risk Management Study and Plan completed by June 2021	Q4	40%	●	Manager - Environmental Services	An external peer review is underway for this project. The Flood Study on track to be completed this year. The Floodplain Risk Management Study and Plan is on track to be completed by June 2021.

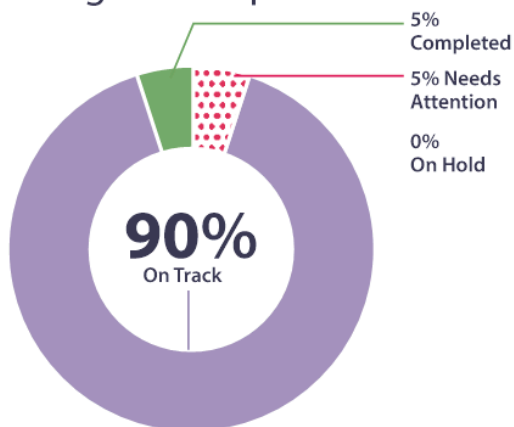
	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
⏸	2.3.03.09 Review and implement the asset management plan for flood mitigation						
	A review of the asset management plan for flood mitigation assets has not yet been completed by City Services. Work is continuing with regard to the audit and repair of flood mitigation assets.	Percentage of reported flood mitigation asset defects repaired	100%	50%	●	Manager - Environmental Services	Repairs are currently underway for a damaged section of the P11L1 levee on Comerong Island. NDRRA funding is being sought for damaged levees in Terara & O'Keeffe's Point. Design investigations are underway for damaged levees in Terara & O'Keeffe's Point. An audit of the P2L1, P5L1, P9L1 and P11L1 levees is about to commence.
➤	2.3.03.10 Prepare, review and implement Bushcare Group Action Plans in consultation with community						
	4 Bushcare/Dunecare Group Action Plans completed: Upper Kangaroo Valley, Narrawallee, Nowra Veteran Golfers Bushcare and Collingwood Beach Dunecare. Several other reviews have commenced.	Number of Bushcare Group Action Plans reviewed	Q4	Due June 2021	N/A	Manager - Environmental Services	Due June 2021

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.3.03.11 Undertake compliance actions associated with priority weeds and biosecurity in accordance with the Regional Plan						
	146 property inspections completed in the quarter. 47 properties had significant weed infestations of priority weeds recorded against them. Outbreak of Parthenium weed in Broughton Vale area was responded to by Council as part of incident management team managed by Department of Primary Industries. Parthenium weed is a Prohibited Weed under the Biosecurity Act 2015. Surveillance of the subject property will continue until satisfied that the infestation has been eradicated. Council has received \$10,000 funding from DPI to support surveillance efforts going forward.	Percentage of follow up action commenced in response to failed priority weed inspections	100%	100%	●	Manager - Environmental Services	Two Individual Biosecurity Directions have been issued during the quarter. In both cases the owners of the property has substantially complied with the direction and are continuing to manage the biosecurity matter on their property.
➤	2.3.03.12 Support organisational requirements for environmental planning and assessment						
	Advice has been provided across Council on Biodiversity issues with 40 formal referrals on development proposals being completed. Advice has been provided for bushfire recovery proposals to ensure relevant biodiversity matters addressed in applications.	Number of Environmental Assessments complete	Count	40	●	Manager - Environmental Services	Records show 40 referrals to the Environmental Planning and Assessment Team have been finalised this quarter.



Prosperous Communities

Progress Snapshot



Highlights

- Sustainable Tourism Infrastructure Projects are on track. Construction continues at Plantation Point - with carpark and final paths to be completed in June. Palm Beach - completed ahead of time and below budget. Basin Walk - Stage 1 concrete path under construction by Council.
- Economic Development Office has established an Export Hub to help Shoalhaven businesses take advantage of export opportunities.
- Tourism team have maintained regular communications through monthly newsletters plus two extra bespoke emails. Content such as call to actions for Dine and Discover sign ups were successful with over 180 businesses opting in. \$14K was awarded from the Precinct Marketing fund which has now allocated \$21,300 for the year to date.
- Event Support Program - previously on hold due to COVID-19. This period the events team supported 6 events that delivered an economic impact of \$2,555,944. Looking ahead to next quarter, 2 events have already been sponsored and the events team will continue to seek out opportunities that align with our objectives to increase off season visitation to the Shoalhaven region.
- Woollamia Boat Launching Ramp Improvements - The car park, pontoons, ramp enhancement, revetment works and maintenance area were completed in mid-December ready for the peak season use. The service wharf was completed in mid-February after the area was more accessible.

Our Performance for the last 3 months



up 95%

Holiday Haven
Site Occupancy

36,999

Calls to the Visitor Centre



11 blocks
of employment
land available



4.3 stars

Shoalhaven Visitor
Centre Rating





<div> <div>Action Key</div> <div> <div>✓ Completed</div> <div>➤ On Track</div> <div>⚠ Behind Schedule</div> <div>🛑 Not Due to Start</div> </div> <div> <div>KPI Status</div> <div> <div>🔴 Critical</div> <div>🟡 Needs Attention</div> <div>🟢 On Track</div> </div> </div> </div>							
	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.1.01.01 Develop, maintain and/or enhance industry and government networks and relationships						
	By utilising virtual platforms, liaison with government agencies and business has been maintained. Business in Shoalhaven is across a majority of sectors experiencing growth. Unemployment is at a 40 year low and labour market is at full employment	Number of government and industry meetings attended	225	239	🟢	Director - City Futures	Total attendees = 1441 = av 6/meeting Range of issues - transport, project delivery; Economic Development liaison
➤	3.1.01.02 Maintain stocks of employment land in line with Council's employment land strategy						
	Works underway at Woollamia Stage 5A Project tender released for: Flinders Stage 10 Final designs being developed: AATP stage 5 Preparatory investigations being undertaken for Flinders Stage 11 Ulladulla STP	Number of blocks of employment land available	15	11	🟡	Director - City Futures	Woollamia Stage 5, 11 lots created in late 2020 - 6 have been sold, 3 are in the process of selling Woollamia Stage 5A, under construction - will create 6 new lots Flinders Stage 10 is moving to construction during second half of 2021 for release & sale in mid 2022 - 11 new lots AATP Stage 5 is moving to construction during second half of 2021 - 9 new lots



	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.1.01.03 Develop and implement strategies that encourage business growth and job creation in response to the impact of the bushfires and COVID-19 pandemic						
	The Economic Development Office (EDO) continues to support business networks. EDO have established an Export Hub to help Shoalhaven businesses take advantage of export opportunities. A key focus for the EDO is the delivery of projects that support business growth and create jobs (e.g. subdivision of industrial land), delivering grant funded projects that support local business and the economy (Woollamia Regional Boat Facility upgrades) and applying for stimulus grant funding to invest for projects in the Shoalhaven.	Number of business growth / job creation strategies developed or reviewed	Q4	Due June 2021	N/A	Director - City Futures	Due June 2021
➤	3.1.01.04 Deliver key outcomes in the Economic Development Strategy 2017-26 which focus on transport infrastructure; liveability and lifestyle; labour force capability and future economic vision for a Productive Shoalhaven						
	EDO continues to deliver key outcomes as identified in the Economic Development Strategy. for example - 6.4.4 - Activation opportunities - delivery of Vincentia Placemaking project. 6.5.2 Industrial land delivery - three developments in progress. 7.2.2 have supported the establishment of the manufacturing cluster. 7.3.1 - Provided ongoing support to the spba.	Number of initiatives from the Economic Development Strategy progressed	Word count	5	●	Director - City Futures	Agribusiness - ag proct processing, mariculture Capital projects - maritime, ind land, tourism assets Grant applications - BLERF; BBRF; Grants Register Regional - Property Council, City Deal; NHVR, SEATS

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.1.01.05 Facilitate business training and enhance labour force capabilities in parallel with bushfires and pandemic recovery						
	Continuing to liaise with government agencies to have information and implementation plans rolled out to the business community for each natural disaster. Online business training promoted through website and social media.	Number of business training sessions facilitated	8	4	●	Director - City Futures	Training opportunities for business is limited with COVID restrictions 4 sessions run with an average attendance of 20
ⓘ	3.1.02.01 Investigate, facilitate and develop economic development and infrastructure projects that meet the objectives of relevant federal and state government grants						
	BLERF applications lodged (18) as well as BBRF and Public Spaces Anticipated problem will arise with project management should majority be approved with expectation by government that delivery will be by end 2022 or mid 2023	Increase in grant funds secured	Q4	Due June 2021	N/A	Director - City Futures	Due June 2021
			Q4	Due June 2021	N/A	Director - City Futures	Due June 2021
➤	3.1.03.01 Advocate for strategic Destination Management Planning to effectively manage and drive visitation and tourism expenditure goals for the region.						
	Along with COVID restrictions lifting domestically, visitation has recovered to pre-COVID levels with an especially busy summer and shoulder season. Plans are in place to work with industry in the last quarter of the year on a revised action plan of priorities in a post bushfire and COVID environment to ensure Council service delivery is in line with industry expectations.	Maintain strong relationships with the tourism industry through regular meetings with the Shoalhaven Tourism Advisory Group	3	3	●	Director - City Futures	Meetings are on track, and industry engagement continues to guide the tourism team. Memberships for the STAG committee have been extended to allow for quorum to be retained with recruitment of new STAG members in November.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.1.03.02 Deliver effective Destination Marketing to promote the Shoalhaven as a diverse region, drive off-season visitation and encourage visitor dispersal in peak periods						
	This quarter year on year has been strong with around 100% growth in users on shoalhaven.com. Obviously, this is off a low base with the 2020 quarter being affected by COVID and Bushfires. The 2020 quarter saw a record of over \$1billion in expenditure and this has dropped to \$878 million this year, however, this is still a significantly positive recovery thanks to a strong desire to travel close to home. The Autumn Adventure campaign successfully engaged conscious travellers seeking connection to nature and local guides, and the 2022 Visitor Guide commenced production.	Number of Shoalhaven Tourism Advisory Group endorsed flagship marketing campaigns delivered	3	3	●	Section Manager - Tourism	During peak period the 100 Beach Challenge helped disperse visitors and the Visitor Guide campaign assisted the upsell of activities in region. A new Autumn 'Adventure Campaign' launched in March promoting nature-based tourism and guided experiences.
		Increase in total subscribers to the direct marketing consumer database	7.5	10000	●	Section Manager - Tourism	Subscribers to our visitor email database sits at 7,876 subscribers which is an increase of 10% compared to previous quarter with a 32% open rate. The annual KPI for growth is 5% therefore the metrics are on track, having doubled the target.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.1.03.03 Deliver an event support program to drive off season visitation to reduce seasonality of tourism employment opportunities						
	This was previously on hold due to COVID-19. With COVID-19 restrictions easing we expect events will play an important role in driving off season visitation going forward. This period the events team supported 6 events that delivered an economic impact of \$2,555,944. Looking ahead to next quarter, 2 events have already been sponsored and the events team will continue to seek out opportunities that align with our objectives to increase off season visitation to the Shoalhaven region.	Maintain or increase number of supported events	3	6	●	Section Manager - Tourism	In the last quarter 6 events were sponsored through the Event Support Program. All 6 ran outside of peak summer months. Given the impact of COVID-19 on the event industry, the team are happy with this result.
		Increase total return on investment for supported events	7.5	-37	●	Section Manager - Tourism	From the 6 events supported this quarter there has been an estimated ROI of \$2,555,944. During 2020 7 events delivered an ROI of \$4,062,790. The difference in economic impact is due to the loss of one Hallmark Event and COVID-19.
➤	3.1.03.04 Facilitate and support the delivery of community and tourism events striving to achieve engaged, activated and liveable communities						
	This action was previously on hold due to COVID-19 restrictions. As restrictions ease the events team are working closely with event organisers to plan for future events. The recent Nowra at Night which was designed to rejuvenate Nowra's nighttime economy is one example of this.	Number of approved events on Council owned or managed land	40	18	●	Section Manager - Tourism	While we are seeing a steady return of events, numbers remain down due to the impacts of COVID-19 on the planning and delivery of events. We expect to see this figure bounce back as restrictions ease.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	3.1.03.05 Support local tourism businesses and industry with regular communications and funding for cooperative precinct marketing projects						
	This quarter, businesses are quite busy with peak season, however, we maintained regular communications through monthly newsletters plus two extra bespoke emails. Content such as call to actions for Dine and Discover sign ups were successful with over 180 businesses opting in. \$14K was awarded from the Precinct Marketing fund which has now allocated \$21,300 for the year to date. Now that Vertical drinking is allowed in venues we look forward to bringing back our tourism operators networking nights in June and again in spring.	Number of regular email communications to the tourism operator database	9	9	●	Section Manager - Tourism	Tourism Talk has 1700 subscribers. During the period, the 3 monthly emails were sent plus 2 bespoke Visitor Guide advertising emails. Open rate hit a high of 36% for this period higher than the industry average of 21.33%.
		Deliver financial assistance for precinct marketing programs	15000	21300	●	Section Manager - Tourism	\$14K total funds awarded through the program this quarter. \$9K to a cooperative of businesses to create a business events promo video, and \$5K to create a Shoalhaven Film Series for WINTV.
>	3.1.03.06 Provide product development, marketing and trade support to Aboriginal Tourism Operators						
	Report prepared for the Aboriginal Advisory Committee to garner advice on how best to work with Aboriginal businesses and find new product through their expertise and community connections	Number of additional Australian Tourism Data Warehouse listings for Aboriginal Tourism Operators	1	14	●	Section Manager - Tourism	The team is working product development with 14 with Aboriginal Operators all at various stages of business development

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	3.1.04.01 Annual review and delivery of a strategic plan for visitors' services including growing ambassadors, delivery of operational visitors centers and mobile tourism services						
	The Annual review is on track. The Covid -19 pandemic has affected operations of the Visitor Centre this year, as has the temporary relocation from the Shoalhaven Entertainment Centre. We are planning our return to the centre in May this year.	Maintain a high quality of service and achieve Google business reviews equal to or above 4 stars for the Shoalhaven Visitor Centre	4	4.3		Section Manager - Tourism	During this period Nowra and Ulladulla achieved an average Google rating of 4.3 out of a possible 5 from relevant reviews. This result is acceptable during this unprecedented time.
		Grow the number of tourism ambassador volunteers	5	0		Section Manager - Tourism	Volunteer Services had been suspended during the Covid -19 pandemic. Also, since the temporary relocation to the Nowra Administration building, there is insufficient space to house the volunteers. The decision has been made to recommence volunteer services upon return to the Entertainment Centre.

Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Maintain Customer Service enquiry numbers at Visitor Centres	14000	36999	●	Section Manager - Tourism	The Shoalhaven area has been extremely busy over the period, resulting in many inquiries to the visitor centres. Nowra has received over 14000 phone inquiries to date. Ulladulla has seen an increase of 28% in inquiries for this period compared to last year.
<div> 3.1.04.02 Plan and manage improvements to Tourism Infrastructure </div>						
<p>The Sustainable Tourism Infrastructure Projects are on track.</p> <p>Construction continues at Plantation Point -with carpark and final paths to be completed in June.</p> <p>Palm Beach - completed ahead of time and below budget.</p> <ul style="list-style-type: none"> Basin Walk - Stage 1 concrete path under construction by Council. Stage 2 tender closes 12 April. Bherwerre Wetland - Design 90%. Awaiting AHIP permit. Hyams Beach - awaiting finalisation of Masterplan. Ulladulla Headland & Warden Head - in design phase Murramarang Coastal Walk - initial consultation held with NPWS. 	Deliver the agreed milestones from the Sustainable Tourism Infrastructure Project by June 2021	25%	30%	●	Director - City Services	Projects are on schedule. One project has been completed. Two projects are under construction, one is out for tender - closing 12 April. Others are in design or consultation phase.

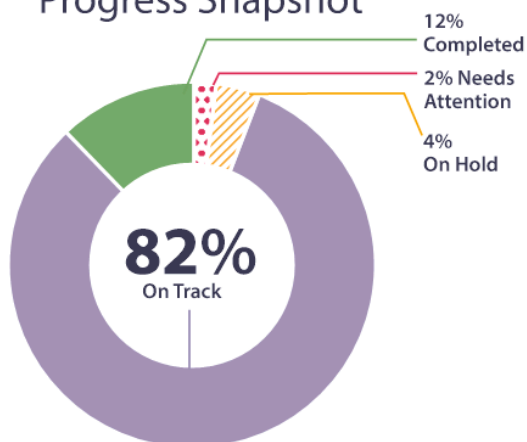
Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of initiatives implemented to manage peak tourist impacts at Hyams Beach	3	4	●	Section Manager - Works & Services	A temporary roundabout was constructed at the intersection of Illowra Lane & Booderee Ave and has been in operation under traffic control during the October Long Weekend and over the peak Christmas/New Year period to control the flow of traffic and prevent gridlock in the village. Roundabout will be in operation again over School Holiday & Easter 2021. Initiatives for the Easter 2021 include: Traffic Control Services; Daily Ranger services to manage illegal parking; Variable message boards to indicate Hyams Beach village parking status.
➤ 3.1.05.01 Increase Holiday Haven Parks Cabin Occupancy by 1.5% on prior year						
Year To Date Cabin occupancy is 88.2% up on last year which was seriously impacted by fire, floods and COVID. Very strong demand for intrastate travel in an unusual COVID affected year.	Percentage increase in cabin occupancy compared to same period last year	1.50%	88.20%	●	Section Manager - Manager Commercial Services	Result is comparing to a YTD figure that includes the third quarter last year where business was affected by bushfires and the start of COVID cancellations.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.1.05.02 Increase Holiday Haven Parks Site Occupancy by 1% on prior year						
	Year To Date Site occupancy is 94.7% up on last year, which was seriously impacted by fire, floods and COVID. Very strong demand for intrastate travel in an unusual COVID affected year.	Percentage increase in site occupancy compared to same period last year	1	94.7	●	Section Manager - Manager Commercial Services	Result is comparing to a YTD figure that includes the third quarter last year where business was affected by bushfires and the start of COVID cancellations.
✓	3.1.05.03 Review Holiday Haven Parks Contractor service level agreement						
	The contract document has been reviewed with the new contract to apply going forward. The performance agreement has been revised and will use for future park management performance assessments.	Complete six monthly reviews and performance feedback to Contractors	Q4	Due June 2021	N/A	Section Manager - Manager Commercial Services	Due June 2021
➤	3.1.05.04 Develop a 10 year capital program for Holiday Haven Parks to meet the needs of clients and contemporary standards						
	Holiday Haven has completed the draft 10 year capital program for all Holiday Parks. This plan will now be tested and reviewed.	10 year capital plan developed including creation of the Holiday Haven Guest Experience Standard	Q4	Due June 2021	N/A	Section Manager - Manager Commercial Services	Due June 2021
➤	3.1.06.01 Undertake projects in the Strategic Planning Works Program to activate and strengthen Shoalhaven's CBD's and town centres including progressing the activation of the Shoalhaven River-Front Precinct						
	Range of relevant projects (Planning Proposals and DCP Amendments) underway or progressing. Various matters reported to the Nowra CBD Committee and application submitted to 'Your High Street' grant program. Work commenced on the Revitalising Nowra Action Plan 2021-23. Participated in meetings of the NSW Governments Nowra Riverfront Advisory Taskforce.	Annual Council report on Strategic Planning Works Program	Q4	Due June 2021	N/A	Director - City Futures	Due June 2021



Responsible Governance

Progress Snapshot



Highlights

- Council's community engagement platform Get Involved had 17,500 unique visits with 443 people provided online feedback/completed surveys.
- Created a Penalty Infringement Notice (PIN) service page to provide information to residents about how to link with Revenue NSW to pay a fine, or to request a review of a PIN.
- Local Live Traffic portal went live - linking local road closures with NSW Government's Live Traffic information – had 2,147 page views in March
- Eco Crews Partnership established to support new jobs in regional areas, build resilience and increase preparedness for future bushfire seasons.
- 3 online legal seminars distributed to staff including on Planning and Development updates and HR updates on enforceability of COVID-19 vaccine.
- Recruitment of Customer Service casuals is underway to build additional capacity to support the new Council Contact Centre operations.
- Water Utilities National Performance Report 2019-20 published with Shoalhaven Water ranked cheapest in the nation for typical residential Bill (water only) and 6 out of 24 cheapest in the Medium Utility Group for the total typical residential bill (water & sewer)
- The St Anns Street sewer rising main upgrade project is now completed from the pumping station to the eastern side of the highway.

Our Performance for the last 3 months

Shoalhaven Water in
Top 10%
most affordable water utilities



<5min

waiting time at customer counter on average



100%

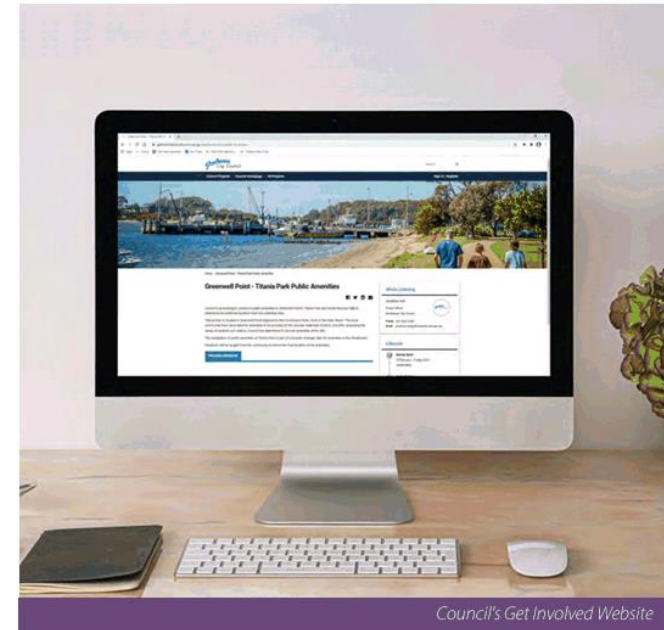
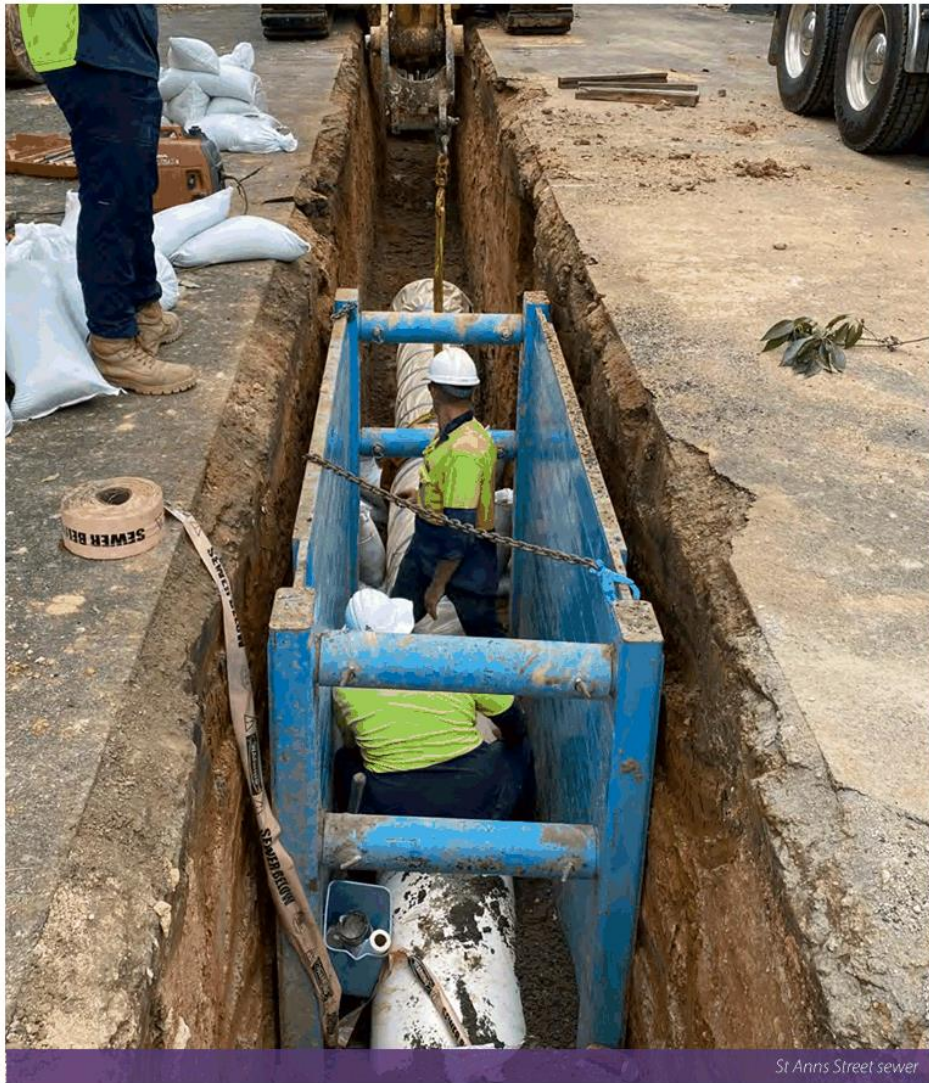
of switchboard calls answered within 20 seconds



19,639

Facebook followers










<div> <div> <div>Action Key</div> <div> <div>✓ Completed</div> <div>⏸ On Track</div> <div>⚠ Behind Schedule</div> <div>⏹ Not Due to Start</div> </div> <div> <div>KPI Status</div> <div> <div>🔴 Critical</div> <div>🟡 Needs Attention</div> <div>🟢 On Track</div> </div> </div> </div> </div>							
	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
⏸	4.1.01.01 Provide an efficient and high quality first resolution customer service						
	Our Customer Service team are continually working towards providing an efficient and high quality first resolution customer service. The recruitment of Customer Service casuals is underway to build additional capacity to support the new Contact Centre operations. Scripting for use by our Contact Centre team is a work in progress with over 400 scripts developed to date and in the final stages for Rates, Rangers and Waste Services.	Percentage of Customer Service switchboard calls answered within 20 seconds	90%	100%	🟢	Manager Customer Experience	The monthly targets are continually met. Average wait time for the month of March 17 seconds.
		Average wait time at the Customer Service Counter	5	<5 refer to comment	🟢	Manager Customer Experience	Whilst COVID restrictions has limited the use of the SmartQ ticketing counter (staff manually calling customers where possible), the average wait time for customers is continually less than 5 minutes.
⏸	4.1.01.02 Enable Council's new website to provide accurate and actionable customer service information and utilise the digital platform to improve service delivery						
	<ul style="list-style-type: none"> Created a Penalty Infringement Notice (PIN) service page to provide information to residents about how to link with Revenue NSW to pay a fine, or to request a review of a PIN. Local Live Traffic portal went live, linking local road closures with NSW Government's Live Traffic information 	Number of customer service digital initiatives implemented	1	1	🟢	Director - City Performance	New Penalty Infringement Notice webpage will reduce the need for Rangers and Customer Service staff to relay information to customers over the phone.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	4.1.02.01 Coordinate the delivery of a high quality Family Day Care service						
	The implementation of educator self assessment and professional development plans has been a positive experience. The individual meetings have strengthened relationships and act as a building block to identify the common professional learning needs across the service to prioritise professional learning for the year ahead. There have been no complaints or serious incident notifications and no compliance issues to raise with the Regulatory body.	Percentage of scheduled Family Day Care inspections undertaken	100%	100%	●	Manager - Community Connections	We have completed all annual home safety checklists required as per the schedule up to today's date. All visits have been completed and assessed as compliant.
>	4.1.03.01 Maintain cemeteries to meet community standards						
	Scheduled maintenance completed. Delays due to rain event and flooding in some areas.	Maintain or improve satisfaction levels with services	99%	99.50%	●	Section Manager - Manager Commercial Services	Total services provided versus number of complaints show high performance.
>	4.1.03.02 Maintain and enhance Bereavement industry connections and involvement in policy and legislation development and implementation						
	Attendance at all scheduled CCANSW and CCNSW meetings. Contributed to funeral industry meetings with NSW Health, CCNSW and LGNSW.	Bereavement industry participation and contribution levels	150	150	●	Section Manager - Manager Commercial Services	Attendance at all scheduled CCANSW and CCNSW meetings. Additional contribution to NSW Health re COVID-19 Health Orders, consultation CCNSW and LGNSW on review of CC Act and Mandatory Codes.



	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.1.03.03 Develop new or improved value adding opportunities, products and services to generate additional revenue						
	Ensure optimum placement for additional family into memorial gardens whilst consolidating maintenance responsibilities	Percentage increase in revenue from memorialisation and pre-need purchase	2.5	2	●	Section Manager - Manager Commercial Services	Impact of private crematoria and community memorial options on memorial placements and pre-need arrangements in this quarter
➤	4.1.04.01 Create the annual Capital Works Program which outlines new roads, bridges and drainage infrastructure						
	Throughout the year priorities are reviewed in line with asset inspections and customer requests. The nominations have been incorporated into the development of the draft annual and capital budget for 2021/22 and confirmation is estimated to be provided prior to the end of financial year.	Annual new capital works program for roads, bridges and drainage developed by June 2021	Q4	Due June 2021	N/A	Manager - Works & Services	Due June 2021
✓	4.1.04.02 Complete the Woollamia Boat Launching Ramp Improvements						
	The car park, pontoons, ramp enhancement, revetment works and maintenance area were completed in mid December ready for the peak season use. The service wharf was completed in mid February after the area was more accessible.	Woollamia Boat Launching Ramp Improvements complete	100%	100%	●	Manager - Economic Development	Complete

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	4.1.04.03 Shoalhaven Heads River Road Foreshore Precinct						
	The project is on track and will be completed by end of May. The outstanding construction works include the stairs, sand nourishment and landscaping components.	Drainage construction complete by September 2020	100%	50%	●	Section Manager - Works & Services	Almost 50% of the drainage works has been completed, remaining one line that is expected to be completed by end of June 2021. Delay occurred due to the ground conditions during excavation.
		Revetment construction complete by March 2021	100%	85%	●	Section Manager - Works & Services	The project is on track, although slightly delayed from the original time frame of completion by end of March, with 95% of the revetment works placed. Additional revetment work will be done in Q4 to stabilise the slope at house #62. The construction of the stairs, sand nourishment and landscaping components will also be completed in Q4.
✓	4.1.04.04 Construction of Croquet Courts at Ulladulla Sports Park						
	Work has reached the stage of Practical Completion under contract.	Ulladulla Croquet Courts construction complete by December 2020	100%	100%	●	Social Infrastructure Planner	Complete

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.1.04.05 Construction of Boongaree Nature Playground and Amenities						
	The amenities building is completed and final inspection will be conducted in early May 2021.	Youth Zone and Amenities construction complete December 2020	100%	95%	●	Social Infrastructure Planner	The progress of work is 95% complete, pending water connection to the amenity building.
		Early Childhood Play elements 50% construction complete by June 2021	Q4	54%	●	Social Infrastructure Planner	The progress of works for Early Childhood zone is 54% complete.
➤	4.1.04.06 Far-North Collector Road						
	Construction of Stage 1 of the project (Illaroo Rd Roundabout) is complete. Design is progressing for subsequent stages. Awaiting approval of additional funds from Federal Government for construction of revised alignment. All gates for funding approval have been successfully completed and now awaiting Federal Ministerial approval. Outcome expected in May 2021.	Complete construction of Southern Connection by December 2020	100%	100%	●	Manager - Technical Services	Completed on 01 March 2021. Delay was mainly due to COVID-19 and weather interruptions.
		Commence construction FNC Road and Bridge by March 2021	100%	20%	●	Manager - Technical Services	Detail design for early works is being completed and pricing requested. Delay due to further geotechnical investigations. Works due to start by end of May 2021. Federal Government have approved this action. A request for additional funds have been submitted to Federal Government and is awaiting approval.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.1.04.07 East Nowra Sub Arterial Road						
	Geotechnical analysis being finalised and options for Council consideration being prepared.	Complete geotechnical investigations by September 2020	100%	100%		Manager - Technical Services	Final Geotechnical report completed
	4.1.04.08 Prepare a scoping report on the opportunity to improve connectivity and public access from Lake Conjola Entrance Road to the beach and boat ramp						
	Scoping documents and report are scheduled for completion in fourth quarter of this financial year.	Scoping report submitted for Council consideration	Q4	Due June 2021	N/A	Manager - Commercial Services	Due June 2021
	4.1.05.01 Provide customer support services and full range of Council functions at Ulladulla Service Centre						
	Continuing to provide full range of services to the community under COVID 19 arrangements.	Percentage of the full range of Council services that can be accessed via the Ulladulla Service Centre	100	100		Director - City Development	100 % of services being performed in the Ulladulla Service Centre


	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	4.1.06.01 Deliver major capital projects to support growth and development within the Shoalhaven Region						
	Detailed design is well advanced for water and sewer infrastructure to service the Moss Vale Rd URA. The St Anns Street sewer rising main upgrade project is now completed from the pumping station to the eastern side of the highway. Completed projects include Woollamia Sewerage Scheme, St Andrews Way/Berrys Bay Sewerage scheme, REMS 1B & Lake Conjola Entrance Rd water main.	Commissioning of Woollamia Sewerage Scheme by June 2021	Q4	100%	●	Executive Manager - Shoalhaven Water	Project now completed.
		Complete St Anns Sewer Rising Main Replacement by June 2021	Q4	50%	●	Executive Manager - Shoalhaven Water	Stages 1 & 1B completed and interconnected. Stage 2 & 3 currently underway with internal and external resources. Stage 2 will however be delayed due to use of the sporting fields over winter period. Stage 2 expected to be completed by October 2021 after soccer season has been completed.
>	4.1.07.01 Plan major capital projects to support growth and development within the Shoalhaven Region						
	Planning for capital projects supporting growth is mainly focused on the Moss Vale Rd URA. This project is in detailed design phase for both the water supply and sewer servicing infrastructure. Designs are expected to be completed in the 4th quarter 2021 with construction work expected to commence for the early release areas in the first quarter 2022.	Complete design for water and sewerage infrastructure to support Moss Vale Rd North and South by June 2021	Q4	20%	●	Executive Manager - Shoalhaven Water	Detailed design currently underway with work expected to be completed by December 2021.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.01.01 Manage the corporate planning/ reporting needs of the organisation and continue to provide improvements in business planning and reporting						
	<ul style="list-style-type: none"> Oct - Dec Q2 Delivery Program Operational Plan (DPOP) Performance report completed and reported to February Strategy and Assets Committee Draft DPOP 2021-22 Actions and KPIs developed collaboratively across the organisation and presented to Councillors as part of the Budget Workshops 	Produce the Annual Community Report	100%	100%		Manager - Corporate Performance & Planning	Annual Report 2019-20 incorporating the State of Environment report presented to December Ordinary meeting and submitted to the Office of Local Government.
		Develop new Delivery Program Operational Plan	Q4	Due June 2021	N/A	Manager - Corporate Performance & Planning	Due June 2021
➤	4.2.02.01 Coordinate Audit, Risk and Improvement Committee functions & responsibilities and deliver the planned internal audits						
	ARIC Quarterly meeting agenda on target and completed. Approval by ARIC of revised Internal Audit Plan 2021 - 2023 made 1 March 2021. Audit, Risk and Improvement Committee Self-Assessment and review of Charter to be undertaken in 2021 in accordance with current Charter.	Audit, Risk and Improvement Committee meetings delivered as per the Charter requirements	1	1		Chief Executive Officer	Audit Risk and Improvement Committee (ARIC) Charter's requirements met in terms of ARIC meeting, approval of revised Internal Audit Plan 2021 - 2023, providing an approved ARIC Work Plan 2021, the conduct of ARIC self-assessment in 2021 and review of ARIC Charter in 2021.


	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.02.02 Provide legal services and support to the organisation including management of the external legal services panel						
	The demand for legal services within the organisation continues to remain high. The number of DA matters that have been filed in the Land and Environment Court has again increased.	Percentage of legal advice provided within agreed timeframes	95%	95%	●	Manager - Business Assurance & Risk	Advice is being delivered on time or within agreed timeframes.
✓	4.2.02.03 Increase knowledge and awareness of current legal issues impacting the organisation						
	Staff knowledge and awareness of current legal issues impacting the organisation is being increased by continued distribution of material updates and online seminars.	Number of legal education sessions delivered for Councillors and council staff	1	3	●	Manager - Business Assurance & Risk	3 online seminars were distributed to staff for registration over this period including seminar on Planning and Development Updates; continuing legal education for the legal counsel and HR updates on enforceability of COVID-19 vaccine.
➤	4.2.02.04 Provide organisational support for the corporate planning and audit reporting software						
	<ul style="list-style-type: none"> Preparing and testing for performance planning software upgrade to 'go live' in early April Provided ongoing quality support to Reporting and Audit module users including the transfer of training materials into Council's learning platform Sclar. 	Percentage management satisfaction with the planning and reporting tool	Q4	Due June 2021	N/A	Manager - Corporate Performance & Planning	Due June 2021

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	4.2.03.01 Implement Council's Branding Guidelines across the organisation						
	Council's Communications and Media Team are continuing to implement the branding guidelines, internal service delivery of graphic design services continues to ensure both cost efficiency and reliable implementation of brand. The new website continues to be an effective and useful tool.	Key templates with corporate branding identified and available for business use	Q4	Due June 2021	N/A	Manager - Media & Communications	Due June 2021
>	4.2.03.02 Review and implement Council's Media and Social Media Policy						
	The Communications and Media team have updated revisions to the Social Media and Online Participation Policy following consultation with internal stakeholders in the last quarter. Council is awaiting the Office of Local Government's public consultation on social media use guidelines and templates to inform a final version of the policy to be reported to the Executive Management Team and an upcoming Council meeting in the next quarter.	Deliver Media and Social Media improvement training for key staff and media spokespeople	Q4	Due June 2021	N/A	Manager - Media & Communications	Due June 2021
>	4.2.04.01 Annual review and update of Council's Workforce Plan to ensure strategies are updated and implemented						
	Preliminary planning for new workforce plan being undertaken.	Annual review of Council's Workforce Plan completed by June 2021	Q4	Due June 2021	N/A	Director - City Performance	Due June 2021

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.05.01 Implement initiatives identified in the Work Health Safety & Injury Management Strategic Business Plan						
	<p>Compliance against WHS legislation was measured with the completion of 6 audits on conducted by the WHS Team. Examples of areas audited include roads, maintenance and construction and parks.</p> <p>There were 35 safety inspections completed to monitor compliance against Council's Safety Management System. COVID safe practices were also reviewed as part of these inspection. Hazardous manual handling program Perform is in place and is targeted to higher risk areas as determined by risk assessment.</p> <p>The first model of safety leadership training has commenced and is focused on safety compliance. This training supports managers and supervisors to fulfill their obligations under WHS legislation. All staff and contractors required to work outdoors are now wearing long-sleeved shirts and long pants to reduce the risk of injury and ultraviolet light exposure.</p>	Number of Strategic WHS Plan initiatives implemented	6	6	●	Manager - People & Culture	Top 5 Hazards workshops have continued in addition to audits and inspections. The Health & Wellbeing Committee has been re-established. Continued implementation of the long and long uniform, along with COVID support as workers returned to the office. Safety leadership training has commenced.
➤	4.2.05.02 Ensure Safety Performance improvement compared to previous 3 year period						
	<p>Following promotion, there has been an overall improvement in incident reporting and control measures.</p> <p>Lost time injuries are now reported on the WHS Statistics via safety committees rather than Directorates, enhancing safety ownership and injury prevention. The Covid Marshall is active across all Council facilities.</p>	Percentage improvement in Lost time Injury Frequency Rate	Q4	N/A	Due June 2021	Manager - People & Culture	Due June 2021

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	4.2.05.03 Process application requests for access to public information						
	These are reported annually in November to Information Privacy Commission	Percentage of formal GIPA requests met within statutory requirements	Q4	N/A	Due June 2021	Manager - Business Assurance & Risk	Due June 2021
>	4.2.05.04 Develop Human Resources, Industrial Relations and Organisational Development framework which provides a strategic direction for the management of Council's Human Resources						
	Developing team business plans for next financial year. Preliminary framework for organisational development strategy in progress.	Human Resources, Industrial Relations and Organisational Development framework developed by June 2021	Q4	Due June 2021	N/A	Director - City Performance	Due June 2021
>	4.2.05.05 Assist the CEO with the implementation of workplace changes						
	Workplace changes supported by the Consultative Committee in the City Development directorate and part of the City Lifestyles Directorate were implemented. The approved City Design, Customer Experience, Parks and the remainder of City Lifestyle workplace changes are due in to be implemented in quarter 4.	Number of workplace change initiatives implemented	1	2		Director - City Performance	Two workforce change initiatives implemented for City Development and City Lifestyles.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.06.01 Provide services including maintenance, support and management of Council's GIS systems and data to meet strategic, legislative and operational requirements of the organisation						
	GIS Unit is servicing Councils mapping requirements and legislative obligations very well.	Develop governance rules around GIS Data collection	Q4	Due June 2021	N/A	Chief Information Officer	Due June 2021
➤	4.2.06.02 Maintain and improve Council's corporate business systems to ensure legislative compliance, effective operation and security						
	We continue to provide solutions that meet legislative requirements that are effective and secure for staff.	Council software licence compliance maintained	100%	100%	●	Chief Information Officer	Council continues to maintain full compliance in software licensing
➤	4.2.06.03 Provide effective, secure and efficient record keeping frameworks and services to meet strategic, legislative and operational requirements of the organisation						
	Council continues to meet its record keeping obligations in a challenging environment.	Implement an enhanced enterprise search capability for Information Management	Q4	Due June 2021	N/A	Chief Information Officer	Due June 2021
➤	4.2.06.04 Provide efficient and secure Information Technology Support Services and Systems						
	Information Support Services and Systems continue to provide efficient and secure solutions. The critical system up-time and service desk response KPI's along with conformance in software licensing reflect this result	Critical Systems Up Time	99.90%	100%	●	Chief Information Officer	Critical systems up time was in the order of 99.99 which exceeds the target
		Percentage of service desk requests completed within service level agreements	80%	93%	●	Chief Information Officer	We exceeded target as 93% of requests were completed on time






	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.07.01 Continue to improve operating efficiencies in Revenue Unit						
	Council continue encouraging ratepayers to switch to electronic notices in rate instalment notices.	Percentage of electronic rate notice distribution	14%	17.16%		Chief Financial Officer	We are continuing to see increasing registration numbers for the electronic delivery of rate notices. 17.16% of our rate notices are now being delivered electronically.
➤	4.2.07.02 Manage Council's liquidity						
	Council continues to maintain a healthy level of working capital and closely monitors the unrestricted cash position which is reported to the Council on a monthly basis in the Investment Report. As at the end of March 2021, the unrestricted cash balance was \$3.3 million and Council received payments for 74.4% of 2020/21 annual Rates and Charges levied.	Rates and annual charges outstanding	Q4	Due June 2021	N/A	Chief Financial Officer	Due June 2021
➤	4.2.07.03 Continue to improve operating efficiencies in Payroll Unit						
	Payroll processing has settled into a good routine, with successful cross-training of all team members and a continued focus on streamlining the manual timesheet process. Further efficiencies will be achieved through the roll-out of the Time and Attendance system into the Water, Bereavement and Library teams, which are intended to be implemented by the end of the June quarter. The placement of a dedicated customer service resource has also made a significant impact on the overall customer experience for our client base.	Number of timesheet employees transitioned to electronic time and attendance system	Q4	Due June 2021	N/A	Manager - People & Culture	Due June 2021
		Number of team cross platform training sessions delivered	Q4	Due June 2021	N/A	Manager - People & Culture	Due June 2021

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
✓	4.2.07.04 Manage Council's Investment Portfolio to maximise returns with due consideration for risk, liquidity and security						
	<p>Council's Investment Portfolio returned 1.20% for the month of March 2021, exceeding the benchmark AusBond Bank Bill Index (0.02% pa) by 118 basis points (1.18%).</p> <p>Council's relative outperformance expanded through the falling rate cycle mainly due to longer dated deposits with yields around 1.4%, which is far above any available deposit. The outperformance of Council's Investment Portfolio continues to gradually decline as long-term investments mature and are replaced with low-interest deposits.</p>	Investment portfolio performance above AusBond Bank Bill Index	Count	1227	●	Chief Financial Officer	<p>Council's Investment Portfolio returned 1.20% for the month of March 2021, exceeding the benchmark AusBond Bank Bill Index (0.02% pa) by 118 basis points (1.18%).</p> <p>Year to date: Council's Investment Portfolio returned 12.27% year to date, exceeding the benchmark AusBond Bank Bill Index (0.58% pa) by 1169 basis points (11.69%).</p>
➤	4.2.07.05 Ensure tender processes are streamlined and probity controls are in place						
	<p>The Executive Team in April 2021 endorsed changes to Council's procurement and tendering procedures. These changes will improve the timeliness, quality, and governance in the tender process and associated documentation prior to tenders being released to the market.</p> <p>These changes will maintain Council's strict compliance with applicable NSW Local Government legislation and guidelines.</p>	Compliance with Tendering Procurement Procedure	70%	90%	●	Chief Financial Officer	<p>Changes to the Tendering procedures were endorsed by the EMC in April 2021. These changes will be implemented immediately and the Procurement Working Group will review after a 3 month trial period.</p>

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.07.06 Improve quality of procurement						
	Council staff are continuing to develop and implement additional modules of the new financial system. Each module implemented is a further opportunity to improve processes and procurement governance. Development of the Contracts Module and supplier interface have been prioritised. These will provide an opportunity for registered suppliers to maintain and monitor the contact details of their business.	Operational spend under management (contract)	60%	70%	●	Chief Financial Officer	The development of the Contracts module is a critical factor to identifying and reporting spend under contract. Procurement has commenced the development of the contracts module. The target for implementation of this module is May 2021.
✓	4.2.07.07 - Comply with the engagement timetable for the 2019/20 financial statements						
	Auditor General of NSW have audited the general purpose financial statements (GPFS) and Special Purpose Financial Statements (SPFS) of the Shoalhaven City Council (the Council) for the year ended 30 June 2020 as required by section 415 of the Local Government Act 1993 (the Act). Auditor General of NSW expressed an unmodified opinion on the Council's GPFS and SPFS. Auditor General NSW have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Shoalhaven City Council (the Council) for the year ending 30 June 2021. The Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting – update number 28 (LG Code), and is in accordance with the books and records of the Council.	Annual audited statement adopted without qualified comments by October 2020	100%	100%	●	Chief Financial Officer	Unmodified audit opinion by 30 November 2020 – the statutory deadline for submission was extended this year due to COVID-19 pandemic.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
✓	4.2.07.08 Approval of 2021-22 Budget assumptions by Council						
	Adopted under delegation at the December 2020 Strategy and Assets Meeting	2021-22 Budget assumptions approved by 31 December 2020	100%	100%	●	Chief Financial Officer	Complete
➤	4.2.08.01 Provide Corporate Systems transformation through the implementation of TechnologyOne's OneCouncil system						
	Project Q continues to deliver the OneCouncil solution. In 2020 we delivered Payroll, HR, Budget, Assets, works Management and Finance modules. We have identified some cleanup work across Procure to Pay and Work Order Management Business Process, and improved reach in Training effectiveness as part of Continuous Improvement efforts. In 2021 we continue to rollout the Phase 4 Regulatory modules and are on track with DA Management. We have pushed the start of Customer Request Management out until the internal Customer Experience program is completed.	Phase 3 - HR and Payroll live by July 2020	100%	100%	●	Director - City Performance	Completed July 2020. HRP has been live and successfully being used by council staff
		Phase 3 - Finance and Asset and Works Management live by October 2020	100%	90%	●	Director - City Performance	Finance & Works Management are live, currently enhancing and improving processes. Assets 80% complete, expect to finish May 2021.
		Phase 4 - Initiation and scoping complete, future processes agreed and system configured ready for testing by June 2021	Q4	45%	●	Director - City Performance	Initiation and scoping complete, future processes agreed. Still developing system configuration and testing scripts. On track for DA Management modules to be live in July 2021. Solution Design Document Completed for DA Management

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	4.2.09.01 Deliver mechanical services to the organisation						
	Scheduled and reactive servicing completed for council vehicles. Ongoing defect repairs completed for RFS	Deliver plant and vehicles in accordance with the approved Replacement Program	80%	80%	●	Section Manager - Manager Commercial Services	On track - commitments made, awaiting delivery
		Scheduled maintenance of plant and vehicles including Rural Fire Service Fleet	75%	75%	●	Section Manager - Manager Commercial Services	On track. All services completed as required
>	4.2.10.01 Identify a number of potential future tenants for Council's properties to improve the timely letting of Council's properties						
	Commercial enquires into council properties is steady, for instance an existing tenant (Interchange Australia) has expressed interest in additional premises & expansion of existing space. Additionally, new enquiries from a number of external community groups seeking Council property have raised: comprising four groups (Lions Club: Illaroo Rd, Dress For Success: Sanctuary Point, commercial gymnasium & Albatross Musical Theatre).	Vacancy rate (across all categories) of Council tenanted buildings	5%	2%	●	Buildings Project Manager	Current statistics include; 2 vacant premises suitable for occupancy – Nowra CBD No. 1 / 3 Stewart Place No. 2 / 3 Schofields Lane. $(3/150) \times 100 = 2\%$ vacancy rate 1 vacant premises unsuitable for occupancy – Nowra CBD- Betta Electrical Building 16 Berry Street.



	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.10.02 Improve debtors position across revenue streams in Building Services Portfolio						
	Commercial rent relief expired 31st January 2021 Commercial/Retail rent relief ceased on this date, with 2 commercial tenants remaining in hardship (approved by CEO for rent extension, expiring Q4 – Outgoings remain payable within this period) Two new Commercial/Retail tenancies took occupancy of Council owned premises within Nowra CBD.	Total value of aggregated 91+ day debtors position in Building Services Property Portfolio	<\$15,000	\$0		Buildings Project Manager	NIL – requirement of COVID Rent Relief was for all Debtors to pay to 31st March 2020 to be eligible for rent relief.
	4.2.10.03 Progress the development / disposal of properties within Council's land register within Shoalhaven LGA - to meet the Council's and community's needs						
	On hold, as per Executive Team Decision, That all property sales be put on hold until a strategic direction, through the City Futures Directorate, for all properties is in place.	Acquisition and disposal program reviewed and reported to Council	Q4	Due June 2021	N/A	Director - City Services	Due June 2021
	4.2.11.01 Undertake regulatory & business performance reporting and promulgate results annually through Customer Service Plan						
	Customer service plan has been completed and published to our website following the release of final National performance data at the end of February 2021. National performance report submitted to Council Strategy and Assets Committee 13 April 2021 highlighting our performance against all water utilities of similar size.	Full participation in the National Performance Reporting by December 2020	100%	100%		Executive Manager - Shoalhaven Water	Shoalhaven Water had a full participation in the National Performance Reporting which was submitted by October 2020

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.11.02 Respond to customers in a timely fashion						
	97% of calls answered within 30 seconds	Percentage of phone calls answered within 30 seconds	95%	97%	●	Water Business Services Manager	Result has dropped from than previous Quarters (down from 98%), still well above industry standard and KPI target set
➤	4.2.11.03 Ensure water is affordable for our customers						
	<p>In March 2021, the Bureau of Meteorology published the National Performance Report 2019-20 for all Water Utilities. Water affordability is reported using the indicators:</p> <ul style="list-style-type: none"> • Typical residential Bill (water only) and • Total Typical Residential Bill (water & sewer) <p>In 2019-20 Shoalhaven ranked:</p> <ul style="list-style-type: none"> • Cheapest in the Nation for Typical residential Bill (water only) and • 28 out of 83 in the Nation and 6 out of 24 cheapest in our Medium Utility Group for the Total Typical Residential Bill (water & sewer) 	Maintain ranking in the top 10% of the most affordable water price in utility category	10%	1%	●	Water Business Services Manager	Annual results confirm Shoalhaven Water ranked cheapest in all Australia water bills only (excluding sewer charges)

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
!	4.2.12.01 Improve Shoalhaven Water's levels of service for Development & Regulatory Function						
	High demand in the housing sector has seen a significant increase in applications being received in the Development Unit. To assist contract services have been engaged and grant application submitted to provide additional staffing to improve levels of service.	Percentage of Development Application and subdivision referrals completed within 21 days	80%	50%	●	Executive Manager - Shoalhaven Water	Levels of service are down due to high numbers of applications being received. Changes have been implemented to reduce delays and vacant positions being recruited. Contract services are also being utilised to fill vacant positions and improve level of service.
		Percentage of all approved Tradewaste discharge locations inspected	90%	85%	●	Executive Manager - Shoalhaven Water	Inspections are on target for 90% completion by the end of the financial year
>	4.2.13.01 Achieve intermediate Asset Management maturity as defined in Shoalhaven Water's Asset Management Plans						
	Asset management maturity has improved with the implementation of the TechOne System. Improvements include works management, new asset register and development of scheduled maintenance programs. Maturity is currently being assessed to identify any gaps (report due in June 2021)	Number of scheduled sewer and water asset maintenance activities in new works order system	60	142	●	Executive Manager - Shoalhaven Water	Development of scheduled maintenance tasks is now delayed due to resourcing. 142 tasks are in the WO system however these are managed as normal work orders. Information is being assigned to the assets however full utilization of the scheduled maintenance system is limited. No test points currently utilised.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	4.3.01.01 Provide opportunities to connect with Council's civic events, major projects, key policies and future direction						
	<ul style="list-style-type: none"> Civic events this quarter: 3 (low due to Covid, cancellations and rescheduled due to weather) <ul style="list-style-type: none"> Nowra Sails Australia Day Illawarra Academy of Sport 	Provide face to face opportunities for the community to connect	Count	3	●	Section Manager - Tourism	Face to face opportunities were lower this quarter due to a number of events being cancelled or postponed.
		Increase number of registrations on Council's Get Involved Platform	Count	75	●	Section Manager - Tourism	Not all engagements require users to register as a condition of participation (so not necessarily indicative of engagement levels). Total number of participants 443 Total number of consultations 14
>	4.3.02.01 Provide opportunities for the community to engage with Council consultations, projects and information						
	<ul style="list-style-type: none"> Council's community engagement platform Get Involved published 14 consultations projects from the January to March 2021. During this period 17,500 residents visited these sites and 443 people provided online feedback/completed surveys. 	Increase the reach of Council media releases into news items	count	36	●	Section Manager - Tourism	During the period 36 media releases published resulting in 160 external news articles. The team have been promoting positive Council new stories with video content improving our media reach.

Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Increase the overall reach of Council's digital communications platforms	Count	31799	●	Section Manager - Tourism	Increase in followers and engagement across all 4 platforms. Facebook engagement grew by 298 to 19,639 fans, Instagram by 136 to 3188 followers, Twitter by 55 new followers for a total of 3141, LinkedIn by 219 fans to 2,973 in the period. Council e-newsletter maintained its subscription level of 2,851 with an average 45% click through rate. Total reach grew by 713 to 31,799.
<div> ➤ </div> 4.3.03.01 Engage with the community about maintaining and enhancing the natural environment						
Community engagement activities have resumed following the halt on proceedings as a result of COVID - 19. Community activities are now held in a COVID - 19 safe environment. Community meetings in relation to Floodplain Management, CZMP actions and two presentations on Weed Biosecurity have been held.	Number of community engagement activities conducted	Count	9	●	Director - City Development	Recent public meetings have been held for Floodplain Management, Coastal Zone Management Plan and Biosecurity following easing of COVID-19 restrictions.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	4.3.04.01 Inform and consult with the community in accordance with the community consultation policy for development applications						
	DAs and modifications are notified in accordance with the Community Consultation Policy having regard to the category of application. All DAs and modifications are uploaded onto the DA tracking website. A Resident Briefing Meeting via a webinar was held with respect to a Hotel in Vincentia in the March quarter.	Compliance with consultation policy for all development applications	100%	100%		Director - City Development	Development Applications are notified in accordance with the Community Consultation Policy in accordance with the category assigned. All DAs are uploaded onto the DA tracking website.
>	4.3.04.02 Inform and consult with the community about strategic planning in accordance with legislative requirements						
	Range of strategic planning engagements undertaken during the report period - this included the formal exhibition of relevant Planning Proposals and DCP amendments. - Planning Proposal PP035 - Falls Creek - Covid 19 7.11 Refund Policy - Planning Proposal PP054 Taylors Lane (and associated DCP/CP Amendments)	Number of formal exhibitions or consultations	Count	3		Director - City Futures	Exhibitions during the quarter: Planning Proposal PP035 Falls Creek Covid 19 7.11 Refund Policy Planning Proposal PP054 Taylors Lane (and associated DCP/CP Amendments)



Email council@shoalhaven.nsw.gov.au

Bridge Road, Nowra (02) 4429 3111

Deering Street, Ulladulla (02) 4429 8999

All communication should be addressed to

The Chief Executive Officer

PO Box 42, Nowra NSW 2541

DX 5323 Nowra NSW

Fax (02) 4422 1816

shoalhaven.nsw.gov.au     



Quarterly Budget Review

31 March 2021



Table of Contents

Quarterly Review Headlines	2
Summary of Movements and Projected Budget by Council Funds	4
General Fund	4
Water Fund	24
Sewer Fund	33
Summary of General Fund Movements and Projected Budget by Directorate	41
Chief Executive Officer Directorate	41
City Development Directorate	44
City Services Directorate	46
Shoalhaven Water Directorate	54
City Lifestyles Directorate	55
City Futures Directorate	58
Cash and Investments	60
Contracts and Other Expenses	63
Consultancy and Legal Expenses	63
Responsible Accounting Officers Report	64

Quarterly Review Headlines

General Fund

Council adopted an unrestricted cash deficit budget of \$619K, September QR adjustments further increased this by \$86K, the December QR adjustments resulted in a \$32K favourable reduction and the March QR resulted in a \$3K favourable reduction, the current forecast is for a cash deficit of \$651K. Savings are required to be identified in future quarterly reviews to fund this deficit.

General Fund is forecasting an operating result deficit excluding capital grants and contributions of \$797K in March.

Operating Revenue (excluding capital grants and contributions) has increased by \$221K (favourable); and March QR budget adjustments have decreased Operating Expenses by \$2.7M (favourable) this quarter.

Capital Revenue has increased by \$4.1M due to successful grant applications. Capital Expenditures have decreased by \$19.5M.

Water Fund

Water Fund is forecasting a deficit before capital grants and contributions of \$2.2M, a decline from the current adopted budget of \$1.4M (favourable).

Operating Revenue has increased by \$208K (favourable); and Operating Expenses have increased by \$974K (unfavourable) this quarter.

Capital Revenue forecast increased by \$530K, Capital Expenditure forecast decreased by \$4.7M.

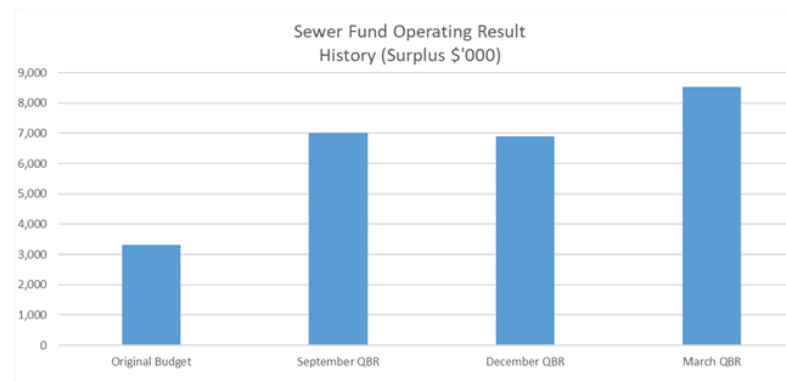
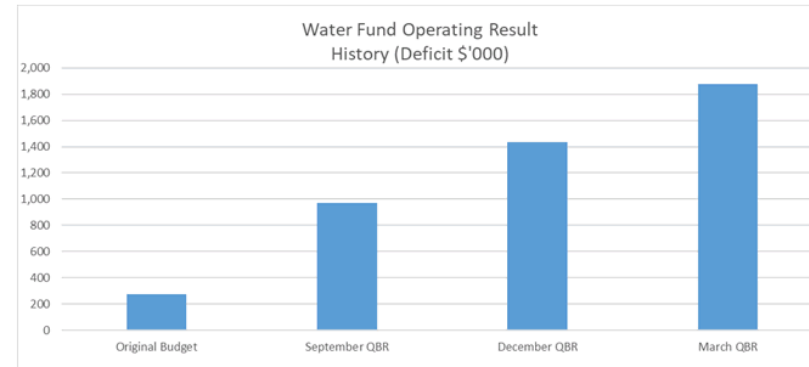
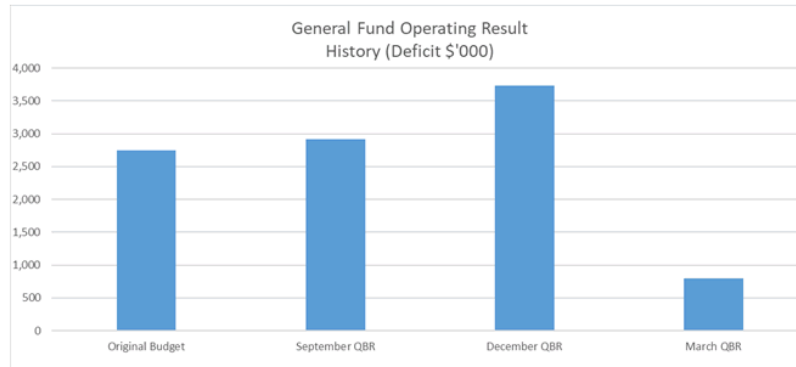
Sewer Fund

Sewer Fund is forecasting a surplus before capital grants and contributions of \$8.5M, an increase of \$1.6M (favourable) from the current adopted budget.

Operating Revenue has increased by \$300K (favourable); and Operating Expenses decreased by \$1.3M (favourable) this quarter.

Capital Revenue forecast increased by \$875K; Capital Expenditures have decreased by \$5.5M.

The following charts show the forecast movement of net operating results excluding capital grants and contributions from the original budget over the first three quarters of the financial year by Fund.



Summary of Movements and Projected Budget by Council Funds

General Fund

Financial Position Overview

The Shoalhaven City Council Financial Position is presented in the table below.

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Rates & Annual Charges	104,236	104,021	215	104,134	104,134	0	104,134	100%
User Charges and Fees	45,462	42,784	2,678	56,000	55,004	126	55,130	83%
Interest and Investment Revenue	1,180	1,367	(187)	2,691	1,911	(370)	1,541	62%
Other Revenues	4,606	4,530	76	5,572	5,545	83	5,628	83%
Internal Revenue	41,719	42,345	(626)	59,857	58,461	(630)	57,831	71%
Grants and Contributions provided for Operating Purposes	10,604	10,489	115	25,127	26,094	1,011	27,106	41%
Grants and Contributions provided for Capital Purposes	17,121	18,002	(881)	45,223	42,812	4,143	46,955	40%
Total Income	224,928	223,538	1,390	298,604	293,962	4,364	298,325	77%
Employee Benefits and On-Costs	57,103	58,404	1,301	81,124	77,992	(4,077)	73,915	73%
Borrowing Costs	1,088	1,086	(2)	1,399	1,399	0	1,399	78%
Materials and Contracts	35,033	38,320	3,287	53,108	53,786	(1,836)	51,950	65%
Depreciation and Amortisation	33,634	33,723	89	44,964	44,964	0	44,964	75%
Other Expenses	27,715	26,377	(1,338)	33,304	34,404	(233)	34,171	81%
Internal Expenses	35,915	31,198	(4,717)	42,243	42,353	3,415	45,768	85%
Total Expenses	190,488	189,108	(1,380)	256,142	254,897	(2,730)	252,167	75%
Net Operating Results	34,440	34,430	10	42,462	39,065	7,094	46,158	
Net Operating Result before capital grants and contributions	17,319	16,428	891	(2,761)	(3,748)	2,951	(797)	

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Other Cash Adjustments								
Capital Expenditure	(45,323)	(91,976)	46,653	(155,569)	(156,674)	19,454	(137,221)	29%
New Borrowings	0	0	0	40,131	57,665	0	57,665	0%
Loan Principal Repayments	(3,735)	(3,849)	113	(6,064)	(6,064)	0	(6,064)	62%
Disposal of Assets	3,102	3,637	(535)	5,173	5,173	0	5,173	60%
Depreciation Adjustment	34,334	33,723	612	44,964	44,964	0	44,964	76%
Debtor / Credit Movement	(30,835)	(26,005)	(4,830)	0	0	0	0	0
Net Cash Movement	(8,017)	(50,040)	42,023	(28,903)	(15,872)	26,547	10,675	
Reserve Movements								
Transfers from Reserves	74,596	129,754	(55,158)	200,845	203,915	(18,439)	185,477	37%
Transfers to Reserves	(90,301)	(122,248)	31,946	(175,755)	(191,890)	(8,106)	(199,996)	47%
General Fund carried forward from previous year			0	3,193	3,193		3,193	0%
General Fund Net Cash Movement	(23,722)	(42,533)	18,811	(619)	(654)	3	(651)	

The net operating result before capital revenue is \$891K higher than the year-to-date adopted budget of \$16.4M at the March QR.

Current Operating Revenue Position and Budget Adjustments

A table below summarises the key movements by revenue category.

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Rates & Annual Charges	104,236	104,021	215	104,134	104,134	0	104,134	100%
User Charges and Fees	45,462	42,784	2,678	56,000	55,004	126	55,130	83%
Interest and Investment Revenue	1,180	1,367	(187)	2,691	1,911	(370)	1,541	62%
Other Revenues	4,606	4,530	76	5,572	5,545	83	5,628	83%
Internal Revenue	41,719	42,345	(626)	59,857	58,461	(630)	57,831	71%
Grants and Contributions provided for Operating Purposes	10,604	10,489	115	25,127	26,094	1,011	27,106	41%
Total Operating Income	207,807	205,536	2,271	253,381	251,149	221	251,370	83%

As at 31 March 2021, General Fund operating revenue (capital revenue) has achieved 83% of the adopted budget, excluding rates and annual charges 71%.

Comments on major year to date variances are tabled below:

Category	Variance (\$'000)	Comment
Rates & Annual Charges	215	+233K additional domestic waste management charges levied above budget
User Charges and Fees	2,678	+2.3M tourist park higher occupancy rates +829K landfill and transfer station increased tipping fees -368K Swim and Fitness reduction in opening hours and limits on patron numbers -160K development application fees
Interest and Investment Revenue	(187)	-371K interest on surplus funds +200K investment fair value movements for the year
Other Revenues	76	+106K additional insurance receipts +78K income from private works received from Local Land Services for sealing roads and carparks associated with waterway infrastructure +68K domestic waste kerbside refund share from contractor -213K building compliance fines shortfall

Category	Variance (\$'000)	Comment
Internal Revenue	(626)	-3.3M City Services due to a change in the method for job costing, adjustment made to move this to employee costs -1.3M Mechanical Services due to a change in the method for job costing -270K holiday parks cabin lease internal charge -160K communication tower delay in internal invoicing +4.5M internal transfers between waste depots and receipts from Council operations tipping at the waste depots, offset with internal expenditure variance
Grants and Contributions provided for Operating Purposes	115	+647K roads maintenance RMS funding - additional receipts, budget is being adjusted +250K new funding agreements for Bushfire Community Resilience & Recovery Grant +174K Street as Shares Spaces Grant - second payment has been received, budget is being adjusted +136K community services capital grant funding received for playground projects - not budgeted -573K budgeted grants not received estuary management - to be reforecast to 21/22 -141K Bishop Drive VPA s7.11 refund -115K Family Day Care operating grant budget to be adjusted to actuals -145K bushfire recovery grants - claim in progress and funding expected to be received by financial year end -56K community services - budgeted funding yet to be received -38K Currowan recovery administration support - budgeted funding expected at financial year end

The March Quarterly Budget Review recommends an increase in operating revenue of \$221K.

Proposed budget adjustments are summarised in the table below:

Category	Amount (\$'000)	Reason
User Charges and Fees	126	-384K swim and fitness reduction due to COVID closures -160K development application fees +370K tourist park increase +130K Shoalhaven Indoor Sports Centre increased revenue upon easing of restrictions +100K proponent funded planning project
Interest and Investment Revenue	(370)	-370K adjustment for investment interest shortfall
Other Revenues	83	+156K insurance claims received +112K additional other fines received -230K expected full year shortfall in building compliance fines

Category	Amount (\$'000)	Reason
Internal Revenue	(630)	<ul style="list-style-type: none"> -3.8M City Services due to a different method for job costing, adjustment made to move this to employee costs -560K reduction in anticipated dividend from Shoalhaven Water +72K contribution from Shoalhaven Water for warehouse at Flinders +112K additional overheads from Shoalhaven Water to cover additional software costs +190K insurance excess received from other areas within Council +420K additional plant hire charges for general fleet +3.4M internal transfers between transfer stations and West Nowra landfill
Grants and Contributions provided for Operating Purposes	1,011	<ul style="list-style-type: none"> +1.7M roads maintenance - budget adjusted to reflect actual receipts and anticipated natural disaster funding to come +262K Development - Other Programs - Adjust budget to recognise funding received and anticipated funding for remainder of financial year +174K Street as Shared Spaces - adjust Budget to reflect funding received -245K reduction in contribution from OLG for fire services -911K reforecast estuary management grant revenue into 21/22 as milestones not yet reached

Current Operating Expenditures Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Employee Benefits and On-Costs	57,103	58,404	1,301	81,124	77,992	(4,077)	73,915	73%
Borrowing Costs	1,088	1,086	(2)	1,399	1,399	0	1,399	78%
Materials and Contracts	35,033	38,320	3,287	53,108	53,786	(1,836)	51,950	65%
Depreciation and Amortisation	33,634	33,723	89	44,964	44,964	0	44,964	75%
Other Expenses	27,715	26,377	(1,338)	33,304	34,404	(233)	34,171	81%
Internal Expenses	35,915	31,198	(4,717)	42,243	42,353	3,415	45,768	85%
Total Expenses	190,488	189,108	(1,380)	256,142	254,897	(2,730)	252,167	75%

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Employee Benefits and On-Costs	1,301	-840K delay in job costing, expected to catch up in the last quarter -544K parks operations due to seasonal fluctuations -350K job costing from mechanical services now appearing in employee costs and not internal expenditure -238K road maintenance over expenditure due to storm repairs -191K swim sport fitness due to seasonal fluctuations and additional staff for COVID marshalls and cleaning +2.7M due to job cost recovery now appearing in employee costs
Materials and Contracts	3,287	+1.1M grant funded coastal and estuary management projects, due for completion in 2021/22 +1.1M timing of payments for the domestic waste management contract +400K community and recreation grants co-contribution incorrectly classified as operating, transferred to capital in QR +300K community and recreation studies and consultancies +243K family day care carer payments due to a reduction in services (offset by reduced income) +100K grant funded arts programs yet to be spent

Category	Variance (\$'000)	Comment
Other Expenses	(1,338)	-827K street lighting LED replacement moved from capital to operating -582K additional waste levy paid -567K additional software costs incurred -296K additional government levies and advertising costs related to development applications -258K vehicle registration costs to be allocated to Waste Services and ShoalWater +424K savings received through switch to LED lighting +780K correction to move funds from operating to capital for streetlighting LED replacement and property purchases
Internal Expenses	(4,717)	-2.8M internal tipping fees between transfer stations and West Nowra Landfill -873K additional tipping fees for domestic waste management -780K waste charges for holiday haven -350K additional plant hire charges

The March Quarterly Budget Review recommends a decrease in operating expenditure of \$3.7M. Proposed major budget adjustments to operating expenditure are summarised in the table below:

Category	Amount (\$'000)	Reason
Employee Benefits and On-Costs	(4,077)	-3.8M converting cost recovery from internal revenue to employee costs -200K salary savings to fund legal expenses in City Development
Materials and Contracts	(1,836)	-1M reforecasting coastal and estuary management projects into 2021/22 -650K holiday haven transfer operating expenditure budget to capital -537K transfer community and recreation co-contributions to capital expenditure +200K from salary savings to fund legal expenses
Other Expenses	(233)	-600K transfer from local road repair maintenance to individual capital roads projects -500K to reflect reduced street lighting costs with the installation of LED streetlights -487K correction to transfer funds from operational to capital for property purchases -25K to assist with funding increased software costs +310K to account for change in treatment of government levies (contra adjustment in revenue) +372K to fund additional software costs and licencing to end of current financial year +208K to fund COVID related costs incurred across Council +605K transfer from capital for LED streetlighting
Internal Expenses	3,415	+3.4M internal tipping fees between transfer stations and West Nowra Landfill

Capital Revenue Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Capital Grants	12,391	14,797	(2,406)	41,000	38,539	4,148	42,687	29%
Capital Contributions	4,730	3,205	1,525	4,273	4,273	40	4,313	110%
Grants and Contributions provided for Capital Purposes	17,121	18,002	(881)	45,273	42,812	4,188	47,000	40%

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Capital Grants	(2,406)	This variance is due to the uncertainty of when grant funds will be received
Capital Contributions	1,525	Additional developer contributions received above target, due to the uncertainty of receipt, there will be no adjustment to the budget

Proposed budget adjustments to capital revenue are summarised in the table below:

Category	Amount (\$'000)	Reason
Capital Grants	4,148	+5.8M Local Roads and Community Infrastructure grants +300K natural disaster funding to be received +204K Marriott Park grant received -692K reforecast Ulladulla Maritime berthing facility into 2021/22 -1.6M reforecast Vincentia placemaking grant into 2021/22
Capital Contributions	40	Contributions received towards sports capital works partnership program

Capital Expenditures Position and Budget Adjustments

Capital expenditures by Directorate are summarised in the table below:

Directorate	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	Favourable / (Unfavourable) Variance	Actual % of Adopted Budget	Actual % of QR Proposed Budget
CEO Group	2,765	3,231	(92)	3,139	1,961	1,178	61%	62%
City Performance	799	1,325	0	1,325	500	825	38%	38%
City Services	106,505	118,360	(17,330)	101,030	33,279	67,751	28%	33%
City Development	3,230	3,207	(1,054)	2,153	179	1,974	6%	8%
City Lifestyle	25,754	19,329	3,111	22,440	6,832	15,608	35%	30%
City Futures	16,265	11,579	(4,088)	7,491	2,308	5,183	20%	31%
Shoalhaven Water	459	459	0	459	265	194	58%	58%
General Fund Total	155,777	157,490	(19,453)	138,037	45,324	92,713	29%	33%

Comments

Capital Expenditure as at 31 March 2021 is 33% of the adopted budget (excluding commitments). Including commitments, capital expenditures are at 44.99%.

The March Quarterly Budget Review recommends a budget decrease of \$19.5M. The majority of these adjustments include decreases that move budget into future financial years.

Commentary on the progress on major capital works is provided below associated with each Group of Council.

As a result of the March budget review, the following major adjustments, greater than \$100k, were made to the capital projects:

Project Description			March YTD Actuals	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Full Year Variance	Comments
Asset Planning and Development	Office Equipment	Engineers Equipment	9,676	44,000	140,000	184,000	174,324	From local road repair program for the purchase of vehicles that will be used for local road maintenance and construction
Car Parking	Car Parking Construction	McGrath Avenue Parking Spaces	0	100,000	(100,000)	0	0	Transfer to Nowra CBD Multideck carpark
		Huskisson Carparking	0	200,000	(200,000)	0	0	Remove project, return funds to S7.11
		Nowra CBD Multideck Carpark	193,876	0	200,000	200,000	6,124	\$100K from McGrath Ave parking and \$100K from Local Road Repair Program
		Nowra CBD All Day Carparking	0	300,000	(300,000)	0	0	Remove project, return funds to S7.11
		Sussex Inlet Carparking	0	485,023	(485,023)	0	0	Remove project, return funds to S7.11
Coastal and Estuary Management	Coastal Programme	Coastal Foreshore Erosion Works	16,327	425,002	(400,000)	25,002	8,675	Reforecast into 2021/22
		Penguin Head-cliff/slope instability	11,940	250,000	(200,000)	50,000	38,060	Reforecast into 2021/22
	Estuary Management	Comerong Island Rd - Flood Levee	0	0	150,000	150,000	150,000	\$140K natural disaster funding, \$10K from Natural Resources operating
	Estuary Programme	Bendalong Boat Harbour Coastal Protection	512	100,000	(100,000)	0	(512)	Reforecast into 2021/22
		Lower Shoalhaven River Estuary CMP	81	157,504	(157,504)	0	(81)	Reforecast into 2021/22
Community, Residential and Commercial Buildings	Public Amenities	Public Amenity - Tomerong - External School	16,434	142,647	192,856	335,503	319,069	\$165K transferred from Bay and Basin Preschool and \$27K from Berry public amenities
		Public Amenities - Painting Toilets 13 locations - LRCl	36,158	0	132,094	132,094	95,936	Local Road Community Infrastructure Grant

Project Description			March YTD Actuals	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Full Year Variance	Comments
	Public Buildings	Berry Showground - fire, electrical, access	27,837	214,280	(186,443)	27,837	0	Reforecast into 2021/22
		Bay and Basin Community Centre Preschool termite	11,203	176,668	(165,466)	11,202	(1)	Transfer to Tomerong Amenities
		Fire Services Upgrade - Nowra Showground	3,273	252,909	(199,636)	53,273	50,000	Reforecast into 2021/22
		Community Buildings Renewal	0	524,463	(524,463)	0	0	\$127K transferred to public halls program, \$100K to SEC equipment, \$194K to commercial residential programmed works
		Public Halls Programmed Works	11,772	(45,266)	126,819	81,553	69,781	Transfer from Community Building Renewal
		Building Fire Compliance	85,004	550,000	(550,000)	0	(85,004)	Reforecast into 2021/22
		Commercial Residential Programmed Works - Various	1,658	142,608	194,169	336,777	335,119	Transfer from Community Building Renewal
	Ulladulla Multi Purpose Centre	Ulladulla Civic Centre - Backup Generator (LRCI Grant)	137,878	0	130,163	130,163	(7,715)	Local Road Community Infrastructure Grant
Corporate Buildings	Administrative Building Management - Capital	Nowra Admin Building Compliance (fire)	0	790,332	(760,000)	30,332	30,332	Reforecast into 2021/22
Economic Development	Economic Development Area Projects	Ulladulla Maritime - Berthing Facility	44,607	1,021,120	(821,120)	200,000	155,393	Reforecast into 2021/22
		Placemaking for Vincentia Village	28,403	3,360,669	(3,340,669)	20,000	(8,403)	Reforecast into 2021/22
Entertainment Centre	SEC Capital	Shoalhaven Entertainment Centre	10,641	53,000	112,900	165,900	155,259	Transferred from community buildings renewal

Project Description			March YTD Actuals	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Full Year Variance	Comments
		SEC Upgrade & Cladding	726,629	4,852,158	(1,800,000)	3,052,158	2,325,529	Reforecast into 2021/22
Landfill and Transfer Station Operations	Waste Capital Expenditure	Waste Education Centre	16,200	1,452,694	(1,436,494)	16,200	0	Return to reserve to be spent in 2022/23
		Materials Recovery Facility	51,539	15,000,000	(10,000,000)	5,000,000	4,948,461	Reforecast into 2021/22
		Bioelektra Resource Recovery Facility	1,260	2,000,000	(1,000,000)	1,000,000	998,740	Reforecast into 2021/22
Library	Library Furniture & Equipment	Shoalhaven Flood Boat	12,525	424,850	(400,000)	24,850	12,325	Reforecast into 2021/22
Mechanical Services	Fleet & Mechanical Services Capital	Fleet Vehicle Purchases	1,052,440	3,738,922	1,403,000	5,141,922	4,089,482	Additional plant and equipment from plant reserve
	Mechanical Services Equipment	Comerong Ferry Overhaul	45,528	1,351,509	357,000	1,708,509	1,662,981	Transfer from local road renewal program
Parks, Reserves, Sport and Recreation Areas	Active Recreation	Drainage and Irrigation	226,859	355,459	386,726	742,185	515,326	Grant approval
		Sports grounds upgrades	46,929	118,714	100,339	219,053	172,124	Transfer from Berry Showground drainage
		Community & Recreation Grants Co-Contributions	0	0	554,813	554,813	554,813	Transfer from operating expenditure
		West Ulladulla Sports Complex	0	350,000	(350,000)	0	0	Reforecast into 2021/22
		Frogs Holla Reserve Upgrade	84,215	513,000	(420,512)	92,488	8,273	Reforecast into 2021/22
		Showground Stimulus - Milton	33,741	301,667	(265,093)	36,574	2,833	Reforecast into 2021/22
		Original Bomaderry Basketball Stadium Redesign	0	100,000	(100,000)	0	0	Reforecast into 2021/22

Project Description			March YTD Actuals	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Full Year Variance	Comments
		Park Road Netball Court Redevelopment - South Nowra	2,899	200,000	(136,579)	63,421	60,522	Reforecast into 2021/22
		Ulladulla Tennis Lighting Upgrade	1,517	0	400,000	400,000	398,483	Local Road Community Infrastructure Grant
		Callala Sportsground Irrigation & drainage	5,188	270,000	(261,591)	8,409	3,221	Reforecast into 2021/22
		Berry Showground sportsfield drainage	322	130,000	(129,678)	322	0	Transfer to sports grounds upgrades
		Finkernagel Oval Irrigation	843	160,000	(158,974)	1,026	183	Reforecast into 2021/22
		Francis Ryan Oval Drainage Sportified Installation	322	4,000	250,000	254,000	253,678	Local Road Community Infrastructure Grant
		Bomaderry Sporting Complex Sportsfield drainage	1,144	4,000	195,692	199,692	198,548	Local Road Community Infrastructure Grant
		Crookhaven Park Sportsfield Drainage	754	4,000	110,000	114,000	113,246	Local Road Community Infrastructure Grant
		Ulladulla Sporting Complex subsurface drainage	138	4,000	110,000	114,000	113,862	Local Road Community Infrastructure Grant
		Bomaderry Sporting Complex Floodlights	580	40,000	300,000	340,000	339,420	Local Road Community Infrastructure Grant
		Francis Ryan Floodlight Upgrade	0	0	200,000	200,000	200,000	Local Road Community Infrastructure Grant
		Lyrebird Park Irrigation & Drainage	399	5,000	410,000	415,000	414,601	Local Road Community Infrastructure Grant

Project Description			March YTD Actuals	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Full Year Variance	Comments
		Milton Showground - Internal Roads Upgrade	0	0	400,000	400,000	400,000	Local Road Community Infrastructure Grant
		Huskisson Sportsground Floodlight Upgrade	0	0	245,000	245,000	245,000	Local Road Community Infrastructure Grant
	Icon Parks	Mollymook Foreshore Irrigation	0	0	150,000	150,000	150,000	Local Road Community Infrastructure Grant
	Passive Recreation	Marriott Park - Investigation & Design	0	0	240,000	240,000	240,000	Grant received
		Blackett Reserve Playground Replacement	4,840	135,000	(130,161)	4,839	(1)	Reforecast into 2021/22
		Ray Brooks Reserve Boardwalk	1,080	0	243,837	243,837	242,757	Local Road Community Infrastructure Grant
		Hoylake Reserve - Park Upgrades	800	0	165,000	165,000	164,200	Local Road Community Infrastructure Grant
		Tilbury Reserve playground replacement	6,905	165,000	(157,445)	7,555	650	Reforecast into 2021/22
		Lighthouse Oval floodlight upgrade	0	5,000	280,000	285,000	285,000	Local Road Community Infrastructure Grant
		Basin View Boat Ramp Reserve Playground Replacement	620	0	150,000	150,000	149,380	Local Road Community Infrastructure Grant
		Jacob Elmoos Reserve Playground Replacement	575	0	150,000	150,000	149,425	Local Road Community Infrastructure Grant
		John Berry Reserve Playground Replacement	575	0	150,000	150,000	149,425	Local Road Community Infrastructure Grant

Project Description			March YTD Actuals	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Full Year Variance	Comments
		Nowra Showground Pavilion Painting	0	0	150,000	150,000	150,000	Local Road Community Infrastructure Grant
		Greenwell Point Foreshore Pathway Extension	0	0	110,000	110,000	110,000	Local Road Community Infrastructure Grant
		Nowra Showground Landscaping	0	0	170,000	170,000	170,000	Local Road Community Infrastructure Grant
	Sporting Facilities	Ulladulla Sporting Complex Floodlight Upgrade	0	150,000	(150,000)	0	0	Reforecast into 2021/22
Pedestrian Facilities	Pedestrian Facilities	Meroo St Bomaderry - Pedestrian Crossing	112,160	0	110,000	110,000	(2,160)	Grant received
		Pedestrian Facilities - New	0	1,778,997	(1,531,000)	247,997	247,997	This is a holding project for potential grants that have now been disbursed
		St Vincent St Pedestrian Safety Improvement	183,391	0	200,000	200,000	16,609	Grant received
		Shared User Path - Iverison Rd and Sussex Road, Sussex Inlet	0	0	200,000	200,000	200,000	Grant approved
Property Management	Acquisitions - Current	Moss Vale Rd Open Space Acquisitions Funding	560,546	0	560,546	560,546	0	Low cost loan funded
	Property Development	Purchase - 52 Coomea Street Bomaderry	453,382	0	455,463	455,463	2,081	From property reserve to cover the cost of purchasing the property
		26 Myrtle St Milton Purchase	0	0	700,000	700,000	700,000	Property purchase from property reserve
Roads	Bridge Program	Rainfall Event – Northern District - Oct 31, 2020	211,792	100,000	111,792	211,792	0	Anticipated natural disaster funding
	Local Road Repair Program	Village Drive (SRV 2019)	341,949	541,756	(150,000)	391,756	49,807	Reforecast into 2021/22

Project Description			March YTD Actuals	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Full Year Variance	Comments
		Queensborough St (SRV 2019)	16,668	135,796	(119,000)	16,796	128	Local Road Repair Program reallocation
		Hillcrest Ave (SRV 2019)	10,574	550,000	500,000	1,050,000	1,039,426	Local Road Repair Program reallocation
		Coonemia Rd	808,348	1,165,660	(170,000)	995,660	187,312	Local Road Repair Program reallocation
		Local Road Repair Program	2,875	539,694	(251,120)	288,574	285,699	\$140K to engineers equipment for vehicles, \$100K to Nowra CBD carpark and remainder to fund LRRP projects.
		Worrigeer Rd Worrigeer	0	309,932	(260,000)	49,932	49,932	Reforecast into 2021/22
		Emmett St (SRV 2019)	1,017,436	1,132,340	(114,000)	1,018,340	904	Local Road Repair Program reallocation
		Main Rd (SRV 2014)	27,593	449,908	(400,000)	49,908	22,315	Reforecast into 2021/22
		Donlan St (SRV 2014)	0	180,493	(180,492)	1	1	Local Road Repair Program reallocation
		Broughton St (SRV 2014)	0	315,000	(280,000)	35,000	35,000	Local Road Repair Program reallocation
		Murramarang Rd Bawley Pt CH0.320-1.360	0	1,045,000	(1,000,000)	45,000	45,000	Reforecast into 2021/22
		Park Dr (Larmer to Boronia Ave)	55,285	974,448	(100,000)	874,448	819,163	Local Road Repair Program reallocation
		Wattamolla Rd	196,404	300,044	(105,208)	194,836	(1,568)	Local Road Repair Program reallocation
		Illowra Ln Roundabout Hyams Beach	77,166	0	100,000	100,000	22,834	Local Road Repair Program reallocation
		North Embankment Stabilisation - Feb 20 Natural Disaster	26,210	0	126,000	126,000	99,790	Local Road Repair Program reallocation
		Kinghorne Street Rehabilitation - LRCI	29	0	672,000	672,000	671,971	Local Road Community Infrastructure Grant

Project Description			March YTD Actuals	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Full Year Variance	Comments
		Penguin Head Road, Culburra - SRV 2019 - Asphalt Works	0	0	150,000	150,000	150,000	Local Road Repair Program reallocation
		Lamond Street, Currarong - SRV 2019 - Reseal Works	0	0	150,000	150,000	150,000	Local Road Repair Program reallocation
		Judith Drive, North Nowra - SRV 2019 - Heavy Patching	0	0	150,000	150,000	150,000	Local Road Repair Program reallocation
		McMahons Road, North Nowra - SRV 2019 - Heavy Patching	0	0	150,000	150,000	150,000	Local Road Repair Program reallocation
		Moss St, Nowra - Asphalt Concrete Works	0	0	176,559	176,559	176,559	Local Road Repair Program reallocation
	Roads Strategy Projects	Moss Vale Rd South Urban Release Area Road & Roundabout	69,876	0	125,500	125,500	55,624	Grant received
Stormwater	Drainage	Moss Vale Road South Urban Release Area Drainage	0	2,861,200	(2,861,200)	0	0	Reforecast into 2021/22
Swim and Fitness	Aquatics Capital Program	Photovoltaic Cells - Nowra and Sussex Inlet - LRCI	89,382	0	100,000	100,000	10,618	Local Road Community Infrastructure Grant
		Ulladulla Leisure Centre - Shade & Shelter	0	0	100,000	100,000	100,000	Local Road Community Infrastructure Grant
Tourism and Events	Other Tourism Projects	Bomaderry Sporting Complex - Improvement Works	67,244	0	110,244	110,244	43,000	Transferred from operating expenditure
Tourist Parks	Holiday Haven Amenities	Lk Tabourie Amenities Building	0	600,000	(600,000)	0	0	Reforecast into 2021/22
	Holiday Haven Cabin Development	Cabin Renewal - Bandalong	120,938	15,858	109,623	125,481	4,543	Transferred from operating expenditure

Project Description			March YTD Actuals	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Full Year Variance	Comments
	Holiday Haven Other Buildings	Conference / Multi-Use Building Kangaroo Valley	4,051	237,608	(230,000)	7,608	3,557	Reforecast into 2021/22
	Holiday Haven Recreation	Aquatic Recreation Area - Lake Conjola	14,140	551,430	(480,000)	71,430	57,290	Reforecast into 2021/22
	Holiday Haven Siteworks	Siteworks - Bendalong	100,432	0	118,512	118,512	18,080	Transferred from operating expenditure
Traffic Management	Traffic Facilities Program	LED Streetlight Upgrade Strategy	0	604,851	(604,851)	0	0	Move to operating, street lighting infrastructure is not a Council asset

Capital Projects Reforecast into 2021/22

As a result of significant additional grant funded projects that need to be priorities in order to meet grant conditions, capital projects have been reprioritised and the following project have been reforecast into the 2020/21 financial year, out of which \$11M is or waste management and \$2.9M for Moss Vale Road Urban Release area. The projects reforecast during the March Quarterly Budget Review are listed below.

Project	Reforecast Amount	Funding Source		
		General Fund	Internal Reserves	External Reserves
Bendalong Boat Harbour Coastal Protection	100,000	0	100,000	0
ER - Kangaroo Valley Cemetery Ingress Improvements	8,000	0	8,000	0
Children's Lawn 2 at Shoalhaven Memorial Gardens Lawn Cemetery	15,000	0	15,000	0
Berry Showground - fire, electrical, access	186,443	0	0	186,443
Bill Andriske Oval Irrigation	98,614	0	0	98,614
Bioelektra Resource Recovery Facility	1,000,000	0	0	1,000,000
Blackett Reserve Playground Replacement	130,161	0	130,161	0
Bomaderry Sporting Complex Sportsfield drainage	356	0	356	0
Building Fire Compliance	550,000	0	550,000	0
Bushfire Affected Coastal Waterways Grant	326,000	326,000	0	0
Callala Sportsground Irrigation & drainage	261,591	0	261,591	0
Coastal Foreshore Erosion Works	400,000	0	400,000	0
Corporate Services Equipment	-40,100	-40,100	0	0
Erowal Bay Lions Park Playground Replacement	82,014	0	0	82,014
Finkernagel Oval Irrigation	158,974	0	89,661	69,313
Fire Services Upgrade - Nowra Showground	199,636	0	0	199,636
Frogs Holla Reserve Upgrade	420,512	0	420,512	0
Future Arts Centre and Library Options Study	50,000	0	50,000	0
Aquatic Recreation Area - Lake Conjola Holiday Park	480,000	0	480,000	0
Conference / Multi-Use Building Kangaroo Valley Holiday Park	230,000	0	0	230,000
Integrated Shoalhaven Coastal Environmental Monitoring	40,000	40,000	0	0
Lake Conjola Coastal Management Plan	275,000	140,000	135,000	0
Lk Tabourie Holiday Park Amenities Building	600,000	0	0	600,000
Lower Shoalhaven River Estuary Coastal Management Plan	-163,337	-163,337	0	0

Project	Reforecast Amount	Funding Source		
		General Fund	Internal Reserves	External Reserves
Main Rd (SRV 2014)	400,000	0	0	400,000
Materials Recovery Facility	10,000,000	0	0	10,000,000
Moss Vale Road South Urban Release Area Drainage	2,861,200	0	0	2,861,200
Murramarang Rd Bawley Pt CH0.320-1.360	1,000,000	0	0	1,000,000
Narrawallee - Viewing Platform, Surfers Ave	39,998	0	39,998	0
Nowra Administration Building Compliance (fire)	760,000	0	760,000	0
Nowra Bridge Playground	48,000	0	48,000	0
Open Coast & Jervis Bay Coastal Management Plan	220,000	220,000	0	0
Original Bomaderry Basketball Stadium Redesign	100,000	0	100,000	0
Park Road Netball Court Redevelopment - South Nowra	136,579	0	0	136,579
Penguin Head-cliff/slope instability	200,000	0	200,000	0
Placemaking for Vincentia Village	3,340,669	1,533,338	1,724,000	83,331
South East Catchment Waterways Bushfire Recovery Plan Grant	48,442	48,442	0	0
SEC Upgrade & Cladding	1,800,000	0	0	1,800,000
Shoalhaven Beach Asset Management Strategy	90,000	90,000	0	0
Shoalhaven Flood Boat	400,000	0	400,000	0
Showground Stimulus - Milton	265,093	0	0	265,093
Strategic Asset Management	91,728	0	25,684	66,044
Tilbury Reserve playground replacement	157,445	0	157,445	0
Ulladulla Maritime - Berthing Facility	821,120	691,745	129,374	0
Ulladulla Sporting Complex Floodlight Upgrade	150,000	0	150,000	0
Village Drive (SRV 2019)	150,000	0	0	150,000
West Ulladulla Sports Complex	350,000	0	350,000	0
Worrigeer Rd Worrigeer	260,000	0	260,000	0
Yulunga Reserve Sportsfield drainage	76,438	0	76,438	0
Total	29,175,576	2,886,088	7,061,220	19,228,267

Water Fund

Financial Position Overview

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Rates & Annual Charges	2,773	2,760	13	4,371	4,371	0	4,371	63%
User Charges and Fees	16,134	16,166	(31)	20,425	20,628	111	20,739	78%
Interest and Investment Revenue	523	567	(44)	831	756	(40)	716	69%
Other Revenues	8	2	6	6	2	137	140	332%
Internal Revenue	2,416	2,168	249	3,754	1,952	0	1,952	124%
Grants and Contributions provided for Operating Purposes	0	0	0	0	0	0	0	0
Grants and Contributions provided for Capital Purposes	1,485	924	561	3,850	4,170	530	4,700	36%
Total Income	23,339	22,586	754	33,237	31,879	738	32,617	73%
Employee Benefits and On-Costs	5,272	4,798	(475)	6,605	6,409	614	7,024	82%
Materials and Contracts	3,420	3,239	(180)	5,653	4,884	230	5,114	70%
Depreciation and Amortisation	7,785	7,686	(100)	10,248	10,248	0	10,248	76%
Other Expenses	1,222	1,348	127	2,019	2,108	130	2,238	58%
Internal Expenses	4,491	4,395	(96)	5,943	5,494	0	5,494	82%
Total Expenses	22,190	21,466	(724)	30,467	29,143	974	30,118	76%
Net Operating Results	1,149	1,120	30	2,769	2,736	(236)	2,500	
Net Operating Result before capital grants and contributions	(335)	195	(531)	(1,081)	(1,434)	(766)	(2,200)	

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Other Cash Adjustments								
Capital Expenditure	(6,312)	(13,648)	7,336	(24,072)	(18,867)	4,735	(14,131)	33%
Disposal of Assets	275	90	185	120	120	166	286	229%
Depreciation Adjustment	7,893	7,686	208	10,248	10,248	0	10,248	77%
Dividend to General Fund	0	0	0	(712)	(712)	607	(105)	0%
Receipt of Internal Loan Repayment	487	487	0	989	989	0	989	49%
Debtor / Credit Movement	(2,962)	(485)	(2,477)	(3,599)	(987)	0	(987)	300%
Net Cash Movement	530	(4,751)	5,281	(14,257)	(6,473)	5,272	(1,201)	

The net operating result before capital revenue is \$335K deficit when comparing to the year to date adopted budgeted surplus of \$195K as at the March quarter. Income is \$194K higher (favourable) than year to date budget, while expenditures are \$724K higher (unfavourable) as at the March quarter.

The net cash movement is \$5.2M ahead of the projected movement as at March 2021.

Current Operating Revenue Position and Budget Adjustments

A table below summarises the key movements by revenue category.

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Revised Budget
Rates & Annual Charges	2,773	2,760	13	4,371	4,371	0	4,371	63%
User Charges and Fees	16,134	16,166	(31)	20,425	20,628	111	20,739	78%
Interest and Investment Revenue	523	567	(44)	831	756	(40)	716	69%
Other Revenues	8	2	6	6	2	137	140	332%
Internal Revenue	2,416	2,168	249	3,754	1,952	0	1,952	124%
Total Operating Income	21,855	21,662	193	29,387	27,709	208	27,917	79%

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Rates & Annual Charges	13	+13K water access charges
User Charges and Fees	(31)	+608K external communication tower income -650K water usage charges
Interest and Investment Revenue	(44)	-44K interest income
Internal Revenue	249	-188K delay in internal communications income invoicing +281K internal plant charges +131K internal cost recovery

The March Quarterly Budget Review recommends an increase in operating revenue of \$208K. Proposed major budget adjustments to operating revenue are summarised in the table below:

Category	Amount (\$'000)	Reason
User Charges and Fees	111	+611K communication tower income -500K water usage income
Interest and Investment Revenue	(40)	-40K interest income
Other Revenues	137	+136K insurance claim for bushfire damage

Current Operating Expenditures Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Employee Benefits and On-Costs	5,272	4,798	(475)	6,605	6,409	614	7,024	82%
Materials and Contracts	3,420	3,239	(180)	5,653	4,884	230	5,114	70%
Depreciation and Amortisation	7,785	7,686	(100)	10,248	10,248	0	10,248	76%
Other Expenses	1,222	1,348	127	2,019	2,108	130	2,238	58%
Internal Expenses	4,491	4,395	(96)	5,943	5,494	0	5,494	82%
Total Expenses	22,190	21,466	(724)	30,467	29,143	974	30,118	76%

As at 31 March 2021, Water Fund operating expenditure (excluding capital) has achieved 76% of the adopted budget.

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Employee Benefits and On-Costs	(475)	-750K administration transfer between Water and Sewer funds +275K changes in accounting for job costing
Materials and Contracts	(180)	-230K administration transfer between Water and Sewer funds +128K fuel costs to be transferred from General Fund -47K chemical costs increased -31K timing variances on contractor payments
Depreciation and Amortisation	(100)	-100K plant and equipment
Other Expenses	127	+130K administration transfer between Water and Sewer funds
Internal Expenses	(96)	-96K internal fleet expenses

The March Quarterly Budget Review recommends a budget increase in operating expenditure of \$974K.

Category	Amount (\$'000)	Reason
Employee Benefits and On-Costs	614	+614K transfer of costs between Water and Sewer Funds
Materials and Contracts	230	+230K transfer of costs between Water and Sewer Funds
Other Expenses	130	+130K transfer of costs between Water and Sewer Funds

Capital Revenue Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Capital Grants	185	148	37	3,100	3,100	0	3,100	6%
Capital Contributions	1,299	776	524	750	1,070	530	1,600	81%
Grants and Contributions provided for Capital Purposes	1,485	924	561	3,850	4,170	530	4,700	36%

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Capital Grants	37	+37K solar initiative rebates
Capital Contributions	524	+524K section 64 income

The March Quarterly Budget Review recommends a budget adjustment of \$530K. This adjustment is mainly due to DA referrals increasing by approximately 44% from 2019/20 financial year to 2020/21 financial year and resulting in an increase in section 64 revenue of \$524K.

Capital Expenditures Position and Budget Adjustments

Capital expenditure as at 31 March is 33% of the adopted budget (excluding commitments). Including commitments, capital expenditure is at 42%.

A reduction of \$4.7M is recommended after reviewing the timing of a number of key projects and expected outflow of payments. As a result of the March budget review, the following major adjustments, greater than \$100k, were made to the capital projects:

Project Description	March Actuals	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Full Year Variance	Actual % of Adopted Budget	Comments
Bolong Rd & Shoalhaven Hds Rd Main Replacement	557	166,400	(145,000)	21,400	(165,843)	3%	Reforecast budget into 2021/22
Brundee WPS 33kv Substation	109,474	711,934	(350,000)	361,934	(602,459)	30%	Reforecast budget into 2021/22
Burrier Replacement of Raw Water Supply	520	542,000	(480,000)	62,000	(541,480)	1%	Reforecast budget into 2021/22
Burrier WPS 33 kv Substation	93,709	711,934	(400,000)	311,934	(618,225)	30%	Reforecast budget into 2021/22
Lake Conjola Entrance Rd TM20 Water Main	1,695,453	1,074,069	622,059	1,696,128	621,384	100%	Project complete

Project Description	March Actuals	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Full Year Variance	Actual % of Adopted Budget	Comments
Milton Corks Lane WPS Upgrade	55,040	313,096	(258,060)	55,036	(258,056)	100%	Project complete
Nowra Sth, Flinders Depot Electrical Workshop	59,348	562,961	(200,000)	362,961	(503,613)	16%	Reforecast budget into 2021/22
Water A&W Minor Works Program	101,737	505,590	(200,000)	305,590	(403,853)	33%	Reforecast budget into 2021/22
Water Currowan Fire Damaged Assets	37,772	364,794	(327,028)	37,766	(327,022)	100%	Project complete
Water Moss Vale Road Expansion Area	266,700	2,400,000	(1,800,000)	600,000	(2,133,300)	44%	Reforecast budget into 2021/22
Water Solar Initiatives	165,262	400,000	(200,000)	200,000	(234,738)	83%	Reforecast budget into 2021/22
Water Various Main Replacements	157,474	1,952,274	(1,000,000)	952,274	(1,794,800)	17%	Reforecast budget into 2021/22
Yalwal Tourist Upgrade	337	100,000	(100,000)	0	(99,663)	0	Reforecast budget into 2021/22

Below is a summary of the major capital projects for the Water Fund:

Status ● On Track ● On Hold ● Needs Attention ● Complete

Project Description				Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	% Spent	Project Status	Comments
Water and Sewer Services	Water Services	New Works (Asset Enhancement)	Burrier Replacement of Raw Water Supply	542,000	(480,000)	62,000	520	1%	●	Design completed as a part of Minor Mains replacement package. Design validation stage delayed due to retirement of surveyor and recruitment of replacement role.
Water and Sewer Services	Water Services	New Works (Asset Enhancement)	Nowra Sth, Flinders Depot electrical work	562,961	(200,000)	362,961	59,348	16%	●	The proposed workshop/office building DA has been approved. Detailed design is proceeding. Tender documentation will be prepared in parallel with the detailed design. It is proposed to have documentation complete to apply for a Construction Certificate in June 2021.
Water and Sewer Services	Water Services	New Works Growth	Water Moss Vale Road expansion area	2,400,000	(1,800,000)	600,000	266,700	44%	●	Works progressing well with the Moss Vale Road Urban Release Area Stage 1 Water Lead-in water works currently in detailed design with anticipated completion early/mid 2021. Construction of all stage 1 works targeted to be completed by the end of 2021. Works on Stage 2 Water works (including new Cambewarra Reservoir and upgraded Illaroo Road Pump station) are also progressing with detailed design services now awarded with detailed design anticipated to conclude late 2021.

Status ● On Track ● On Hold ● Needs Attention ● Complete

Project Description				Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	% Spent	Project Status	Comments
Water and Sewer Services	Water Services	Renewal / Replacement Works	Brundee WPS 33kv substation	711,934	(350,000)	361,934	109,474	30%	●	Detailed design in progress. Tendering process for procurement of long lead items initiated. Targeted design completion is end of July 2021, and construction to follow with estimated completion by August 2022.
Water and Sewer Services	Water Services	Renewal / Replacement Works	Burrier WPS 33 kv Substation	711,934	(400,000)	311,934	93,709	30%	●	Concept design is completed and detailed design scheduled to be completed by May 2021.
Water and Sewer Services	Water Services	Renewal / Replacement Works	Lake Conjola Entrance Rd TM20 Water Main	1,074,069	622,059	1,696,128	1,695,453	100%	●	Construction works complete for the 450mm trunk main installation along Lake Conjola Entrance Road in December 2020.
Water and Sewer Services	Water Services	Renewal / Replacement Works	Water Currowan Fire Restoration - Fishermans Paradise Res	561,263	0	561,263	498,501	89%	●	Project is complete and reservoir is back in service.

Capital Projects Reforecast into 2021/22

The March Quarterly Budget Review is recommending the following capital projects be rephased into the 2021/22 Financial Year.

Project	Reforecast Amount
Bolong Rd & Shoalhaven Hds Rd main replacement	145,000
Brundee WPS 33kv substation	350,000
Burrier Replacement of Raw Water Supply	480,000
Burrier WPS 33 kv Substation	400,000
Nowra Sth, Flinders Depot electrical work	200,000
Upgrade to CiA	35,280
Water A&W minor works program	200,000
Water Moss Vale Road expansion area	1,800,000
Water Solar Initiatives	200,000
Water Various Main Replacements	1,000,000
Yalwal tourist upgrade	100,000
Total	4,910,280

Sewer Fund

Financial Position Overview

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Rates & Annual Charges	34,318	34,449	(131)	45,259	45,219	0	45,219	76%
User Charges and Fees	3,204	3,035	169	3,910	3,850	300	4,150	83%
Interest and Investment Revenue	317	245	72	360	310	0	310	102%
Other Revenues	(1)	0	(1)	0	0	0	0	0
Internal Revenue	1,402	1,286	115	231	231	0	231	606%
Grants and Contributions provided for Capital Purposes	2,048	1,084	964	2,050	2,525	875	3,400	81%
Total Income	41,289	40,100	1,189	51,810	52,135	1,175	53,310	79%
Employee Benefits and On-Costs	6,358	7,130	772	7,661	9,297	(1,000)	8,297	68%
Borrowing Costs	3,060	3,060	0	4,054	4,054	0	4,054	75%
Materials and Contracts	4,976	5,419	443	8,748	7,988	(230)	7,758	62%
Depreciation and Amortisation	8,749	8,774	25	12,997	11,698	0	11,698	75%
Other Expenses	1,692	1,917	225	2,762	2,847	(130)	2,717	59%
Internal Expenses	4,811	4,968	158	7,891	6,829	0	6,829	70%
Total Expenses	29,646	31,268	1,623	44,113	42,713	(1,360)	41,353	69%
Net Operating Results	11,643	8,832	2,811	7,698	9,422	2,535	11,957	
Net Operating Result before capital grants and contributions	9,595	7,747	1,847	5,648	6,897	1,660	8,557	

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Other Cash Adjustments								
Capital Expenditure	(5,727)	(12,506)	6,779	(24,218)	(20,656)	5,561	(15,096)	28%
Loan Principal Repayments	(6,856)	(6,369)	(487)	(8,164)	(8,164)	0	(8,164)	84%
Disposal of Assets	70	105	(35)	140	140	0	140	50%
Depreciation Adjustment	8,749	8,774	(25)	12,997	11,698	0	11,698	75%
Dividend to General Fund	0	0	0	(1,484)	(1,484)	(46)	(1,530)	0%
Debtor / Credit Movement	(4,448)	0	(4,448)	(630)	0	0	0	0
Net Cash Movement	3,431	(1,164)	4,595	(13,661)	(9,044)	8,049	(995)	

The net operating result before capital revenue is \$1.8M higher (favourable) comparing to the year to date adopted budget surplus of \$7.7M. Income is \$225K higher (favourable) than year to date budget, while expenditures are \$1.6M less (favourable) as at the March quarter.

The net cash movement is \$4.6M ahead of the projected movement as at March 2021.

Current Operating Revenue Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Revised Budget
Rates & Annual Charges	34,318	34,449	(131)	45,259	45,219	0	45,219	76%
User Charges and Fees	3,204	3,035	169	3,910	3,850	300	4,150	83%
Interest and Investment Revenue	317	245	72	360	310	0	310	102%
Other Revenues	(1)	0	(1)	0	0	0	0	0
Internal Revenue	1,402	1,286	115	231	231	0	231	606%
Total Operating Income	39,240	39,016	225	49,760	49,610	300	49,910	79%

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Rates & Annual Charges	(131)	-131K sewer availability income
User Charges and Fees	169	+313K private works income received -144K reduction in usage charges
Interest and Investment Revenue	72	+72K interest income
Internal Revenue	115	+98K internal plant income

The March Quarterly Budget Review recommends a budget adjustment in operating revenue of \$300K. This increase is due to the private works income received.

Current Operating Expenditures Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Employee Benefits and On-Costs	6,358	7,130	772	7,661	9,297	(1,000)	8,297	68%
Borrowing Costs	3,060	3,060	0	4,054	4,054	0	4,054	75%
Materials and Contracts	4,976	5,419	443	8,748	7,988	(230)	7,758	62%
Depreciation and Amortisation	8,749	8,774	25	12,997	11,698	0	11,698	75%
Other Expenses	1,692	1,917	225	2,762	2,847	(130)	2,717	59%
Internal Expenses	4,811	4,968	158	7,891	6,829	0	6,829	70%
Total Expenses	29,646	31,268	1,623	44,113	42,713	(1,360)	41,353	69%

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Employee Benefits and On-Costs	772	+750K administration transfer between Water and Sewer funds
Materials and Contracts	443	+230K administration transfer between Water and Sewer funds +136K fuel costs to be transferred from fleet +77K timing variances on contractor payments
Other Expenses	225	+130K administration transfer between Water and Sewer funds +27K electricity costs to be rephased +40K registration costs yet to be transferred from General Fund +16K insurance costs under budget
Internal Expenses	158	+82K administration overhead +76K other internal expenses

The March Quarterly Budget Review recommends a budget decrease in operating expenditure of \$1.3M.

Category	Amount (\$'000)	Reason
Employee Benefits and On-Costs	(1,000)	-1M transfer of costs between Water and Sewer Funds
Materials and Contracts	(230)	-230K transfer of costs between Water and Sewer Funds
Other Expenses	(130)	-130K transfer of costs between Water and Sewer Funds

Capital Revenue Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Capital Grants	202	205	(3)	1,300	1,300	0	1,300	16%
Capital Contributions	1,846	879	967	750	1,225	875	2,100	88%
Grants and Contributions provided for Capital Purposes	2,048	1,084	964	2,050	2,525	875	3,400	81%

Capital contributions achieved 81% of its year to date adopted budget due to an increased number of contributions received during the last quarter. This adjustment is mainly due to DA referrals increasing by approximately 44% from 2019/20 financial year to 2020/21 financial year and resulting in an increase in section 64 revenue of \$875K in this review.

Capital Expenditures Position and Budget Adjustments

Capital Expenditure as at 31 March is 28% of the adopted budget. Including commitments, capital expenditure is at 51%.

The timing of the expenditure of the Capital Works Programme has been reviewed. A reduction of \$5.6M is recommended. As a result of the March budget review, the following major adjustments, greater than \$100k, were made to the capital projects:

Project Description	March Actuals	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Full Year Variance	Actual % of Adopted Budget	Comments
FY21 - SPS Electrical Control Panel Replacements	168,469	800,000	(230,000)	570,000	(631,531)	30%	Reforecast budget into 2021/22
Moss Vale Rd Expansion Area - Sewer	283,597	2,393,724	(1,500,000)	893,724	(2,110,127)	32%	Reforecast budget into 2021/22
North Nowra Surcharge Main excluding Bridge Works - Stage2	610,385	920,000	500,000	1,420,000	(309,615)	43%	Project progressing ahead of schedule
Nowra Nth Surcharge Main Upgrade - stage1	146,698	3,222,507	(2,500,000)	722,507	(3,075,809)	20%	Reforecast budget into 2021/22
Relocation of Sewer Rising Main in Bream Beach Caravan Park	0	140,000	(130,000)	10,000	(140,000)	0%	Reforecast budget into 2021/22
REMS 2.0 - New 900ML Storage Dam	18,778	250,000	400,000	650,000	(231,223)	3%	Project has been fast tracked to coincide with po
Sewer Currowan Fire Restoration - Fishermans Paradise SPS F1 Upgrade	160,781	273,306	480,000	753,306	(112,525)	21%	Project progressing ahead of schedule
REMs Sewer Scheme	459,504	1,168,864	(500,000)	668,864	(709,360)	69%	Project complete
SPS Emergency Storage Upgrade Program	517,236	1,425,000	(500,000)	925,000	(907,764)	56%	Reforecast budget into 2021/22
St Anns and Lyrebird Park SPS Upgrade	15,712	1,875,000	(1,750,000)	125,000	(1,859,288)	13%	Reforecast budget into 2021/22
Woollamia Village Pressure Sewer Design	365,992	269,388	101,081	370,469	96,604	99%	Project nearing completion

Below is a summary of the major capital projects for the Sewer Fund

Status ● On Track ● On Hold ● Needs Attention ● Complete

Project Description				Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	% Spent	Project Status	Comments
Water and Sewer Services	Sewer Services	New Works (Asset Enhancement)	Nowra St Anns & Lyrebird Sewer Rising Main	2,780,178	0	2,780,178	1,289,486	46%	●	Works from the St Anns St Sewer Pump Station is 90% complete and to be connected to the under highway pipe in early February 2021. Remaining work east of the highway is now in early planning stages with works to be completed by July 2021.
Water and Sewer Services	Sewer Services	New Works (Asset Enhancement)	REMS 2.0 - New 900ML Storage Dam	250,000	400,000	650,000	18,778	3%	●	Project on track, REF being drafted, geotechnical investigations complete with laboratory testing underway, preliminary layout drawings prepared. Budget adjusted to reflect management decision to fast track project to have ready to coincide with potential BLERF funding.
Water and Sewer Services	Sewer Services	New Works (Asset Enhancement)	Sewer REMs sewer scheme	1,168,864	(500,000)	668,864	459,504	69%	●	Project is now complete and recently recognized by the industry as a finalist in the NSW Australian Water Association awards and the winner of an IPWEA award.
Water and Sewer Services	Sewer Services	New Works (Asset Enhancement)	SPS Emergency storage upgrade program	1,425,000	(500,000)	925,000	517,236	56%	●	Project progressing well with two tanks practically complete in the Culburra region and two tanks under construction. Works in Sussex Inlet are scheduled to commence in April 2021. The project is on track for completion in December 2021.

Status ● On Track ● On Hold ● Needs Attention ● Complete

Project Description				Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	% Spent	Project Status	Comments
Water and Sewer Services	Sewer Services	New Works (Asset Enhancement)	St Anns and Lyrebird Park SPS Upgrade	1,875,000	(1,750,000)	125,000	15,712	13%	●	Project currently in tender May 2021. Adjustment reflects management decision to delay project to allow others to commence and try and attain funding.
Water and Sewer Services	Sewer Services	New Works Growth	Moss Vale Rd expansion area - WWtr	2,393,724	(1,500,000)	893,724	283,597	32%	●	Planning for capital projects supporting growth is mainly focused on the Moss Vale Rd URA. This project is in detailed design phase for both the water supply and sewer servicing infrastructure. Designs are expected to be completed in the 4th quarter 2021 with construction work expected to commence for the early release areas in the first quarter 2022.
Water and Sewer Services	Sewer Services	New Works Growth	Nowra Nth surcharge main upgrade stage1	3,222,507	(2,500,000)	722,507	146,698	20%	●	North Nowra surcharge main project will increase the capacity of the existing system and allow for relocation of the main due to the new bridge construction. This work is required to support future residential development north of the Shoalhaven River. Construction works commenced in mid January and are to be completed by late June.
Water and Sewer Services	Sewer Services	Renewal / Replacement Works	FY21 - SPS Electrical Control Panel Replacements	800,000	(230,000)	570,000	168,469	30%	●	Manufacture and delivery of the 12 sewage pumping station electrical control panels as part of the 2020 program is nearing completion. Installation of all units is on track to be completed by the end of the 20/21 financial year.

Status ● On Track ● On Hold ● Needs Attention ● Complete

Project Description				Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	% Spent	Project Status	Comments
Water and Sewer Services	Sewer Services	Renewal / Replacement Works	North Nowra surcharge main excl bridge works stage2	920,000	500,000	1,420,000	610,385	43%	●	Contract awarded with completion scheduled for 20/21 financial year.
Water and Sewer Services	Sewer Services	Renewal / Replacement Works	South Nowra Surcharge Main	600,000	0	600,000	75,742	13%	●	Design progressing well with Cardno.

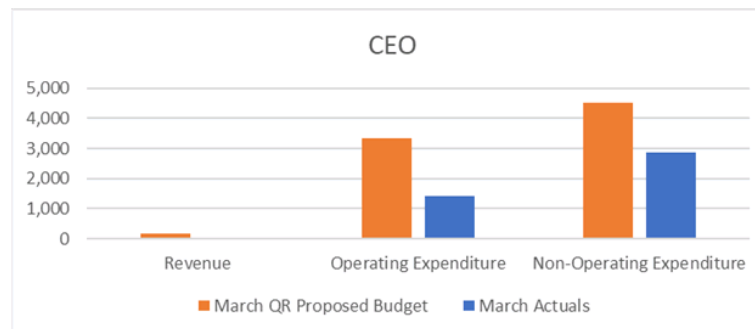
Capital Projects Reforecast into 2021/22

The December Quarterly Budget Review is recommending the following capital projects be rephased into the 2021/22.

Project	Reforecast Amount
FY21 - SPS Electrical Control Panel Replacements	230,000
Moss Vale Rd expansion area - Waste Water	1,500,000
Nowra Nth surcharge main upgrade stage1	2,500,000
Relocation of Sewer RM in Bream Beach caravan park	130,000
SPS Emergency storage upgrade program	500,000
St Anns and Lyrebird Park SPS Upgrade	1,750,000
Total	6,610,000

Summary of General Fund Movements and Projected Budget by Directorate

Chief Executive Officer Directorate



The recommended budget changes, revised budget and result to date for the CEO Directorate are summarised below.

\$'000	Original Budget	Current Adopted Budget	March Review Adjustment Recommended	March QR Proposed Budget	March Actuals	%
Revenue	183	188	0	188	27	14.59%
Operating Expenditure	4,303	3,338	0	3,338	1,401	41.97%
Non-Operating Expenditure	4,134	4,640	(127)	4,513	2,878	63.77%

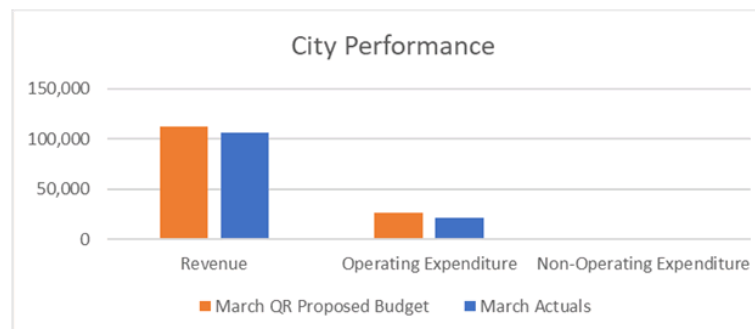
Comments:

Revenue is expected to perform close to budget for the full year as grant submissions are lodged and disaster recovery funds are received.

Operating expenditure is tracking slightly below budget due to savings realised during COVID-19 closures early in the financial year. No adjustments are proposed as the full year result is expected to be close to budget.

Non-Operating Expenditure (Capital) projects are being delivered according to schedule with minor adjustments proposed to revote specific funds to the following year to account for the revised delivery schedules advised by external providers (\$127K).

City Performance Directorate



The recommended budget changes, revised budget and result to date for the City Performance Directorate are summarised below.

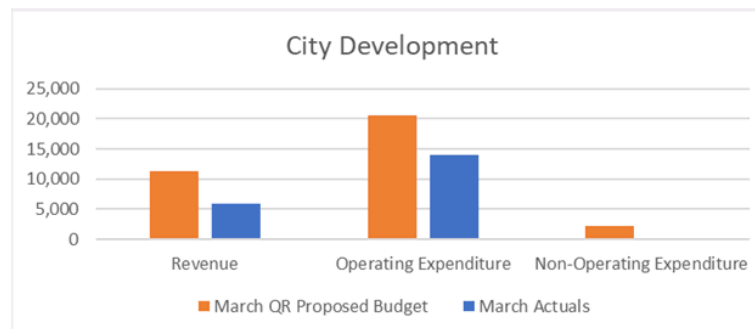
\$'000	Original Budget	Current Adopted Budget	March Review Adjustment Recommended	March QR Proposed Budget	March Actuals	%
Revenue	112,864	112,297	(438)	111,860	106,328	95.05%
Operating Expenditure	26,697	26,437	234	26,671	21,518	80.68%
Non-Operating Expenditure	799	1,325	0	1,325	500	37.72%

Comments:

Revenue remains overall in line with budget. Adjustments have been made to budgeted revenue with the net impact being a reduction of \$438K. The Water dividend budget has been reduced by \$558K reflecting lower income in the 20/21 year. Interest on investments has been reduced by \$370K due to lower than budgeted interest rates. Budgeted revenue has been increased by \$190K reflecting insurance excess income charged to other areas of the council. Another \$184K has been added to internal overhead income to corporate revenue not previously budgeted and \$116K to other revenue being a reinsurance payment received for workers compensation.

Operating expenditure is above pro-rata budget due to the increases in software licences and telecommunication costs. There is budget elsewhere in the Council that covers the telecommunication costs and the software licences budget is to be increased in this quarterly review. Operating Expenditure is to be increased by \$234K. The budget for software licences has been increased by \$322K as Council software requirements have exceeded the original budget. On the other hand employee costs in City Performance have been reduced by \$64K.

City Development Directorate



The recommended budget changes, revised budget and result to date for the City Development Directorate are summarised below:

\$'000	Original Budget	Current Adopted Budget	March Review Adjustment Recommended	March QR Proposed Budget	March Actuals	%
Revenue	11,414	12,058	(807)	11,251	5,956	52.94%
Operating Expenditure	20,600	21,067	(523)	20,544	14,000	68.15%
Non-Operating Expenditure	3,230	3,207	(1,054)	2,152	179	8.34%

Comments:

Revenue has been adjusted down to reflect grant funds that won't be received until the next financial year (\$890K), and lower than expected income received due to COVID-19 impacts and bushfire fee waivers in place that were partially offset by an increase in the number of development application processed (\$160K Development Assessment fees, \$114K Environmental Assessment and Sewage Management fees and fines, \$100K Building and Compliance fees and fines). Offsetting this reduction is a recognition of revenue received from new grants (including a further \$65K in Bushfire related grants, \$50K in Planning Portal grants, \$91K in EPA Illegal Dumping grants and \$17K in Environmental Management Grants).

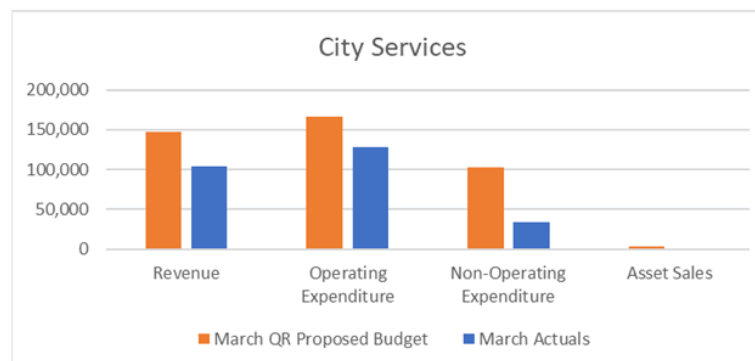
Operating expenditure has been adjusted down to recognise Environmental Management grant funded milestones that won't be delivered until next financial year (\$1M). This has been offset by \$201K of savings realised across the Directorate to assist with minimising the revenue impacts experienced this financial year as a result of COVID-19 and bushfire impacts.

Non-operating expenditure is tracking below budget and adjustments have been made to reforecast and redistribute capital funds to the next financial year when milestones will be delivered (\$1M). A portion of these projects are partially delivered and will incur further expenditure this year and a number have been deferred due to limited availability of specialist external providers.

Below is a summary of the major capital projects for the City Development Directorate:

Project Description						Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	% Spent	Project Status	Comments
Environmental Management	Coastal and Estuary Management	Estuary Programme	103381	S'Heads River Rd Foreshore Precinct Rehab		1,330,741	0	1,330,741	66,989	5%	●	The rock revetment project commenced in February and is on track to be completed at the end of May. The drainage component commenced in December by Council's construction crew and was completed in February.

City Services Directorate



The recommended budget changes, revised budget and result to date for the City Services Directorate are summarised below.

\$'000	Original Budget	Current Adopted Budget	March Review Adjustment Recommended	March QR Proposed Budget	March Actuals	%
Revenue	142,734	145,523	2,128	147,651	103,566	70.14%
Operating Expenditure	167,496	169,315	(1,902)	167,413	129,237	77.20%
Non-Operating Expenditure	106,505	118,360	(17,330)	101,030	33,279	32.94%
Asset Sales	2,773	2,773	0	2,773	853	30.76%

Comments:

Revenue across City Services is tracking behind pro-rata budget due to grants yet to be received. However, it is pleasing to report that the Tourist Parks operating revenue is tracking higher than expected due to increased occupancy rates as a result of the overseas pandemic travel restrictions. Waste Services Landfill and Transfer Stations are also tracking above budget expectations. Bereavement Services' revenue is lower than expected due to industry factors and the pandemic, which is reflected in the operating expenditure. The positive adjustment of \$2.1M includes increases of: \$3M additional internal waste charges, \$1.2M Local Roads and Community Infrastructure grant, net increase in \$1.2M other grants received / anticipated, \$420K internal fleet hire, \$370K tourist park income. These increases are partially offset by a decrease of \$3.8M for job costing transfer to employee costs. The method of job costing has changed, previously the credits were received

as internal income when staff worked on capital projects or projects for other areas within Council. Now the job costing is recognised as a transfer of employee costs and the credit is now appearing in employee costs.

Operating Expenditure is tracking slightly above pro-rata budget after the March QR adjustment across the Directorate due to the job costing required to be performed to capital projects and disaster expenditure occurring in the first nine months of the year and not the remainder of the year. The major adjustments in operating expenditure include decreases of: \$3.8M job cost recovery, \$1.4M transfer to capital expenditure, \$394K transferred to City Lifestyles, this is partially offset by an increase in internal waste charges of \$3M.

Non-Operating Expenditure is tracking behind pro-rata due to timing of projects. Comments relating to individual projects where the budget exceeds \$500K are below. An adjustment of \$10M relates to Waste Services' Materials Recovery Facility, with the construction tender expected to be released in July.

Below is a summary of the major capital projects for the City Services Directorate.

Status		● On Track		● On Hold		● Needs Attention		● Complete		
Project Description				Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	% Spent	Project Status	Comments
Buildings and Property	Community, Residential and Commercial Buildings	Public Amenities	Public Amenity - Plantation Pt Vincentia	636,061	0	636,061	104,880	16%	●	Project program on-track Currently Progressing well Walls and roof 100% complete Ready to commence internal fit out. Completion planned in late May 2021
Commercial Undertakings	Entertainment Centre	SEC Capital	SEC Upgrade & Cladding	4,852,158	(1,800,000)	3,052,158	726,629	24%	●	Contractor on site completing stages 1 & 4 of the project, due for completion at the end of April 2021, for re-opening May 2021. (Potential delays due to site issues & recent inclement weather conditions). Currently investigating option for sprinkler system in lieu of replacing grey Kingspan material Report prepared for April 2021 Strategy & Assets. Currently on track and budget.

Status		● On Track		● On Hold		● Needs Attention		● Complete		
Project Description				Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	% Spent	Project Status	Comments
Commercial Undertakings	Mechanical Services	Fleet & Mechanical Services Capital	Fleet Vehicle Purchases	3,738,922	1,403,000	5,141,922	1,052,440	20%	●	Scheduled and reactive servicing completed for council vehicles. Ongoing defect repairs completed for RFS
Commercial Undertakings	Mechanical Services	Mechanical Services Equipment	Comerong Ferry Overhaul	1,351,509	357,000	1,708,509	45,528	3%	●	Alignment of contractors and key stakeholders has resulted in a scheduled ferry service closure to commence on June 21 st . Western pedestrian service infrastructure has been trial as well as the proposed survey vessel. Works will continue to escalate until the decommissioning of the ferry.
Commercial Undertakings	Tourist Parks	Holiday Haven Amenities	Lk Tabourie Amenities Build	600,000	(600,000)	0	0	NA	●	Planning and budget are delayed for the scheduled project commencement in last quarter of 2020/2021. Construction start now expected early in the first quarter of 2021/22. Construction of major facilities is required to be carried out during off seasons.
Commercial Undertakings	Tourist Parks	Holiday Haven Recreation	Pool Facility - Currarong T/Pk	928,560	0	928,560	915,571	99%	●	Pool project is complete and in operation.
Community and Culture	Tourism and Events	Tourism Equipment/Projects	Basin Walking Track Stage 1 (Sus Tour Infr Grant)	928,463	0	928,463	124,932	13%	●	Stage 1 of the Basin Walk project is under construction. The concrete path along Sanctuary Point Road is being undertaken by Council's Works & Services Team. Stage 2 of the Basin Walk is out for tender. Tenders close 12 April 2021.

Status ● On Track ● On Hold ● Needs Attention ● Complete

Project Description				Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	% Spent	Project Status	Comments
Roads and Transport	Pedestrian Facilities	Pedestrian Facilities	Footpath Upgrade - Berry Street Nowra CB	1,069,339	0	1,069,339	694,994	65%	●	Berry Street Footpath upgrade has progressed well and is on budget and on track for completion at the end of October 2020.
Roads and Transport	Pedestrian Facilities	Pedestrian Facilities	Matron Porter Drive SUP - Leo St to Bangalow St	598,800	0	598,800	0	0%	●	Works commenced. Completion expected this year
Roads and Transport	Roads	Bridge Program	Mayfield Bridge Replacement	796,196	0	796,196	696,919	88%	●	Project was completed in December 2020.
Roads and Transport	Roads	Bridge Program	Tumblebar Ck Bridge Replacement	1,125,372	0	1,125,372	57,388	5%	●	Construction work is proceeding. The contractor is in the process of building the sub-structure; piles and headstocks. The works are on track to be completed in June.
Roads and Transport	Roads	Local Road Repair Program	Currarong Rd (LRRP)	748,185	0	748,185	748,192	100%	●	Completed
Roads and Transport	Roads	Local Road Repair Program	Coonemia Rd	1,165,660	(170,000)	995,660	808,348	81%	●	Project is on track for completion in Q4.
Roads and Transport	Roads	Local Road Repair Program	Emmett St (SRV 2019)	1,132,340	(114,000)	1,018,340	1,017,436	100%	●	Project was completed on 18/12/2020.
Roads and Transport	Roads	Local Road Repair Program	Hillcrest Ave (SRV 2019)	550,000	500,000	1,050,000	10,574	1%	●	The investigations, detailed design and tendering have been completed. The contract for the works is expected to awarded by Council at the Strategy & Assets meeting on 13 April. The works are programmed to be completed by the end of June.

Status ● On Track ● On Hold ● Needs Attention ● Complete

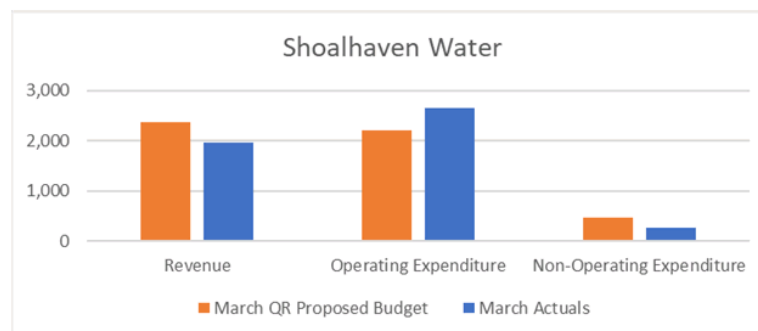
Project Description				Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	% Spent	Project Status	Comments
Roads and Transport	Roads	Local Road Repair Program	Kinghorne Street Rehabilitation - LRCI	0	672,000	672,000	29	0%	●	Construction due to start end of April, Construction will finish end of May.
Roads and Transport	Roads	Local Road Repair Program	Lake Conjola Entrance Rd (LRRP)	551,010	0	551,010	51,357	9%	●	Design completion expected in coming weeks and construction expected to commence before the end of financial year.
Roads and Transport	Roads	Local Road Repair Program	Murramarang Rd Bawley Pt CH0.320-1.360	1,045,000	(1,000,000)	45,000	0	0%	●	The investigations, detailed design have been completed. The tender for this project will be advertised in April and put to Council for approval at the June Strategy & Assets meeting. Construction works will be completed in Quarter 1 of the 21/22 financial year.
Roads and Transport	Roads	Local Road Repair Program	Park Dr (Larmer to Boronia Ave)	974,448	(100,000)	874,448	55,285	6%	●	Detailed design is 95% complete. Tendering and awarding of the project will be in Q4. Construction works will not commence in Q1 of the 21/22 FY
Roads and Transport	Roads	Local Road Repair Program	Village Drive (SRV 2019)	541,756	(150,000)	391,756	341,949	87%	●	Project was completed on 27 August 2020.

Status				● On Track	● On Hold	● Needs Attention	● Complete			
Project Description				Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	% Spent	Project Status	Comments
Roads and Transport	Roads	Regional Road Repair Program	Culburra Rd (RRRP) - CH 1.760 to 2.700	634,500	0	634,500	16,729	3%	●	Two RRRP projects are to be undertaken this year, both on Culburra Road, with one project all but complete (section closest to Culburra). Preliminary works and design at 90% completion, the design and geotechnical works have pushed the project out of the initial estimated timeframe. The tender documentation is being prepared with an aim for immediate commencement.
Roads and Transport	Roads	Regional Road Repair Program	Culburra Rd (RRRP) - CH6.850 to 7.600	500,000	0	500,000	476,008	95%	●	Project was completed in March 2021.
Roads and Transport	Roads	Roads Strategy Projects	Far North Collector Road D & C	4,369,565	0	4,369,565	991,681	23%	●	Construction of Stage 1 of the project (Illaroo Rd Roundabout) is complete. Design is progressing for subsequent stages. Awaiting approval of additional funds from Federal Government for construction of revised alignment. All gates for funding approval have been successfully completed and now awaiting Federal Ministerial approval. Outcome expected in May 2021.
Roads and Transport	Roads	Roads to Recovery Program	BTU Rd (SRV 2014)	1,743,686	0	1,743,686	0	0%	●	The design has been completed and the project is out to tender.
Roads and Transport	Roads	Roads to Recovery Program	Greenwell Pt Rd (R2R)	628,701	0	628,701	9,008	1%	●	Works are scheduled for commencement of construction in Q4.

Status				● On Track	● On Hold	● Needs Attention	● Complete			
Project Description				Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	% Spent	Project Status	Comments
Roads and Transport	Roads	Rural Roads Sealing	Sacrificial Seal Wheelbarrow Road	846,272	6,692	852,964	855,224	100%	●	Completed
Roads and Transport	Stormwater	Drainage	River Road, Shoalhaven Heads - Drainage	973,156	0	973,156	148,423	15%	●	The project is on track and will be completed by end of May. The outstanding construction works include the stairs, sand nourishment and landscaping components.
Roads and Transport	Traffic Management	Traffic Facilities Program	Bolong Rd 9.46-10.08 widen shldr	882,310	0	882,310	18,027	2%	●	Detail design completed. Tender advertisement in late April 2021, and plan to commence with civil works from in late May 2021. Project is programmed to be completed in June 21.
Roads and Transport	Traffic Management	Traffic Facilities Program	Currarong Road - Blackspot Program (Ch 7.5 to 11.7km)	3,600,000	0	3,600,000	690,855	19%	●	Construction has commenced on schedule within Q3 and is ongoing, estimated completion prior to the end of FY.
Roads and Transport	Traffic Management	Traffic Facilities Program	Forest Rd BSP 1.7km W of CallalaBchRd	544,500	0	544,500	501,409	92%	●	Project completed on 30 November 2020.
Roads and Transport	Traffic Management	Traffic Facilities Program	G'well Pt Rd BSP 1.25km E of JindyAndy	549,353	0	549,353	264,355	48%	●	Project completed in September 2020.
Roads and Transport	Waterways infrastructure	Waterways infrastructure	Havilland St Lake Conjola	746,262	0	746,262	9,841	1%	●	Project to be completed in 2022 FY. Detailed design completed May 2021, Site is now pegged out. Tender documents currently being prepared.

Status		● On Track	● On Hold	● Needs Attention	● Complete					
Project Description										
				Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	% Spent	Project Status	Comments
Waste and Recycling Program	Landfill and Transfer Station Operations	Waste Capital Expenditure	Bioelektra Resource Recovery Facility RRF	2,000,000	(1,000,000)	1,000,000	1,260	0%	●	Agreement signed. Bioelektra have submitted EIS to NSW Planning for adequacy review and received comment. Formal submission and public display is expected end May.
Waste and Recycling Program	Landfill and Transfer Station Operations	Waste Capital Expenditure	Glass Recycling Plant - West Nowra	543,440	0	543,440	71,464	13%	●	Installed and commissioned with handover on 31 March 2021. Final expenditure occurs in April 2021.
Waste and Recycling Program	Landfill and Transfer Station Operations	Waste Capital Expenditure	Materials Recovery Facility	15,000,000	(10,000,000)	5,000,000	51,539	1%	●	Glass Recycling Plant component is commissioned. MRF Project Manager appointed. Associated works, including roads, currently under construction. Tender for the MRF construction expected to be released in July.
Waste and Recycling Program	Landfill and Transfer Station Operations	Waste Capital Expenditure	Waste Education Centre	1,452,694	(1,436,494)	16,200	16,200	100%	●	Deferred to 2022 as part of the 10 year capital works program review to reduce capital expenditure.

Shoalhaven Water Directorate



The recommended budget changes, revised budget and result to date for the Shoalhaven Water Directorate are summarised below.

\$'000	Original Budget	Current Adopted Budget	March Review Adjustment Recommended	March QR Proposed Budget	March Actuals	%
Revenue	4,669	2,373	0	2,373	1,969	82.98%
Operating Expenditure	4,503	2,207	0	2,207	2,642	119.72%
Non-Operating Expenditure	459	459	0	459	265	57.86%

There are no major capital works (>\$100k) in the Shoalhaven Water Directorate (General Fund).

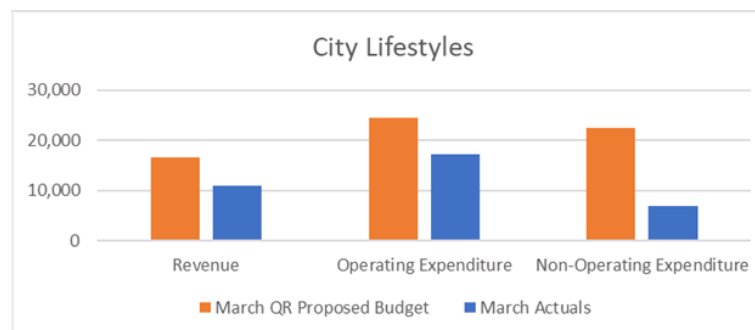
Comments:

Operational revenue is on track with current adopted budget at 82%. No adjustments are proposed at this time.

Operational expenditure is current showing above budget. This is due to a change in accounting for job costing. A review is underway to reallocate these costs and will be adjusted in the next quarter.

Capital expenditure on the Red Rocks communication tower is on track.

City Lifestyles Directorate



The recommended budget changes, revised budget and result to date for the City Lifestyles Directorate are summarised below.

\$'000	Original Budget	Current Adopted Budget	March Review Adjustment Recommended	March QR Proposed Budget	March Actuals	%
Revenue	11,757	10,965	5,662	16,628	11,024	66.30%
Operating Expenditure	25,668	24,980	(534)	24,446	17,209	70.40%
Non-Operating Expenditure	25,754	19,329	3,111	22,440	6,832	30.44%

Comments:

City Lifestyles were the recipients of \$5M in capital grants (Local Roads and Community Infrastructure, Showground Stimulus, Crown Reserve) which will be delivered across the next two financial years (an equivalent increase in revenue and non-operating expenditure budgets is proposed).

A revenue reduction of \$200K is proposed to reflect income lost as a result of COVID impacts. This has been offset by operational expenditure savings identified across the Directorate despite the requirement to engage additional COVID cleaning and marshalling resources at a significant cost. Since the easing of

restrictions there has been an encouraging response with the return of patrons to Shoalhaven Swim Sport and Fitness facilities and increased enrolments in learn to swim lessons. Bookings for use of the Shoalhaven Indoor Sports Centre have been stronger than originally forecast which is pleasing.

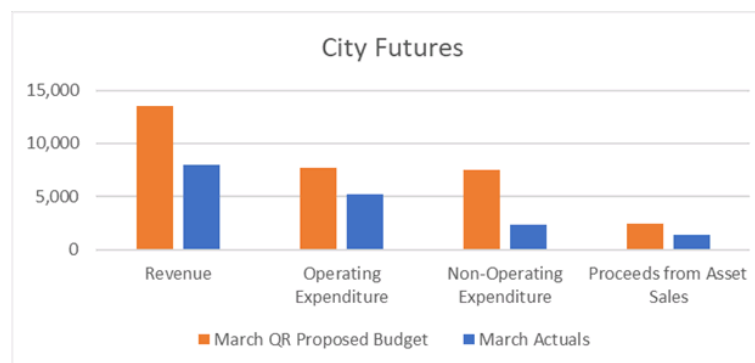
Swim, Sport, Fitness received operating expenditure increases - \$384K was transferred internally from City Services to reflect the shift of responsibility and resourcing required under the new Precinct model. \$77K was funded to recognise increased costs with resourcing Beach Patrol Operations. In accordance with the Council Minute representations were made to Local Members to seek funding toward the provision of funding over the Easter school holidays given the increase of tourists to the LGA. Advice received indicated there was no funding available.

Capital expenditure for Swim, Sport and Fitness is on track to be fully expended by the year-end. The progress for other major capital expenditure projects are listed below. It should be noted that during the course of the year City Lifestyles have been successful in securing external grant funding for a range of projects; these have added to the DPOP adopted works program.

Status										
				● On Track	● On Hold	● Needs Attention	● Complete			
Project Description				Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	% Spent	Project Status	Comments
Buildings and Property	Community, Residential and Commercial Buildings	Public Buildings	Sanctuary Point Library	1,000,000	0	1,000,000	137,964	14%	●	Concept complete and detail design has commenced.
Open Space, Sport and Recreation	Parks, Reserves, Sport and Recreation Areas	Active Recreation	Cattle Exhibition Precinct - Nowra Showground	901,139	0	901,139	142,137	16%	●	Upgrades for the family café and judges box have been tendered. Construction is programmed for completion December 2021.
Open Space, Sport and Recreation	Parks, Reserves, Sport and Recreation Areas	Active Recreation	Frogs Holla Reserve Upgrade	513,000	(420,512)	92,488	84,215	91%	●	Sealing of the internal roads has been completed. Designs for floodlighting and drainage complete and will progress in the next quarter.
Open Space, Sport and Recreation	Parks, Reserves, Sport and Recreation Areas	Active Recreation	Milton Ulladulla Croquet Project	714,337	0	714,337	843,113	118%	●	Work has reached the stage of Practical Completion under contract.

Status		● On Track		● On Hold		● Needs Attention		● Complete		
Project Description				Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	% Spent	Project Status	Comments
Open Space, Sport and Recreation	Parks, Reserves, Sport and Recreation Areas	Active Recreation	SCARP Croquet	2,532,500	0	2,532,500	21,331	1%	●	Design works are progressing and the 50% design stage for review will be issued by next week.
Open Space, Sport and Recreation	Parks, Reserves, Sport and Recreation Areas	Passive Recreation	Boongaree - Building Better Regions - 9	2,000,000	0	2,000,000	2,058,628	103%	●	Building Better Regions Fund milestone date 30th of June milestone will be completed by end of June 2021. Total items installed 5 items out of 9 i.e. 56% completed.
Open Space, Sport and Recreation	Parks, Reserves, Sport and Recreation Areas	Passive Recreation	Regional Skate Park Area 3 - Bay & Basin	631,547	0	631,547	20,085	3%	●	Detail design is being finalised. Delivery to be commenced next financial year.

City Futures Directorate



The recommended budget changes, revised budget and result to date for the City Futures Directorate are summarised below.

\$'000	Original Budget	Current Adopted Budget	March Review Adjustment Recommended	March QR Proposed Budget	March Actuals	%
Revenue	20,155	15,730	(2,183)	13,547	7,933	58.56%
Operating Expenditure	6,875	7,553	158	7,711	5,182	67.20%
Non-Operating Expenditure	16,265	11,579	(4,088)	7,491	2,308	30.81%
Proceeds from Asset Sales	2,400	2,400	0	2,400	1,402	58.42%

Comments:

Revenue for City Futures is tracking behind budget. The Visitor Information Centre has a reduction in revenue due to the current pandemic climate, and Council is yet to receive the final payment for the Bushfire Tourism Recovery Grant (\$50K) and Blazeaid grant (\$95K). Expenditure has been reconciled for these grants and the claim for reimbursement is currently being processed with receipt of monies still expected in 2020/21 financial year.

Revenue for Placemaking for Vincentia Village BBRF (\$1.6M) and Ulladulla Maritime – Berthing Facility (\$690K) has been reforecast to 2021/22. Similarly, the Non-Operating Expenditure for these two projects, \$3.3M and \$821K respectively, has also been reforecast to 2021/22.

It is important to note that City Futures' property related certificates (section 10.7 and Dwelling Entitlement) have increased, providing a good indication of how buoyant the property market has been since the Covid 19 lockdown. Certificates have increased by 54.2% on the same quarter last year (January to March).

Operating Expenditure is behind pro-rata budget mainly due to proponent funding being held for various strategic planning projects. Operating Expenditure funding has been adjusted to include \$60K for the PAMP – Bike Plan Review and \$50K for Milton Ulladulla Structure Plan Market Analysis.

Asset sales are behind pro-rata budget. No adjustment has been recommended in this review.

Below is a summary of the major capital projects for the City Futures Directorate:

Status ● On Track ● On Hold ● Needs Attention ● Complete

Project Description				Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	% Spent	Project Status	Comments
Economic Development	Economic Development	Economic Development Area Projects	Greenwell Point Marina	935,288	0	935,288	0	0%	●	Project did not proceed as there was no safe design option to proceed to construction
Economic Development	Economic Development	Economic Development Area Projects	Placemaking for Vincentia Village BBRF	3,360,669	(3,340,669)	20,000	20,000	100%	●	Design stage is behind schedule. Project Control Group is applying pressure to catch up.
Economic Development	Economic Development	Economic Development Area Projects	Ulladulla Maritime - Berthing Facility	1,021,120	(821,120)	200,000	44,607	22%	●	Final approvals are being secured Tenders to be called in July/August for 6 month construction to be completed by mid 2022
Economic Development	Economic Development	Economic Development Area Projects	Woollamia Maritime - Boat Lift Facility (Trailer)	1,010,877	0	1,010,877	267,100	26%	●	The car park, pontoons, ramp enhancement, revetment works and maintenance area were completed in mid December ready for the peak season use. The service wharf was completed in mid February after the area was more accessible.
Economic Development	Economic Development	Industrial Land Development	Flinders Industrial Stage 10	3,000,000	0	3,000,000	52,816	2%	●	Approvals all to hand Tenders called in April 2021 for delivery in early 2022

Cash and Investments

Cash & Investments – Estimated Balance at Year Ending 30 June 2021

	Estimated Balance 30 June 2021				March 2021 Actual Balance
	Original Budget	Current Adopted Budget	March Review Adjustment Recommended	March QR Proposed Budget	
	\$'000	\$'000	\$'000	\$'000	\$'000
Externally Restricted					
Specific Purpose Unexpended Grants	(0)	62	651	713	4,685
Specific Purpose Unexpended Loans	1,371	8,701	17,555	26,256	0
Developer Contributions - General Fund	14,214	14,215	830	15,045	16,035
Developer Contributions - Water Fund	20,465	20,465	0	20,465	20,832
Self Insurance Claims	1,713	1,609	117	1,726	2,219
Special Rates Variation	0	0	2,048	2,048	5,454
Stormwater Levy	3	3	0	3	1,048
Trust - Mayors Relief Fund	0	0	0	0	77
Trust - General Trust	0	0	0	0	2,985
Domestic Waste Management	4,834	4,817	2,436	7,254	13,438
Water Supplies	22,570	30,282	7,712	37,994	33,883
Sewer Services	17,233	21,800	4,567	26,367	34,419
Total Externally Restricted	82,403	101,954	35,916	137,869	135,077
Internally Restricted					
Arts Collection	62	62	(21)	41	62
Cemeteries	175	174	0	174	158
Coastal Management	55	55	784	839	585
Committed Capital Works	(97)	85	2,226	2,311	1,925
Communication Towers	(0)	0	70	70	377
Critical Asset Compliance	96	97	1,151	1,248	1,374
Economic Development Projects	1,149	1,092	129	1,221	1,532
Employee Leave Entitlement	7,924	7,924	0	7,924	7,924
General Insurance	469	387	191	578	491
Industrial Land Development	2,914	2,779	1,746	4,524	5,078
Land Decontamination	14	14	0	14	387

	Estimated Balance 30 June 2021				March 2021 Actual Balance
	Original Budget	Current Adopted Budget	March Review Adjustment Recommended	March QR Proposed Budget	
North Nowra Link Road	3	3	0	3	0
Plant Replacement	1,489	1,489	(983)	506	3,211
S7.11 Matching Funds	247	247	64	311	311
S7.11 Recoupment	17,143	18,393	(1,641)	16,752	20,085
Sporting Facilities	0	22	92	114	163
Strategic Projects	0	0	(277)	(277)	0
Strategic Property Reserve	1,596	1,310	(773)	537	1,130
Jetty Licensing	19	19	0	19	19
Shoalhaven Foreshore Development	1,171	1,171	0	1,171	1,171
Dog-Off leash	0	70	0	70	0
Total Internally Restricted	34,430	35,393	2,760	38,152	45,983
Total Restricted	116,833	137,346	38,675	176,022	181,060
Total Cash and Investments	125,694	145,970	38,675	184,645	184,416
Available Unrestricted Cash	8,861	8,624	0	8,624	3,356

Notes:

The strategic projects reserve is currently predicted to have a negative balance at year end. This is due to the reduction in the dividend received from Shoalhaven Water from a reduced operating surplus in 2019/20 caused by COVID-19 related expenditures and income reductions. This projected negative balance will be addressed during the last quarter of the financial year.

The available cash position excludes restricted funds. External restrictions are funds that must be spent for a specific purpose and cannot be used by council for general operations. Internal restrictions are funds that council has determined will be used for a specific future purpose.

ORIGINAL Budget +/- approved budget changes in previous quarters = REVISED Budget
REVISED Budget +/- recommended changes this quarter = PROJECTED year end result

Cash and Investments

Statements

Investments

The restricted funds are invested in accordance with Council's investment policy

Cash

Cash was last reconciled with the bank statement for this quarterly budget review on the 31 March 2021

Reconciliation

Cash Reconciliation 31/3/2021

Bank Balance per statement	6,455,369
Unpresented cheques / Deposits	570,820
Cash at bank - trust	
Cash on hand	28,191
Total Cash on Hand Balance	7,054,380
Term Deposits	115,911,000
AMP At Call Account	710
AMP Notice Account	4,143,973
CBA Business Saver	10,184,175
FRN	46,500,000
Restrict Invest - Trust	77,273
Fair Value adjustment	519,491
Bank Guarantee	25,000
Total Investments	177,361,622
Total Cash & Investments balance	184,416,002
Total Cash & Investments per Ledger	184,416,002

Contracts and Other Expenses

Consultancy and Legal Expenses

Expense	Expenditure YTD	Budgeted Y/N
Consultancies	356,262	Yes
Legal Fees	946,064	Yes

Definition of Consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendation or high-level specialist or professional advice to assist decision-making by management. Generally, it is the advisory nature of the work that differentiates a consultant from their contractors.

Responsible Accounting Officers Report

Responsible Accounting Officer's Statement Quarterly Budget Review

For the period 1 January 2021 to 31 March 2021

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review for Shoalhaven City Council for the quarter ended March 2021 indicates that Council's projected financial position at 31 March 2021 will be satisfactory at year-end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.



Olena Tulubinska

Responsible Accounting Officer



Email: council@shoalhaven.nsw.gov.au

Bridge Road, Nowra (02) 4429 3111

Deering Street, Ulladulla (02) 4429 8999

All communication should be addressed to

The Chief Executive Officer:

PO Box 42, Nowra NSW 2541

DX 5323 Nowra NSW

Fax: (02) 4422 1816

shoalhaven.nsw.gov.au     

DRAFT FOR INTERNAL REVIEW



Shoalhaven City Council



Council Managed Crown Land Cemeteries Plan of Management

April 2021

DRAFT FOR INTERNAL REVIEW

Acknowledgment of Country

We acknowledge the Traditional Aboriginal Custodians of the lands to which this plan applies. We pay our respect to all Aboriginal people of this land and to Elders past, present and emerging.

localé consulting

ABN: 73 140 973 735

T 0419 700 401
A 1/27 River Street Woolgoolga NSW 2456
P PO Box 53 Woolgoolga NSW 2456
E info@localeconsulting.com.au
W www.localeconsulting.com.au

Document Control

Job Number: 2020/656
Job Name: Council Managed Crown Land Cemeteries
Client: Shoalhaven City Council (Shoalhaven Bereavement Services)
Job Contact: Pamela Green – Manager Shoalhaven Bereavement Services
Document Name: Plan of Management

Version	Date	Authors	Reviewer	Approved
1	15.03.2021	Steve Thompson / Keelan Birch	Steve Thompson	Steve Thompson
2	01.04.2021	Steve Thompson / Keelan Birch	Steve Thompson	Steve Thompson
3	13.04.2021	Steve Thompson / Stuart Drury	Steve Thompson	Steve Thompson

Disclaimer:

Whilst care and diligence has been exercised in the preparation of this report, Locale Consulting Pty Ltd does not warrant the accuracy of the information contained within and accepts no liability for any loss or damage that may be suffered as a result of reliance on this information, whether or not there has been any error, omission or negligence on the part of Locale Consulting Pty Ltd, their employees or sub-contractors.

DRAFT FOR INTERNAL REVIEW

Contents

EXECUTIVE SUMMARY	1
Part 1: General Information	2
1.1 Key information	2
1.2 Introduction	2
1.3 Legislative Context	5
1.4 Council plans and strategies	7
1.5 Community Consultation	8
1.6 Management framework	8
1.7 Land categories	13
1.8 Administration and management	14
Part 2: Shoalhaven Memorial Gardens & Lawn Cemetery	15
2.1 Background	15
2.2 Site conditions and Use	17
2.3 Site management objectives	19
2.4 Implementation Action Plan for SMGLC	20
Part 3: Harley Hill Cemetery	22
3.1 Background	22
3.2 Site conditions and use	23
3.3 Site management objectives	24
3.4 Implementation Action Plan for Harley Hill Cemetery	25
Part 4: Yatte Yattah Roman Catholic Cemetery	26
3.5 Background	26
3.6 Site conditions and use	27
3.7 Site management objectives	29
3.8 Implementation Action Plan for Yatte Yattah Roman Catholic Cemetery	30

DRAFT FOR INTERNAL REVIEW

EXECUTIVE SUMMARY

A plan of management is an important statutory document that provides information for the effective long-term management of public land. It also establishes directions for planning, resource management and maintenance of that land. Following the introduction of the *Crown Land Management Act 2016* councils in NSW now have responsibility to manage some areas of Crown land generally in the same way that it manages its own land under the *Local Government Act 1993*.

This generic Plan of Management covers three cemeteries that are owned by Crown land but managed by Shoalhaven City Council's cemeteries and crematorium business unit Shoalhaven Bereavement Services as the "council Crown land manager". These cemeteries include:

- Shoalhaven Memorial Gardens & Lawn Cemetery
- Harley Hill Cemetery
- Yatte Yattah Roman Catholic Cemetery

This means that the Crown land reserves are being "classified" and "categorised" for the first time. All land that is classified as "Community" land requires a plan of management to guide future use and management of the land, as captured within this Plan of Management.

It is also noted that Council manages a number of other Crown land cemeteries for which management is "devolved" to Council. These cemeteries / reserves are not required to be classified or categorised, and do not require a plan of management to be prepared.

This *Council Managed Crown Land Cemeteries – Plan of Management* addresses the subject land as it is today and establishes directions for

future management and use of these important public resources to meet the diverse needs of the community.

A Master Plan has also been developed for Shoalhaven Memorial Gardens & Lawns Cemetery as shown in Appendix A.

This generic Plan of Management includes four main parts:

- **Part 1: General Information**

Provides key information, legislative context, Council's plans and strategies, generic management framework including information relating to management objectives, leases and licenses, maintenance and development and use while also outlining other relevant management documents and the Implementation Action Plan that applies across all land, subject to this Plan of Management.

- **Parts 2 – 4: Site specific information**

Provides background to each of the three cemeteries, site conditions and use including landform, interment sites, built features and assets, site maintenance and key opportunities and constraints for each cemetery.

Part 2 – 4 also contains Implementation Action Plans for each cemetery, which will guide implementation of the Plan of Management as it relates to each cemetery over coming years.

DRAFT FOR INTERNAL REVIEW

Part 1: General Information

1.1 Key information

LAND OWNER	CROWN
COUNCIL CROWN LAND MANAGER	SHOALHAVEN CITY COUNCIL (SHOALHAVEN BEREAVEMENT SERVICES)
APPLICABLE LAND (refer further details in Parts 2 – 4 of this Plan of Management)	THREE RESERVES BEING: SHOALHAVEN MEMORIAL GARDENS & LAWNS CEMETERY HARLEY HILL CEMETERY YATTE YATTAH ROMAN CATHOLIC CEMETERY
LOCAL GOVERNMENT AREA	SHOALHAVEN CITY COUNCIL
APPLICABLE RESERVE PURPOSES (refer further details in Parts 2 – 4 of this Plan of Management)	CEMETERY CEMETERY PURPOSES ROMAN CATHOLIC BURIAL GROUND
APPLICABLE LAND CATEGORY	GENERAL COMMUNITY USE
DATE OF ADOPTION	[TO BE CONFIRMED]
REVIEW PERIOD	10 YEARS OR AS REQUIRED

1.2 Introduction

Shoalhaven City Council (Council) is responsible for a range of Crown and Council owned cemeteries that extend across its local government area (LGA). Under the *Local Government Act 1993*, Council owned land is managed as either "Community" or "Operational" land, with a range of categories being applied to "Community" land to guide its ongoing management. All cemeteries classified as "Community" land are required to be captured within a plan of management, which provides the details of how that land will be managed.

These same management directions and principles also now apply to three cemeteries that are Crown land reserves for which Council is the identified "Council Crown land manager" under the *Crown Land Management Act 2016*. These Crown land cemeteries each have a public reservation or dedication "purpose" that also gives direction to how the reserve may be used. The reservation or dedication purpose is to be captured through alignment with the relevant "Community" land categories. This relationship is shown in Figure 1.

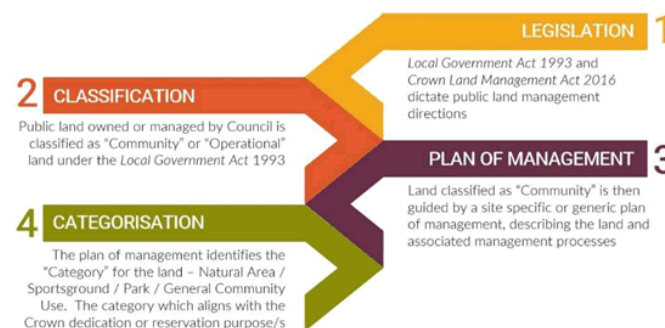


Figure 1: Legislative relationship to plan of management

DRAFT FOR INTERNAL REVIEW

The category that applies to all three cemeteries that are classified as “Community” land and subject to this Plan of Management is General Community Use.

It should be noted that this Plan of Management does not cover all cemeteries in the Shoalhaven LGA or all public land. Land that is not covered by this Plan of Management includes:

- o Cemeteries that are Crown land, but their management is devolved to Council, typically under arrangements that were associated with the *Local Government (Control of Cemeteries) Amendment Act 1966* which essentially saw the care, control and management of cemeteries transferred to councils in 1967
- o Cemeteries that are Council owned and are covered by other generic or site-specific plans of management
- o Council managed Crown land classified as “Community” land that is not a cemetery and covered by other generic or site-specific plans of management
- o “Community” land that is Council owned and covered by other generic or site-specific plans of management
- o Areas which are “Operational” land or owned or managed by other entities
- o Other Crown land that is not managed by Council
- o Privately owned land which is made available for public use
- o Road reserves.

1.2.1 Land to which this plan applies

Figure 2 below provides locational context of the Shoalhaven Memorial Gardens & Lawn Cemetery, Harley Hill Cemetery and Yatte Yattah Roman Catholic Cemetery land areas / reserves that are subject to this Plan of Management.

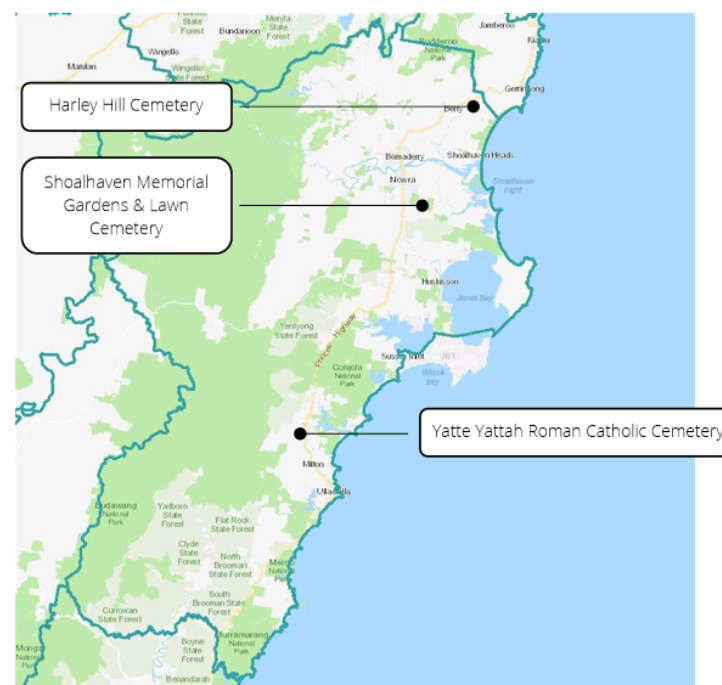


Figure 2: Cemeteries in context of Shoalhaven LGA

DRAFT FOR INTERNAL REVIEW

1.2.2 Shoalhaven Bereavement Services

Shoalhaven Bereavement Services is a business unit of Council and has been a leading operator of Council cemeteries in NSW over a number of years. It manages a total of 20 sites throughout the LGA. There are two types of properties managed; operational sites, where burials and memorial services can still occur; and closed / historical sites, which have been closed to new burials or memorials and are typically older sites often with heritage or historic value. There are seven operational cemeteries and 13 closed / historical cemeteries under care.

Only one of the cemeteries subject to this Plan of Management, the Shoalhaven Memorial Gardens & Lawn Cemetery (SMGLC), is managed as an operational cemetery. The other two cemeteries subject to this Plan of Management are managed as closed / historical cemeteries.

Management and maintenance by Shoalhaven Bereavement Services differs between these three sites with the main SMGLC site being maintained daily, Harley Hill Cemetery maintained every 3-4 weeks (depending on the time of year) and Yatte Yattah Roman Catholic Cemetery only being maintained on an as required basis. Further generic maintenance details are outlined in Section 1.6.3 and specific maintenance details for each cemetery outlined in Parts 2 – 4.

The vision and objectives / goals for Shoalhaven Bereavement Services is outlined below:

Vision: Continuing compassionate care

Objectives/Goals:

Meeting the needs of the bereaved with compassion

Providing sustainable interment, cremation and memorial services

Supporting death literacy in the community

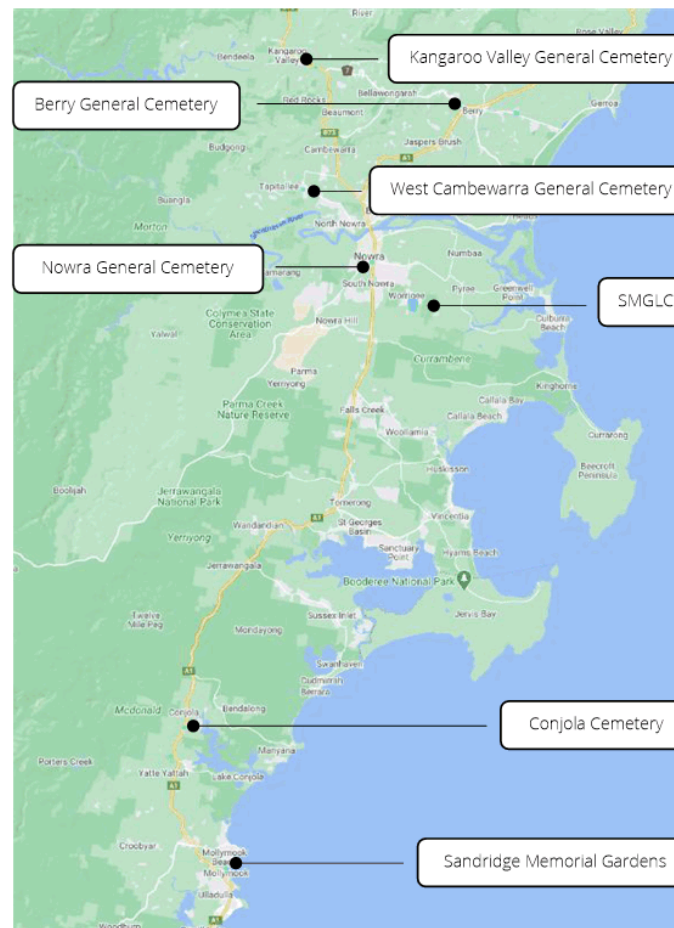


Figure 3: Shoalhaven Bereavement Services operational sites

DRAFT FOR INTERNAL REVIEW

1.3 Legislative Context

This section describes the legislation and associated requirements that affect the management and use of all three cemetery sites. There are four key pieces of legislation that apply being:

- *Crown Land Management Act 2016* - as all three cemeteries are located entirely on Crown land
- *Local Government Act 1993* - as Council is the manager of the land, it is managed under the provision of this Act
- *Cemeteries and Crematoria Act 2013* - being the overarching legislation for the operation of cemeteries in NSW
- *Environmental Planning & Assessment Act 1979* - which dictates the approvals processes and environmental considerations for development and activities on land in NSW

Details of each of these is provided in the following sub-sections.

1.3.1 Crown Land Management Act 2016

Section 3.23(6) of the *Crown Land Management Act 2016* requires Council to adopt a plan of management for any Crown reserve for which it is the appointed 'council Crown land manager', and that is classified as "Community" land under the *Local Government Act 1993*.

Section 3.23(7) of the *Crown Land Management Act 2016* specifies an 'initial period' that ends on 30 June 2021, during which Council must adopt the first plan of management using the above process (i.e. this Plan of Management). Another interim process under Section 3.23(7)(c) of the *Crown Land Management Act 2016* enables the first plan of management for Crown land that is to be managed by Council to not hold a public hearing as would typically be required under Section 40A of the *Local Government Act 1993*, provided that it retains the initial

category that was assigned by the Minister. After 30 June 2021, any plan of management that is prepared must meet all of the requirements of the *Local Government Act 1993*.

This Plan of Management meets these requirements while also taking guidance from the Principles of Crown land management as outlined below.

Crown Land Management Act 2016 principles of Crown land management:

- that environmental protection principles be observed in relation to the management and administration of Crown land, and
- that the natural resources of Crown land (including water, soil, flora, fauna and scenic quality) be conserved wherever possible, and
- that public use and enjoyment of appropriate Crown land be encouraged, and
- that, where appropriate, multiple use of Crown land be encouraged, and
- that, where appropriate, Crown land should be used and managed in such a way that both the land and its resources are sustained in perpetuity, and
- that Crown land be occupied, used, sold, leased, licensed or otherwise dealt with in the best interests of the State consistent with the above principles.

1.3.2 Local Government Act 1993

Under Section 36(1) of the *Local Government Act 1993*, plans of management must be prepared for land that is classified as being "Community" land. In general terms, plans of management:

- are prepared by a council in consultation with the community

DRAFT FOR INTERNAL REVIEW

- o identify the important features and attributes of the land, including how it is used at the current time
- o identify how the council will manage the land
- o indicate how the land may be used or developed in the future

The *Local Government Act 1993* also sets out a range of associated activities and processes under various sections. A summary of the key provisions is provided in Table 1 below, though a number of other sections also apply, generally being captured under Chapter 6, Part 2, Division 2 of the Act.

Table 1: Local Government Act requirements

Requirement	Act Section
To prepare plans of management for all community land	35, 36(1)
What a plan of management for council owned land must include and how it is to be categorised for use	36(3), 36(4)
Community land comprising the habitat of endangered species, threatened species, significant natural features and areas of cultural significance	36A, 36B, 36C, 36D
Objectives for management of all community land categories	36E – 36N
Process for community land that is not owned by the council (i.e. Crown land)	37, 39
A draft must be exhibited prior to adoption and may be re-exhibited if amended prior to adoption	38, 39, 40
Use and nature of community land must not change prior to the preparation of a plan of management	44

This Plan of Management applies to land being classified as "Community" land for the first time under the *Local Government Act*

1993. As such, there is no reclassification of any of the land to which this Plan of Management applies.

Any proposal to reclassify "Community" land to "Operational" land shall be initiated by a resolution of Council, and include a public notice including the terms of the proposed resolution. Council can also reclassify "Operational" land to "Community" land, by a resolution of Council.

With respect to cemetery land, the *Local Government (Control of Cemeteries) Amendment Act 1966* (proclaimed 19 July 1967) vested or "devolved" control (i.e. care, control and management) of all public cemeteries in the local councils from 1 October 1967. This means that Council already manages many Crown land cemeteries as the "devolved" land manager. Devolved Crown land is not classified or categorised and therefore does not require a plan of management. These reserves are however to be managed in accordance with their Crown dedication or reservation public purpose/s.

1.3.3 Cemeteries and Crematoria Act 2013

The *Cemeteries and Crematoria Act 2013* provides a regulatory basis for the management and operation of all cemeteries and crematoria in NSW, including Crown, local government and private facilities.

The *Cemeteries and Crematoria Act 2013* was primarily introduced in response to a growing shortage of burial space, particularly in the greater Sydney metropolitan area. It established *Cemeteries and Crematoria NSW* (CCNSW) as a regulatory agency for the interment industry and provides requirements for a range of information and procedures that must be followed by operators.

DRAFT FOR INTERNAL REVIEW

1.3.4 Environmental Planning and Assessment Act 1979

The *Environmental Planning and Assessment Act 1979* is the primary law regulating land use and development in NSW. It allows plans to be made to guide development processes and regulate land use. Such plans are known as environmental planning instruments and include Local Environmental Plans (LEPs) and State Environmental Planning Policies (SEPPs).

A primary function of LEPs and SEPPs is to specify where different kinds of development are allowed (e.g. in certain 'zones') and what issues must be considered in determining if certain development or use is to be permitted. Any use or development of land must be consistent with the applicable environmental planning instruments.

For the Shoalhaven area, key environmental planning instruments that may be relevant include:

- *Shoalhaven Local Environmental Plan 2014*
- *Shoalhaven Development Control Plan 2014*
- *SEPP (Infrastructure) 2007*
- *SEPP (Exempt and Complying Development Codes) 2008*

1.3.5 Other legislation

A range of other legislation also applies to the management of public land. Application of these will typically depend on the activities or uses being undertaken, and the attributes of the land - for example, the presence of native vegetation or proposed use. Legislation that is typically relevant to the land management process includes:

- *Biodiversity Conservation Act 2016*
- *Rural Fires Act 1997*

- *Native Title Act 1993* (Commonwealth) and *Aboriginal Land Rights Act 1983* (NSW)
- *Environment Protection and Biodiversity Conservation Act 1999* (Commonwealth)
- *National Parks & Wildlife Act 1974*
- *Heritage Act 1977*

1.4 Council plans and strategies

In addition to formal legislative directions, there are also a number of broader strategic directions that have been established by Council which are also important to this Plan of Management. These are outlined below.

1.4.1 Shoalhaven 2027 Community Strategic Plan

The *Shoalhaven 2027 Community Strategic Plan* outlines the community vision statement (identified below) and sets out various themes to assist in setting directions for Council's activities and processes.

Community Vision Statement

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

Relevant to cemeteries, *Theme 4 - Responsible governance* covers Council's services provided to the community, including Council's internal business units, to support those community services that are required by the community. The first priority under this Theme is to "Deliver reliable services", including for cemeteries and crematoria.

DRAFT FOR INTERNAL REVIEW

1.4.2 Shoalhaven Bereavement Services – Strategic Plan 2050 and SMGLC Master Plan

The *Shoalhaven Bereavement Services - Strategic Plan 2050*, published in 2012, provides for the long-term consideration of Council's Shoalhaven Bereavement Services business unit and associated cemetery facilities. The Strategic Plan identified expected changes in the business between 2011 and 2050, identifying how these changes will impact on the sites maintained by, and the services provided by, Council.

The Strategic Plan identifies:

- Demographics and trends in a local and regional context for cemetery planning and in the bereavement services industry
- Existing sites and services that are provided in the Shoalhaven LGA, with specific details on the SMGLC site and Harley Hill Cemetery
- Key operational issues across all of the cemeteries in the Shoalhaven LGA, but also specifically to the SMGLC site and Harley Hill Cemetery
- Future sites and services changes, with specific focus on the expansion of the SMGLC site
- Recommendations required to implement the Strategic Plan of which some relate directly to the SMGLC site.

Stemming from the development of the Strategic Plan was a more detailed Master Plan document for the SMGLC site (published in 2015). The Master Plan outlined the key changes associated with the ongoing development and use of the site, and has been used as a base for the updated master plan drawings in Appendix A.

1.5 Community Consultation

In preparation of the *Shoalhaven Bereavement Services - Strategic Plan 2050* (Strategic Plan), a number of targeted consultation activities were undertaken with community groups, peak body groups, funeral directors and with government agencies. These consultations informed the directions and outcomes of the Strategic Plan through the provision of various insights and considerations of how the various interested parties perceive the future of the industry and of Council's cemeteries. Importantly, many key insights from this consultation outcomes directly related to the SMGLC site subject to this Plan of Management

The Strategic Plan was then placed on public exhibition and further consultations held with Council's Crematorium Consultative Committee to present and discuss the draft Strategic Plan. Council's Crematorium Consultative Committee contained local funeral directors, Councillors and others involved in the funerary industry at the time. Comments received as a result of the exhibition and consultative processes were considered in the preparation of the final version of the Strategic Plan.

[NOTE: THIS SECTION WILL BE UPDATED TO REFLECT THE OUTCOMES OF THE EXHIBITION PERIOD PRIOR TO ADOPTION]

1.6 Management framework

Consistent with Council's corporate objectives and the management principles for Crown land as outlined in Section 1.3.1, the general approach and framework for the management of land classified as "Community" land is outlined below.

DRAFT FOR INTERNAL REVIEW

1.6.1 Land management overview

In the context of “Community” land cemeteries, Council’s approach to land management comprises of three main directions:

- Maintenance – as directed by the *Shoalhaven Bereavement Services Performance Standards Grounds Maintenance and Related Horticultural Work Plan*
- Development and Use – as directed by broader legislative and planning directions, and consistent with the Master Plan for the SMGLC site as provided in Appendix A
- Leases, Licenses and Other Estates – as directed by legislative and strategic directions, as well as operational needs over time.

This overarching method is informed by wider strategic planning and legislative requirements as well as the objectives for the land – both Shoalhaven Bereavement Services management objectives and those “core objectives” related to the land “General Community Use” category under the *Local Government Act 1993*. Overall ongoing management will therefore be tailored to the land type, assets present, usage type and frequency within the context of the broader public land network.

1.6.2 Management objectives

Overarching objectives for management of Council managed Crown land cemeteries provides the framework for identifying and responding to the community’s values for these three reserves. These integrate management and maintenance expectations, as well as the physical environment and assets that are present. The management objectives for this Plan of Management are to:

1. Ensure that “Community” land cemeteries are maintained to the expectations of the community whilst recognising budgetary constraints.
2. Plan for the progressive improvement of the quality and appearance of “Community” land cemeteries as funds become available.
3. Ensure that the community can contribute to the development and implementation of the Plan of Management and Council’s cemetery services.
4. Ensure integration of the Plan of Management with Council’s strategic land management planning.
5. Protect and enhance the natural assets of the Shoalhaven region for and with the community.
6. Enable community access wherever possible and consistent with the reserve purpose and use of the land.

How these objectives will be achieved and assessed over time are identified in Table 2.

DRAFT FOR INTERNAL REVIEW

Table 2: Generic management framework for “Community” land cemeteries

Objectives	Means of Achievement	Manner of Assessment
1. Ensure that “Community” land cemeteries are maintained to the expectations of the community whilst recognising budgetary constraints	Ongoing assessment of maintenance standards based on a life cycle approach and risk management.	Community perception of council's services. The number of customer appreciation comments are increasing. Community perception of customer service.
2. Plan for the progressive improvement of the quality and appearance of “Community” land cemeteries as funds become available.	Implementation of the <i>Shoalhaven Bereavement Services – Strategic Plan 2050</i> Funding allocated to identified actions in Shoalhaven City Council's delivery programs as they relate to cemeteries. Pursue various external and government grants to enable major or minor improvements to be undertaken.	Increased community satisfaction with presentation of cemeteries. <i>Shoalhaven Bereavement Services – Strategic Plan 2050</i> vision and key values realised. External funding obtained and projects completed over the life of the plan of management.
3. Ensure that the community can contribute to the development and implementation of the Plan of Management and Council's cemetery services.	Implementation of the <i>Shoalhaven City Council's Community Engagement Policy</i> to achieve consistency in community consultation and ensure the community is well informed and involved. Participation in relevant Council committees, advisory groups, peak body activities as applicable.	Community engagement and participation opportunities undertaken in accordance with Council's adopted policies and plans. Public exhibition undertaken according to legislative requirements.
4. Ensure integration of the Plan of Management with Council's strategic land management planning.	Consistency with broader Council planning including <i>Shoalhaven Bereavement Services – Strategic Plan 2050</i> , the Master Plan for Shoalhaven Memorial Gardens & Lawns Cemetery in Appendix A and other related documents as applicable.	Regular progress reviews and updates of this Plan of Management. Appropriate cross-references made to related strategic planning documents.
5. Protect and enhance the natural assets of the Shoalhaven region for and with the community.	Undertake regular vegetation enhancement and weed control programs. Retention of important vegetation, habitat and corridors. Vegetation removed in accordance with Chapter G4 Tree and Vegetation Management in the <i>Shoalhaven DCP 2014</i> .	Extent of retained vegetation. Extent of lands subject to active natural area improvement.
6. Enable community access wherever possible and consistent with the reserve purpose and use of the land.	Cemeteries are generally accessible to the public, except where there is a visitor risk, sensitive environment or operational need. Future works / improvements, and the ongoing management of assets, provides for access improvements wherever appropriate.	Accessibility and access needs outlined in the <i>Shoalhaven Bereavement Services – Strategic Plan 2050</i> are achieved. All new works meet applicable access standards.

DRAFT FOR INTERNAL REVIEW

1.6.3 Maintenance

The extent and frequency of asset maintenance at the three cemeteries subject to this Plan of Management is informed by *Shoalhaven Bereavement Services – Performance Standards Groups Maintenance and Related Horticultural Work Plan* (Works Plan). The general standards of the Works Plan are that:

- Bereavement Services staff will provide horticultural maintenance, cleaning, litter and rubbish collection in the grounds of all cemeteries.
- Bereavement Services staff will maintain the grounds in an orderly manner to ensure its continued functional use. Bereavement Services staff are to tend, fertilise and mow as necessary or as advised by the Bereavement Services Manager/Team Coordinator.
- Bereavement Services staff will keep all of the Cemeteries' access ways, including footpaths, in a clean and safe condition, so far as is practical and reasonable.
- Bereavement Services staff are to comply with all requirements of the *Local Government Act 1993*, *WorkCover 2011 Act* and its Regulation, *The Regulations of The Public Health Act 2012* (NSW) and any other related Regulations or relevant statutes that may affect the administration, control and operations of the cemeteries.
- Bereavement Services staff are to comply and/or co-operate with all policies, rules, regulations and directions set out by the Council. Bereavement Services staff are required to carry out all duties with sensitivity and respect for the deceased and the bereaved.

The Works Plan also outlines the following standard maintenance practices across all three cemeteries that are subject to this Plan of Management and this includes:

- Basic standard of care
- Maintaining plant and equipment
- A works program
- Reporting of damage
- Weed control
- Mowing
- Rubbish removal

It also sets out special considerations such as irrigation, entrance gates, internal roadways and footpaths, fencing, lawn cemetery areas, monument areas, crypt, tomb and vault areas, memorial gardens, niche walls, undeveloped areas and around key buildings.

Cemetery specific details on the extent and frequency of reserve maintenance is outlined in Parts 2 – 4 of this Plan of Management, being for the SMGLC, Harley Hill Cemetery and Yatte Yattah Roman Catholic Cemetery respectively.

1.6.4 Development and use

This Plan of Management enables the development and use of the cemetery reserves consistent with the land category of "General Community Use" as assigned under the *Local Government Act 1993* and the respective Crown reserve purpose for each locality. This includes development that may be required from time to time that is not specifically identified by this Plan of Management. In particular this Plan

DRAFT FOR INTERNAL REVIEW

of Management allows for the implementation of infrastructure under the following:

- *SEPP (Infrastructure) 2007* provides for certain infrastructure works to be “exempt development”, “complying development”, “development that is permitted without consent” or “development that is permitted with consent”.
- Division 1, Part 2 of *SEPP (Exempt and Complying Development Codes) 2008* provides for a range of works and activities to be “exempt development” including, but not limited to:
 - Sculptures and artworks
 - Water features and ponds
 - Access ramps
 - Pathways and pathing

Permitted activities and development

The permitted activities, development and uses of the land subject to this Plan of Management, including both community and limited commercial use, must be:

- consistent with the public purpose/s of the Crown reserve
- consistent with the land category (General Community Use) as assigned to the reserves under this Plan of Management and in accordance with the *Local Government Act 1993*
- generally consistent with the objectives of the applicable land use zone of the area under *Shoalhaven LEP 2014*
- consistent with this Plan of Management, and any other relevant plans, policies or strategies of Council
- consistent with any native title manager advice that it complies with any applicable provisions of the native title legislation in

accordance with Section 8.7 of the *Crown Land Management Act 2016*

- undertaken with consideration of any Aboriginal Land Claim that may apply to the land where the land is subject to a claim under the *Aboriginal Land Rights Act 1983* so as to not prevent the land from being transferred in the event the claim is granted.



1.6.5 Leases, licences and other estates

Whilst there are no current leases, licences and other estates that apply to the three cemeteries, these agreements may change over time. Typical examples of potential leases and licences that may apply to the reserves include operation of café / function facilities, florist services or other funerary activities.

This Plan of Management therefore expressly authorises the issue of leases, licences and other estates over the land covered by the Plan of Management, in accordance with Section 46(1)(b) of the *Local Government Act 1993*, provided that:

- Council is the appointed council Crown land manager of the reserve
- the purpose is consistent with, and the issue of the lease, licence or other estate will not materially harm the use of the

DRAFT FOR INTERNAL REVIEW

land for, any of the purposes for which it was dedicated or reserved

- the purpose is consistent with the core objectives for the category of the land (being General Community Use)
- the lease, licence or other estate is for a permitted purpose listed in Section 46 of the *Local Government Act 1993* or Part 4 Division 3 of the *Local Government Regulations 2005*
- the issue of the lease, licence or other estate and the provisions of the lease, licence or other estate can be validated by the provisions of the *Native Title Act 1993*. For Crown land which is not excluded land, this requires written advice from one of Council's native title managers that it complies with any applicable provisions of the native title legislation in accordance with Section 8.7 of the *Crown Land Management Act 2016*
- where the land is subject to a claim under the *Aboriginal Land Rights Act 1983*, the issue of any lease, licence or other estate will not prevent the land from being transferred in the event the claim is granted
- the lease, licence or other estate is granted and notified in accordance with the provisions of the *Local Government Act 1993* or the *Local Government (General) Regulation 2005*.

Maximum term and public notice

The maximum term of a lease, licence or other estate under the *Local Government Act 1993* is 30 years. The consent of the Minister for Local Government is required if the lease or licence exceeds 21 years or the term will be greater than five years and objections have been lodged against the proposal. Council must give public notice of the proposal

and exhibit notice of it on the land to which the proposal relates. Council must consider all submissions made in response.

Council's approach

This Plan of Management authorises Council to enter into the most appropriate management arrangement for cemeteries and associated facilities with consideration of:

- Current and future benefit to the relevant community and/or cemetery operations, where applicable, and the local community and visitors to the area more broadly
- Capacity for the management organisation to respond to the respective facility needs including:
 - Long term asset maintenance requirements
 - Staffing needs and associated considerations
- Potential financial cost to Council of the facilities in their entirety or by segregation of the respective aspects of the facility
- Extent to which the proposal is consistent with the criteria in this section of the Plan of Management.

1.7 Land categories

The *Local Government Act 1993* requires all "Community" land to be categorised. Generally, land is to be categorised as one or more of the following:

- General community use
- Sportsground
- Park
- Natural area.

DRAFT FOR INTERNAL REVIEW

For each of these categories “Core objectives” for the ongoing management of the land is identified under the *Local Government Act 1993* and these must be considered in the ongoing management framework.

All three cemetery sites subject to this Plan of Management are categorised as “General Community Use”. The core objectives, as well as further details regarding the development, use and management of land for ‘General Community Use’ is provided in the following sections.

1.7.1 Land categorised as ‘General Community Use’

This section applies to all three cemeteries under this Plan of Management as each is categorised as “General Community Use” under Section 36 of the *Local Government Act 1993*. The Act further identifies the following core objectives for the ‘General Community Use’ category.

Core objectives for “General Community Use”

The core objectives for management of community land categorised as general community use are to promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and of the wider public:

- (a) in relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and
- (b) in relation to purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).

Purpose and value of ‘General Community Use’

The value and function of reserves categorised as “General Community Use” under this Plan of Management is to provide adaptable spaces that cater to all, or a specific portion of community uses, interests and needs across the “Community” land portfolio – in this case, to provide for cemetery and crematoria services.

1.8 Administration and management

Whilst efforts will be made to implement all aspects of this Plan of Management, the timing and extent of implementation will be subject to Council’s (Shoalhaven Bereavement Services) limited resources. Financial resources from Shoalhaven Bereavement Services for the purposes of cemetery development and perpetual maintenance for all three cemeteries is likely to be the primary source of funding of cemetery improvements under this Plan of Management.

It is intended that the Plan of Management will be reviewed within 10 years of the date of endorsement by Council

DRAFT FOR INTERNAL REVIEW

Part 2: Shoalhaven Memorial Gardens & Lawn Cemetery

2.1 Background

Shoalhaven Memorial Gardens & Lawn Cemetery (SMGLC) is located at Worrigeer around 6km to the south-east of the regional centre of Nowra. The site is Crown land (Reserve 97869) and managed by Council as the nominated "Council Crown land manager". SMGLC is operated by Council's Shoalhaven Bereavement Services business unit.

The SMGLC site is Shoalhaven Bereavement Services largest facility encapsulating a wide range of memorial and burial types, as well as administrative functions of the organisation and being the only crematorium in the northern portion of the Shoalhaven LGA. The site is currently an "operational", non-denominational cemetery, providing lawn burial areas, a monumental lawn area, as well as a range of ash interment options.

The SMGLC site was established as a lawn cemetery in 1987, with the crematorium, chapel and administration office complex commissioned in 1992 and the café / function spaces added to the area in 2003.

A vision for the SMGLC site from the *Shoalhaven Bereavement Services - Strategic Plan 2050* is outlined below:

Shoalhaven Memorial Gardens & Lawn Cemetery Vision

To establish the pre-eminent local government memorial gardens and cemetery site in regional NSW

Table 3: Key Information for SMGLC

Reserve name	Shoalhaven City Cemetery Reserves Trust
Reserve number	97869
Reserve purpose	Cemetery Purposes
Gazetted date	16/08/1985
Land manager	Shoalhaven City Council
Property description & location	Lot 121 & 122 DP 46948 Bounded by Boston Road (north), Worrigeer Road (west) and private property (south and east)
Address	349 Worrigeer Road, Worrigeer
Area	55.44 hectares (around 14 hectares has been developed)
Land zoning	SP2 – Infrastructure and minor part E2 – Environmental Conservation under <i>Shoalhaven LEP 2014</i>
Categorisation	General Community Use
Cemetery status	Operational
Heritage	No listed heritage items

Appendix A outlines an updated Master Plan for SMGLC site.

DRAFT FOR INTERNAL REVIEW

An aerial of the SMGLC site is outlined in Figure 4 and Figure 5 below.

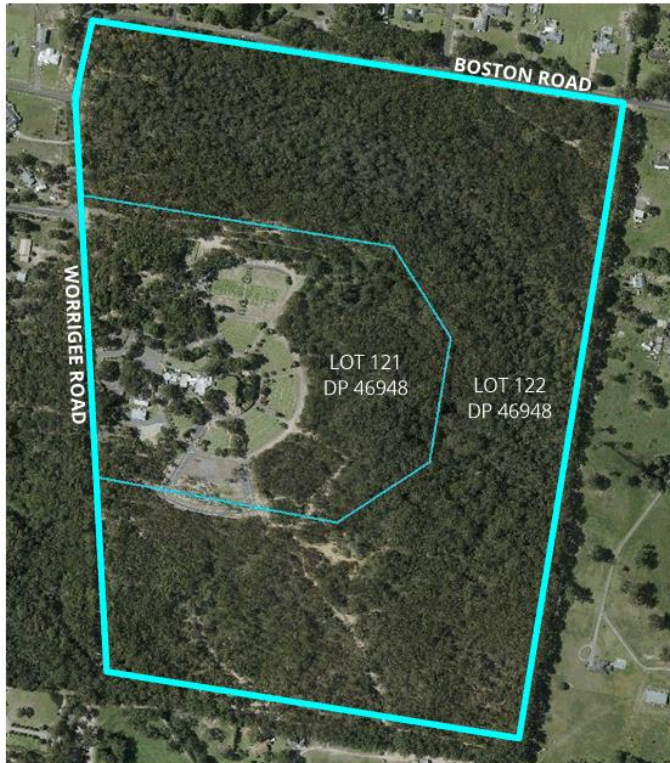


Figure 4: SMGLC Site Aerial



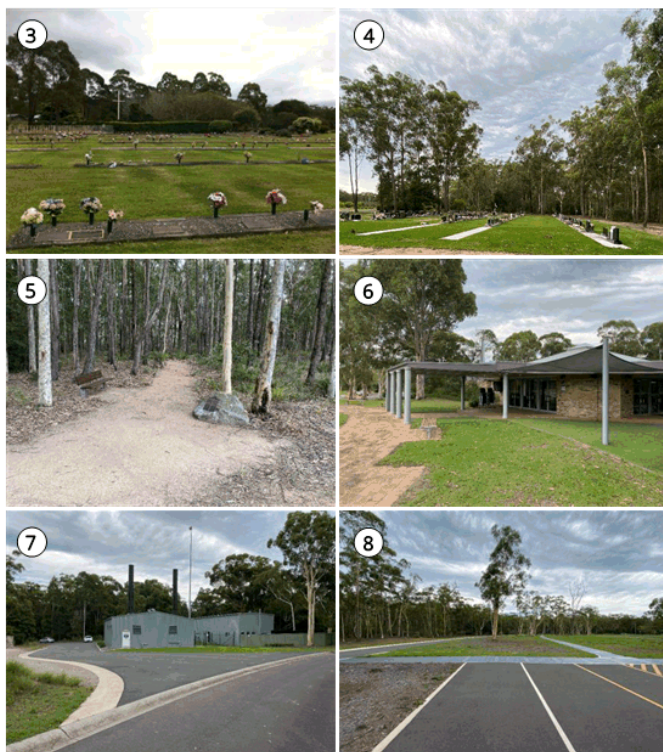
Figure 5: Aerial of Lot 121 DP 46948



1 ENTRANCE SIGNAGE

2 CAFÉ / FUNCTION FACILITY

DRAFT FOR INTERNAL REVIEW



3 LAWN CEMETERY AREA
4 MONUMENT LAWN AREA
5 BUSHWALK MEMORIAL GARDENS
6 EXISTING CHAPEL BUILDING
7 CREMATOR BUILDING / MAINTENANCE AREA
8 RECENTLY DEVELOPED SEGMENT 11

2.2 Site conditions and Use

The SMGLC site has a number of existing building assets which are generally in good condition, being less than 20 years old. These building assets include:

- Chapel building – which seats up to 80 people and includes vestry and storage areas behind
- Administration/reception building – which accommodates Shoalhaven Bereavement Services administration and management staff
- Public amenities – in a building connected to the administration area
- Café / function centre – catering for up to 100 people
- Cremator building and maintenance / workshop area - incorporating two cremators in a purpose designed building, adjoining maintenance building, undercover vehicle storage, mezzanine storage and staff amenities
- Caretaker's cottage/residence – being an on-site dwelling associated with the operation of the facility.

Administration and chapel buildings are located centrally within the site on elevated land. The buildings are predominantly brick structures stemming from an architectural design of the early 1980s.

The size of the existing chapel and subsequent need for a second chapel (and associated function facility) has been a key need identified in facility planning. The location and design of the proposed second chapel and associated ancillary facilities have been identified on the Master Plan for the site at Appendix A, and these will be confirmed through detailed design processes as part of environmental approval requirements. Key to this design process will be ensuring appropriate

DRAFT FOR INTERNAL REVIEW

separation between the two chapels and their respective function areas can be achieved to minimise noise transfer and interruption of services.

Table 4 describes the type of burial and memorialisation options at the SMGLC site.

Table 4: SMGLC burial and memorialisation options

Area name	Description
Children's Cemetery	The Children's Garden provides a dedicated area for the remembrance of children adjoining and within the lawn cemetery area.
Sunken Garden	The landscaped Sunken Garden is an area where ashes can be spread, but no memorial is provided.
Scatter Garden	Recently improved garden within bushland setting designated for scattered ashes.
Bushwalk Garden	The Bushwalk Garden is a landscaped area with primarily native and a few carefully selected exotic species. Memorials are marked with a rock into which bronze plaques are set. Up to two plaques can be set into one rock.
Lawn Cemetery	The Lawn Cemetery is an open space where burials are marked with a small bronze plaque which is cast into a concrete beam. The area has a largely open and maintained lawn appearance.
Monument Lawn Section	The Monument Lawn section provides an area where more traditional headstone graves can be established. The area is set within a bushland setting with pathways around the grave areas.
Tree of Life	The Tree of Life is a sculptural piece with individual lead inserts with an inscription when the ashes have been scattered or interred elsewhere

Area name	Description
Tree of Life Garden	The Tree of Life Garden is a formalised landscape space where memorialisation can be part of the formal setting
Tree of Life Columbarium	The Columbarium Wall in the Tree of Life Garden is similar to traditional columbarium or 'niche' walls. It uses crafted plaques that have images of the person being remembered cast into it.
Garden of Peace	The Garden of Peace memorials are set in a variety of landscapes with a tendance towards Australian native plants. Each memorial is marked with a cast bronze plaque.
Rose Garden	The Rose Garden is a 'Garden of Peace' memorial garden with a traditional English rose garden layout and appearance.
Chapel Garden Walk	The Chapel Garden Walk extends from the chapel towards the south through mature vegetation contained within Segment 5. Memorials line the gardens within a peaceful natural setting.

2.2.1 Landform / landscape

The SMGLC site is generally flat, but elevates to an Australian Height Datum (AHD) of around 10-15m centrally, and drains to the Brundee Swamp to the east. A significant portion (around 40 hectares) of the site is undeveloped and primarily contains native vegetation.

The predominant vegetation community is assessed as Currumbene – Batemans Lowlands Forest with dominant canopy species including Hard-leaved Scribbly Gum (*Eucalyptus sclerophylla*), Blackbutt (*Eucalyptus pilularis*), Red Bloodwood (*Corymbia gummifera*) and Spotted Gum (*Corymbia maculate*).

A flora and fauna constraints analysis (Eco logical Australia 2012) identified a number of development constraints – particularly to the

DRAFT FOR INTERNAL REVIEW

western and eastern sections of the site. Much of the central lawn cemetery area has been subject to substantial vegetation and soil disturbances resulting from development and operation of the cemetery.

A generally sparse and patchy mid-canopy occurs through parts of the site, containing Black She-oak (*Allocasuarina littoralis*), White Feather Honey-myrtle *Melaleuca decora* and to a lesser degree Saw Banksia (*Banksia serratifolia*), Acacia species and Sweet Pittosporum (*Pittosporum undulatum*). The understorey is variable, although dense in places where it is dominated by stands of White Kunzea (*Kunzea ambigua*).

2.2.2 Site maintenance

The SMGLC site is a very well maintained site and close to 17 hectares of the total site, predominantly being the lawn cemetery portions, is maintained on a daily cycle throughout the entire year.

Daily maintenance task carried out are identified in the Works Plan and include mowing, edging, weed control, rubbish clean up, raking, sweeping, washing, watering if dry, weeding garden beds, shaping foliage and hedging, topping up bark chip or mulch and addressing subsidence.

In addition to the above daily maintenance cycle, the SMGLC also has a detailed weekly and monthly checklist for maintenance of the cremator. These details are outlined in the Works Plan.

2.3 Site management objectives

Objectives for management of the SMGLC site provide additional detail to the overarching Management Objectives identified in Section 1.6.2. Together, these objectives provide the framework for identifying and responding to the community's values for the SMGLC site. These

integrate management and maintenance expectations, as well as the physical environment and assets that are present. The site management objectives for the SMGLC site are to:

1. Facilitate community engagement and public involvement in the cemetery through management activities and public events
2. Ensure effective, safe and efficient traffic, parking and pedestrian movement systems throughout the site
3. Ensure maintenance effectively meets community expectations wherever possible and within the context of operational budgets
4. Maximise water and energy saving opportunities through sustainability initiatives
5. Utilise predominantly native vegetation within the grounds, protecting and enhancing habitat opportunity in conjunction with active cemetery use
6. Ensure that materials and built form are consistently applied to maintain a sense of place and belonging to the site
7. Provide for future memorials and burial segments over the short, medium and long-term to meet the needs of the community
8. Implement wayfinding and directional signage to ensure that the public can access and move around the site
9. Ensure that appropriate approvals are sought and followed wherever new works or development is undertaken

DRAFT FOR INTERNAL REVIEW

2.4 Implementation Action Plan for SMGLC

Objective	Actions	Priority	Performance Measure
1. Facilitate community engagement and public involvement in the cemetery through management activities and public events	1.1 – Maintain existing events and consultative activities including: <ul style="list-style-type: none"> Undertake dedicated public events days include All Souls Day, mother's day and father's day events Establish a regular open day and undertake new events as opportunities arise Undertaken organised training and targeted information sessions four times per year 	Short-term	Events, open days, training and information sessions are conducted each year.
2. Ensure effective, safe and efficient traffic, parking and pedestrian movement systems throughout the site	2.1 – Increase parking capacity, in conjunction with new facilities, to better match chapel and service sizes by constructing a new centralised car park. Separate this parking from vehicles accessing the site's full loop road system.	Short-term	New centralised car park constructed. Loop access roads remain easily accessed and utilised.
	2.2 – Continue to evaluate capacity and implement overflow parking as demand increases.	Ongoing	Need for overflow carparking identified and monitored.
	2.3 – Advocate for Council to improve road conditions on approach to the site, utilising appropriate landscape and materials where applicable.	Ongoing	Road conditions are upgraded where required.
3. Ensure maintenance effectively meets community expectations wherever possible and within the context of operational budgets	3.1 – Increase in-house horticultural expertise.	Ongoing	Staff are continually trained and horticultural skills refreshed where necessary.
4. Maximise water and energy saving opportunities through sustainability initiatives	4.1 – Explore addition water storage opportunities to assist in fire resilience.	Medium-term	Water storage opportunities fully explored.
	4.2 – Continue to explore opportunities for energy savings where possible, as well as additional solar system opportunities to offset energy use.	Ongoing	Energy use reduced through application of savings and/or offset measures.

DRAFT FOR INTERNAL REVIEW

Objective	Actions	Priority	Performance Measure
5. Utilise predominantly native vegetation within the grounds, protecting and enhancing habitat opportunity in conjunction with active cemetery use	5.1 – Retain significant vegetation in future burial segments to add character and promote natural or hybrid-natural burial techniques.	Ongoing	Significant vegetation retained at future burial sites where appropriate.
	5.2 - Future planting selections to be based on reinforcing a native bushland character by using the vegetation palette for consistency of application (see Master Plan (2015)).	Ongoing	Future planting is conducted through use of existing vegetation palette (Master Plan 2015).
6. Ensure that materials and built form are consistently applied to maintain a sense of place and belonging to the site	6.1 – Materials and built form to be based on the materials and built form principles contained within the Master Plan (2015) for consistency of application.	Ongoing	Built form and material match those contained with the Master Plan (2015).
7. Provide for future memorials and burial segments over the short, medium and long-term to meet the needs of the community	7.1 – Develop memorial and burial areas as required and generally in accordance with the Master Plan (see Appendix A), detailed documentation plans and subsequent approvals as applicable.	Ongoing	Required memorial and burial areas are developed as demand requires and in accordance with the Master Plan (Appendix A).
8. Implement wayfinding and directional signage to ensure that the public can access and move around the site	8.1 – Develop a detailed signage hierarchy based on the design parameters for a three-level hierarchy.	Ongoing	Signage hierarchy developed as required.
	8.2 – Implement signage hierarchy on an as needs basis.	Ongoing	Signage hierarchy implemented as required.
9. Ensure that appropriate approvals are sought and followed wherever new works or development is undertaken	9.1 – That the location and design of the proposed second chapel and associated ancillary facilities be confirmed through detailed design processes as part of environmental approval requirements. Refer Master Plan at Appendix A for indicative location and works outline.	Short-term	Second chapel options identified and project directions confirmed.
	9.2 – That the second chapel and associated ancillary facilities are constructed to meet long-term site / community needs.	Medium-term	Second chapel project delivered.

DRAFT FOR INTERNAL REVIEW

Part 3: Harley Hill Cemetery

3.1 Background

Harley Hill Cemetery is a large cemetery that is located around 3.5km to the east of the town of Berry, on the corner of Beach Road and Harley Hill Road which adjoins the South Coast Railway Line. Whilst the Crown reserve is called the “Berry General Cemetery”, the site should not be confused with the similarly named Council owned cemetery within the nearby town of Berry on Kangaroo Valley Road.

The Harley Hill Cemetery is an historic or closed cemetery (not available for burials), with the Council owned cemetery within the nearby town being the main operational cemetery that continues to service the local area. Whilst referred to as a ‘closed’ cemetery, Harley Hill Cemetery is publicly accessible, with attractive walking trails through native bushland. The site is located on Crown land and is managed by Council’s Shoalhaven Bereavement Services business unit.

The cemetery was used around the turn of the 20th century (early 1900’s), otherwise interrupting the use of the Berry General Cemetery which operated at an earlier date, and remains operational in the current day.

Table 5: Key Information for Harley Hill Cemetery

Reserve name	Berry General Cemetery
Reserve number	1003013
Reserve purpose	Cemetery
Gazetted date	07/01/1899
Land manager	Shoalhaven City Council
Property description & location	Lot 1 DP 723973 Bounded by Illawarra Railway Line (north), private property (east), Beach Road (south) and Harley Hill Road (west)
Address	275 Beach Road, Berry
Area	8.28 hectares
Land zoning	SP2 – Infrastructure under <i>Shoalhaven LEP 2014</i>
Classification / Categorisation	General Community Use
Cemetery status	Historical (closed)
Heritage	Locally listed heritage item no. 138 under <i>Shoalhaven LEP 2014</i> . The statement of significance affirms “Historical and social value as the second cemetery for Berry. Includes graves of many noticeable citizens. Monumental mason skills add some aesthetic interest. Local significance (Shoalhaven)”.

DRAFT FOR INTERNAL REVIEW

An aerial image of Harley Hill Cemetery is outlined in Figure 6.



Figure 6: Site Aerial



1 EXISTING GRAVES

2 PATHWAY TO CEMETERY



3 SITE ENTRANCE

4 EXISTING GRAVES

3.2 Site conditions and use

The site is open to the public however it is closed to further burials. The site entrance is reasonably well marked being signposted with a pathway leading into the cemetery itself.

Headstone and other grave markers vary in their condition, from being weathered or slightly damaged to being almost unrecognisable. Most graves are clearly definable with some being rather substantial.

Harley Hill Cemetery is divided into denominations and contains burial of a number of notable local residents, including a former local Mayor, James Wilson. Not being located within easy walking access from residential areas, the site is typically only used by the public who visit the historical graves.

The only existing built assets on site include the basic signage at the entrance of Harley Hill Cemetery, which is in good condition, and a concrete pathway leading into the cemetery, which is in average condition.

DRAFT FOR INTERNAL REVIEW

3.2.1 Landform / landscape

The site is generally flat and heavily vegetated, with minimal disturbance as the cemetery has been classified as being 'historical' for many decades. The vegetation has been categorised as Blackbutt – Turpentine forest¹, dominated by regrowth Blackbutt with Turpentine as a subdominant. Other trees present include Black She-oak, Blue Gum and Cheese Tree that are scattered throughout.

The understorey is dominated by Lantana across much of the site, albeit work has more recently been conducted on the site as part of the Berry Landcare, *Berry Corridor: from Escarpment to Sea* project. Within the Reserve, this has focused on the eradication of weeds.

Native understorey species include Red-fruit Saw-sedge, Blue Flax-lily, Common Silkpod, Bordered Panic. The area grades into wetter areas to the east, with the adjacent land containing Swamp Sclerophyll Forest endangered ecological community (EEC).

3.2.2 Site maintenance

Harley Hill Cemetery is maintained every three weeks (during January, February, March, April, May, October, November and December) or four weeks (during June, July, August and September).

This involves the following tasks carried out as identified in the Works Plan including mowing, edging, weed control, rubbish clean up, raking, sweeping, washing, watering if dry, weeding garden beds, shaping

foliage and hedging, top up bark chip or mulch and addressing subsidence.

In total 0.66 hectares of the total site is maintained according to the Works Plan as the remainder contains thick native vegetation.

3.3 Site management objectives

Objectives for management of the Harley Hill Cemetery site provide additional detail to the overarching Management Objectives identified in Section 1.6.2. Together, these objectives provide the framework for identifying and responding to the community's values for Harley Hill Cemetery. These integrate management and maintenance expectations, as well as the physical environment and assets that are present. The site management objectives for Harley Hill Cemetery are to:

1. Retain and enhance the heritage attributes of the site consistent with the heritage listing
2. Protect and enhance vegetation and habitat opportunities in conjunction with cemetery care
3. Implement wayfinding and interpretive signage to assist in site identification and understanding

¹ Endangered Ecological Community Mapping Final Report - January 2010 – Alison Hunt & Associates

DRAFT FOR INTERNAL REVIEW

3.4 Implementation Action Plan for Harley Hill Cemetery

Strategy	Actions	Priority	Performance Measure
1. Retain and enhance the heritage attributes of the site consistent with the heritage listing	1.1 – Document and record past heritage aspects of the reserve for public knowledge, including the preparation of a Conservation Management Plan should any substantial change be envisaged.	Ongoing	Heritage of the site is preserved and maintained for future generations. Heritage information is publicly accessible on Shoalhaven Bereavement Services website.
2. Protect and enhance vegetation and habitat opportunities in conjunction with cemetery care	2.1 – Retain and enhance existing vegetation to maintain natural aspect of the cemetery and encourage fauna movements as envisaged by the <i>Berry Corridor: from Escarpment to Sea</i> project.	Ongoing	Vegetation is retained and enhanced where appropriate.
	2.2 – Undertake annual monitoring of weeds on site, including eradication works if resourcing allows.	Ongoing	Weed eradication is carried out where required.
3. Implement wayfinding and interpretive signage to assist in site identification and understanding	3.1 – Maintain and update directional / wayfinding and interpretive signage and pathway as required to provide visitor information and amenity to the site.	Ongoing	Built infrastructure, such as signage, is maintained to appropriate standards.

DRAFT FOR INTERNAL REVIEW

Part 4: Yatte Yattah Roman Catholic Cemetery

3.5 Background

Yatte Yattah Roman Catholic Cemetery, sometimes referred to as Armstrong's Forest Roman Catholic Cemetery or the Roman Catholic Church and Cemetery, is a relatively small cemetery area that is located immediately west of the Princes Highway around 700m north of Lake Conjola Entrance Road.

The Cemetery is understood to contain between 58 to 76 burials that were interred between 1867 to 1897². Public access is allowed to the site but the cemetery is now closed to further burials and there is no formal signage, access or information of note at the site. The area was impacted by bushfires in the area during 2019 / 2020, destroying fencing that was understood to have been implemented in conjunction with the National Park & Wildlife Service, with the Reserve adjoining the Yatte Yattah Nature Reserve to the south.

The site is on Crown land and is managed by Council's Shoalhaven Bereavement Services business unit.

Table 6: Yatte Yattah Roman Catholic Cemetery Key Information

Reserve name	Yatte Yattah Roman Catholic Cemetery
Reserve number	1038208
Reserve purpose	Roman Catholic Burial Ground
Gazetted date	12/03/1869
Land manager	Shoalhaven City Council
Property description & location	Lot 138 DP 755923 Bounded by Yatte Yattah Nature Reserve (south and west), private property (east and north), and Princes Highway (further west)
Address	Princes Highway, Yatte Yattah
Area	0.95 hectares
Land zoning	RU1 – Primary Production under <i>Shoalhaven LEP 2014</i>
Categorisation	General Community Use
Cemetery status	Historical
Heritage	Locally listed heritage item no. I536 under <i>Shoalhaven LEP 2014</i> . The statement of significance affirms "Potential to yield information about early settlement at Yatte Yattah and the Roman Catholic community. Local significance (Shoalhaven)"

² Information from State Heritage Listing for "Roman Catholic Church and Cemetery (former)" Accessed 15 March 2021

DRAFT FOR INTERNAL REVIEW

An aerial photo of the Yatte Yattah Roman Catholic Cemetery Reserve is outlined in Figure 7.

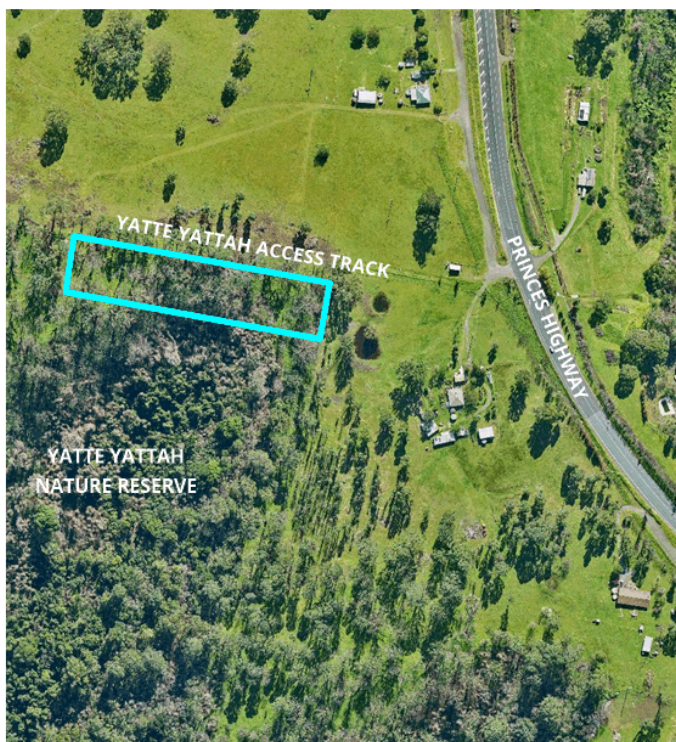
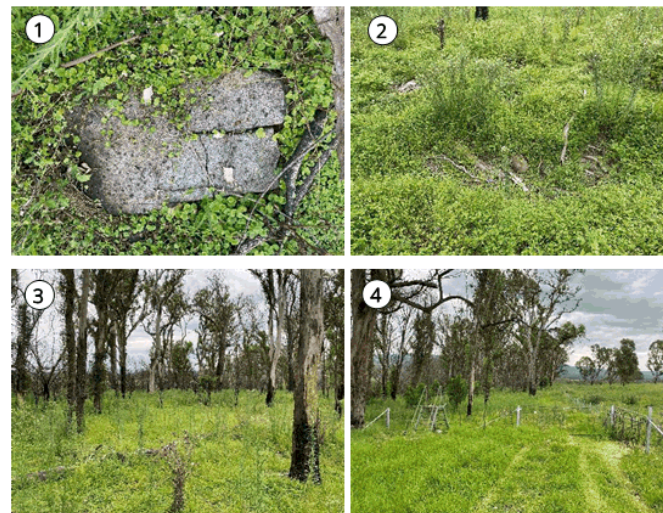


Figure 7: Site Aerial



- 1 POSSIBLE HEADSTONE REMNANT
- 2 POSSIBLE REMNANTS OF GRAVE AREA
- 3 TYPICAL SITE VIEW TO SOUTH-WEST
- 4 SITE ENTRANCE / APPROACH

3.6 Site conditions and use

The site is currently maintained on an as needs basis and is closed to further burials. In 1866, a Roman Catholic Church was established on the site and later a school is understood to also have been built in the locality. The school closed in 1879 when a new public school at Yatte Yattah was opened. In 1867, the Roman Catholic Cemetery (the cemetery subject to this plan of management) was opened until 1893.

Approximately 58 to 76 burials from 1867 to 1897 are said to remain according to the LEP heritage listing but it appears headstones and graves have otherwise been destroyed or removed from their original location. At the time of preparation of the Plan of Management the site

DRAFT FOR INTERNAL REVIEW

is currently unused. Access to the site is from the Princes Highway along an informal grass track which provides basic foot access only. The track leads to a gate and fence with steps over to the site and remaining access / road reserve.

3.6.1 Landform / landscape

Whilst the Reserve has been highly disturbed in the past, substantial native vegetation has since re-established on the site. This was damaged in the 2019/2020 bushfire season and regrowth at the understory level is predominantly weeds (as described in

Table 7).

A number of possible headstone remnants remain at the site, though these have been worn and/or damaged and may be other building rubble with headstones having previously been removed from their original locations. Either way, there is little obvious evidence of former cemetery use.

The landform itself is relatively flat across the northern boundary, but falls away, steeply at times, in the central and southern parts of the site – as marked in the aerial photo at Figure 8. These areas are closely associated with the adjoining Yatte Yattah Nature Reserve which contains relatively unique vegetation types and is managed by the National Parks & Wildlife Service. The cemetery Reserve is understood to have previously been fenced in conjunction with the Nature Reserve.

DRAFT FOR INTERNAL REVIEW

Table 7: Yatte Yattah Roman Catholic Cemetery Weeds

Weed	Scientific Name	Location
Cobblers peg	<i>Bidens Pilosa</i>	Dense infestation throughout site.
Scotch thistle	<i>Onopordum acanthium</i>	Dense scattering throughout site
Wild tobacco	<i>Solanum mauritianum</i>	Monoculture down slope. Scattered throughout site.
Fleabane	<i>Conyza albida</i>	Dense infestation throughout site to 2m height
Ink weed	<i>Phytolacca octandra</i>	Sparsely scattered throughout site
Kikuyu grass	<i>Centrus clandestinus</i>	Throughout site
Giant parramatta grass	<i>Sporobolus fertilis</i>	Sporadic occurrence in grassed area from entrance



Figure 8: Site area showing landform

3.6.2 Built features / assets

No built features or assets associated with the Yatte Yattah Roman Catholic Cemetery are located on site. Basic existing elements adjoining the site include fence step over "stile", though the fencing and the stiles were damaged in the 2019 / 2020 bushfires.

3.6.3 Site maintenance

Yatte Yattah Roman Catholic Cemetery is proposed to be maintained on a six or eight weekly cycle (in conjunction with every second maintenance of the nearby Conjola General Cemetery). The maintenance needs will be identified through an initial site investigation and audit to be undertaken in the short-term.

3.7 Site management objectives

Objectives for management of the Yatte Yattah Roman Catholic Cemetery site provide additional detail to the overarching Management Objectives identified in Section 1.6.2. Together, these objectives provide the framework for identifying and responding to the values of the Cemetery. These integrate management and maintenance expectations, as well as the physical environment and assets that are present, or proposed. The site management objectives for Yatte Yattah Roman Catholic Cemetery are to:

1. Retain and enhance the heritage attributes of the site consistent with the heritage listing
2. Protect and enhance vegetation and habitat opportunities in conjunction with cemetery care

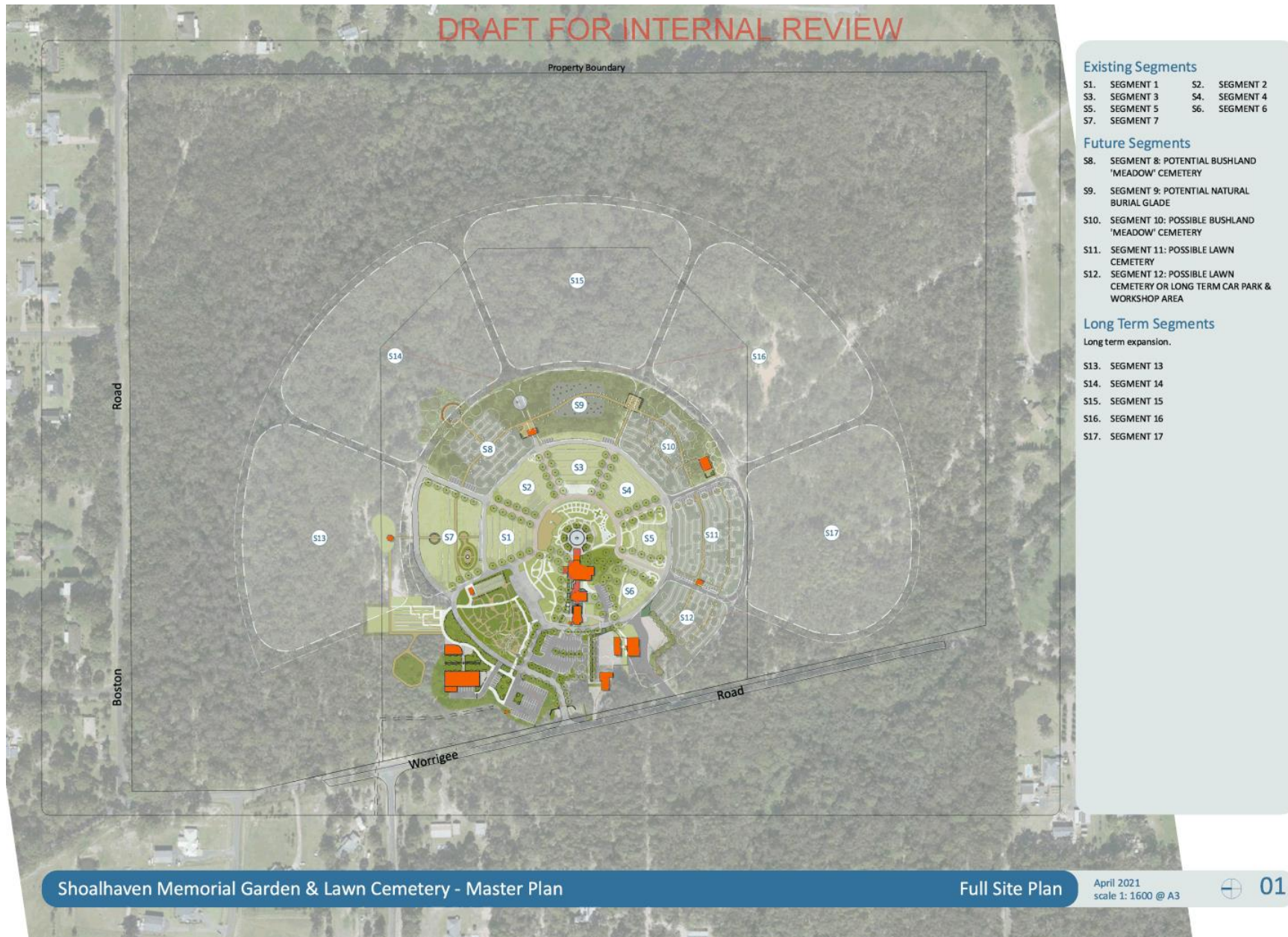
DRAFT FOR INTERNAL REVIEW

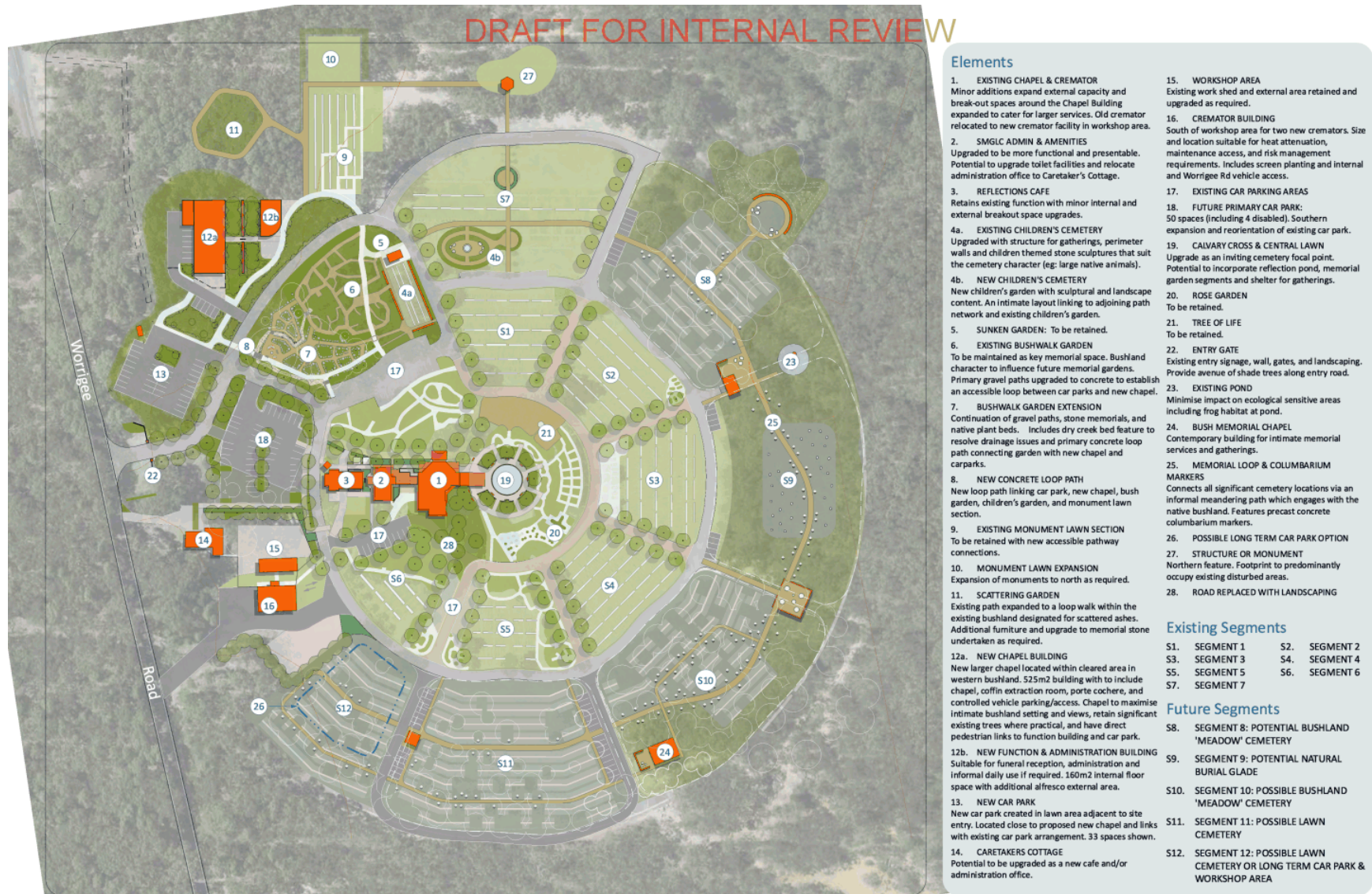
3.8 Implementation Action Plan for Yatte Yattah Roman Catholic Cemetery

Strategy	Actions	Priority	Performance Measure
1. Retain and enhance the heritage attributes of the site consistent with the heritage listing	1.1 – Document and record past heritage aspects of the reserve for public knowledge, including the preparation of a Conservation Policy, maintenance schedule / guideline and documentation / preparation of an archival record.	Short-term	Heritage of the site is preserved and recorded for future generations. Heritage information is publicly accessible on Shoalhaven Bereavement Services website. Identify opportunities for interpretative signage which recognise the heritage features of the site.
2. Protect and enhance vegetation and habitat opportunities in conjunction with cemetery care	2.1 – Identify site environmental values and potential for vegetation management in conjunction with National Parks & Wildlife Services where connection to adjoining Yatte Yattah Nature Reserve is evident.	As resources become available	Areas of high environmental value are identified and appropriate vegetation management is in place.
	2.2 – Undertake annual monitoring of weeds on site, including eradication works if resourcing allows.	Ongoing	Weed eradication is carried out where required.

DRAFT FOR INTERNAL REVIEW

APPENDIX A – MASTER PLAN FOR SHOALHAVEN MEMORIAL GARDENS & LAWN CEMETERY







DRAFT FOR INTERNAL REVIEW

local  consulting

ayling  drury landscape architecture