

## Ordinary Meeting

**Meeting Date:** Monday, 25 March, 2024

**Location:** Council Chambers, City Administrative Building, Bridge Road, Nowra

## Attachments (Under Separate Cover)

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Office of  
Local Government

## Circular to Councils

<b>Circular Details</b>	23-15 / 4 December 2023 / A860774
<b>Previous Circular</b>	22-41 <i>Update on the Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>
<b>Who should read this</b>	General Managers / Councillors / Council governance staff / Audit, risk and improvement committee members and internal audit personnel
<b>Contact</b>	Council Governance Team / (02) 4428 4100 / <a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a>
<b>Action required</b>	Council to Implement

### Regulation amendments prescribing requirements for audit risk and improvement committees, internal audit and risk management

#### What's new or changing

- As foreshadowed in circular 22-41, the Local Government (General) Regulation 2022 (the Regulation) has been amended to give statutory force to key elements of the Office of Local Government's (OLG) Guidelines for Risk Management and Internal Audit for Local Government in NSW (the Guidelines).
- The Amendment Regulation, which is attached to this circular, commences on 1 July 2024 to give councils and joint organisations time to implement the new requirements.
- The Guidelines have been updated to reflect the Regulation amendments as drafted.

#### What this will mean for your council

- The requirements prescribed under the Regulation are largely the same as those set out in the draft Guidelines issued in December last year.
- Some minor modifications have been made for legal reasons, but these largely give effect to the same outcomes set out in the draft Guidelines issued in December last year.
- An overview of the amendments and any modifications are set out in the attachment to this circular.

#### Key points

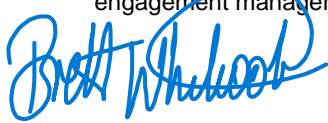
- The amendments do not take effect until 1 July 2024 to allow councils and joint organisations time to implement them.
- Councils and joint organisations will be required to report on their compliance with the Regulation in their annual reports from 2024/25.
- Councils and joint organisations are exempt from compliance with the Regulation in certain circumstances subject to their reporting their non-compliance, the reasons for their non-compliance and the alternative steps taken to achieve the same outcomes prescribed by the Regulation to OLG and in their annual reports.

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**Where to go for further information**

- The Amendment Regulation is attached to this circular.
- An overview of the Amendment Regulation is set out in the attachment to this circular.
- An updated version of the Guidelines has been published on OLG's website [here](#).
- The model terms of reference for audit risk and improvement committees, an example risk management policy and the model internal audit charter are available in Word format for use by councils and joint organisations on OLG's website [here](#).
- Templates for the attestation and non-compliance statements required to be published in councils' and joint organisations' annual reports from 2024/25 is available in Word format for use by councils and joint organisations on OLG's website [here](#).
- For further information please contact the Council Governance Team on 02 4428 4100 or by email at [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au).
- If councils or joint organisations require assistance in establishing an ARIC or shared arrangements for an ARIC, they should contact their council engagement manager at OLG.



**Brett Whitworth**  
Deputy Secretary, Local Government

1 December 2023

## ATTACHMENT

### Membership of audit risk and improvement committees (ARICs)

- The Amendment Regulation prescribes the membership of councils' and joint organisations' ARICs.
- As foreshadowed in circular 22-21 and the draft Guidelines for Risk Management and Internal Audit for Local Government in NSW (the Guidelines), ARICs must comprise of an independent chairperson and at least two independent members.
- Councils and joint organisations may appoint one councillor (who must not be the Mayor) as a non-voting member of the ARIC.
- Members of ARICs must be appointed by resolution.
- The Amendment Regulation prescribes the same eligibility criteria and independence requirements for chairpersons and independent members of ARICs previously set out in circular 22-21 and the draft Guidelines.
- As previously foreshadowed, council staff may serve as independent members of another council's or joint organisation's ARIC if they satisfy the eligibility criteria and independence requirements but not as chairperson.
- Council staff cannot be appointed as an independent member of another council's or joint organisation's ARIC where the ARIC is shared by the council or joint organisation that employs that person. However, staff may now be appointed as an independent member of another councils' or joint organisation's ARIC where that council or joint organisation shares an internal audit function with the council or joint organisation that employs that person (NB, this softens a restriction previously foreshadowed in circular 22-21 and the draft Guidelines).
- ARIC chairpersons and members are to be appointed for a term of no more than 4 years. They may be re-appointed if eligible but must not be a member of the ARIC for more than 8 years in any 10-year period.
- Councils and joint organisations may remove chairpersons and independent members of the ARIC at any time but must notify OLG within 28 days of doing so.
- Councils may pay remuneration to the chairperson and independent members of the ARIC.

### Operations of ARICs

- ARICs must meet at least quarterly.
- The chairperson may decide the procedure for calling meetings and their conduct (NB, guidance on ARIC meetings is provided in the Guidelines).
- Councils and joint organisations must adopt terms of reference for the ARIC by resolution. In doing so, they must consider the model terms of reference approved by OLG (NB, these are provided in the Guidelines and are available on OLG's website in Word format for use by councils and joint organisations).
- ARICs must exercise their functions in accordance with the adopted terms of reference.

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- General managers of councils and executive officers of joint organisations must ensure that the ARIC has the resources necessary to properly exercise its functions and is readily able to access the staff, information and records the ARIC considers necessary to exercise those functions.
- ARICs are to keep under the review the council's or joint organisations internal audit functions.

#### Internal audit

- Councils and joint organisations must adopt an internal audit charter by resolution. In doing so, they must consider the model internal audit charter approved by OLG (NB, this is provided in the Guidelines and is available on OLG's website in Word format for use by councils and joint organisations).
- Councils and joint organisations must exercise their internal audit functions in accordance with the adopted internal audit charter.
- General managers of councils and executive officers of joint organisations must appoint a member of staff (who may be an existing staff member) to be the internal audit coordinator for the council or joint organisation (NB, this role was previously referred to as the "head of the internal audit function" in the draft Guidelines).
- Councils and joint organisations may enter into an arrangement with another council or joint organisation to share that council's or joint organisation's internal audit coordinator. Where a council or joint organisation enters into such an arrangement with another council or joint organisation, they are not required to appoint their own internal audit coordinator.
- The internal audit coordinator must report to and comply with directions of the ARIC in relation to the exercise of internal audit functions. The internal audit coordinator is not to be subject to direction by the council or a member of staff of the council in relation to the exercise of internal audit functions.
- The general manager of a council or executive officer of a joint organisation must consult with the chairperson of the ARIC about a proposed decision affecting the employment of the internal audit coordinator.
- General managers of councils and executive officers of joint organisations must ensure the internal audit coordinator has the resources necessary to properly exercise their functions and is readily able to access the staff, information, and records necessary to exercise those functions and is able to access the ARIC.
- The ARIC must oversee internal audit activities.
- The ARIC must review the performance and efficacy of internal audit activities over each period of 4 years and prepare a report for the governing body which may include recommendations.

#### Risk management

- Councils and joint organisations must adopt and implement a system for managing risk (NB, councils and joint organisations are required under section 23A of the *Local Government Act 1993*, to consider OLG's Guidelines when doing so).

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- The ARIC must monitor and review the implementation of the system for managing risk and report to the governing body on its operation and efficacy.

#### Attestation

- From 2024/25, councils and joint organisations must publish in their annual reports, an attestation signed by the general manager or the executive officer in the case of a joint organisation, that specifies whether the council or joint organisation has complied with the Regulation (NB, a template for the attestation is provided in the Guidelines and is available on OLG's website in Word format for use by councils and joint organisations).
- In preparing an attestation, the general manager or executive officer must give the chairperson of the ARIC an opportunity to comment on it. If the chairperson of the ARIC is not satisfied with the attestation, they may prepare an alternative attestation and provide it to OLG.

#### Exemption

- A council or joint organisation is not required to comply with a requirement under the Regulation where:
  - the council or joint organisation cannot comply with the requirement because of temporary extenuating circumstances or resourcing constraints that will significantly impact the council's or joint organisation's budget, **and**
  - the council or joint organisation cannot enter into an agreement with another council or joint organisation to share the performance of activities necessary to satisfy the requirement, **and**
  - current or proposed alternative arrangements will achieve outcomes equivalent to the requirement under the Regulation, **and**
  - the council or joint organisation notifies OLG of the failure to comply with the Regulation within 28 days, **and**
  - the council or joint organisation publishes a statement in its annual report about the non-compliance that includes details of the above matters (NB, a template for this statement is provided in the Guidelines and is available on OLG's website in Word format for use by councils and joint organisations).
- Councils and joint organisations are no longer required to seek the prior approval of OLG to be exempt as previously foreshadowed in the draft Guidelines. They will automatically be exempt if they satisfy all the above requirements.



## Local Government (General) Amendment (Audit, Risk and Improvement Committees) Regulation 2023

under the

Local Government Act 1993

Her Excellency the Governor, with the advice of the Executive Council, has made the following regulation under the *Local Government Act 1993*.

RON HOENIG, MP  
Minister for Local Government

### Explanatory note

The object of this regulation is to make provision about Audit, Risk and Improvement Committees and the internal auditing functions of councils.

This regulation is made under the *Local Government Act 1993*, including sections 428(4)(b), 428A(2)(i), 428B and 748, the general regulation-making power, and Schedule 6, clauses 8A, 13, 18 and 19B.

CL24.69 - Attachment 1

Local Government (General) Amendment (Audit, Risk and Improvement Committees) Regulation 2023  
[NSW]

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## **Local Government (General) Amendment (Audit, Risk and Improvement Committees) Regulation 2023**

under the

Local Government Act 1993

### **1 Name of regulation**

This regulation is the *Local Government (General) Amendment (Audit, Risk and Improvement Committees) Regulation 2023*.

### **2 Commencement**

This regulation commences on 1 July 2024.

CL24.69 - Attachment 1

Local Government (General) Amendment (Audit, Risk and Improvement Committees) Regulation 2023  
[NSW]  
Schedule 1 Amendment of Local Government (General) Regulation 2021

## Schedule 1 Amendment of Local Government (General) Regulation 2021

### Part 9 Management and accountability

Insert after Division 6—

### Division 6A Auditing and Audit, Risk and Improvement Committees

#### 216A Definitions

In this division—

**chairperson**, for an Audit, Risk and Improvement Committee, means the chairperson of the committee.

**independent member**, for an Audit, Risk and Improvement Committee, means a person appointed to the committee under section 216C(1)(b).

**internal audit co-ordinator**—see section 216P(4).

#### 216B Application of division to joint organisations

This division applies to a joint organisation in the same way as it applies to a council.

#### 216C Composition of Audit, Risk and Improvement Committee—the Act, Sch 6, cl 19B

- (1) The Audit, Risk and Improvement Committee for a council must comprise—
  - (a) a chairperson, and
  - (b) at least 2 independent members.
- (2) One councillor, who must not be the mayor, of the council may also be appointed to the Audit, Risk and Improvement Committee for a council.
- (3) The appointment of a member to the Audit, Risk and Improvement Committee must be made by resolution of the council.
- (4) A councillor appointed to the Audit, Risk and Improvement Committee must not vote on a matter being considered by the committee.
- (5) A person may be appointed to more than 1 Audit, Risk and Improvement Committee if otherwise eligible.

#### 216D Eligibility for appointment as chairperson—the Act, Sch 6, cl 19B

A council must not appoint a person as the chairperson of the council's Audit, Risk and Improvement Committee unless the council is reasonably satisfied the person—

- (a) has leadership qualities, and
- (b) is able to promote effective working relationships in complex organisations, and
- (c) is able to communicate complex and sensitive assessments in a tactful way, and
- (d) has a sound understanding of the principles of good organisational governance, and
- (e) is able to understand local government accountability, including financial reporting, and

Local Government (General) Amendment (Audit, Risk and Improvement Committees) Regulation 2023  
[NSW]  
Schedule 1 Amendment of Local Government (General) Regulation 2021

- (f) has a sound understanding of the business of the council or the environment in which it operates, and
- (g) has a sound understanding of the council's internal audit operations, including the selection and review of the internal audit co-ordinator for the council, and
- (h) has a sound understanding of risk management principles, and
- (i) has extensive senior level experience in governance and management of complex organisations, and
- (j) is eligible to be appointed as an independent member of the Audit, Risk and Improvement Committee, and
- (k) is not an employee of a council or a joint organisation.

**216E Eligibility for appointment as independent member—the Act, Sch 6, cl 19B**

A council must not appoint a person as an independent member of the council's Audit, Risk and Improvement Committee unless the council is reasonably satisfied the person—

- (a) is able to read and understand financial statements, and
- (b) is able to understand the ethical requirements of government, including conflicts of interest, and
- (c) is able to form independent judgements, and
- (d) is willing to constructively challenge and question management practices and information, and
- (e) is professional and ethical in the exercise of the person's duties, and
- (f) is able to devote the necessary time and effort to the person's functions as a member of the committee, and
- (g) has knowledge in one or more of the following that is relevant to the person's role on the Audit, Risk and Improvement Committee—
  - (i) risk management,
  - (ii) performance management,
  - (iii) human resources management,
  - (iv) internal and external auditing,
  - (v) financial reporting,
  - (vi) accounting,
  - (vii) management control frameworks,
  - (viii) internal financial controls,
  - (ix) governance of organisations,
  - (x) business operations, and
- (h) is independent of the council.

**216F Persons taken not to be independent of council—the Act, Sch 6, cl 19B**

- (1) The following persons are taken not to be independent of a council for the purposes of section 216E(h)—
  - (a) a person who is a councillor of a council in New South Wales,
  - (b) a person who was a candidate for election to the council in the last election of the council,
  - (c) a person who was a councillor during the term of the council ending at the last election of the council,



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- (d) for a joint organisation or council that is a member council of a joint organisation—a person who is a non-voting representative of the board of the joint organisation,
- (e) for a council that has entered an arrangement under the Act, section 428B with another council or body—a person who is an employee of the other council or body,
- (f) a person who is employed by the council or was employed by the council in the previous 12 months,
- (g) a person who conducts audits of the council for the Audit Office of NSW,
- (h) a person who has a close personal or business relationship with a councillor or a person who has a senior role in the council that may lead to an actual or perceived conflict of interest,
- (i) a person who provides, or has in the previous three years provided, material goods or services which directly affect matters considered by the Audit, Risk and Improvement Committee,  
**Example—** consultancy, legal, internal audit or advisory services
- (j) a person who is a shareholder, owner, officer or employee of a company if—
  - (i) the company has a business relationship with the council or a related entity, and
  - (ii) the business relationship comprises—
    - (A) a material business relationship, or
    - (B) a contractual relationship, or
    - (C) a direct financial interest, or
    - (D) a material indirect financial interest, and
  - (iii) the business relationship could reasonably be considered to be an actual or perceived conflict of interest,
- (k) a person who is a relative of a person referred to in paragraph (i),
- (l) a person who acts, or has previously acted, as an advocate for the council or a related entity, if the advocacy—
  - (i) relates to a material interest, and
  - (ii) could reasonably be considered to be an actual or perceived conflict of interest.

(2) In this section—

**related entity**, of a council, means an entity formed by the council or an entity which the council participated in forming.

**216G Term of office—the Act, Sch 6, cl 19B**

- (1) A council may appoint a member of the council's Audit, Risk and Improvement Committee for a term of no more than 4 years.
- (2) A person who continues to be eligible for appointment may be reappointed.
- (3) A person must not be a member of an Audit, Risk and Improvement Committee for a particular council for more than 8 years in a 10-year period.
- (4) The Departmental Chief Executive may exempt a person from the requirement in subsection (3) if satisfied the council—

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[NSW]  
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- (a) took reasonable steps to find another person to take the place of the person, and
- (b) has been unable to find a suitable person.

**216H Removal of members—the Act, Sch 6, cl 19B**

- (1) A council may remove a member from the council's Audit, Risk and Improvement Committee at any time.
- (2) The council must give written notice to the Departmental Chief Executive if it removes the chairperson or an independent member from the council's Audit, Risk and Improvement Committee.
- (3) The notice must be given within 28 days after the removal of the person.

**216I Remuneration—the Act, Sch 6, cl 19B**

A council may pay remuneration to the chairperson and independent members of the council's Audit, Risk and Improvement Committee.

**216J Meetings of Audit, Risk and Improvement Committee—the Act, Sch 6, cl 19B**

- (1) An Audit, Risk and Improvement Committee must meet at least once in each quarter.
- (2) The chairperson of an Audit, Risk and Improvement Committee may decide on the procedure for—
  - (a) the calling of meetings of the Audit, Risk and Improvement Committee, and
  - (b) the conduct of business at meetings.

**216K Terms of reference—the Act, Sch 6, cl 19B**

- (1) A council must adopt terms of reference for the council's Audit, Risk and Improvement Committee.
- (2) The adoption must occur by resolution of the council.
- (3) The council must consider model terms of reference approved by the Departmental Chief Executive before adopting terms of reference.
- (4) Terms of reference must be consistent with the Act and this regulation.
- (5) An Audit, Risk and Improvement Committee must exercise its functions in accordance with the adopted terms of reference.

**216L Assistance to Audit, Risk and Improvement Committee—the Act, Sch 6, cl 19B**

- (1) The general manager of a council must ensure the Audit, Risk and Improvement Committee of the council—
  - (a) has the resources necessary to properly exercise its functions in relation to the council, and
  - (b) is readily able to access the staff, information and records of the council the Audit, Risk and Improvement Committee considers necessary for the exercise of its functions in relation to the council.
- (2) If the council has entered an arrangement under the Act, section 428B with another council or body, this section extends to the general manager of the other council or the chief executive of the other body to the extent the Audit, Risk and Improvement Committee exercises functions in relation to the other council or body.

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[NSW]  
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**216M Matters committee must keep under review—the Act, s 428A**

For the Act, section 428A(2)(i), the council's internal audit functions are prescribed.

**216N Joint internal audit arrangements—the Act, s 428B**

A joint organisation of which a council is a member is prescribed as a body the council may enter into an arrangement with.

**216O Internal audit charter—the Act, Sch 6, cl 8A**

- (1) A council must adopt an internal audit charter setting out how the council will exercise its internal audit functions.
- (2) The adoption must occur by resolution of the council.
- (3) The council must consider a model internal audit charter approved by the Departmental Chief Executive before adopting an internal audit charter.
- (4) An internal audit charter must be consistent with the Act and this regulation.
- (5) The council must exercise its internal audit functions in accordance with the adopted internal audit charter.

**216P Internal audit co-ordinator—the Act, Sch 6, cl 8A**

- (1) The general manager of a council must appoint a member of staff of the council to be the internal audit co-ordinator for the council unless—
  - (a) the council has entered an arrangement with another council for the sharing of internal audit activities, and
  - (b) the general manager of the other council has appointed a person under this section, and
  - (c) the person will direct and co-ordinate the internal audit activities in relation to the first council under the arrangement.
- (2) An internal audit co-ordinator who exercises functions under this section for a council—
  - (a) must, in relation to the exercise of the functions—
    - (i) report to the Audit, Risk and Improvement Committee for the council, and
    - (ii) comply with a direction of the Audit, Risk and Improvement Committee, and
  - (b) is not subject to a direction of the council or a member of staff of the council in relation to the exercise of the functions.
- (3) The general manager of a council must consult with the chairperson of the Audit, Risk and Improvement Committee for the council about a proposed decision affecting the employment of the internal audit co-ordinator for the council.
- (4) In this section—  
*internal audit co-ordinator*, for a council, means a person appointed to direct and co-ordinate internal audit activities in relation to the council.

**216Q Persons exercising internal audit functions—the Act, Sch 6, cl 8A**

The general manager of a council must ensure a person exercising internal audit functions in relation to the council—

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- (a) has the resources necessary to properly exercise the functions, and
- (b) is readily able to access—
  - (i) staff, information and records of the council necessary to properly exercise the functions, and
  - (ii) the Audit, Risk and Improvement Committee for the council.

**216R Audit, Risk and Improvement Committee to oversee and report on internal audit activities—the Act, s 428A(2)(i)**

The Audit, Risk and Improvement Committee for a council must—

- (a) oversee the internal audit activities carried out in relation to the council, and
- (b) review the performance and efficacy of the activities over each period of 4 years, and
- (c) prepare a report on the review that may include recommendations, and
- (d) give a copy of the report to the governing body of the council.

**216S Risk management—the Act, Sch 6, cl 18**

- (1) A council must adopt and implement a system for managing risk.  
**Note—** The Act, section 23A requires a council to take relevant guidelines by the Departmental Chief Executive into consideration before exercising its functions.
- (2) The Audit, Risk and Improvement Committee for the council must—
  - (a) monitor and review the implementation of the system, and
  - (b) report to the council on the operation and efficacy of the system.

**216T Attestation in annual report—the Act, s 428(4)(b)**

- (1) The annual report for a council under the Act, section 428 must include an attestation signed by the general manager of the council specifying whether the council has complied with this division during the year to which the report relates.
- (2) In preparing the attestation, the general manager must give the chairperson of the Audit, Risk and Improvement Committee for the council an opportunity to comment on the attestation.
- (3) The chairperson, if not satisfied with the attestation in the annual report, may—
  - (a) prepare an alternative attestation signed by the chairperson, and
  - (b) give the alternative attestation to the Departmental Chief Executive.
- (4) This section does not apply to an annual report prepared before 1 July 2025.

**216U Contravention of division permitted in certain circumstances—the Act, Sch 6, cl 8A**

A council is not required to comply with a provision of this division if—

- (a) the council is unable to comply because compliance—
  - (i) was unreasonable due to a temporary circumstance, or
  - (ii) would have had a significant impact on the council's budget, and
- (b) the council was unable to enter an agreement with another council or joint organisation to ensure compliance, and

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- (c) the council proposes an alternative arrangement to ensure an equivalent outcome to the requirement, and
- (d) the council notifies the Departmental Chief Executive of the failure to comply within 28 days, and
- (e) the annual report of the council contains a statement about the non-compliance with details of the matters set out in paragraphs (a)–(c).

CL24.69 - Attachment 1

# INTERNAL ASSESSMENT

Local Government (General) Amendment (Audit,  
Risk and Improvement Committees) Regulation  
2023 under the Local Government Act 1993

January 2024

<u>Row No</u>	<u>Section</u>	<u>Description</u>	<u>Current arrangement – Shoalhaven City Council</u>	<u>Further Actions Required to Comply with Regulations</u>
1	216A	Definitions  In this division— <b>chairperson</b> , for an Audit, Risk and Improvement Committee, means the chairperson of the committee. <b>independent member</b> , for an Audit, Risk and Improvement Committee, means a person appointed to the committee under section 216C(1)(b).internal audit co-ordinator—see section 216P(4).	-	-
2	216B	Application of division to joint organisations  This division applies to a joint organisation in the same way as it applies to a council.	-	-
3	216C	Composition of Audit, Risk and Improvement Committee—the Act, Sch 6, cl 19B  (1) The Audit, Risk and Improvement Committee for a council must comprise— (a) a chairperson, and (b) at least 2 independent members. (2) One councillor, who must not be the mayor, of the council may also be appointed to the Audit, Risk and Improvement Committee for a council. (3) The appointment of a member to the Audit, Risk and Improvement Committee must be made by resolution of the council. (4) A councillor appointed to the Audit, Risk and Improvement Committee must not vote on a matter being considered by the committee. (5) A person may be appointed to more than 1 Audit, Risk and Improvement Committee if otherwise eligible.	The ARIC committee currently consists of the 3 independent and 2 councillors (with 2 alternative councillors) as voting members.  ARIC independent Chair is currently a Councillor at another Council.	Review the ARIC committee memberships to align with the regulation.  <ul style="list-style-type: none"> <li>Independent members – ARIC Chair's term completes in December 2024. ARIC Chair's membership arrangement to be reviewed.</li> <li>Council to appoint one councillor as a non-voting member to the ARIC.</li> <li>Update the ARIC Charter in line with the OLG's model Charter.</li> </ul> Regulation implementation date – June 2024

<u>Row No</u>	<u>Section</u>	<u>Description</u>	<u>Current arrangement – Shoalhaven City Council</u>	<u>Further Actions Required to Comply with Regulations</u>
4	216D	<p>Eligibility for appointment as chairperson—the Act, Sch 6, cl 19B</p> <p>A council must not appoint a person as the chairperson of the council's Audit, Risk and Improvement Committee unless the council is reasonably satisfied the person—</p> <ul style="list-style-type: none"> <li>(a) has leadership qualities, and</li> <li>(b) is able to promote effective working relationships in complex organisations, and</li> <li>(c) is able to communicate complex and sensitive assessments in a tactful way, and</li> <li>(d) has a sound understanding of the principles of good organisational governance, and</li> <li>(e) is able to understand local government accountability, including financial reporting, and</li> <li>(f) has a sound understanding of the business of the council or the environment in which it operates, and</li> <li>(g) has a sound understanding of the council's internal audit operations, including the selection and review of the internal audit co-ordinator for the council, and</li> <li>(h) has a sound understanding of risk management principles, and</li> <li>(i) has extensive senior level experience in governance and management of complex organisations, and</li> <li>(j) is eligible to be appointed as an independent member of the Audit, Risk and Improvement Committee, and</li> <li>(k) is not an employee of a council or a joint organisation.</li> </ul>	Attributes for Chairperson appointment	<p>Develop a matrix to complete as part of nomination and election of Chairperson.</p> <p>Proposed ARIC Charter (based on OLG's model Charter) includes this requirement.</p>
5	216E	<p>Eligibility for appointment as independent member—the Act, Sch 6, cl 19B</p> <p>A council must not appoint a person as an independent member of the council's Audit, Risk and Improvement Committee unless the council is reasonably satisfied the person—</p>	Prescribed attributes to become an independent member	<p>Further develop the interview and selection criteria for independent ARIC's as per the regulation.</p> <p>Proposed ARIC charter includes this requirement.</p>



<u>Row No</u>	<u>Section</u>	<u>Description</u>	<u>Current arrangement – Shoalhaven City Council</u>	<u>Further Actions Required to Comply with Regulations</u>
		<ul style="list-style-type: none"> <li>(a) is able to read and understand financial statements, and</li> <li>(b) is able to understand the ethical requirements of government, including conflicts of interest, and</li> <li>(c) is able to form independent judgements, and</li> <li>(d) is willing to constructively challenge and question management practices and information, and</li> <li>(e) is professional and ethical in the exercise of the person's duties, and</li> <li>(f) is able to devote the necessary time and effort to the person's functions as a member of the committee, and</li> <li>(g) has knowledge in one or more of the following that is relevant to the person's role on the Audit, Risk and Improvement Committee— <ul style="list-style-type: none"> <li>(i) risk management,</li> <li>(ii) performance management,</li> <li>(iii) human resources management,</li> <li>(iv) internal and external auditing,</li> <li>(v) financial reporting,</li> <li>(vi) accounting,</li> <li>(vii) management control frameworks,</li> <li>(viii) internal financial controls,</li> <li>(ix) governance of organisations,</li> </ul> </li> <li>(x) business operations, and</li> <li>(h) is independent of the council.</li> </ul>		
6	216F	<p>Persons taken not to be independent of council—the Act, Sch 6, cl 19B</p> <p>(1) The following persons are taken not to be independent of a council for the purposes of section 216E(h)—</p> <ul style="list-style-type: none"> <li>(a) a person who is a councillor of a council in New South Wales,</li> <li>(b) a person who was a candidate for election to the council in the last election of the council,</li> </ul>	ARIC Chair is a councillor at Camden City Council	<p>Independent members – ARIC Chair's term completes in December 2024. ARIC Chair's membership arrangement to be reviewed.</p> <p>Regulation implementation date – June 2024</p>

<u>Row No</u>	<u>Section</u>	<u>Description</u>	<u>Current arrangement – Shoalhaven City Council</u>	<u>Further Actions Required to Comply with Regulations</u>
		<p>(c) a person who was a councillor during the term of the council ending at the last election of the council,</p> <p>(d) for a joint organisation or council that is a member council of a joint organisation—a person who is a non-voting representative of the board of the joint organisation,</p> <p>(e) for a council that has entered an arrangement under the Act, section 428B with another council or body—a person who is an employee of the other council or body,</p> <p>(f) a person who is employed by the council or was employed by the council in the previous 12 months,</p> <p>(g) a person who conducts audits of the council for the Audit Office of NSW,</p> <p>(h) a person who has a close personal or business relationship with a councillor or a person who has a senior role in the council that may lead to an actual or perceived conflict of interest,</p> <p>(i) a person who provides, or has in the previous three years provided, material goods or services which directly affect matters considered by the Audit, Risk and Improvement Committee, Example— consultancy, legal, internal audit or advisory services</p> <p>(j) a person who is a shareholder, owner, officer or employee of a company if—</p> <p>(i) the company has a business relationship with the council or a related entity, and</p> <p>(ii) the business relationship comprises—</p> <p>(A) a material business relationship, or</p> <p>(B) a contractual relationship, or</p> <p>(C) a direct financial interest, or</p> <p>(D) a material indirect financial interest, and</p> <p>(iii) the business relationship could reasonably be considered to be an actual or perceived conflict of interest,</p>		

<u>Row No</u>	<u>Section</u>	<u>Description</u>	<u>Current arrangement – Shoalhaven City Council</u>	<u>Further Actions Required to Comply with Regulations</u>
		<p>(k) a person who is a relative of a person referred to in paragraph (i),</p> <p>(l) a person who acts, or has previously acted, as an advocate for the council or a related entity, if the advocacy—</p> <p>(i) relates to a material interest, and</p> <p>(ii) could reasonably be considered to be an actual or perceived conflict of interest.</p> <p>(2) In this section— related entity, of a council, means an entity formed by the council or an entity which the council participated in forming.</p>		
7	216G	<p>Term of office—the Act, Sch 6, cl 19B</p> <p>(1) A council may appoint a member of the council's Audit, Risk and Improvement Committee for a term of no more than 4 years.</p> <p>(2) A person who continues to be eligible for appointment may be reappointed.</p> <p>(3) A person must not be a member of an Audit, Risk and Improvement Committee for a particular council for more than 8 years in a 10-year period.</p> <p>(4) The Departmental Chief Executive may exempt a person from the requirement in subsection (3) if satisfied the council—</p> <p>(a) took reasonable steps to find another person to take the place of the person, and</p> <p>(b) has been unable to find a suitable person.</p>	Compliant	N/A – Previous and Proposed ARIC Charter (based on OLG's model) is in compliant to this requirement.
8	216H	<p>Removal of members—the Act, Sch 6, cl 19B</p> <p>(1) A council may remove a member from the council's Audit, Risk and Improvement Committee at any time.</p> <p>(2) The council must give written notice to the Departmental Chief Executive if it removes the chairperson or an</p>	The procedure is currently not spelled out on the ARIC Charter.	<p>Proposed ARIC Charter (based on OLG's model Charter) includes this requirement.</p> <p>Regulation implementation date – June 2024</p>

<u>Row No</u>	<u>Section</u>	<u>Description</u>	<u>Current arrangement – Shoalhaven City Council</u>	<u>Further Actions Required to Comply with Regulations</u>
		independent member from the council's Audit, Risk and Improvement Committee. (3) The notice must be given within 28 days after the removal of the person.		
9	216I	Remuneration—the Act, Sch 6, cl 19B  A council may pay remuneration to the chairperson and independent members of the council's Audit, Risk and Improvement Committee.	Compliant	Proposed ARIC Charter (based on OLG's model Charter) has been updated to include additional information on remuneration.
10	216J	Meetings of Audit, Risk and Improvement Committee—the Act, Sch 6, cl 19B  (1) An Audit, Risk and Improvement Committee must meet at least once in each quarter. (2) The chairperson of an Audit, Risk and Improvement Committee may decide on the procedure for— (a) the calling of meetings of the Audit, Risk and Improvement Committee, and (b) the conduct of business at meetings.	Compliant	N/A – Previous and Proposed ARIC Charter (based on OLG's model) is in compliant to this requirement.
11	216K	Terms of reference—the Act, Sch 6, cl 19B  (1) A council must adopt terms of reference for the council's Audit, Risk and Improvement Committee. (2) The adoption must occur by resolution of the council. (3) The council must consider model terms of reference approved by the Departmental Chief Executive before adopting terms of reference. (4) Terms of reference must be consistent with the Act and this regulation. (5) An Audit, Risk and Improvement Committee must exercise its functions in accordance with the adopted terms of reference.	ARIC Charter in place and needs to be reviewed to align with OLG requirements.	Proposed ARIC Charter is based on OLG's model and is planned to be formalised once the committee composition is finalised by Council.  Regulation implementation date – June 2024

<u>Row No</u>	<u>Section</u>	<u>Description</u>	<u>Current arrangement – Shoalhaven City Council</u>	<u>Further Actions Required to Comply with Regulations</u>
12	216L	<p>Assistance to Audit, Risk and Improvement Committee—the Act, Sch 6, cl 19B</p> <p>(1) The general manager of a council must ensure the Audit, Risk and Improvement Committee of the council—</p> <p>(a) has the resources necessary to properly exercise its functions in relation to the council, and</p> <p>(b) is readily able to access the staff, information and records of the council the Audit, Risk and Improvement Committee considers necessary for the exercise of its functions in relation to the council.</p> <p>(2) If the council has entered an arrangement under the Act, section 428B with another council or body, this section extends to the general manager of the other council or the chief executive of the other body to the extent the Audit, Risk and Improvement Committee exercises functions in relation to the other council or body.</p>	<p>Chief Internal Auditor assists the committee in its administrative role.</p> <p>Minute takings are managed through Council's Governance team.</p>	Requirement for additional resources can be raised by the ARIC to the CEO.
13	216M	<p>Matters committee must keep under review—the Act, s 428A</p> <p>For the Act, section 428A(2)(i), the council's internal audit functions are prescribed.</p>	Review for compliance	Enhance the standard reporting agenda for ARIC
14	216N	<p>Joint internal audit arrangements—the Act, s 428B</p> <p>A joint organisation of which a council is a member is prescribed as a body the council may enter into an arrangement with.</p>	N/A	N/A
15	216O	<p>Internal audit charter—the Act, Sch 6, cl 8A</p> <p>(1) A council must adopt an internal audit charter setting out how the council will exercise its internal audit functions.</p> <p>(2) The adoption must occur by resolution of the council.</p>	Internal Audit Charter in place and will be reviewed to align with OLG's model Internal Audit Charter	<p>Review the Internal Audit Charter.</p> <p>Regulation implementation date – June 2024</p>

<u>Row No</u>	<u>Section</u>	<u>Description</u>	<u>Current arrangement – Shoalhaven City Council</u>	<u>Further Actions Required to Comply with Regulations</u>
		<p>(3) The council must consider a model internal audit charter approved by the Departmental Chief Executive before adopting an internal audit charter.</p> <p>(4) An internal audit charter must be consistent with the Act and this regulation.</p> <p>(5) The council must exercise its internal audit functions in accordance with the adopted internal audit charter.</p>		
16	216P	<p>Internal audit co-ordinator—the Act, Sch 6, cl 8A</p> <p>(1) The general manager of a council must appoint a member of staff of the council to be the internal audit co-ordinator for the council unless—</p> <p>(a) the council has entered an arrangement with another council for the sharing of internal audit activities, and</p> <p>(b) the general manager of the other council has appointed a person under this section, and</p> <p>(c) the person will direct and co-ordinate the internal audit activities in relation to the first council under the arrangement.</p> <p>(2) An internal audit co-ordinator who exercises functions under this section for a council—</p> <p>(a) must, in relation to the exercise of the functions—</p> <p>(i) report to the Audit, Risk and Improvement Committee for the council, and</p> <p>(ii) comply with a direction of the Audit, Risk and Improvement Committee, and</p> <p>(b) is not subject to a direction of the council or a member of staff of the council in relation to the exercise of the functions.</p> <p>(3) The general manager of a council must consult with the chairperson of the Audit, Risk and Improvement Committee for the council about a proposed decision affecting the employment of the internal audit co-ordinator for the council.</p> <p>(4) In this section—</p>	Chief Internal Auditor position exists	N/A

<u>Row No</u>	<u>Section</u>	<u>Description</u>	<u>Current arrangement – Shoalhaven City Council</u>	<u>Further Actions Required to Comply with Regulations</u>
		internal audit co-ordinator, for a council, means a person appointed to direct and co-ordinate internal audit activities in relation to the council.		
17	216Q	Persons exercising internal audit functions—the Act, Sch 6, cl 8A  The general manager of a council must ensure a person exercising internal audit functions in relation to the council— (a) has the resources necessary to properly exercise the functions, and (b) is readily able to access— (i) staff, information and records of the council necessary to properly exercise the functions, and (ii) the Audit, Risk and Improvement Committee for the council.	Current arrangements in place.	Continuous review of budget allocations as part of the Council's OPEX budget review process.
18	216R	Audit, Risk and Improvement Committee to oversee and report on internal audit activities—the Act, s 428A(2)(i)  The Audit, Risk and Improvement Committee for a council must— (a) oversee the internal audit activities carried out in relation to the council, and (b) review the performance and efficacy of the activities over each period of 4 years, and (c) prepare a report on the review that may include recommendations, and (d) give a copy of the report to the governing body of the council.	Partially compliant.  Further work required for the 4 yearly review which will have budget requirements.	Further work required for the 4 yearly review. May have budget requirements.
19	216S	Risk management—the Act, Sch 6, cl 18  (1) A council must adopt and implement a system for managing risk.	Compliant	Continue on improved reporting to ARIC.

<u>Row No</u>	<u>Section</u>	<u>Description</u>	<u>Current arrangement – Shoalhaven City Council</u>	<u>Further Actions Required to Comply with Regulations</u>
		<p>Note— The Act, section 23A requires a council to take relevant guidelines by the Departmental Chief Executive into consideration before exercising its functions.</p> <p>(2) The Audit, Risk and Improvement Committee for the council must—</p> <p>(a) monitor and review the implementation of the system, and</p> <p>(b) report to the council on the operation and efficacy of the system.</p>		
20	216T	<p>Attestation in annual report—the Act, s 428(4)(b)</p> <p>(1) The annual report for a council under the Act, section 428 must include an attestation signed by the general manager of the council specifying whether the council has complied with this division during the year to which the report relates.</p> <p>(2) In preparing the attestation, the general manager must give the chairperson of the Audit, Risk and Improvement Committee for the council an opportunity to comment on the attestation.</p> <p>(3) The chairperson, if not satisfied with the attestation in the annual report, may—</p> <p>(a) prepare an alternative attestation signed by the chairperson, and</p> <p>(b) give the alternative attestation to the Departmental Chief Executive.</p> <p>(4) This section does not apply to an annual report prepared before 1 July 2025.</p>	ARIC Chair to have opportunity to comment on annual attestation of Council's annual report.	<p>Proposed ARIC Charter (based on OLG's model Charter) includes this requirement.</p> <p>Institute a process for ARIC Chair comment in consultation with IP&amp;R team.</p>
21	216U	<p>Contravention of division permitted in certain circumstances—the Act, Sch 6, cl 8A</p> <p>A council is not required to comply with a provision of this division if—</p> <p>(a) the council is unable to comply because compliance—</p>	-	-



<u>Row No</u>	<u>Section</u>	<u>Description</u>	<u>Current arrangement – Shoalhaven City Council</u>	<u>Further Actions Required to Comply with Regulations</u>
		<p>(i) was unreasonable due to a temporary circumstance, or</p> <p>(ii) would have had a significant impact on the council's budget, and</p> <p>(b) the council was unable to enter an agreement with another council or joint organisation to ensure compliance, and</p> <p>(c) the council proposes an alternative arrangement to ensure an equivalent outcome to the requirement, and</p> <p>(d) the council notifies the Departmental Chief Executive of the failure to comply within 28 days, and</p> <p>(e) the annual report of the council contains a statement about the non-compliance with details of the matters set out in paragraphs (a)–(c).</p>		



## Monthly Investment Review



February 2024

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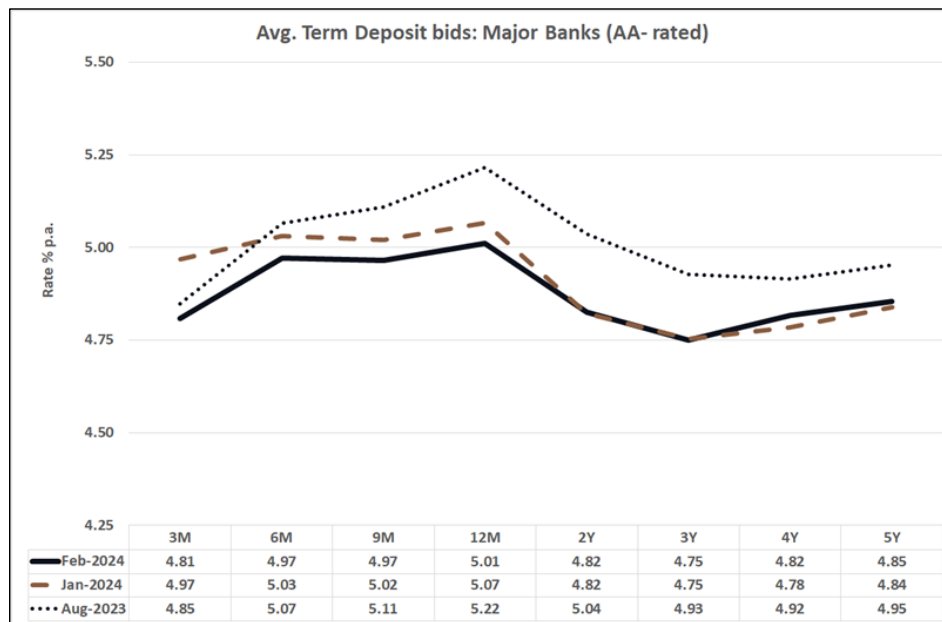
CL24.73 - Attachment 1



## Market Update Summary

Financial markets continued their rally in February largely reflective of the overall continued easing in inflation globally. Focus remains on when central banks will begin their interest rate cuts this year.

Over February 2024, movements for major bank term deposit rates were mixed compared to the previous month (January 2024). Major bank deposit rates dropped by as much as 16bp across the shorter-tenors (3-12 months), whilst flat across the medium term (2-3 years), and was slightly up by around 2-3bp across the longer-tenors (4-5 years). Interestingly, major bank deposit rates are approximately 10-22bp lower than what they were 6 months ago (August 2023), clearly pricing in the future rate cuts expected later this year.



Source: Imperium Markets

With a global economic downturn and multiple interest rate cuts being priced in coming years, investors should consider taking an 'insurance policy' against a potentially lower rate environment by investing across 2-5 year fixed deposits, targeting rates above or close to 4%-5% p.a. (small allocation only).



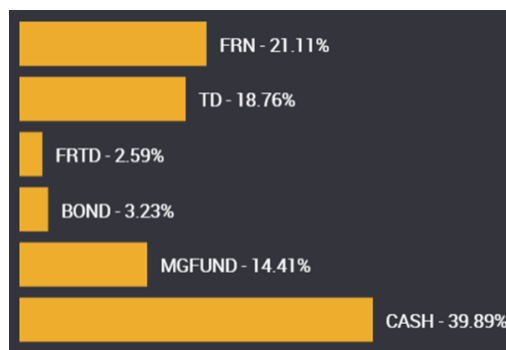
## Shoalhaven City Council 's Portfolio & Compliance

### Asset Allocation

The majority of the portfolio is directed to cash or cash notice accounts followed by fixed and floating rate term deposits. The remainder of the portfolio is directed to liquid senior FRNs, the managed fund with TCorp, as well as fixed bonds.

Senior FRNs remain relatively attractive as spreads have generally widened over the past 2 years. New issuances may be considered again on a case by case scenario. In the interim, staggering a mix of fixed deposits between 9-12 months to 3 years remains a more optimal strategy to maximise returns over a longer-term cycle.

With multiple rate cuts and a global economic downturn being priced in coming years, investors can choose to allocate a small proportion of longer-term funds and undertake an insurance policy against any potential future rate cuts by investing across 2-5 year fixed deposits, locking in and targeting yields close to or above 4%-5% p.a.





### Term to Maturity

All maturity limits (minimum and maximum) comply with the Investment Policy. Short-Medium Term (1-2 years) assets account for around 5% of the total investment portfolio, with capacity of ~\$100m remaining.

Once the immediate capital projects are completed, we recommend a proportion of longer-dated funds be allocated to 1-3 year fixed term deposits in combination with any attractive new FRNs (3-5 years) as they come to market (refer to respective sections below).

Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 - 90 days	\$87,166,096	56.39%	0%	100%	\$67,418,582
✓	91 - 365 days	\$15,100,964	9.77%	0%	100%	\$139,483,714
✓	1 - 2 years	\$8,074,894	5.22%	0%	70%	\$100,134,380
✓	2 - 5 years	\$21,960,837	14.21%	0%	50%	\$55,331,502
✓	5 - 10 years	\$22,281,887	14.41%	0%	25%	\$16,364,282
		<b>\$154,584,678</b>	<b>100.00%</b>			



### Counterparty

As at the end of February 2024, all counterparty exposures comply within the Policy limits. Capacity limits are also dependent on the movement in the cash balances. Overall, the portfolio is well diversified across the entire credit spectrum, including some exposure to the regional bank (lower rated) ADIs.

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	DBS Cov	AAA	\$999,765	0.65%	100.00%	\$153,584,913
✓	Suncorp Cov	AAA	\$2,008,632	1.30%	100.00%	\$152,576,046
✓	ANZ	AA-	\$2,505,550	1.62%	100.00%	\$152,079,128
✓	CBA	AA-	\$60,979,609	39.45%	100.00%	\$93,605,068
✓	HSBC Bank	AA-	\$2,004,628	1.30%	100.00%	\$152,580,050
✓	NAB	AA-	\$10,997,556	7.11%	100.00%	\$143,587,122
✓	Northern Terr.	AA-	\$5,000,000	3.23%	100.00%	\$149,584,678
✓	NSW (SIRA)	AA+	\$4,115,000	2.66%	100.00%	\$150,469,678
✓	Westpac	AA-	\$6,000,000	3.88%	100.00%	\$148,584,678
✓	Macquarie	A+	\$3,985,312	2.58%	100.00%	\$150,599,366
✓	Rabobank	A+	\$3,997,522	2.59%	100.00%	\$150,587,156
✓	Suncorp	A+	\$10,785,500	6.98%	100.00%	\$143,799,178
✓	Bank of China	A	\$2,497,970	1.62%	100.00%	\$152,086,708
✓	ING Bank	A	\$10,000,000	6.47%	100.00%	\$144,584,678
✓	Bendigo-Adel.	BBB+	\$2,000,000	1.29%	10.00%	\$13,458,468
✓	AMP Bank	BBB	\$2,324,783	1.50%	5.00%	\$5,404,451
✓	Newcastle PBS	BBB	\$2,100,964	1.36%	5.00%	\$5,628,270
✓	NSW TCorp LTG	Unrated	\$22,281,887	14.41%	100.00%	\$132,302,790
			<b>\$154,584,678</b>	<b>100.00%</b>		

In February 2024, ANZ's takeover of Suncorp was given the green light by the Australian Competition Tribunal (ACT), six months after the Australian Competition and Consumer Commission (ACCC) blocked the deal on the grounds that it could lessen competition in the mortgage market. As such, Suncorp's assets are likely to be upgraded to AA- in the near future by S&P.



### Credit Quality

The portfolio is well diversified from a credit ratings perspective. The portfolio is predominately invested amongst the investment grade ADIs (BBB- or higher). The allocation to the Unrated category reflects the investment in the TCorp Long-Term Growth Fund.

All ratings categories are within the Policy limits:

Compliant	Credit Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	AAA Category	\$3,008,397	2%	100%	\$151,576,281
✓	AA Category	\$91,602,343	59%	100%	\$62,982,334
✓	A+ to A Category	\$31,266,304	20%	100%	\$123,318,374
✓	A- Category	\$0	0%	40%	\$61,833,871
✓	BBB+ to BBB Category	\$6,425,747	4%	30%	\$39,949,657
✓	BBB- & NR Category	\$0	0%	5%	\$7,729,234
✓	NSW TCorp LTGF	\$22,281,887	14%	100%	\$132,302,790
		<b>\$154,584,678</b>	<b>100.00%</b>		

CL24.73 - Attachment 1



## Performance

Council's performance for the month ending February 2024 (excluding cash) is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.34%	1.07%	2.10%	2.80%	4.09%
AusBond Bank Bill Index	0.34%	1.09%	2.12%	2.88%	4.10%
T/D Portfolio	0.40%	1.19%	2.27%	2.97%	4.04%
FRT/D Portfolio	0.43%	1.31%	2.63%	3.54%	5.33%
FRN Portfolio	0.41%	1.26%	2.52%	3.39%	5.46%
Bond Portfolio	0.09%	0.27%	0.54%	0.72%	1.08%
<b>Council's Fixed Interest<sup>^</sup></b>	<b>0.38%</b>	<b>1.17%</b>	<b>2.26%</b>	<b>2.98%</b>	<b>4.30%</b>
TCorp LTGF	2.60%	7.25%	7.19%	8.78%	13.46%
TCorp Long-Term Target*	0.46%	1.46%	2.95%	3.97%	6.02%
<b>Council's Total Portfolio</b>	<b>0.90%</b>	<b>2.46%</b>	<b>3.49%</b>	<b>4.35%</b>	<b>6.09%</b>
<b>Relative (to Bank Bills)</b>	<b>0.56%</b>	<b>1.37%</b>	<b>1.37%</b>	<b>1.47%</b>	<b>1.99%</b>

<sup>^</sup>Council's Fixed Interest portfolio returns excludes Council's cash account holdings.

\*TCorp has a target of 3.5% above inflation of ~2.5%. The long-term target is therefore 6% p.a. on an ongoing basis.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	4.35%	4.35%	4.27%	4.22%	4.09%
AusBond Bank Bill Index	4.43%	4.43%	4.31%	4.34%	4.10%
T/D Portfolio	5.15%	4.87%	4.60%	4.47%	4.04%
FRT/D Portfolio	5.51%	5.38%	5.35%	5.34%	5.33%
FRN Portfolio	5.29%	5.16%	5.13%	5.12%	5.46%
Bond Portfolio	1.12%	1.09%	1.09%	1.08%	1.08%
<b>Council's Fixed Interest<sup>^</sup></b>	<b>4.94%</b>	<b>4.76%</b>	<b>4.58%</b>	<b>4.49%</b>	<b>4.29%</b>
TCorp LTGF	38.09%	32.42%	14.94%	13.41%	13.46%
TCorp Long-Term Target*	6.00%	6.00%	6.00%	6.00%	6.02%
<b>Council's Total Portfolio</b>	<b>11.95%</b>	<b>10.22%</b>	<b>7.13%</b>	<b>6.58%</b>	<b>6.09%</b>
<b>Relative (to Bank Bills)</b>	<b>7.53%</b>	<b>5.79%</b>	<b>2.82%</b>	<b>2.24%</b>	<b>1.99%</b>

<sup>^</sup>Council's Fixed Interest portfolio returns excludes Council's cash account holdings.

\*TCorp has a target of 3.5% above inflation of ~2.5%. The long-term target is therefore 6% p.a. on an ongoing basis.

For the month of February, the total portfolio (excluding cash) provided a return of +0.90% (actual) or +11.95% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.34% (actual) or +4.43% p.a. (annualised). The longer-term positive performance continues to be anchored by the handful of deposits that were originally placed for terms greater than 12 months.

The T-CorpIM Growth Fund was the main contributor to performance this month, with the Fund gaining another +2.60% (net actual) as shares continued their rally. Despite the volatility in the Fund over the past few years, the Growth Fund has performed well over longer-term time periods.





## Recommendations for Council

### **AMP Business Saver & Notice Account**

We note the AMP Business Saver and AMP 31 Day Notice Account are now sub optimal investments given the rise in deposit yields in recent months. We recommend switching into short-dated fixed deposits with the major banks yielding a considerably higher rate of return, or simply just redeem to replenish capital reserves.

### **Term Deposits**

As at the end of February 2024, Council's deposit portfolio was yielding 5.14% p.a. (up 19bp from the previous month), with a weighted average duration of ~88 days (~3 months).

Going forward, once immediate capital projects are completed, a more optimal strategy would be staggering deposits across 9-24 months terms – this is likely to earn up to ¼-½% p.a. higher compared to shorter tenors in a normal market environment. There is growing belief that multiple rate cuts and a global economic downturn is forthcoming and so locking in rates close to or above 4%-5% p.a. across 1-3 year tenors may provide some income protection against a lower rate environment.

Please refer to the section below for further details on the Term Deposit market.

### **Securities**

Primary (new) Senior FRNs (with maturities between 3-5 years) continue to be appealing (particularly for those investors with portfolios skewed towards fixed assets) and should be considered on a case by case scenario. Please refer to the section below for further details on the FRN market.

### Council's FRN Portfolio

We recommend that Council retains all its FRNs at this stage (most are marked at a slight discount to par at month-end). We will continue to monitor them individually and will advise when it is appropriate to sell to boost the overall returns of the portfolio in future.

### Council's Senior Fixed Bonds

In September 2020, Council has invested into the following NTTC (AA-) fixed bonds:

Investment Date	Maturity Date	Principal	Rate % p.a.	Interest Paid
15/09/2021	15/12/2024	\$3,000,000	1.00%	Annually
15/09/2021	15/12/2025	\$2,000,000	1.10%	Annually
<b>Totals / Wgt. Avg.</b>		<b>\$5,000,000</b>	<b>1.04%</b>	



We believe this was prudent at the time of investment given the low rate environment and particularly after the RBA's easing decision in early November 2020 to 0.10% and their forward guidance towards official interest rates (no rate rises *"until at least 2024"*).

The NTTC bonds are a 'retail' offering and not 'wholesale' issuances. Given the lack of liquidity and high penalty costs if they were to be sold/redeemed prior to the maturity date, they are considered to be a hold-to-maturity investment and will be marked at par value (\$100.00) throughout the term of investment.

CL24.73 - Attachment 1



## NSW T-CorpIM Growth Fund

**The Growth Fund returned +2.60% (actual) for the month of February.** Both domestic shares (S&P ASX 200 Accumulation Index +0.79%) and international shares (MSCI World ex-Australia +4.22%) provided modest gains this month. Bonds detracted from performance as yields rose (AusBond Composite Bond Index fell -0.30%).

Global inflation continues to move lower, and central bank target levels for inflation are coming within sight. Thus, markets believe that if central banks decide to hike rates again to tame inflation, then rate cuts will come once inflation returns to target. The perceived timing differences between central banks pivoting to rate cuts (or not) partially explains the divergences in performance across developed market. The main debate presently is all about timing of future rate cuts.

Risk markets have proven resilient. Credit spreads ended 2023 at their lowest level for the year and further tightened in the beginning of 2024. Equity markets have rallied and volatility has fallen. The consensus is that economies are heading for a soft landing, that is avoiding a recession, and with inflation falling, central banks will eventually ease, underpinning economic resilience.

With central bank target inflation levels coming within sight the question for policy makers is whether they will respond by easing monetary policy because of lower inflation or will they continue to hesitate because growth remains resilient. This debate within central banks and the markets is likely to be a source of volatility in the months and quarters ahead.

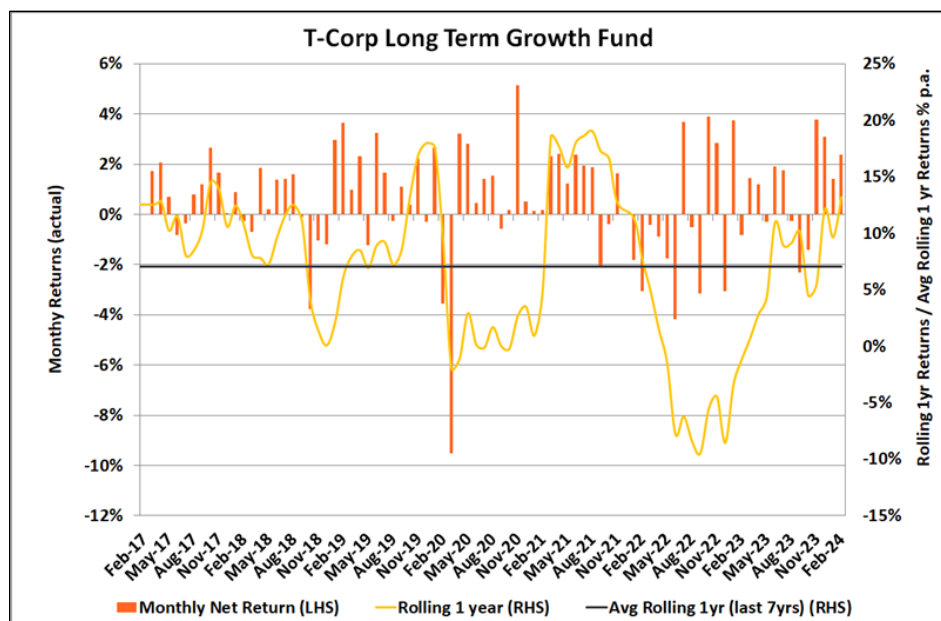
Overall, we remain cautious on the future performance of the T-Corp Growth Fund given the high volatility associated with a diversified growth fund, which generally allocates a range of 60%-80% in domestic and international shares. Investors are seeking relief from the elevated levels of inflation and remain hopeful that rate cuts will be delivered by the middle or at the very least, the end of 2024.

**With shares domestically reaching their all-time highs, and with official rates seemingly at their cyclical peak, investors may choose to partially de-risk their position in the Fund.** With complying defensive fixed interest assets such as term deposits (which also does not incur any mark-to-market volatility) still being offered around the 5% level for 5 years from a handful of ADIs, investors may take the opportunity to partially or redeem altogether from the TCorp LTGF noting it's long-term returns has been around 7% p.a. The risk premium has certainly narrowed coming out of the pandemic period (when official rates were down to emergency levels).

For those willing to hold, the Fund should be looked at with a long-term view, with a minimum holding period of +7 years (some view it as a perpetual long-term investment). Given the exposure to the volatile asset of shares, Council should expect to see, on average, a negative month once every 3 months over long-term time periods.



Since Inception	T-Corp Long Term Fund
Negative Months	143 (~1 in 3 months)
Positive Months	273
Total Months	416 (34.67 yrs)
Average Monthly Return	+0.65% (actual)
Median Monthly Return	+1.02% (actual)
Lowest 1 year Rolling Return	-21.12% p.a. (Nov 2008)
Highest 1 year Rolling Return	+29.89% p.a. (Jan 1994)





## Term Deposit Market Review

### Current Term Deposits Rates

As at the end of February, we see value in the following:

Index	LT Credit Rating	Term	Rate % p.a.
ING	A	5 years	5.04%
BoQ	BBB+	5 years	5.00%
ING	A	2 years	4.95%
BoQ	BBB+	4 years	4.95%
ING	A	4 years	4.92%
Australian Unity	BBB+	2 years	4.90%
ING	A	3 years	4.87%
Suncorp	A+	2 years	4.85%
BoQ	BBB+	2 years	4.85%
Westpac	AA-	5 years	4.82%
Westpac	AA-	2 years	4.82%
NAB	AA-	2 years	4.75%

The above deposits are suitable for investors looking to maintain diversification and lock-in a slight premium compared to purely investing short-term.

For terms under 12 months, we believe the strongest value is currently being offered by the following ADIs (*we stress that rates are indicative, dependent on daily funding requirements and different for industry segments*):



Index	LT Credit Rating	Term	Rate % p.a.
NAB	AA-	5-8 months	5.10%
ING	A	12 months	5.08%
Suncorp	A+	6 months	5.08%
NAB	AA-	12 months	5.05%
Westpac	AA-	12 months	5.05%
Suncorp	A+	9 months	5.05%
BoQ	BBB+	9 months	5.05%
Hume Bank	BBB+	12 months	5.04%
Bendigo	BBB+	9 months	5.03%
BoQ	BBB+	6 months	5.00%

If Council does not require high levels of liquidity and can stagger a proportion of its investments across the longer term horizons (1-5 years), it will be rewarded over a longer-term cycle. Investing a spread of 12 months to 3 year horizons is likely to yield, on average, up to ¼-½% p.a. higher compared to those investors that entirely invest in short-dated deposits (under 6-9 months).

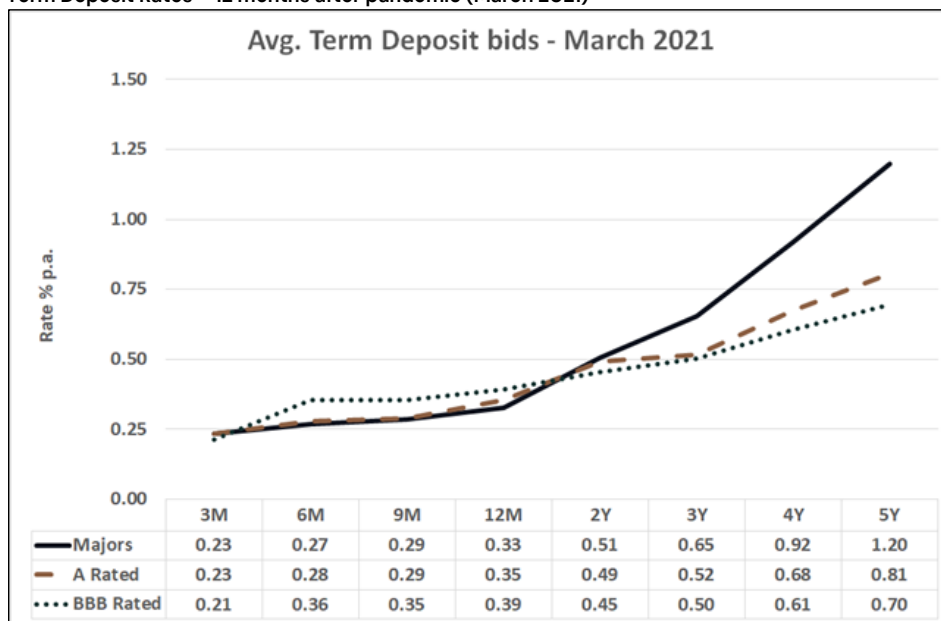
With a global economic slowdown and rate cuts being priced in coming years, investors should strongly consider and allocate some longer term surplus funds to undertake an insurance policy by investing across 2-5 year fixed deposits and locking in rates close to or above 4%-5% p.a. This will provide some income protection with central banks now likely to cut rates at some stage later this year.



### Term Deposits Analysis

Pre-pandemic (March 2020), a 'normal' marketplace meant the lower rated ADIs (i.e. BBB category) were offering higher rates on term deposits compared to the higher rated ADIs (i.e. A or AA rated). But due to the cheap funding available provided by the RBA via their Term Funding Facility (TFF) during mid-2020, allowing the ADIs to borrow as low as 0.10% p.a. fixed for 3 years, those lower rated ADIs (BBB rated) did not require deposit funding from the wholesale deposit. Given the higher rated banks had more capacity to lend (as they have a greater pool of mortgage borrowers), they subsequently were offering higher deposit rates. In fact, some of the lower rated banks were not even offering deposit rates at all. As a result, most investors placed a higher proportion of their deposit investments with the higher rated (A or AA) ADIs over the past three years.

#### Term Deposit Rates – 12 months after pandemic (March 2021)



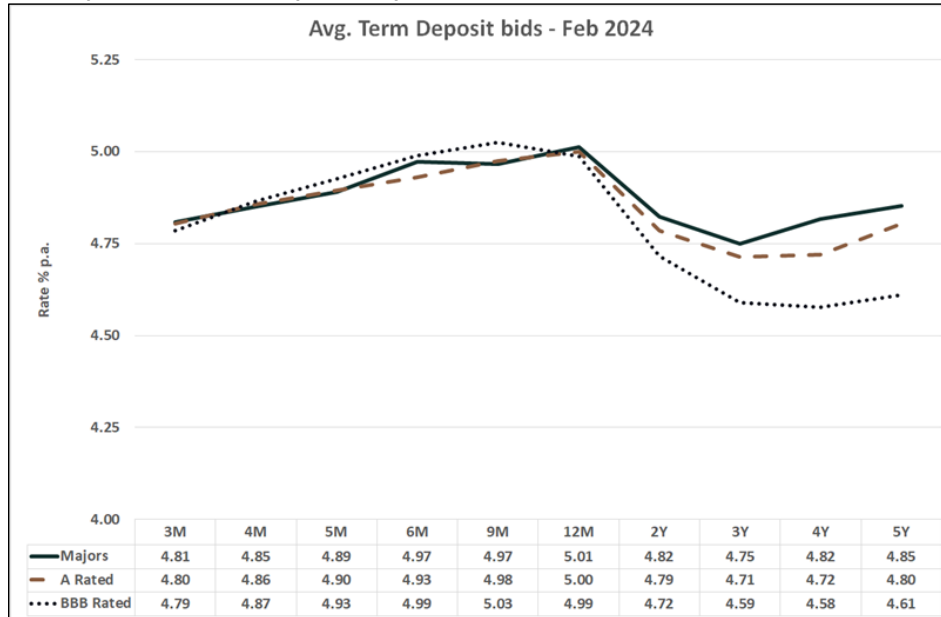
Source: Imperium Markets

The abnormal marketplace experienced during the pandemic is starting to reverse as the competition for deposits slowly increases. In recent months, we have started to periodically see some of the lower rated ADIs ("A" and "BBB" rated) offering slightly higher rates compared to the domestic major banks ("AA" rated) on different parts of the curve (i.e. pre-pandemic environment). Some of this has been attributed to lags in adjusting their deposit rates as some banks (mainly the lower rated ADIs) simply set their rates for the week.



Going forward, Council should have a larger opportunity to invest a higher proportion of its funds with the lower rated institutions (up to Policy limits), from which the majority are not lending to the Fossil Fuel industry. We are slowly seeing this trend emerge, although the past few months have been an exception, with the major banks repricing more rapidly to the movement in the bond market than their lower rated counterparts. This reversed somewhat over the past few months with the lower rated institutions (mainly "A" rated) lagging the major banks in dropping their rates:

#### Term Deposit Rates – Currently (February 2024)



Source: Imperium Markets

#### Regional & Unrated ADI Sector

Ratings agency S&P has commented that *"mergers remain compelling for mutual lenders"* in providing smaller lenders greater economies of scale and assisting them in being able to price competitively and will see *"the banking landscape will settle with a small number of larger mutual players"*. S&P expects that consolidation to continue over the next two years.

We remain supportive of the regional and unrated ADI sector (and have been even throughout the post-GFC period). They continue to remain solid, incorporate strong balance sheets, while exhibiting high levels of capital – typically, much higher compared to the higher rated ADIs. Some unrated ADIs have up to 25–40% more capital than the domestic major banks, and well above the Basel III requirements.

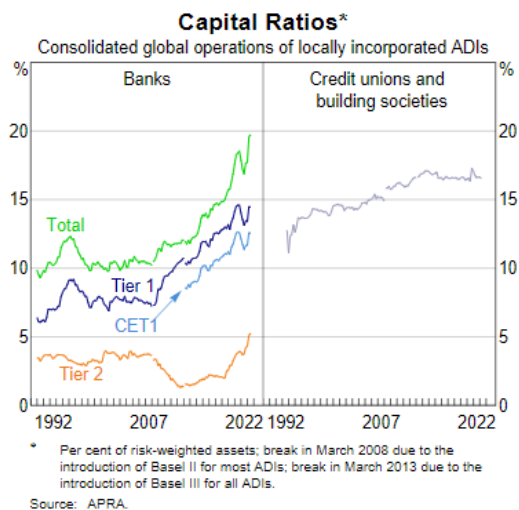




Overall, the lower rated ADIs (BBB and unrated) are generally now in a better financial position than they have been historically (see the Capital Ratio figure below). The financial regulator, APRA has noted that the Common Equity Tier 1 capital of Australian banks now exceeds a quarter of a trillion dollars. It has increased by \$110 billion, or more than 70%, over the past ten years. Over the same time, banks' assets have grown by 44%. Some of the extra capital is supporting growth in the banking system itself but clearly, there has been a strengthening in overall resilience and leverage in the system is lower.

We believe that deposit investments with the lower rated ADIs should be considered going forward, particularly when they offer 'above market' specials. Not only would it diversify the investment portfolio and reduce credit risk, it would also improve the portfolio's overall returns. The lower rated entities are generally deemed to be the more 'ethical' ADIs compared to the higher rated ADIs.

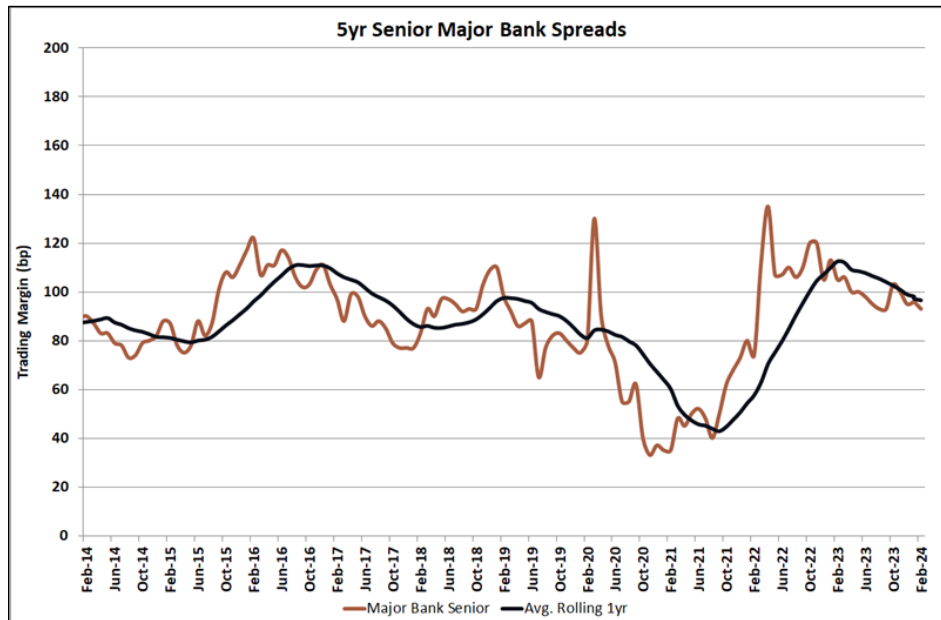
In the current environment of high regulation and scrutiny, all domestic (and international) ADIs continue to carry high levels of capital. There is minimal (if any) probability of any ADI defaulting on their deposits going forward – this was stress tested during the GFC and the pandemic period. APRA's mandate is to "protect depositors" and provide "financial stability".





## Senior FRNs Market Review

Over February, amongst the senior major bank FRNs, physical credit securities tightened by around 3–7bp at the long-end of the curve. Major bank senior securities remain at fair value on a historical basis (5yr margins around +93bp level).



Source: IBS Capital

During the month, there were several new (primary) issuances including:

- Heritage (BBB) 3 year senior FRN at +160bp
- Newcastle Greater (BBB) 5 year senior FRN at +185bp
- Bank Australia (BBB) 4 year senior FRN at +170bp
- DBS Bank (AA-) 3 year senior security at +77bp
- Rabobank Australia Branch (A+) 3 & 5 year senior security at +87bp and +103bp respectively
- MUFG Bank Sydney Branch (A) 3 & 5 year senior FRN at +85bp and +99bp respectively
- Members Banking Group (RACQ Bank) (BBB+) 3 year senior FRN at +160bp
- OCBC Sydney Branch (AA-) 3 year senior FRN at +72bp



Amongst the “A” rated sector, the securities tightened by around 12-20bp at the longer-end of the curve, whilst the “BBB” rated sector widened by around 12bp at the 3 year part of the curve. Overall, credit securities are looking much more attractive given the widening of spreads over the past 2 years and as more primary issuances become available. FRNs will continue to play a role in investors’ portfolios mainly on the basis of their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment).

Senior FRNs (ADIs)	29/02/2024	31/01/2024
“AA” rated – 5yrs	+93bp	+96bp
“AA” rated – 3yrs	+73bp	+80bp
“A” rated – 5yrs	+105bp	+125bp
“A” rated – 3yrs	+87bp	+99bp
“BBB” rated – 3yrs	+160bp	+148bp

Source: IBS Capital

We now generally recommend switches (‘benchmark’ issues only) into new primary issues, out of the following senior FRNs that are maturing:

- On or before early 2026 for the “AA” rated ADIs (domestic major banks);
- On or before early 2025 for the “A” rated ADIs; and
- Within 6-9 months for the “BBB” rated ADIs (consider case by case).

Investors holding onto the above senior FRNs (‘benchmark’ issues only) in their last few years are now generally holding sub optimal investments and are not maximising returns by foregoing realised capital gains. In the current challenging economic environment, any boost in overall returns should be locked in when it is advantageous to do so, particularly as switch opportunities become available.



## Senior Fixed Bonds – ADIs (Secondary Market)

With global inflation still high by historical standards, this has seen a significant lift in longer-term bond yields over the past 2 years (valuations have fallen) as markets have reacted sharply.

This has resulted in some opportunities in the secondary market. We currently see value in the following fixed bond lines, with the majority now being marked at a significant discount to par (please note supply in the secondary market may be limited on any day):

ISIN	Issuer	Rating	Capital Structure	Maturity Date	~Remain. Term (yrs)	Fixed Coupon	Indicative Yield
AU3CB0278174	UBS	A+	Senior	26/02/2026	1.99	1.10%	5.01%
AU3CB0280030	BoQ	BBB+	Senior	06/05/2026	2.18	1.40%	5.16%
AU3CB0299337	Bendigo	BBB+	Senior	15/05/2026	2.21	4.70%	5.08%
AU3CB0296168	BoQ	BBB+	Senior	27/01/2027	2.91	4.70%	5.13%



## Economic Commentary

### International Market

Financial markets continued their rally in February largely reflective of the overall continued easing in inflation globally. Focus remains on when central banks will begin their interest rate cuts this year.

Across equity markets, the S&P 500 Index gained +5.17% over the month, whilst the NASDAQ surged +6.12%. Europe's main indices also experienced material gains, led by Italy's FTSE MIB (+7.34%), Germany's DAX (+4.58%), and France's CAC (+3.54%). UK's FTSE (-0.01%) was the exception, which was largely flat against the rally in global equity markets.

In the US, January CPI was +0.3% m/m vs +0.2% expected, with the core reading at +0.4% m/m (+2.8% y/y) vs +0.3% expected.

In Europe, the CPI was +2.8% y/y in January, down from +2.9% y/y recorded in December. Additionally, wage growth declined to +4.5% y/y in January (from +4.7% the previous month).

UK CPI data for January also came in lower than expected, where the headline rate held at +4.0% (expected +4.1%), as did core at +5.1% (versus +5.2% expected). UK Q4 GDP fell -0.3% in Q4 following the -0.1% contraction in Q3, resulting in a technical recession. The UK labour market data was stronger than expected, with the unemployment rate 0.2% lower than expected at 3.8% and wages inflation not falling as fast as expected.

Canadian CPI was +2.9% in January from a year ago, which was much lower than the expected +3.3%. Additionally, unemployment in Canada fell to 5.7% vs. 5.9% expected and employment was +37.5k vs. +15.0k expected.

Whilst in Japan, core CPI eased to +2.0%y/y in January compared with +2.3%y/y in December.

In China, the People's Bank of China lowered the five-year loan prime rate by 25bp to 3.95%. This surprise cut is aimed to revive China's property sector as it could improve affordability for buyers by lowering mortgage rates.

The MSCI World ex-Aus Index rose +4.22% for the month of February:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	+5.17%	+11.57%	+28.36%	+10.17%	+12.85%	+10.61%
MSCI World ex-AUS	+4.22%	+10.43%	+23.37%	+7.12%	+10.01%	+7.31%
S&P ASX 200 Accum. Index	+0.79%	+9.39%	+10.64%	+9.32%	+8.61%	+7.95%

Source: S&P, MSCI



### Domestic Market

According to the RBA February Board meeting minutes, the Board had considered to hike the cash rate by 25bp or to hold steady; however, it ultimately decided to hold the cash rate steady given recent signs inflation had moderated further. However, the minutes stated, *“it was not yet possible to rule in or out further increases in interest rates”* and it would take *“some time”* to have sufficient confidence inflation was on track.

The monthly consumer price index (CPI) fell -0.3% in January, leaving the annual rate unchanged at +3.4% y/y (which was lower than market expectations of +3.6% y/y). When excluding volatile items, the annual rise was +4.1%, down from +4.2% recorded in December.

The Wage Price Index (WPI) was +0.9% over the December 2023 quarter and +4.2% over calendar 2023 (the highest annual growth since the March 2009 quarter). The annual growth in the WPI exceeded forecasts and was driven by newly-implemented enterprise agreements in the public sector. Wages growth in the public sector rose by +4.3% y/y, outpacing the +4.2% y/y wages growth in the private sector.

The unemployment rate rose to 4.1% from 3.9% (consensus 4.0%), though unrounded it rose only by 0.1% to 4.0577%. Employment growth was flat at +0.5k vs. the +25.0k consensus, and hours worked fell sharply by -2.5% m/m. The participation rate also fell by 0.1% to 66.8% from 66.9% and underemployment rose by 0.1% to 6.6%.

Retail sales increased +1.1% m/m in January, which was lower than expectations of +1.6% m/m, but rebounded from the -2.7% recorded in December.

Dwelling approvals fell sharply in December by -9.5% m/m, driven by a sharp fall in the volatile non-house component (i.e. apartments; -25.3% m/m).

The December goods trade surplus fell slightly to \$10.96bn from \$11.8bn (consensus \$10.5bn). The largely on consensus print was driven by a partial rebound in imports (+4.8% m/m after last month's -8.4%; or \$1.7bn).

The Australian dollar slightly fell -0.84%, finishing the month at US65.19 cents (from US65.74 cents the previous month).

### Credit Market

The global credit indices tightened over February as risk markets continued their rally. They are now back to their levels in early 2022 (prior to the rate hike cycle from most central banks):

Index	February 2024	January 2024
CDX North American 5yr CDS	52bp	55bp
iTraxx Europe 5yr CDS	55bp	60bp
iTraxx Australia 5yr CDS	64bp	68bp

Source: Markit



## Fixed Interest Review

### Benchmark Index Returns

Index	February 2024	January 2024
Bloomberg AusBond Bank Bill Index (0+YR)	+0.34%	+0.37%
Bloomberg AusBond Composite Bond Index (0+YR)	-0.30%	+0.21%
Bloomberg AusBond Credit FRN Index (0+YR)	+0.53%	+0.44%
Bloomberg AusBond Credit Index (0+YR)	+0.05%	+0.41%
Bloomberg AusBond Treasury Index (0+YR)	-0.36%	+0.16%
Bloomberg AusBond Inflation Gov't Index (0+YR)	-0.48%	-0.69%

Source: Bloomberg

### Other Key Rates

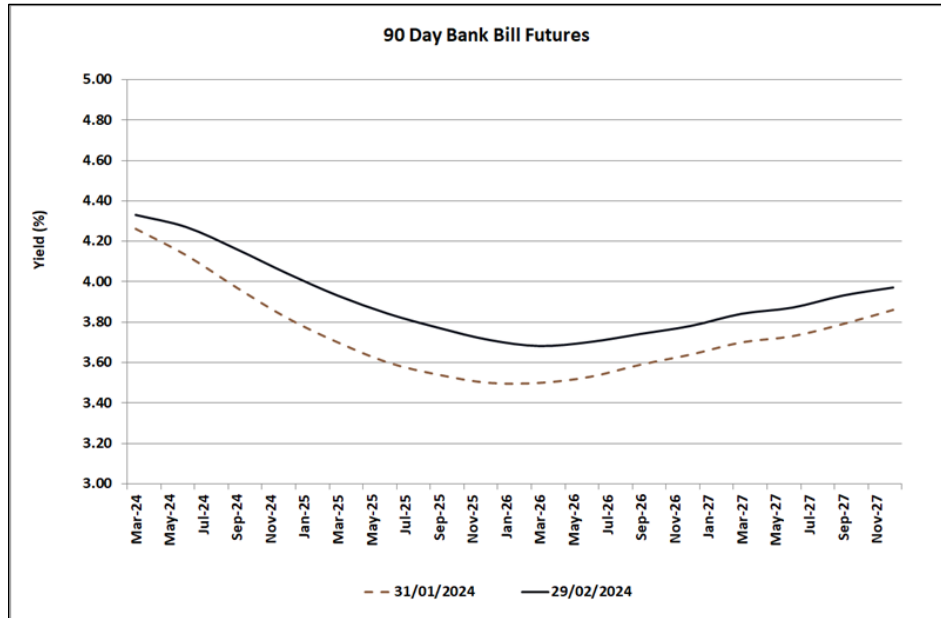
Index	February 2024	January 2024
RBA Official Cash Rate	4.35%	4.35%
90 Day (3 month) BBSW Rate	4.34%	4.35%
3yr Australian Government Bonds	3.71%	3.56%
10yr Australian Government Bonds	4.14%	4.02%
US Fed Funds Rate	5.25%-5.50%	5.25%-5.50%
2yr US Treasury Bonds	4.64%	4.27%
10yr US Treasury Bonds	4.25%	3.99%

Source: RBA, ASX, US Department of Treasury



### 90 Day Bill Futures

Bill futures increased across the board this month, following the movement in the global bond market. The focus from the market remains on when the first rate cut will be delivered:



Source: ASX



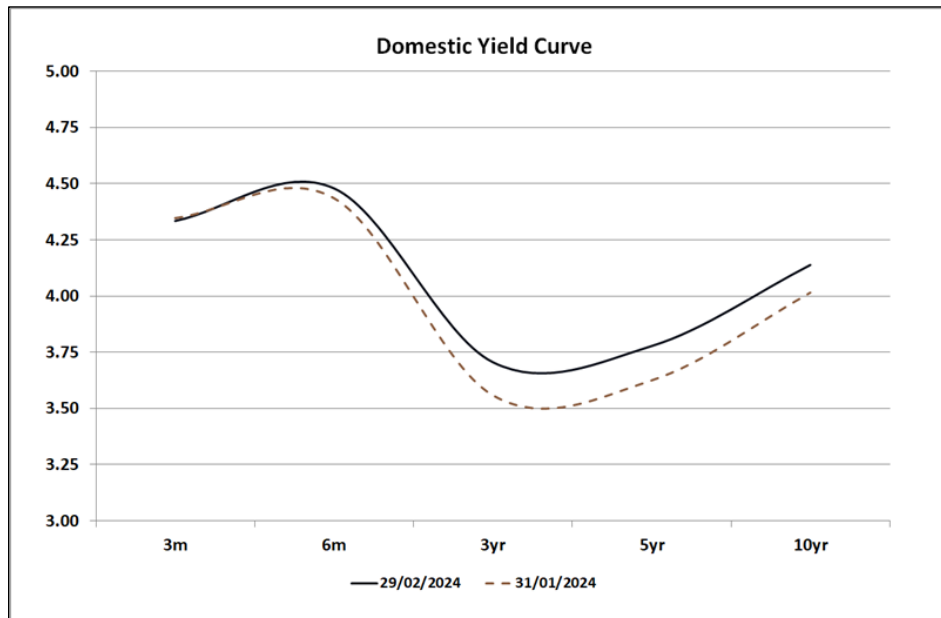


## Fixed Interest Outlook

There is uncertainty when central banks will start to cut official rates in 2024. The latest minutes of the US Federal Reserve's latest meeting stated significant progress has been made to date on inflation; however, policymakers noted "restrictive" policy has more work to do. This suggests the Fed is therefore in no rush to cut rates as it wants to see more evidence inflation is firmly on a downward path to the 2% target before lowering interest rates. Financial markets are currently pricing in around 80bp of US Fed rate cuts in 2024, with the first cut expected at the Fed's July meeting.

Domestically, the RBA currently remains on a mild tightening bias and appears to be comfortable with the current level of the cash rate being restrictive enough. The RBA February Board meeting minutes stated, "it was not yet possible to rule in or out further increases in interest rates" and it would take "some time" to have sufficient confidence inflation was on track. The Board therefore wants to keep the optionality in the event of future shocks. Nevertheless, financial markets anticipate the RBA to cut rates by year end.

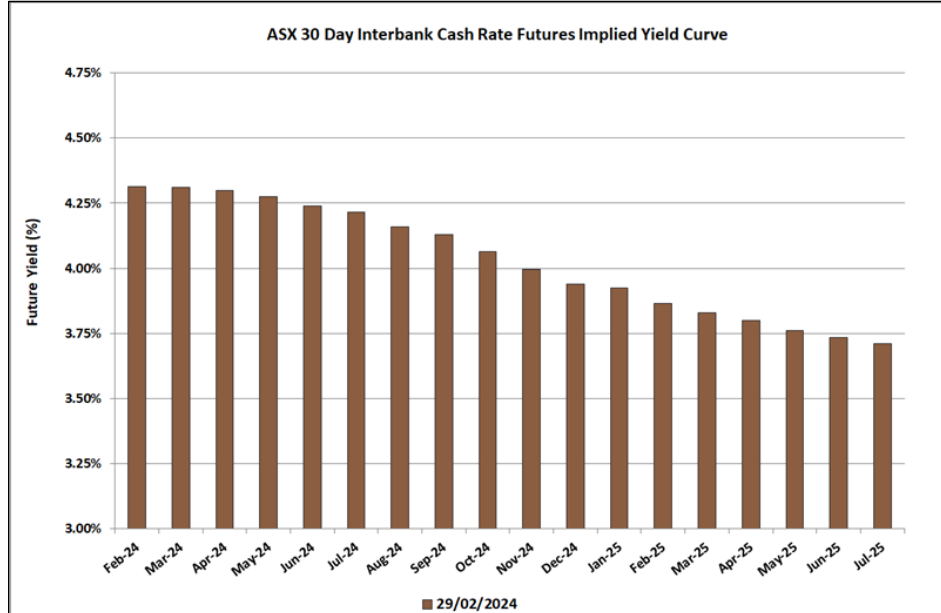
Over the month, longer-term yields rose up to 15bp at the very long end of the curve:



Source: ASX, RBA



The consensus from the broader market is that we have reached the peak of the interest rate cycle, with financial markets pricing in the first rate cut by October 2024:



Source: ASX

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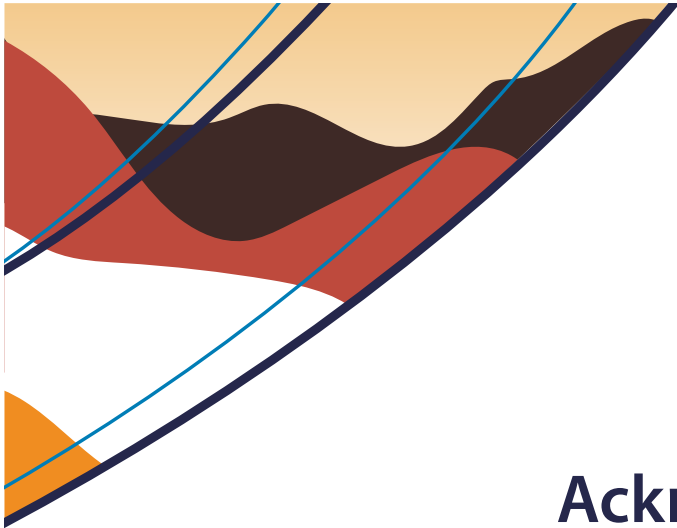
Delivery Program Operational Plan

# Quarterly Performance Report

## 2023-24 (October - December)



CL24.74 - Attachment 1



## Acknowledgement of Country



We would like to acknowledge the Traditional Custodians of the land in which we gather upon today. We acknowledge their continuing connections to the land, culture and community. We pay respect to Elders past, present and future.

# Contents

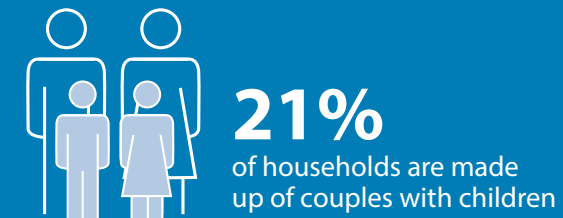
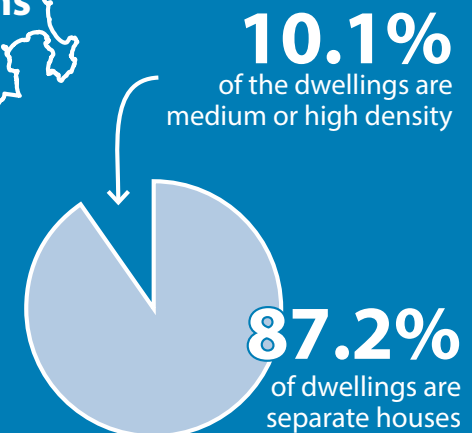
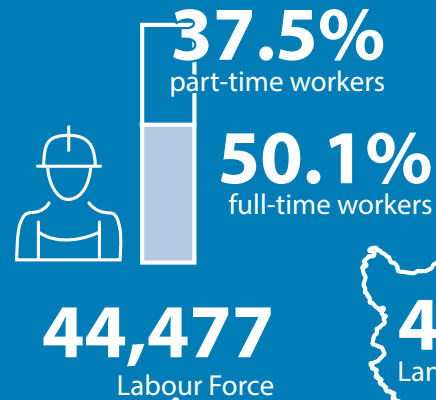
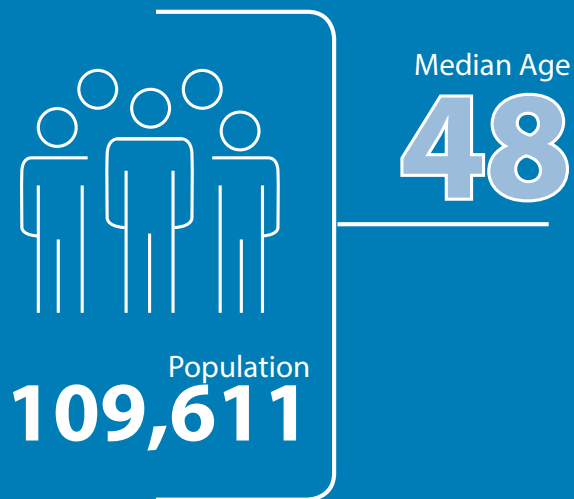
Our values_____	<b>04</b>
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# Community vision statement

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



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# Executive and organisational structure





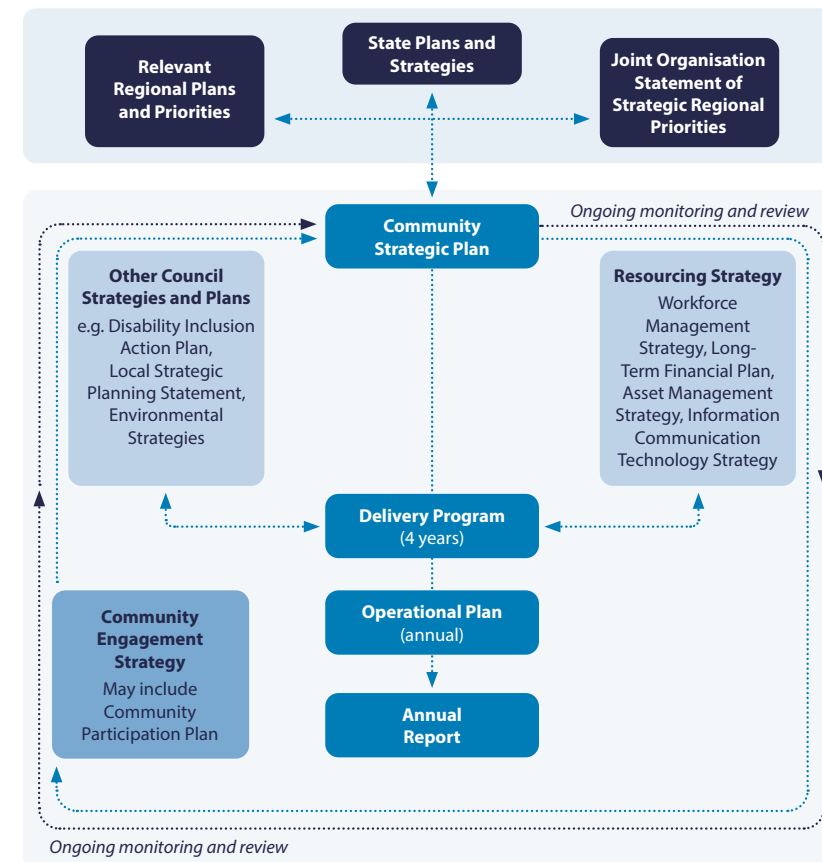
# Shoalhaven's integrated plan structure

**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 four-year delivery program objectives are Council's response to the CSP. 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 October and December in delivering the 2023-24 delivery program and operational plan.



(Figure 1): Integrated Planning and Reporting Framework





# 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 151 deliverables across the four key themes and eleven priority areas to 31 December 2023.

Overall progress shows:



## Resilient, safe, accessible & inclusive communities

- 1.1 Support inclusive, safe and connected communities
- 1.2 Preserve, support and develop cultural and creative vitality across our communities
- 1.3 Support community wellbeing through fostering active and healthy communities



## Sustainable, liveable environments

- 2.1 Manage our infrastructure for long term sustainability to meet community need
- 2.2 Manage growth and development with respect for environmental and community values
- 2.3 Protect the natural environment and enhance sustainability



## Thriving local economies that meet community needs

- 3.1 Strengthen and diversify the economy
- 3.2 Deliver safe, vibrant and attractive public spaces



## Effective, responsible & authentic leadership

- 4.1 Deliver reliable, high quality services
- 4.2 Provide transparent leadership through effective government and administration
- 4.3 Inform and engage with the community about the decisions that affect their lives

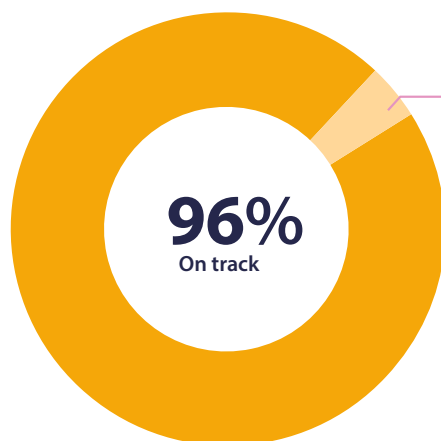




# Resilient, safe, accesible & inclusive **communities**

## Highlights

### Progress snapshot



0% Complete

4% Deferred

- Over 700 young people and 150 adults participated in Teen Mental Health, Youth Mental Health and Resilience Building Workshops and Training across the Shoalhaven.
- The Community Capacity Building team collaborated with disability service providers to identify needs and opportunities for more equitable access within the City with 33 initiatives and over 300 people participating through homelessness work, advisory committees, interagencies and community events.
- Over 400 people attended the launch of the Shoalhaven Entertainment Centre 2024 Season ranging from performing arts, events and public programs reflective of our diverse community from family theatre, drama, music, First Nations works, dance, multicultural works and an international physical theatre production.
- Ranger Services team conducted two Information Pop up stalls providing microchipping for dogs, checks of animal details and shorebird education.

### Our performance for the last 3 months

A 'good' to 'excellent' safety rating for  
**97%** of 137  
food business



Swimming pool  
safety inspections  
**94**



attendances at Aquatic  
and Leisure centres  
**438,136**

Shoalhaven Regional  
Gallery attracts  
**15,180**  
guests



- Mental Health Awareness Session





- Rangers Pop Up Stall





- SEC 2024 Season Launch


## Resilient, Safe, Accessible and Inclusive Communities



Action Key	 Completed	 On Track	 Requires Attention	 On Hold	 Deferred	KPI Status	 Critical	 Requires Attention	 On Track
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Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
 1.1.01.01 Facilitate the Local Emergency Management Centre operations by providing a dedicated Local Emergency Management Officer						
LEMO acted within function as the Executive Officer of the Local Emergency Management Committee by facilitating a committee meeting in October. Emergency Operations Centre was activated to RED (operational) status in November under direction of LEOCON. Deputy LEMO functioned as LEMO for Jervis Bay Territory.	Percentage of Shoalhaven Supporting Plans and Consequence Management Guides reviewed as required by the Local Emergency Management Committee	40%	70%		Manager - Technical Services	Collaborating with combat agencies to request that the following plans are returned with comments: Transport Accidents Involving Animals CMG, Bridge Collapse, CMG, Building Collapse CMG, Tsunami CMG, Flood CMG, Storm CMG  Due for review and will be added to February LEMC agenda: Risk Assessment (in development), Bushfire CMG, Evacuation CMG, Landslip CMG, Utilities Failure – Electricity CMG






	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.01.02 Develop and implement initiatives to provide immediate and ongoing support for community and increase awareness and understanding of recovery and available supports						
	<p>1 x Conjola Recovery Centre held over 3 days commencing. 11.12.23</p> <p>1 x Communication to all Community Consultative Bodies confirming Natural Disaster Declared and what support is available for community</p> <p>1 x Communication to all Community Consultative Bodies confirming Health &amp; Wellbeing (mental health support) available</p> <p>Worked with SCC Comms Team to promote</p> <ul style="list-style-type: none"> <li>- Lake Conjola Recovery Centre</li> <li>- Support available</li> <li>- Worked with NSW Reconstruction and Red Cross Volunteers who completed the door knock to identify needs and refer for support as appropriate (NSW Health Disaster Clinicians)</li> </ul> <p>Outreach Recovery Officers commenced outreach calls to affected community and community leaders</p> <p>Ongoing support and community awareness following previous natural disaster declarations continue including through publication of Recovery Newsletter, the Ulladulla Recovery HUB support and workshops.</p>	Number of publications produced - includes leaflets, newsletters and website updates	Count	13		Manager – Community Connections	<p>Information</p> <p>1 x Plan Prepare Recover Newsletter</p> <p>8 x Recovery HUB support</p> <p>3 x SCC Get involved Page updates</p> <p>1 x Natural Disasters Reconstruction Page update</p> <p>Information provided to Council Communications team for:</p> <ul style="list-style-type: none"> <li>- mental health support</li> <li>- heat wave - NSW Health Public messaging</li> <li>- promotion of Lake Conjola Recovery Centre</li> </ul>



Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of face to face community conversations, programs and projects developed and participated in - completed - including Recovery Hub, Recovery and preparedness programs and Get Ready initiatives, Pop Ups and Community gatherings	Count	22		Manager – Community Connections	<p>Recovery HUB at Ulladulla - Thursday &amp; Friday</p> <p>5 x Health &amp; Wellbeing workshops</p> <p>3 x support sessions from Service NSW</p> <p>4 x Outreach sessions</p> <p>1 x Southern Connect Community Expo at Ulladulla</p> <p>1 x Thrive Together event at Sanctuary Point</p> <p>1 x Probus Club presentation on preparedness and recovery</p> <p>1 x Seasons of Growth session</p> <p>1 x Anglicare Mental Health HUB workshop at Nowra</p> <p>1 x Community Information HUB and bushfire preparedness</p> <p>1 x IRCF Sussex Inlet</p> <p>3 x Lake Conjola Recovery Centre</p>




Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of face to face community conversations, programs and projects developed and participated in - completed - including Recovery Hub, Recovery and preparedness programs and Get Ready initiatives, Pop Ups and Community gatherings	Count	22		Manager – Community Connections	1 x attendance and support at the St Georges Basin community information update on the Community Information HUB and bushfire preparedness  1 x attendance and support at IRCF Sussex Inlet  3 x attendance and support the Lake Conjola Recovery Centre x 3 days.
	Number of phone calls made and taken resulting in assistance being provided to affected residents	Count	660		Manager – Community Connections	Calls in - 251 Calls out - 409  Note each call can take a considerable amount of time and can result in many actions including support from council and externally from agencies and may also require referrals.

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of collaborations that support and work with Commonwealth & State Agencies, NGOs, and community groups to deliver community led resilience programs	Count	28		Manager - Community Connections	<p>12 x Shoalhaven Recovery Interagency Meetings</p> <p>Multiple meetings with NSW Reconstruction Authority to establish the Lake Conjola Recovery Centre - ran for 3 days with multiple agencies involved</p> <p>2 x LEMC briefings - flood and storm event</p> <p>10 x Natural Disasters Reconstruction meetings</p> <p>1 x Community Connections pre event recovery planning workshop</p> <p>2 x Recovery Committee meetings</p> <p>1 x Community Resilience Meeting</p>



	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.01.03 Develop community profiles in consultation with each town and village within the Shoalhaven identifying hazards, critical infrastructure and vulnerable facilities/groups						
	Have met with community from Sussex Inlet and Lake Tabourie to gather information on communities and collaborate with residents. 6 community profiles will be developed with the assistance of NSW Reconstruction Authority at a Pre Event Recovery Plan (PREP) workshop in February. Communities that are one road in/ one road out will take priority. Collaboration needed from all stakeholders within council who will attend PREP.	Number of community profiles developed which identify hazards, critical infrastructure and vulnerable facilities/groups	2	2		Manager – Technical Services	Have met with community from Sussex Inlet and Lake Tabourie to gather information on communities and collaborate with residents. 6 community profiles will be developed with the assistance of NSW Reconstruction Authority at a Pre Event Recovery Plan (PREP) workshop in February. Communities that are one road in/ one road out will take priority.
	1.1.01.04 Liaise with the Rural Fire Service Strategic Planning Committee to deliver assigned and future projects for emergency service facilities as per allocated funding						
	Scheduled meeting conducted on 8 November 2023, for the Rural Fire Service (RFS) Strategic Planning Committee and Shoalhaven RFS District Liaison Committee.	Number of RFS Strategic Planning Committee meetings held	Q4	Due June 2024		Manager - Building Services	



	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.1.01.05 Build community awareness and encourage planning for disasters using tools such as Get Ready Shoalhaven and the Disaster Dashboard						
	Continued work with Media and Communications team regarding the We Know campaign. Collaboration with Biodiversity team on materials for community regarding wildlife in an emergency. Collaboration with combat agencies to streamline information channels including community info hubs.	Number of community engagement sessions undertaken to enhance the understanding of and preparation for disasters	1	9	●	Manager – Technical Services	In this quarter this Emergency Management Team attended 3 community meetings to discuss the LEMO role/ Council's role in emergency response and recovery. Collaboration also occurred with NFPs such as Carers NSW and Red Cross.
➤	1.1.01.06 Inspect Asset Protection Zones and fire trails for compliance against bushfire mitigation guidelines						
	APZ Inspections occurring. 100% completed Fire trails inspections.	Percentage of Asset Protection Zones inspected	15%	50%	●	Manager – Works & Services	Inspected and maintained
		Percentage of Asset Protection Zones funded for maintenance	50%	50%	●	Manager – Works & Services	Council funded and also received a grant in quarter one from RFS which covered the contractor costs for quarter one
➤	1.1.01.07 Annual audit of Council's responsibilities within the Shoalhaven District Bushfire Plan						
	All Council fire trails have been inspected to date. Further to this maintenance has been undertaken accordingly including vegetation hazard reduction and maintenance grading of fire trails throughout the region. In addition, Council staff have been working with other agencies (Workshop 1 & 2) to prepare the next generation Bush Fire Risk Management Plan for the Shoalhaven Region.	Audit completed, certified bushfire mitigation works assessed and asset custodians notified of rectification works by June 2024	50%	50%	●	Manager – Works & Services	All assessment / audits completed to date and APZ maintenance scheduled for through summer.




	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.01.08 Following a Natural Disaster, lead a coordinated social recovery response for the Shoalhaven by working collaboratively with NGOs, Commonwealth and State Agencies						
	<p>Following Natural Disaster Storm &amp; Flood of 28.11.23</p> <ul style="list-style-type: none"> <li>- outreach calls commenced</li> <li>- worked with NSW Reconstruction Authority to establish the Conjola Recovery Centre - this ran for 3 days 11 December to 13 December</li> <li>- social recovery team and service providers attended to provide support and advice to community</li> <li>- 35 community members attended the Conjola Recovery Centre</li> <li>- NSW Reconstruction Authority with support from Red Cross Volunteers door knocked 60 flood affected residents (Lake Conjola, Wrights Beach, Sanctuary Point) appropriate referrals were made and support is ongoing</li> <li>- Ulladulla Recovery HUB will reopen Thursday 11.1.24 - the Outreach team will be able to provide community with advice and referrals for flood support - this has been communicated and posted on Councils landing page for Natural Disasters Reconstruction Work - contact details for the Outreach Recovery Team are also posted and available to community.</li> </ul>	Number of collaborative initiatives undertaken following a natural disaster that support community in their recovery, including network and internal meetings	Count	7		Manager - Community Connections	<p>1 x Natural Disaster Declared including at Berry &amp; surrounds, Lake Conjola, Wrights Beach, Sanctuary Point. Residents were flood inundated causing significant community stress and tension</p> <p>2 x urgent briefings and outreach calls commenced.</p> <p>Conjola Recovery Centre established for 3 days. with agencies and providers in place to provide support and advice - 35 community members attended</p> <p>60 door knocks to community who were flood affected</p>





	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.02.01 Engage the community to ensure representative views are considered and adopted in the development and planning of Community facilities						
	50% complete. Ongoing work related to undertaking planning and engagement activities on project-by-project basis for all projects within Open Space & Recreation Planning programme of works.	Finalise and adopt the Access Areas for Dogs Policy and progressively implement the funded actions	50%	100%		Manager – Community Planning & Projects	100% Complete (ref. MIN23.740).
		Develop a prioritisation of Masterplans for the LGA, and deliver annually Masterplans for Council parks, reserves and sportsgrounds	50%	0%		Manager – Community Planning & Projects	Refer to MIN22.443 (re. prioritisation only). Funding subject to separate decisions of Council. Prioritisation list unfunded during 2022/23 FY and 2023/24 FY. Funding bids to be prepared for 2024/25 FY (subject to Council approval).









	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	<b>1.1.02.02 Work with community to improve sense of identity and belonging through the support of relationship building, inclusion and community pride</b>						
	<p>The team continue to progress programs and initiatives that work to improve a sense of belonging through relationship building and community pride, including with The Point Skate Park Project and supporting community groups to become involved in the NSW Seniors Festival. The team will meet with Coordinare in Q2 to identify opportunities for building their capacity to service the community and to partner for specific community initiatives.</p> <p>This quarter sees the conclusion of the Resilient Minds, Empowered Youth Program funded by the Office of Regional Youth which saw over 700 young people and 150 adults participating in Teen Mental Health, Youth Mental Health and Resilience Building Workshops across the Shoalhaven. The Team also supported young people to identify and deliver their own projects through the Changemakers and YAC Ulladulla Program which resulted in Wellbeing Walks in the region.</p>	Number of initiatives supporting community programs and actions	Count	33		Manager – Community Connections	33 initiatives with 559 people participating across Advisory Committees, interagencies, community events and programs.



Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of community relationships established and maintained (networks, organisations and individuals)	Count	224		Manager – Community Connections	224 organisational relationships and 350 individual relationships established and maintained which include through numerous meetings including Council's committees (Youth, Inclusion & Access), interagencies, Aboriginal Land Council catch-ups and primary homelessness response.
	Number of initiatives which support and foster connections in the community	Count	34		Manager – Community Connections	34 initiatives with 593 people participating through interagency meetings, community mental health and skills building projects and initiatives, Advisory Committees, cultural celebrations, partnerships with local organisations which deliver crisis support initiatives and relationship building with Local Land Councils.




Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of activities supported through the Homelessness Advisory Committee and the community led plan for homelessness	Count	8		Lead - Community Capacity Building	8 activities supported with 171 participants taking part through Thrive Together Fair planning and delivery and Office of Responsible Gambling Grant Funded Project meetings and preparing the 'Doing It Tough Directory' 2nd Edition.
 1.1.02.03 Work with the NSW Government to finalise the Crown Lands plans of management						
60% complete. Draft Plans of Management reported to Council (ref MIN21.339 and MIN22.444) and notifications sent to Crown Lands. Feedback from Crown Lands received. Amendments in progression in response to Crown Lands' feedback - ongoing.	Finalisation of Crown Lands Plans of Management	50%	60%		Manager – Community Planning & Projects	60% complete. Draft plans of management reported to Council (ref MIN21.339 and MIN22.444) and notifications sent to Crown Lands. Feedback from Crown Lands received. Amendments in progression in response to Crown Lands' feedback - ongoing.

	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.02.04 Work with relevant stakeholders to progress a 'Community Centre and Resilience Hub' as part of the Kangaroo Valley Showground Masterplan						
	5% completed. Project planning commenced. Stakeholder mapping complete. Handover meeting held with community point of contact. Funding for Kangaroo Valley Showground Master Plan deferred (ref. MIN23.731). Community Resilience Hub project to be progressed using operational funds (staff salaries).	Statement and purpose of the proposed Kangaroo Valley 'Community Centre and Resilience Hub' finalised by June 2024	50%	5%		Manager – Community Planning & Projects	5% completed. Project planning commenced. Stakeholder mapping complete. Handover meeting held with community point of contact. Funding for Kangaroo Valley Showground Master Plan deferred (ref. MIN23.731). Community Resilience Hub project to be progressed using operational funds (staff salaries).
	1.1.03.01 Collaborate across City Lifestyles departments to provide a range of programs to activate Destination Parks and showgrounds						
	Activation of Destination Parks by Swim Sport Fitness in collaboration with City Lifestyles Departments, Shoalhaven Libraries and Shoalhaven Regional Galleries for Pop-up Libraries, Arts & Craft stalls, Pilates in the Parks, Boot Camps and Yoga sessions. Collaboration with Tourism to host the Huskisson New Years Eve Fireworks and Huskisson Carnival.	Number of programs implemented at Destination parks across the Shoalhaven	2	2		Manager – Shoalhaven Swim Sport Fitness	Activation of Destination Parks by Swim Sport Fitness in collaboration with City Lifestyles Departments, Shoalhaven Libraries and Shoalhaven Regional Galleries for Pop-up Libraries, Arts & Craft stalls, Pilates in the Parks, Boot Camps and Yoga sessions. Collaboration with Tourism to host the Huskisson New Years Eve Fireworks and Huskisson Carnival.




	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.03.02 Conduct accessibility audits of public & community buildings						
	First accessible audit was undertaken on Greenwell Point Hall prior to December 2023.  Second accessible audit is scheduled to be completed at Huskisson Cinema prior to end June 2024.	Number of accessibility audits of public & community buildings undertaken	Q4	Due June 2024		Manager - Building Services	
	1.1.03.03 Work with community to foster an inclusive Shoalhaven where everyone has equitable access to opportunities including by continuing to deliver priorities from the Disability Inclusion Action Plan						
	The Community Capacity Building Team have been working strategically with disability service providers in order to more effectively identify both unmet needs and opportunities for more equitable access within the Shoalhaven. The team are working collaboratively with internal staff and external stakeholders to improve key accessible services (beach wheelchairs), while ensuring that the IAAC have opportunities to provide advice and guidance relating to accessibility issues in the LGA.  The Team has continued to support accessible transport opportunities in the community, through providing funding support to the Nowra Youth Centre for their Youthie Bus.	Number of initiatives which advocate for and empower community to support equitable access to opportunities	Count	33		Manager - Community Connections	33 initiatives with 303 people participating through homelessness work, advisory committees, interagencies and community events




Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of initiatives which raise awareness of community access and inclusion needs, and demonstrate best practice in inclusion and accessibility	Count	9		Manager - Community Connections	9 initiatives with 174 people participating through community events, beach wheelchair program and disability forum interagency
 1.1.03.04 Provide social planning advice to improve understanding of social needs and inform decision-making						
<p>Led development of Reconciliation Action Plan, including developing 'Risk Management Plan: Triggering and challenging experiences' and skills development plan for project team. RAP Working Group formed with appointment of 14 Team Representatives. RAP Yarning Group formed with appointment of 5 Employee Representatives, 10 Community Representatives and 2 Representatives from Aboriginal Advisory Committee. First meetings of each held and Terms of Reference adopted.</p> <p>Supported improved understanding of social needs by providing 6 responses to internal and external requests for social planning advice on range of topics including: demographic data tools, SEIFA data, engaging disadvantaged cohorts, and identified social needs for Shoalhaven.</p>	Advice provided on social planning, including through co-ordination of social planning projects	Count	6		Manager - Community Connections	Responded to internal and external requests for social planning advice about topics including: Shoalhaven Community Wellbeing Strategy, using demographic data tools, SEIFA index data, migrant population, engaging disadvantaged cohorts, and identified social needs for Shoalhaven.

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Draft Reconciliation Action Plan prepared in consultation with community and stakeholders by June 2024	Count	10%		Manager - Community Connections	Working Group formed with 14 Team Representatives. Yarning Group formed with 5 Employee Representatives, 10 Community Representatives and 2 AAC Representatives. First meetings held and ToRs adopted. Developed 'Risk Management Plan: Triggering and challenging experiences' and staff skills development plan.
 1.1.04.01 Provide feedback and input into cross government strategy development and implementation that aligns with key regional priorities related to public transport and improved transport connectivity						
Council attends regular meetings with the NSW Department of Planning & Environment and Transport for NSW to advocate and deliver regional priorities. This includes the initiatives in the Illawarra Shoalhaven Regional Transport Plan and the suite of Princes Highway upgrade projects, including the planning of the Nowra-Bomaderry Bypass and the Milton-Ulladulla Bypass.	Number of meetings with government agencies that actively contribute to transport strategy development	Q4	Due June 2024		Manager – Strategic Planning	




	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	<b>1.1.05.01 Undertake projects to meet community needs regarding housing and the built environment including update of the Affordable Housing Strategy, review of the Milton Ulladulla Settlement Strategy and priority review of Shoalhaven's Planning Strategy/Policy</b>						
	Work progressing on the update of the Affordable Housing Strategy using funds received from the NSW Government's Regional Housing Strategic Planning Fund. The implementation focus of the current Strategy is collaboration with Southern Cross Housing to deliver Affordable Rental Housing in Coomea Street, Bomaderry. Work to manage growth in Milton, Ulladulla and surrounds will continue with the preparation of the City-wide Housing Strategy.	Annual Council report on Strategic Planning Works Program by June 2024	Q4	Due June 2024		Manager – Strategic Planning	
	<b>1.1.06.01 Implement an inspection regime required to ensure the satisfactory operation of on-site sewage management systems for the maintenance of public and environmental health</b>						
	Environmental Health Officers undertook 359 inspections from 1 October - 31 December 2023	Percentage of planned on-site sewage management systems inspections completed	100%	100%		Manager - Environmental Services	359 inspections of onsite sewage management systems completed this quarter.









Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Percentage of failed on-site sewage management system whereby regulatory action has commenced	100%	100%		Manager - Environmental Services	76 onsite systems required follow-up regulatory action.  16 systems have been rectified and have been issued an approval to operate.  12 Notices/ Orders were issued to follow up non-complying systems.
 1.1.06.02 Undertake environmental health regulatory inspections to ensure compliance with legislative standards						
<p>The following environmental health inspections were carried out during the second quarter:</p> <ul style="list-style-type: none"> <li>- 359 On-site sewage management systems (OSSMs)</li> <li>- 140 Food premises</li> <li>- 69 Public swimming pools</li> <li>- 298 construction sites to assess sediment and erosion controls</li> </ul> <p>A total of 227 Customer Requests were completed.</p>	Percentage of planned environmental health inspections completed	100%	100%		Manager – Environmental Services	69 Public swimming pools were inspected.  227 Customer requests (complaints) were completed.





Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Percentage of failed environmental health inspections whereby regulatory action has commenced	100%	100%		Manager – Environmental Services	Three (3) Improvement notices were issued to non-compliant public pools.  Four (4) Notices were issued for customer requests (complaints).
 1.1.06.03 Undertake swimming pool inspections in accordance with the adopted program						
<p>Councils Compliance Team undertook 94 swimming pool inspections during the quarter with 79 of these inspections completed as a result of an owner request made to Council.</p> <p>The inspections resulted in the issue of 34 Certificates of Compliance and 33 Certificates of Non-Compliance.</p>	Percentage of planned swimming pool inspections completed	95%	95%		Manager – Certification & Compliance	Councils Compliance Team undertook 94 swimming pool inspections during the quarter with 79 of these inspections completed as a result of an owner request made to Council.


	Action Comment	Reporting Measure	Target / Timeframe	Q2 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						
	<p>Rangers completed a total of 1,933 proactive patrols during the period. Of these, there were 995 beach patrols, 485 other patrols (Council Showgrounds, camping hot spots, boat ramps, vegetation vandalism, illegal dumping, asset inspections and inland reserves), 403 proactive parking patrols and 50 school zone patrols.</p> <p>Ranger Services has actioned a total of 1,337 incidents in the period. Of these, 478 related to animal management complaints and 859 related to illegal dumping, parking, abandoned vehicles, camping, tree vandalism, and a range of unauthorised activities on public land. Rangers conducted 2 Information Pop up stalls for the quarter providing microchipping for dogs, checks of animal details and shorebird education</p>	Number of proactive ranger patrols	750	3,893	●	Manager – Certification & Compliance	Rangers completed a total of 1,933 proactive patrols for the period. These include 995 beach patrols, 485 other patrols including Council Showgrounds, camping hot spots, boat ramps, vegetation vandalism, illegal dumping, asset inspections and inland reserves, 403 proactive parking patrols and 50 school zone patrols.
➔	1.1.06.05 Undertake retail food premises regulatory inspections to ensure compliance with legislative standards						
	97% of the 140 food businesses inspected during Quarter 2 received an Excellent / Very Good or Good food safety rating. Four (4) food businesses received Improvement Notices and further regulatory action.	Percentage of food businesses achieving 'good', 'very good' or 'excellent' food safety star rating	80%	97%	●	Manager - Environmental Services	<p>140 food businesses were inspected during quarter 2.</p> <p>97% (137) of food businesses received Excellent, Very good or Good food safety rating.</p>

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Percentage of failed food hygiene inspections whereby regulatory action has commenced	100%	100%		Manager - Environmental Services	Three (3) Improvement Notices and one (1) Penalty Infringement Notice were issued to four (4) food businesses (3%) that required regulatory action during this Quarter.
 1.2.01.01 Undertake strategic investigations to support Arts & Culture in the Shoalhaven						
The Gallery strategic plan for 2024-2027 will be presented at a Councilor briefing in Q3. Further strategic investigations to support Arts and Culture are detailed in the strategic plan.	Undertake planning and investigations for strategic plans and projects that support development of Arts and Culture	50%	80%		Manager - Arts & Culture	The Gallery summer exhibition, Death Love Art was launched on December 9 and the culmination of a 3-year engagement of curator, Max Dingle. The opening was a success with an audience of 40 and supported by Steel City Strings Trio performance, who also composed a new work in response to the exhibition.

	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.2.01.02 Shoalhaven Regional Gallery to deliver a diverse program of arts and cultural activities that cater for audiences across the Shoalhaven						
	This quarter Shoalhaven Regional Gallery has delivered a diverse program of arts and cultural activities that cater for audiences across the Shoalhaven. Three solo exhibitions by local artists and the annual Shoalhaven Art Society Exhibition showcased the diversity of talent across our region and attracted large audiences. The year ended with the launch of major Summer exhibition 'Death Love Art,' which has already attracted media and visitor interest, both local and national. There was also a diverse program of events and workshops catering to all age groups, from school holiday and after school art classes for children, to masterclasses with exhibiting artists and term based workshops in printmaking, watercolour and drawing for adults.	Number of people paying to attend public programs	250	370		Manager - Arts & Culture	Public Programs continue to do well. This includes Studio programs that continue to have capacity to grow and increase income revenue for the Gallery to offset programs subsidised. Studio programs are skills-based tuition for children & adults.
		Number of visitors to Shoalhaven Regional Gallery	16,000	15,180		Manager - Arts & Culture	Q2 attendance numbers are October 2698, November 2411, and December 1441, which includes installation week and Christmas shut down. Total numbers are 6550 visitors through the Gallery.




	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Percentage of visitors 'likely or very likely' to recommend the gallery	50%	100%		Manager - Arts & Culture	100% of surveyed visitors in this quarter were 'likely or very likely' to recommend the gallery, an excellent result
	1.2.01.03 Curate and deliver inclusive annual seasons of performing arts, events and public programs reflective of our diverse community						
	Shoalhaven Entertainment Centre launched its 2024 Season and 2024 Morning Matinee Season in December 2023. Almost 400 people attended the Season launch. The Season includes children and family theatre, drama fine music, contemporary music, First Nations works, contemporary dance, music-based theatre, multicultural works, and an international physical theatre production. The majority of the works are supported by community engagement activities.	Rebuild post-COVID attendance at ticketed performances at the Shoalhaven Entertainment Centre	Q4	Due June 2024		Manager - Shoalhaven Entertainment Centre	
		Percentage of audience members' positive perception of the Centre's contribution to cultural life in the Shoalhaven	85%	100%		Manager - Shoalhaven Entertainment Centre	The Shoalhaven Entertainment Centre's total aggregate Culture Counts social impact tool) score across 23 productions benchmarked against eight standardized metrics was 89%



	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Live Music Action Plan prepared for Council adoption by December 2023	50%	1%		Manager - Shoalhaven Entertainment Centre	SEC has experienced unprecedented growth in Memberships, ticketed events, ticket sales and revenue. The Team's focus has had to remain on core business during this period. This project will be undertaken in Q4.
	1.2.01.04 Deliver a mural art project on Shoalhaven Water infrastructure that will engage with local community and artists						
	Council will be requested to consider proceeding with this project at the next quarterly review. Potential saving will be \$95,000 to the Water Fund operational budget.	One Shoalhaven Water mural art project completed by June 2024	Q4	Due June 2024		Manager -Water Business Services	
	1.2.01.05 Shoalhaven Regional Gallery to deliver Art Workshops and curriculum education programs across the Shoalhaven						
	Program Areas that include Studio, Public, Outreach, and Learn continue to experience growth while maintaining the current budget subsidy. Art Gallery of NSW will fund the delivery of a program, Culture Dose for Kids, in Term 1, 2024 and Museums and Galleries NSW have awarded an Audience Development grant to SRG for the delivery of a First Nations Arts & Cultural program in Term 2, 2024.	Number of Pop Up Art workshops delivered to outlying areas	Count	5		Manager - Arts & Culture	SRG was invited to deliver workshops for Art Gallery of NSW, Noah's Challenge, and Stockland on two consecutive days. All pop-up delivery was fee for service, which ensures expenditure including casuals is paid for. These opportunities strengthen our profile and reputation.



Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of Students participating in curriculum based programs	100	591		Manager - Arts & Culture	In Term 4 we delivered education programs to Nowra Hill Primary School, in collaboration with the library. We will continue to promote a Library/Gallery tour to Primary Schools in 2024. We also delivered to Noah's Aboriginal playgroup, which was a great success.
1.2.01.06 Increase diversification of income streams to support the activities of the Shoalhaven Regional Gallery						
Donations via tap donation system continue to be received with Front of House actively promoting over the summer exhibition period. Successful notification of Museums & Galleries NSW Audience Development grant for \$9,770 was notified for a First Nations Arts and Cultural program. Implementation of Supporter Hub fundraising platform will progress with the appointment of the Gallery Director position.	Number of grant applications prepared and submitted	Q4	Due June 2024		Manager - Arts & Culture	








	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.2.02.01 Progress construction of a new Library at Sanctuary Point						
	98% detailed design complete. Next stages include completion of the design work, including finalisation of the public art components of the project, engagement of Principal Certifying Authority and receipt of Construction Certificate. Once the Construction Certificate is received, detailed design will be considered 100% complete and the project will be shovel-ready for implementation.	Complete operational plan and budget for new Sanctuary Point Library	50%	50%	●	Manager – Library Services	A draft operational plan and budget has been prepared for the new Sanctuary Point Library. The next step is to present to senior staff for their feedback.
		Complete the public art project with local community for the new Sanctuary Point Library	50%	50%	●	Manager – Library Services	The three successful artists continue to work with the public art consultant and architects to complete final designs for their artwork, which will be included in the final construction documentation for Sanctuary Point Library.
➤	1.2.02.02 Continue staged implementation of Shoalhaven Entertainment Centre's Strategic Business and Marketing Plan						
	The Strategic Business and Marketing Plan is at final draft stage. It will be graphically designed and then prepared for a Councilor Briefing in Q3.	Percentage increase of food and beverage income stream at Encore Cafe and Dining	Q4	Due June 2024		Manager - Shoalhaven Entertainment Centre	





	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Increase the number of Season Memberships to build audience engagement	Q4	Due June 2024		Manager - Shoalhaven Entertainment Centre	
	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						
	2023/2024 Grant Program underway with project works due for completion in March 2024. With Council focus on the delivery of the new City-wide land use planning scheme, it's likely the grant program will not run in 2024/2025. Examination of the role and function of the Local Heritage Committee continues.	Number of Heritage Assistance grants issued	Q4	Due June 2024		Manager – Strategic Planning	
	1.2.03.02 Provide support for volunteer led museums across the Shoalhaven						
	The partnership with Museums & Galleries NSW continued in Q2 with the appointment of a new museum advisor who will work with museums in 2024 across the Shoalhaven to meet specific needs and project goals of the museums. The Gallery hosted a Museum and Gallery breakfast in December that was well received.	Identify funding options and support needed to conserve the Jack Nicholson Collection and enhance the museum experience at Lake Tabourie Museum	50%	70%		Manager - Arts & Culture	The Gallery is continuing to work with Museums & Galleries of NSW to find a sustainable solution for Lake Tabourie Museum.

	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.2.03.03 Work with community to improve the recognition, protection and celebration of the diverse community, history and cultural heritage of the Shoalhaven						
	<p>In taking a capacity building approach to supporting our multicultural community, the team have supported the establishment of the 2024 Harmony Week Committee. Additionally, connecting multicultural organisations with local service providers and community groups has been a focus, so there can be improved collaboration in this space.</p> <p>The Team has collaborated with the Social Planner to incorporate Capacity Building activities in the Reconciliation Action Plan Project. This is yet to be implemented in the community. Planning for NAIDOC Regional Awards is in full swing and the team are working closely with the committee and SEC to deliver this event.</p>	No of activities that recognise, protect or celebrate the diverse make up and cultural heritage of the Shoalhaven	Count	11		Manager – Community Connections	11 activities with 25 people participating through NAIDOC planning, sorry day walk, arts and culture programs

	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.2.03.04 Design and deliver the Boongaree reconciliation garden to provide a place for education and healing for the indigenous communities of the Shoalhaven						
	55% complete (total project), commenced in previous FY. Concept plans 80% complete. Stakeholder engagement 50% complete. Detailed design 0% complete. Delivery 0% complete. Further engagement with Aboriginal stakeholders required. Engagement planning recommenced (update to Get Involved page published 21 Dec 2023). Open Space & Rec. Planning team to undertake cultural awareness training January 2024. Concept design work on hold pending outcome of budget review and outcomes of engagement with key Aboriginal stakeholders.	Detailed design for Boongaree reconciliation garden completed by June 2024	50%	55%		Manager – Community Planning & Projects	55% complete (total project), commenced in previous FY. Concept plans 80% complete. Stakeholder engagement 50% complete. Detailed design 0% complete. Delivery 0% complete. Further engagement with Aboriginal stakeholders required. Engagement planning recommenced (update to Get Involved page published 21 Dec 2023). Open Space & Rec. Planning team to undertake cultural awareness training January 2024. Concept design work on hold pending outcome of budget review and outcomes of engagement with key Aboriginal stakeholders.



Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
 1.3.01.01 Shoalhaven Libraries will create opportunities for diverse communities to be welcomed and celebrated in appropriate ways through a range of events						
During this quarter Shoalhaven Libraries held 76 events with over 1230 people of all ages and backgrounds attending.	Number of Library events delivered	250	306		Manager – Library Services	Library events are held at all our main branches and provide lifelong learning and enjoyment for adults and children alike.
	Number Library Visits	210,000	156,804		Manager – Library Services	Library visit numbers are increasing but are still below pre-COVID numbers. Issues with functionality of the people counting system are also a factor in lower-than-expected visit numbers. Staff continue to promote library services and membership.
	Number of Virtual Visits at Council's Libraries	400,000	407,017		Manager – Library Services	Shoalhaven Libraries provides online services, resources and programs to its community.
	Number of actions implemented from the Shoalhaven Libraries Strategic Plan 2023-2026	6	6		Manager – Library Services	The draft Shoalhaven Libraries Strategic Plan was presented to Councillors on 28 September 2023, and it will be placed on public exhibition in January for community feedback.



	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.3.01.02 Review and update Shoalhaven Libraries Local Heritage Strategic plan						
	Ongoing - Due June 2024. On track to complete ahead of schedule.	Shoalhaven Libraries Local Heritage Strategic plan updated by June 2024	50%	50%	●	Manager – Library Services	Ongoing. Due June 2024. On track to complete ahead of schedule
➤	1.3.02.01 Deliver improved playing surfaces at Precincts and Destination Parks in the Shoalhaven						
	<p>50% complete: Delivery of improved playing surfaces to Shoalhaven's sporting precincts and Destination Parks is on track within acceptable time frame. Budget intended to fund turf related maintenance programs including soil testing, fertilizing, aeration, topdressing, broad leaf herbicide and other programs. Top dressing program has begun, expected delivery to be complete by end January 2024.</p> <p>Completed Programs:</p> <ul style="list-style-type: none"> <li>- Soil Testing</li> <li>- Broadleaf Herbicide</li> <li>- Spring Fertilizer</li> </ul>	Undertake annual sportsfield improvement program	50%	50%	●	Manager – Shoalhaven Swim Sport Fitness	<p>50% complete. Programs completed and programs underway:</p> <ul style="list-style-type: none"> <li>- Broadleaf herbicide</li> <li>- Soil amendments</li> <li>- Spring fertilizer</li> <li>- Top dressing</li> <li>- Scarab beetle and bill bug control</li> </ul> <p>Upcoming Programs:</p> <ul style="list-style-type: none"> <li>- Aeration</li> <li>- Autumn Fertilizer</li> <li>- Winter Rye Grass Oversowing</li> <li>- Soil Testing</li> </ul>





	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.3.02.02 Continue staged implementation of Asset Management Plans across Shoalhaven Swim Sport Fitness including Destination Parks, sportsfields and showgrounds						
	50% Complete. Asset Management Plans have been completed for four Showgrounds - Nowra, Berry, Kangaroo Valley and Milton Showgrounds.  No budget has been identified to proceed Destination Parks, sportsfields Asset management Plans.  Budget bid will be included in the 23 / 24 round of submissions to PMO.	Commence development of Asset Management Plans for sportsgrounds buildings	50%	0%		Manager – Shoalhaven Swim Sport Fitness	Project not funded for 2023/24 financial year. Budget bid to be submitted for funding in 2024 / 25.
	1.3.02.03 Review and update the Community Infrastructure Strategic Plan together with other directorates, to form the strategic planning for future development						
	10% complete. Project planning commenced. Methodology under development. Draft methodology to be reported to EMT (February/March 2024), followed by a briefing to councillors in March 2024, and a report to a future Ordinary Council Meeting.	Playspace strategy to be incorporated in Community Infrastructure Strategic Plan	50%	10%		Manager – Community Planning & Projects	10% complete. Project planning commenced. Methodology under development. Draft methodology to be reported to EMT (February/March 2024), followed by a briefing to councilors in March 2024, and a report to a future Ordinary Council Meeting.


Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Community Infrastructure Strategic Plan updated by June 2024	50%	10%		Manager – Community Planning & Projects	10% complete. Project planning commenced. Methodology under development. Draft methodology to be reported to EMT (February/March 2024), followed by a briefing to councillors in March 2024, and a report to a future Ordinary Council Meeting.
1.3.02.04 Implement outcomes from the Community Infrastructure Strategic Plan						
50% complete. Recurring, ongoing work within context of all project planning work undertaken, and customer request responses processed, by OS&RP team in accordance with findings outlined under 'Future direction.'	Complete construction of Bob Proudfoot Pavilion by end of September 2024	50%	45%		Manager – Community Planning & Projects	Project currently out to tender closing 25 January 2024.
	Finalise design of showground upgrades (BLERF) by September 2024	50%	25%		Manager – Community Planning & Projects	Concept designs provided by lead consultant; the designs provided exceeded available budget. Revised concepts now provided for internal Stakeholders review and comment to finalise preferred options.



Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Complete construction of Ulladulla Skatepark by June 2024	50%	10%		Manager – Community Planning & Projects	Pre-construction electrical relocation works completed  Construction Tender package 100% completed.  Project deferred until 2024/2025 subject to approval of EOT and scope variation submitted 02.01.2024 - D24/682.
 1.3.02.05 Support Parkcare Group Volunteers to improve local parks and reserves						
<p>3 Groups have had their Parkcare Action Plan updated. 1 new Group and 1 established group are in the process of consultation for their Action Plans.</p> <p>Current Parkcare figures; 49 Groups, 367 volunteers and 1048.25 volunteer hours for Oct, Nov, Dec quarter.</p> <p>The Parkcare Connect newsletter continues to be sent out seasonally.</p> <p>8 groups have completed their WHS site safety plans, and 63 individual volunteer site inductions to date, and are ongoing.</p>	Maintain Annual Parkcare volunteer hours	Q4	Due June 2024		Manager – Works & Services	

	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.3.02.06 Implement the Shoalhaven Swim Sport Fitness Business Plan						
	99% complete. Business Plan needs only revised graphics.	Strategies identified within new Shoalhaven Swim Sport Fitness Business Plan implemented	50%	50%		Manager – Shoalhaven Swim Sport Fitness	<p>Business Plan Action Plan items have been commenced including.</p> <ul style="list-style-type: none"> <li>• Customer Focus - Culture Count surveys.</li> <li>• Marketing &amp; Branding - General marketing to build brand.</li> <li>• Technology - Commencement of implementation of new Point of Sale system.</li> <li>• Policies &amp; Procedures - Updating of procedures commenced.</li> <li>• Environmental Sustainability Measures – reducing the use of LPG, converting to electricity</li> </ul>

	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.3.03.01 Provide a range of programs and services to cater for community demand for aquatics and health and fitness programs						
	Extensive range of services and programs provided for Aquatics and Health & Fitness throughout the first two quarters across all SSF facilities. This includes Learn to Swim and Squad Programs, 24/7 gymnasium access, Group Fitness classes (gymnasium, aqua aerobics and boot camp), Personal Training sessions, Teen Gym and other school-aged fitness programs along with programs / classes catered for aging demographics including Health Moves . Outdoor classes have occurred and more are scheduled over the Christmas holiday period in Destination Parks, weather-dependent.	Maintain the number of attendances at Council's aquatic and leisure centres	235,000	438,136		Manager – Shoalhaven Swim Sport Fitness	Favourable weather conditions for aquatics and strong participant numbers for Learn To Swim and Health & Fitness has seen strong visitation numbers across Quarters 1 and 2.
	1.3.04.01 Support local networks and encourage knowledge sharing to improve equitable access to information and opportunities						
	Regular communication and two-way information sharing with CCBs, including a weekly DA update and other opportunities and information for the community.	Information and opportunities shared with community and ongoing support and guidance for the Community Consultative Body network	Count	30		Manager - Community Connections	From 1 October 2023 to 21 December 2023, 30 emails sent to all CCBs on issues ranging from mental health support, natural disaster declaration, community wellbeing grants, public exhibitions and the DA tracker.

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of supported activities which provide increased opportunities for community groups to represent and advocate for their communities	Count	2		Manager - Community Connections	A CCB Executive Meeting was held in Sussex Inlet on 23 November 2023 with the purpose to inform the CCB's on city wide issues and initiatives.



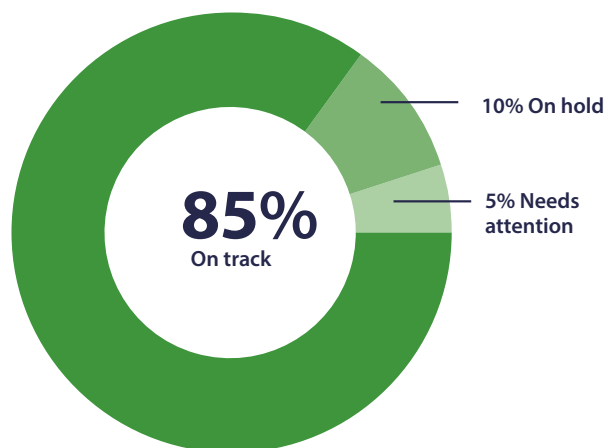




# Sustainable, liveable environment

## Highlights

### Progress snapshot



- Water quality monitoring was undertaken by Environmental Services with 5 catchments sampled this quarter at Lake Conjola, Curleys Bay, Shoalhaven River, Lake Tabourie and St Georges Basin.

- Subdivision Works (Construction Approval) and Subdivision Certificates – 100% resolved within 14 days.

- Delivery of actions within the Sustainable Energy Strategy included replacement of all streetlights with energy efficient LEDs saving approximately 1,500 tonnes of CO2e emissions each year.

- The Sustainable Living Program offered workshops and events such as the SunSpot solar online event. The Sustainability webpage included Sustainable Living Guide, Energy Saving Kits, SunSpot tool, and other sustainable living programs.

### Our performance for the last 3 months



**113** Environmental  
assessments on  
Development Applications

**346**

Invasive Weed  
Inspections



**104**

Works in Natural  
Area reserves



**51%** of

Development  
Applications  
processed  
within 40 days  
target 65%







- Urban greening strategy



- ESD Guidelines for Council Buildings




- Transforming textiles, plastic and recycled glass into new ceramics

## Sustainable, Liveable Environments

Action Key	Completed	On Track	Requires Attention	On Hold	Deferred	KPI Status	Critical	Requires Attention	On Track
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Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
2.1.01.01 Complete the Local Road Repair Program as listed in the 2023-24 adopted capital works program						
Refer to LRCI - Local Roads and Community Infrastructure Program Phase 4a and b reporting - no general fund LRRP	Percentage of planned road rehabilitation projects completed	20%	35%	On Track	Manager – Works & Services	Key projects in the program that have been completed include Meroo Road, Terara Road and Old Southern Road.
2.1.01.02 Implement Council's Road Risk Management Procedure by ensuring reportable defects are repaired						
Road risk management procedures are in place. Cameras are now deployed on all Recycle trucks to analyse road defects. Arterial road inspections are undertaken on a monthly cycle.	Percentage of reportable defects addressed within corporate timeframes in the procedure	60%	60%	On Track	Manager – Works & Services	Ongoing concerted effort in pothole repairs are still continuing.










Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
2.1.02.01 Undertake Flood Studies and develop Floodplain Risk Management Studies and Plans						
Multiple floodplain risk management investigations are currently underway. This includes the Clyde River Flood Study (FS) and FRMS&P, Willinga Lake FS and FRMS&P, Updated Broughton Creek Flood Study, and ICOLL Catchments Flash Flood Warning System Scoping Study. The Lower Shoalhaven River FRMS&P and St Georges Basin FRMS&P will commence in January 2024. These projects are all on track to be delivered within an acceptable timeframe as per grant funding conditions and within the available budget.	St Georges Basin Floodplain Risk Management Study and Plan adopted by Council by June 2025	Q4	Due June 2024		Manager – Environmental Services	
	Lower Shoalhaven River Floodplain Risk Management Study and Plan adopted by Council by June 2025	Q4	Due June 2024		Manager – Environmental Services	
2.1.02.02 Complete the Stormwater Drainage Program as listed in the 2023-24 adopted capital works program						
Over 30% of budget spent. Several projects with projects deferred or re-scoped	Percentage of planned stormwater drainage projects completed	25%	30%		Manager – Works & Services	30% spent to date on Stormwater CapEx

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
2.1.02.03 Review the flood mitigation asset database and ensure it is up to date						
Flood mitigation review complete, ongoing work scheduled for 2023/2024.	Length of flood mitigation assets inspected	Q4	Due June 2024		Manager – Works & Services	
	Percentage of reported critical / urgent flood mitigation assets repaired as funded for maintenance	20%	20%	●	Manager – Works & Services	Programmed works to take place Q3. & Q4. in accordance with environmental constraints, eg. green-gold bell frog season etc.
2.1.03.01 Complete the Pathways Program as listed in the 2023-24 adopted capital works program						
Awaiting funding confirmation of \$5M from State government.	Percentage of planned pathways projects completed	25%	0%	●	Manager – Works & Services	Inspections undertaken in all districts. Awaiting confirmation of \$5M State Grant Funds to commence larger construction projects.


Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
2.1.03.02 Review the Walking Track asset database and ensure it is up to date						
<ul style="list-style-type: none"> <li>- Bushwalks mapped in GIS</li> <li>- Bushwalk assets in register and are updated as required</li> <li>- Basin Walk new/replacement assets from Sustainable Tourism Infrastructure Grant (STIG) works are now recorded</li> <li>- One Track for All replacement path Sustainable Tourism Infrastructure Grant (STIG) works are now recorded</li> </ul>	Percentage of reported walking track asset defects repaired as funded for maintenance	20%	9%		Manager – Works & Services	<ul style="list-style-type: none"> <li>- Nil Bushwalk tracks maintained, repaired or upgraded under Council's Natural Area maintenance or capital works program due to lack of funding in 2023-24</li> <li>- Basin Walk, One Track for All and some of Coomee Nulunga (Ulladulla Headland - southern side only) Bushwalk paths upgraded under Sustainable Tourism Infrastructure Grant (STIG) funding</li> <li>- Moyean Hill Bushwalk is also a fire trail and this has been graded and widened under the Bushfire Mitigation program</li> </ul>
2.1.04.01 Stage works greater than \$250,000 with a Design/Approval stage and Construction/Commissioning Stage in separate financial years						
All projects are reviewed for staging over 3 years. Investigations / Detailed Design & Approvals / Construction.	Percentage of works greater than \$250,000 staged in separate financial years (excluding newly identified Council priority projects)	Q4	Due June 2024		Manager – Works & Services	

	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.1.04.02 Identify projects to be delivered in the following financial year and plan and resource the delivery of designs and specifications where required						
	Projects designs and readiness are now identified and reported through the newly implemented project life cycle management system. Funded designs and investigations are continuing.	Identify capital construction projects to be delivered in the following financial year and plan and resource the delivery of designs and specifications where required	Q4	Due June 2024		Manager – Technical Services	
	2.1.05.01 Identify in consultation with Asset Custodians sources of information and scope new processes for the systematic update of condition information in asset registers						
	Primary focus in the quarter has remained on the Building asset information in support of upcoming revaluation. This has included a thorough review of the current asset data model, and proposals to refine the model to better support revaluation. Work with custodians to procure floor plans (to validate the primary building dimensions) is nearing completion with recent representative photos to be used to assist in capturing the condition.	Completion of projects to increase the quality of condition data for transport assets	2	2		Manager – Technical Services	Focus on Building revaluation, PLM and ADAC projects




Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Completion of projects to increase the quality of condition data for stormwater assets	2	2		Manager – Technical Services	Focus on Building revaluation, PLM and ADAC projects
 2.1.05.02 Support the organisation to review and update Asset Management Plans						
A working group has been formed to analyse and determine the strategy for updating AMP's. The group will utilise the current baseline information collected.	Number of Asset Custodian's portfolio Asset Management Plans (AMPs) that have been assisted in adopting the corporate template to develop and finalising their AMP's	4	4		Manager – Technical Services	Review of current state of AMP completion and conformance to the corporate template.
	Annual update of the Strategic Asset Management Plan (SAMP)	50%	50%		Manager – Technical Services	Asset Management Strategy updated in conjunction with AEC review. Structural review of SAMP to be planned in early 2024.
 2.1.06.01 Maximise water reuse to reduce demand on drinking water supplies						
REMS 2.0 project is on hold subject to attaining grant funding and the development of biodiversity offset credits.	Implement recommendation from Shoalhaven Water Yield Assessment	Q4	Due June 2024		Manager - Water Asset Planning & Development	



Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Review and assess redundancy in water supply schemes	50%	50%		Manager - Water Asset Planning & Development	Updating Reservoir Contingency Plans has been completed and Planning for emergency situations and risk management undertaken as part of risk mitigation program.  Mains renewal program also considers redundancy for water supply schemes. Plans have now been completed for over 70 sites and construction activities commenced for Currarong Rd and Crobyar Rd.
 2.1.06.02 Identify and mitigate risk to critical water supply and wastewater assets						
<p>Risk assessments and mitigation measures have now been finalised and costed.</p> <p>Projects completed include - Shoalhaven Heads alternate water connection, Currarong Rd Main Replacement and Hydraulic model assessments.</p> <p>Ongoing works include Erowal Bay Sewer Relocation and Cambewarra Dam Decommissioning.</p>	Develop asset risk assessment, mitigation contingencies for critical water & wastewater assets	Q4	Due June 2024		Manager - Water Asset Planning & Development	




Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
2.1.06.03 Plan for Sewer & Water infrastructure to support West Culburra & Mundamia Urban Release Areas						
<p>Concept options report is currently underway for Culburra along with grant applications for funding.</p> <p>Operational improvements continue.</p> <p>Mundamia Urban Release area is currently delayed by the developer due to modifications to the consent and consent conditions which limit construction within the site. Water connection work is ready to commence once the subdivision moves into construction phase.</p>	Deliver Sewer & Water infrastructure concept design to support West Culburra Urban Release Areas	50%	50%	●	Manager - Water Asset Planning & Development	Options assessment complete. Concept design contract underway.
	Deliver Sewer & Water infrastructure concept design to support Mundamia Urban Release Areas	50%	55%	●	Manager - Water Asset Planning & Development	<p>Water design approx. 80% complete. Sewer Design approx. 30% complete.</p> <p>Overall project = 55% complete.</p> <p>Project has been placed on hold until next financial year due to delays associated with Development. Project is likely to recommence in July of FY24/25.</p>

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
2.1.06.04 Implement new regulatory and assurance framework for local water utilities						
Ongoing developments in Asset Management, Project and Portfolio Planning and financial sustainability are continuing with the commencement of scheduled maintenance, Project Lifecycle Management, Enterprise Budgeting and sustainability reviews.	Achieve regulatory compliance for local water utilities	Q4	Due June 2024		Manager - Water Asset Planning & Development	
2.1.06.05 Construct Sewer & Water infrastructure to support Moss Vale Road Urban Release Areas						
Infrastructure works to support this area are continuing with Sewer works at 95% complete and connections progressing. Project is due for completion in the first half of 2024.  Water is at 70% with work due to be completed in 2024.	Percentage of annual capital works completed that support Moss Vale Road Urban Release Areas	Q4	Due June 2024		Manager - Water Asset Planning & Development	
2.1.06.06 Investigate asset resilience and security of water supply opportunities						
Water supply asset risk review completed with resilience projects underway. Risks will be reviewed annually.  Nowra Hill to Milton trunk main Stage 2 project concept design is in early stages of development.  Hydraulic models are also in development with high and extreme risk assets being assessed and mitigation measures developed.	Develop Northern to Southern Water Supply Project to Construction Phase	50%	10%		Manager - Water Asset Planning & Development	Project moving into concept phase however funding for delivery phase is still to be resolved.






Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
 2.1.06.07 Construction of new water pipeline connection of Jarvis Bay Territory to Shoalhaven systems						
On hold, awaiting engagement by Jarvis Bay Territory to proceed to construction. Land matters within the Territory are still to be resolved.	Percentage of construction of water pipeline connection of Jarvis Bay Territory to Shoalhaven systems	50%	0%		Manager - Water Asset Planning & Development	Tender documentation finalised and design development stage is now completed.  Project is fully funded by Federal Government and works will only proceed to Construction when/ if SW is engaged to undertake construction work.
 2.1.07.01 Implement the funded Building Fire Compliance Action Plan						
1. Performance target of 2 audit reports has been achieved this period. Fire Audits were conducted on Sussex Inlet Surf Life Saving Club and Kioloa Marine Rescue.  2. Active plan of 5 audit reports being worked on over the next 2 years.  3. Maintaining existing fire measures to the required 100% target  4. Meeting 27% Annual Fire Safety Statements	Number of Building Fire Audits Reviewed	Q4	Due June 2024		Manager – Building Services	



Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Maintain existing Fire Safety Measures for Council buildings as funded	Q4	Due June 2024		Manager – Building Services	
2.1.07.02 Ensure serviceability of public amenity buildings to budget and or community expectations						
Building Services service 97 public amenities and have received 16 complaints in the last 3months.  Performance measure = (No of complaints/(No of amenities)*Days in period)) *100 = 0.183	Complete public amenity refurbishment or renewals as funded	50%	0%		Manager – Building Services	No public Amenity refurbishments have been funded in the Building Services budget for this financial year, due to budget constraints.
2.1.07.03 Implement initiatives to reduce the number of dry weather sewage overflow events						
The project has installed 50 manhole monitoring devices to date. An additional 30-50 are due for installation this year in Shoalhaven Heads. Most manholes along Curleys Bay at Culburra Beach have a monitoring device installed to help prevent overflows to the oyster harvest areas.	Number of monitoring sensors installed and monitored using “Internet of Things” technology	100	50		Manager - Water Asset Planning & Development	50 devices have been installed in Culburra Beach. The software has required some updates which has prevented installation of more devices. 50 devices are planned to be installed in Shoalhaven Heads by the end of the financial year.



	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.2.01.01 Prepare and maintain strategies/plans to support population growth, development, environmental conservation, including finalising the detailed planning controls for Moss Vale Road North Urban Release Area and priority review of Planning Strategy/Policy						
	Range of projects continuing, including the significant work of finalising local planning documents for the Moss Vale Road North Urban Release area. Work has commenced on components of the new City-wide land use planning scheme, with priority work on developing new controls for Berry, managing local character, and a review of local infrastructure development contributions.	Annual Council report on Strategic Planning Works Program by June 2024	Q4	Due June 2024		Manager – Strategic Planning	
	2.2.02.01 Assess and determine development applications within legislative timeframes and community expectations						
	Development Services have been impacted by resignation of several senior staff members during this quarter which has impacted upon assessment timeframes. Notwithstanding, remaining staff are working to improve DA processing times by focusing on front-loading the assessment process as a means to reduce the need for information requests down the line, by creating priority lists to help referral sections focus on timely delivery of information, and through recruitment to rectify current staff shortages	Percentage of Development Applications processed within 40 days (DAs & S4.55s)	65%	51%		Manager – Development Services	The 2023/2024 Q2 outcome is 51% of all Applications being determined within 40 days. This outcome is reflected as an average of Modification Applications which achieve 67% (on track) and DAs which achieve 46% (requires attention). Timeframes for DA assessments has been impacted by several resignations of staff members in senior positions. Remaining staff have taken on additional applications to cater for the loss of those staff members - this additional workload has impacted on the overall completion timeframe.

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
2.2.02.02 Resolve Subdivision and Subdivision Works Certificates to meet applicant and community expectations						
In both instances - Subdivision Works (Construction Approval) and Subdivision Certificates (which enable land title to be created) have been issued within specified targets. This is an exceptional quarterly result.	Percentage of Subdivision Certificates resolved within 14 days	75%	100%	●	Manager - Development Services	Exceeded target
	Percentage of Subdivision Works Certificates completed in 28 days	65%	100%	●	Manager - Development Services	Target has been achieved for this quarter. As the team has been advised of a pending resignation of one of it's experiences engineers, results may drop next quarter however the team will push to continue to stay on track. It is noted that the results have been provided by the Business Support Section.
2.2.03.01 Provide development compliance services to the community						
Council received 149 new customer requests relating to development compliance in the October to December quarter with 101 of these relating unauthorised development and development not undertaken in accordance with consent. A further 27 requests related to pool concerns and 21 for stormwater nuisance complaints.  The compliance team continue to triage and action requests based on the risk to public, with swimming pools, first floor decks and fire damaged buildings being considered high risk.	Number of development non-compliance matters received	Count	149	●	Manager – Certification & Compliance	Council received a total of 149 new customer requests in the October to December quarter.  This included 101 development concerns relating to building and land uses, 21 stormwater complaints and 27 swimming pool requests.



Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of development non-compliance actions completed	Count	30		Manager – Certification & Compliance	Compliance completed a total of 30 customer requests in the October to December quarter.  This comprised of 21 development concerns, 4 stormwater requests and 5 swimming pool requests.
2.2.04.01 Provide strategic feedback to Government and others on policies and strategies impacting on strategic land use in Shoalhaven						
Council staff participated in relevant meetings, including the Illawarra-Shoalhaven Regional Plan Coordinating and Monitoring Committee and Illawarra-Shoalhaven Affordable Housing Roundtable. Advocacy activity undertaken in response to numerous NSW Government consultations about proposed and potential planning reform and policies.	Number of submissions regarding strategic land use made to Federal and State Government	Q4	Due June 2024		Manager – Strategic Planning	
2.3.01.01 Delivery of the Shoalhaven Adaptation Plan						
Adaptation Plan adopted November 2022 with new climate change risk assessment scheduled for 2025. Annual progress report was presented to EMT on 7 March 2023 and next report scheduled to be presented in March 2024. Risks and responding adaptive actions have been included in corporate risk register and assigned to manager or lead staff. Risks and progress continue to be reviewed during the quarterly Risk Management meetings.	Number of actions delivered from the approved Shoalhaven Adaptation Plan	5	5		Manager – Technical Services	To date, 17 of the adaptive actions included in the Adaptation Plan have commenced delivery and risk controls will remain ongoing. The next annual update report is due in March 2024.


Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
 2.3.01.02 Continue implementation of Council's Sustainable Energy Strategy 2020-25 to reduce carbon emissions and increase the uptake of renewable energy to achieve Sustainability and Climate Policy targets						
Delivery of actions within the Sustainable Energy Strategy continues. This includes the recent replacement of all remaining streetlights with energy efficient LEDs (project completed in December 2023) saving approximately 1,500 tonnes of CO <sub>2</sub> e emissions each year, and reducing Council's energy costs. Council continues to procure renewable energy for its large energy sites under a joint Power Purchase Agreement - this includes 25% renewables currently, which will increase to 50% renewables from 2025 onwards. A Towards Net Zero Emissions Report was presented to EMT in December 2023 with an update on annual emissions and progress towards achieving Council policy targets. This report and advice on Council's Revolving Energy Fund and future energy efficiency and renewable energy projects will be presented to Council in January 2024.	Number of Sustainable Energy Strategy initiatives implemented	Q4	Due June 2024		Manager – Technical Services	
	Estimated emissions reduced through Revolving Energy Fund projects (tonnes CO <sub>2</sub> e-)	Q4	Due June 2024		Manager – Technical Services	

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Emissions saved through Sustainable Energy Strategy projects (tonnes CO2e-)	Q4	Due June 2024		Manager – Technical Services	
2.3.02.01 Delivery of the Sustainability and Climate Action Plan						
Sustainability and Climate Action Plan presented to EMT in November 2023 and adopted. The Plan identified actions both in progress and those to be delivered. Currently 22 of the 80 actions identified in the Action Plan have been completed, and 20 more are in progress.	Number of resourced actions implemented from the approved Sustainability and Climate Action Plan	7	22		Manager – Technical Services	22 of the actions identified in the Action Plan have been completed, approximately 20 more are in progress.
2.3.03.01 Undertake works within natural area reserves to improve biodiversity						
Work is undertaken by staff (Council's Aboriginal Bush Regenerators), contractors and volunteers to improve Natural Area reserves managed by Council. Contracted work is currently on track and the bush regeneration activities by staff and volunteers under the Bushcare program has continued. The lack of a central-Shoalhaven Bushcare Field Officer has been recognised by Council and staff will endeavour to gain resources to fill this position as soon as possible.	Number of natural area reserves with works completed towards maintaining or improving biodiversity	Count	104		Manager – Environmental Services	There have been 60 Natural Area reserve sites worked on by Bushcare volunteers, 19 by contractors and 25 worked on by Council's Aboriginal Bush Regenerators so far this financial year.

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
2.3.03.02 Support organisational environmental due diligence						
This action relates to the completion of environmental assessments by Council's Land Management Unit, where required, to support activities of Council. In 2023/24, this primarily includes the completion of Review of Environmental Factors (REF) for existing dog off-leash access areas. Three (3) have been completed and published, eight (8) with a 1st draft completed, and eight (8) with some work required to complete the first draft. Four (4) of these uncompleted REF have now been drafted by consultants and are with Council staff to review, while others are to be reviewed in-house.	Number of environmental assessments completed	Count	113		Manager – Environmental Services	48 DA referrals pertaining to biodiversity were completed during the second quarter.  65 DA referrals pertaining to biodiversity were completed during the first quarter.
2.3.03.03 Implement water quality monitoring program of Shoalhaven's estuaries, lakes, rivers and beaches to ensure the cleanliness of waterways for public and environmental health						
5 catchments were sampled this quarter (Oct-Dec 23): Lake Conjola, Curleys Bay, Shoalhaven River (EPL sites), Lake Tabourie, St Georges Basin.  Weekly Beachwatch sampling commenced in December at 10 Beaches: Shoalhaven Heads Beach, Tilbury Cove, Warrain Beach, Collingwood Beach, Cudmirrah Beach, Mollymook Beach, Rennies Beach, Racecourse Beach & Merry Beach	Percentage of planned water quality monitoring program completed	50%	100%		Manager – Environmental Services	Five (5) catchments were sampled this quarter (Oct-Dec 23): Lake Conjola, Curleys Bay, Shoalhaven River (EPA licensed sites), Lake Tabourie, St Georges Basin.




Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Percentage of irregular water quality results whereby follow-up has occurred	100%	100%		Manager – Environmental Services	13 parameters exceeded guideline values in areas of Chlorophyll-a (1), Turbidity (9) and Enterococci (3). The Chlorophyll-a was marginal result of 6 mg/L for a trigger of 5.3 mg/L, all other results aligned with high rainfall and therefore did not require investigation.
 2.3.03.04 Develop Coastal Management Programs as per the requirements of the NSW Coastal Management Act 2016 and the Coastal Manual						
Coastal Management Programs remain the highest priority for the Coastal Management Unit to deliver upon this financial year.	Shoalhaven Open Coast & Jervis Bay Coastal Management Programs presented to Council for adoption by June 2024	Q4	Due June 2024		Manager – Environmental Services	
	Lower Shoalhaven River Coastal Management Program presented to Council for adoption by June 2024	Q4	Due June 2024		Manager – Environmental Services	

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Lake Conjola Coastal Management Program presented to Council for adoption by June 2024	Q4	Due June 2024		Manager – Environmental Services	
	Sussex Inlet, St Georges Basin, Swan Lake and Berrara Creek Coastal Management Program presented to Council for adoption by June 2024	Q4	Due June 2024		Manager – Environmental Services	
 2.3.03.05 Prepare new, or review existing Bushcare Group Action Plans in consultation with community						
The Bannisters Road and Mahogany Creek Bushcare group action plans have been revised after review of second drafts. Another two have had a first draft prepared (Fishermans Paradise, Kean Ave - Sanctuary Point). There has been a vacancy in the Council's Bushcare Coordinator position during the last quarter, so there has been no progress on these. A Bushcare Coordinator has now been appointed, commencing work on 15 January 2024, so these will be completed by June 30 2024.	Number of Bushcare Group Action Plans reviewed	Q4	Due June 2024		Manager – Environmental Services	

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
2.3.03.06 Undertake compliance actions associated with priority weeds and biosecurity in accordance with the Regional Plan						
346 priority weed inspections have been completed this quarter. There were 34 infestation reports sent for priority weeds and 231 infestation reports sent for non-priority weeds. The remaining 81 inspections resulted in 'Nil Infestations'. No compliance actions have been required. One 'Biosecurity Direction' was issued in December relating to a requirement to control Alligator Weed.	Number of priority weed inspections	Q4	Due June 2024		Manager – Environmental Services	
	Percentage of failed priority weed inspections whereby corrective actions have been implemented	100%	100%	●	Manager – Environmental Services	346 priority weed inspections have been completed this quarter. There were 34 infestation reports sent for priority weeds and 231 infestation reports sent for non-priority weeds. The remaining 81 inspections resulted in 'Nil Infestations'. No compliance actions have been required. One 'Biosecurity Direction' was issued in December relating to a requirement to control Alligator Weed.

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
2.3.03.07 Progress the South Mollmook Coastal Protection Works						
Detailed design phase for the coastal protection works has commenced with input from landscape architects based on Community feedback on the concept designs.	Development of a South Mollmook Coastal Protection Works funding and partnership agreement by June 2024	Q4	Due June 2024		Manager – Environmental Services	
2.3.03.08 Progress planning and scoping for an Urban Greening Strategy						
Council is still awaiting the grant agreement from NSW Department of Planning and Environment.	Urban Greening Strategy research finalised by June 2024	Q4	Due June 2024		Manager - Environmental Services	
2.3.04.01 Delivery of Sustainable Living program for community members						
Sustainability webpages updated December 2023 including Sustainable Living Guide, Energy Saving Kits, SunSpot tool, and other sustainable living programs. Promoted SunSpot workshop for residents in December 2023, and planning an EV discovery day community event for March 2024. Sustainability and Climate Action Plan endorsed November 2023.	Number of funded workshops or events delivered under the Sustainable Living Program	2	2	●	Manager – Technical Services	SunSpot solar online event held and promoted December 2023, attendance and presentation at the Excellence in the Environment Awards in December 2023, future EV discovery day planned for March 2024

	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.3.05.01 Maximise recycling opportunities at Council's waste facilities						
	Investigation of recycling options and opportunities continuing.  Consultation with industry experts and potential markets for resources recovered is continuing.	Increase the number of material types recycled year on year	Q4	Due June 2024		Manager – Waste Services	



# Thriving local economies that meet **community needs**

## Highlights

### Progress snapshot



0% Needs  
attention

- 32,000 Shoalhaven Visitor Guides were distributed - continuing to support local business operators with product and marketing support.
- Shoalhaven Visitor Centres maintained a customer service score of 4.3/5 stars via google reviews.
- Total of 6.8% increase in subscribers to direct marketing consumer database to promote Shoalhaven.
- Tourism and Economic development participated in 184 external networking opportunities to enhance the Shoalhaven.

### Our performance for the last 3 months



**64** events on  
Council owned or  
managed land

**35**

Number of Council grant applications



**5**

Marketing  
campaigns  
delivered



**4.3 stars**

Shoalhaven Visitor  
Centre Rating







-Shoalhaven Visitors Guide





-Shoalhaven Visitors Centre



- Angies Food\_The Valley Table



## Thriving Local Economies that meet community needs




Action Key	 Completed	 On Track	 Requires Attention	 On Hold	 Deferred	KPI Status	 Critical	 Requires Attention	 On Track
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Action Key	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	3.1.01.01 Actively participate in networking opportunities that enhance the Shoalhaven economy						
	The Tourism and Economic Development Team have participated in 98 external events and networking opportunities year to date. This includes organising Business After Hours, assembling local business chambers together, presenting to community forums, attending events held by external organisations, and meeting with potential new businesses to advise them on local opportunities in Shoalhaven.	Number of networking opportunities attended or facilitated	150	184		Manager – Tourism & Economic Development	Staff from the Tourism and Economic Development Department have participated in a total of 184 external networking opportunities year to date. A breakdown includes:  Event Manager - 36 Grants Manager - 40 Economic Development - 58 Tourism Marketing - 44 Visitor Service Manager - 6 Year To Date = 184







Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
3.1.01.02 Review and update Council's Employment Land Strategy						
<p>Staff are currently preparing a Policy for the Sale of Employment Land, which is anticipated to be reported to Council for adoption in Q1 2024.</p> <p>A desktop review of Council's current employment land strategy and industrial land holdings is complete.</p> <p>Council staff are currently determining a scope and methodology to complete this project in conjunction with the review of the Shoalhaven Economic Development Strategy.</p>	Council's Employment Land Strategy updated by June 2024	Q4	Due June 2024		Manager – Tourism & Economic Development	
3.1.01.03 Continue to subdivide and sell employment land						
<p>Council continues to subdivide industrial land holdings. Subdivisions currently underway include Flinders stage 11 and Woollamia stage 5a.</p> <p>Albatross Aviation Technology Park stage 5 has recently been completed and an EOI is expected to go out in early 2024 for 14 new lots.</p> <p>An addition 2 lots in the Woollamia estate have recently gone out to EOI, which closes in February 2024.</p>	Number of employment land lots that have been sold or developed	Q4	Due June 2024		Manager – Tourism & Economic Development	


Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
3.1.02.01 Provide advice and support to Council on external funding opportunities that are aligned to strategic objectives						
<p>The Grants team continue to research external funding programs where council is eligible and program objectives align with strategic projects. The aim is to align funding opportunities with projects and leverage external funding sources. YTD there have been 20 x EMT Funding reports promoting over 50 grant programs for consideration by different areas of council.</p> <p>The latest programs of interest include the Disaster Ready Fund, National Water Grid Fund, Community Building Partnerships and the annual Crown Reserves Improvement Fund. Council made submissions to all these programs.</p>	Number of Council applications to external grant funding programs	70	35		Manager – Tourism & Economic Development	35 applications for Council initiatives have been lodged and submitted with external funding bodies this financial year which is on track for targets. Projects include arts and cultural programs, water security projects, infrastructure upgrades, boardwalk replacements, environmental projects, and asset protection works.
	Number of successful grant applications bringing additional investment into projects/programs within the Shoalhaven	18	12		Manager – Tourism & Economic Development	Council has been successful with 12 competitive grant applications, totaling \$284,840 and awaiting the outcomes of 23 other applications. Successful projects include memorial conservation works, marine infrastructure upgrades, management plans for waterways and First Nations arts programs.


Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Finalise a new Council Grants Policy and Procedure	50%	95%		Manager – Tourism & Economic Development	The policy is 95% complete. Work is progressing alongside the development of an online grant approvals process. Policy and process need to align. A brief will go to the executive team for endorsement in the next reporting period.
 3.1.02.02 Actively participate in providing feedback to government strategy and planning to ensure major strategic projects are included in regional plans to assist in grant funding opportunities						
<p>This quarter, staff participated in providing feedback to government and external strategy, including:</p> <ul style="list-style-type: none"> <li>- Presentation to NSW Minister of the Arts, Tourism, and Night-time Economy</li> <li>- Placemaking for the Milton/Ulladulla Bypass</li> <li>- Nowra Hospital upgrades</li> <li>- Local Jobs Program</li> <li>- Illawarra Shoalhaven Regional Economic Development Strategy</li> <li>- Destination Sydney Surrounds South survey</li> <li>- Tourism Australia survey</li> </ul> <p>The feedback ensures that external projects and strategies align with Council's key objectives under the CSP and relevant internal strategies.</p>	Number of active contributions (in person meetings, phone conversations or written advice) to regional, state or federal strategy development	75	70		Manager – Tourism & Economic Development	Council has attended or contributed to 70 external meetings between July and December 2023 that aid in regional, state, or federal strategy development. These include: Illawarra Shoalhaven Regional Defence Network, Illawarra Shoalhaven Regional Economic Development Strategy forum, Shoalhaven Economic Growth and Advocacy Group.

	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.1.03.01 Promote the Shoalhaven as a diverse region with a focus on off-season visitation						
	<p>The quarter saw the completion of the off-season campaigns, where both visitation and local spend was supported by Love Local, and Foodie campaigns.</p> <p>Peak season campaigns to manage visitation and up-sell to visitors were commencing; 100 Beach Challenge, Conscious Traveller, and production launch of the new Travel Guide.</p> <p>Total Estimated expenditure for year ending September 2023 was \$1.322 billion which shows a small increase year on year, however with inflation considered, this number may not be providing operators with an equivalent level of income and stability. Digital and social media channels grew, with a focus on rich content on Instagram reels and the new TikTok channel leading the engagement.</p>	Number of marketing campaigns delivered	2	5		Manager – Tourism & Economic Development	Five campaigns were delivered this quarter, two to drive local business growth “Love Local” and Foodie trailed off from the off-season; and two for visitor management through the peak period; 100 Beach Challenge and Conscious Traveller. The annual travel guide was also launched in December.



Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Increase the year-on-year total economic impact of expenditure in the Shoalhaven	1,000	1,320		Manager – Tourism & Economic Development	The total estimated spend in Shoalhaven for the year ending September 2023 was \$ 1.322 billion according to Tourism Research Australia. This is a small increase year on year, with these figures now being stable for the past four quarters post-COVID.
	Increase in total subscribers to the direct marketing consumer database	5%	7%		Manager – Tourism & Economic Development	There was an 11.1% increase to the direct email marketing database over the past year with an increase of 6.8% so far this financial year. Continued acquisition strategies via website engagement are sustaining this number ahead of the 10% annual KPI.

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
3.1.03.02 Deliver an event support program to drive off-season visitation to reduce seasonality of tourism employment opportunities						
<p>Round two of the current financial year's Event Support Program will open in early February 2024. A lot of research has been done to develop a broader contact list of event organisers, to target events that would suit the region and boost the off-season visitation. This quarter also saw the highest number of sponsored events, which included Stand Up Paddleboard National Titles, State Golf and Volleyball Championships, and the region's iconic South Coast Food and Wine Festival.</p> <p>The return on investment for this quarter's event support program activities according to REMPLAN economic modelling was \$12,474,24.</p>	Maintain or increase number of supported events	10	13		Manager – Tourism & Economic Development	This quarter 11 sponsored events went ahead from the program. This brings the total supported events this financial year to 13, with an additional 2 events postponed until later in the financial year. The next round of funding opens in February 2024.
	Increase total return on investment for supported events	5%	26.4%		Manager – Tourism & Economic Development	In the October to December 2023 period the event sponsorship program awarded \$86,500 across 11 events, converting to a return of investment of \$15,767,699. This is a 26.4% increase from the same period in 2022 according to REMPLAN economic modelling.


Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
3.1.03.03 Review and deliver the Visitor Services Strategy, which includes the operational Visitor Centres, mobile tourism services and industry support						
Shoalhaven Visitor Services launched the new online store to increase sales for local merchandise and also operated 31 Box Office show shifts at the Shoalhaven Entertainment Centre to the value of \$115,266.21 in sales. The team distributed 32,000 Shoalhaven Visitor Guide copies in December, and continued to support local operators with product and marketing support, whilst maintaining a customer service score of 4.3/5 via google reviews. The team attended three familiarisations throughout the region to learn more about Indigenous, food and wine, and adventure product. A review of the Visitor Servicing strategy, including mobile services and the Ambassador Volunteer program will commence in early 2024.	Maintain a high quality of service and achieve Google business reviews equal to or above 4 stars for the Shoalhaven Visitor Centre	4.3	4.3		Manager – Tourism & Economic Development	The average review score of our centres is 4.3/5. During the last quarter both Nowra and Ulladulla Visitor Centres achieved only 5 star reviews, which is a fantastic result and testament to the quality customer service the teams provide.
	Increase distribution of Shoalhaven Visitor Guides	Q4	Due June 2024		Manager – Tourism & Economic Development	
	Increase total merchandise sales across all Shoalhaven Visitor Service sales channels	Q4	Due June 2024		Manager – Tourism & Economic Development	



Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
3.1.03.04 Support businesses with grant programs and communications						
<p>Council's Grants team researches and collates funding opportunities for local businesses and community groups. These external funding opportunities are promoted to businesses via the local chamber networks. Year to date there have been 12 grant updates sent to the local chamber groups and the greater business community promoting various funding opportunities. This information has been well received. Collaboration, networking, and general grant writing advice is also offered to support individual businesses.</p> <p>Programs that have been shared with business and community groups include Veolia Mulwaree Trust Grants, Sound Proofing Grants for Live Music venues, Clubgrants streams along with Community and Place funding programs.</p>	Total value of Precinct Marketing Program	\$10,000	\$19,900		Manager – Tourism & Economic Development	This quarter, Precinct Marketing Funds were awarded to Shoalhaven Heads Lions Club for a new Heads Map, and Sydney Melbourne Touring for International Marketing Promotion to a total of \$9,900. The annual rolling total is \$19,900.





Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
3.1.03.05 Deliver support to aboriginal tourism operators in developing tourism businesses						
There are a total of eight Aboriginal Cultural products on ATDW, a slight increase on previous quarters, including one fully bookable product. More work needs to be done to assist cultural businesses in listing. The new Travel Guide includes 12 cultural experiences.	Number of additional Australian Tourism Data Warehouse listings for Aboriginal Tourism Operators	1	1		Manager – Tourism & Economic Development	There are a total of eight Aboriginal Cultural products on ATDW, a slight increase on previous quarters, including one fully bookable product. More work needs to be done to assist cultural businesses in listing. The new Travel Guide includes 12 cultural experiences.
	Number of Industry Newsletters sent (rolling annual)	6	8		Manager – Tourism & Economic Development	Four direct emails were sent to the business operator newsletter list of around 1,500 contacts during the period. These consisted of three regular monthly newsletters and an invitation to the business networking event in Sussex Inlet.

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
3.2.01.01 Investigate opportunities for strategic development of key projects in our City						
The Grants and Funding team continue to work across council to investigate funding opportunities and align them with strategic projects. The weekly EMT report identifies funding opportunities. Currently the Strategic Planning team are preparing an application to the Regional Precincts and Partnerships Program for the Nowra Riverfront Precinct (completion of master planning and detailed design) and the Recreation Planning team are submitting a proposal for the Bomaderry Basketball Stadium (construction).	Identify potential, suitably zoned land in Nowra CBD for a Hotel site, explore various models of delivery, seek advice on market response to such a development opportunity and facilitate without prejudice conversations with potential investors	Q4	Due June 2024		Manager – Strategic Planning	
	Engage with the community on the heart of Huskisson project at 59 Owen Street Carpark Development	Q4	Due June 2024		Manager – Strategic Planning	

	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.2.01.02 Support collaboration through Illawarra Shoalhaven Joint Organisation (ISJO) to advance Council and regional strategic objectives						
	<p>Council hosted the ISJO Board meeting in August 2023. Council staff have been participating in ISJO initiatives including:</p> <ul style="list-style-type: none"> <li>• Regional Disaster Risk Reduction project reference groups of technology, transport, engagement</li> <li>• Illawarra Shoalhaven Regional Waste and Sustainable Materials Strategy 2022 – 2027</li> <li>• Regional Economic Development Strategy Vision and Blueprint</li> </ul>	Number of partnership initiatives for mutual benefit of ISJO stakeholders	2	2		Manager - Corporate Performance & Reporting	Council continues participation in regional ISJO initiatives, including investigation of further grant funding opportunities.
➤	3.2.02.01 Undertake projects in the Strategic Planning Works Program to activate and strengthen Shoalhaven's CBD's and town centres including progressing the activation of the Shoalhaven River-Front Precinct and priority review of Planning Strategy/Policy						
	Council is progressing a range of planning projects for Nowra City Centre, Ulladulla Town Centre, and other local centres. This includes continued collaboration with a range of NSW Government Agencies through participation on the Nowra Riverfront Advisory Taskforce. This Taskforce leads the planning and design work for the Nowra Riverfront Precinct.	Annual Council report on Strategic Planning Works Program by June 2024	Q4	Due June 2024		Manager – Strategic Planning	

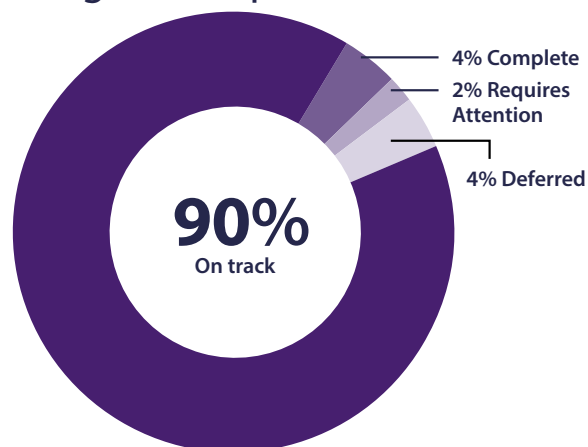
	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	3.2.02.02 Hold community events as arranged and supervised by the Nowra CBD Revitalisation Committee that draw people to the Nowra CBD						
	The Nowra CBD Place Manager has been hosting monthly Eats and Beats Farmers Markets. A Christmas event was held in December.	Number of months with increased foot traffic in the Nowra CBD compared to the previous year	6	6		Manager – Technical Services	October 2022 - Missing Data November 2022* - 43,911 December 2022 - 86,610 October 2023 - 73,236 November 2023 - 73,396 December 2023 - 84,658 *Missing Data

	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	3.2.03.01 Facilitate and support the delivery of community and tourism events striving to achieve engaged, activated and liveable communities						
	<p>The events team continue to support community event organisers with both event applications, strategic advice and assistance with sourcing the most appropriate event spaces in the region. The team has been meeting event organisers throughout the region for site inspections and in person meetings, as a way to strengthen relationships.</p> <p>There were 64 events processed and approved by the team on Council land this quarter, most by local organisers, which more than doubles the expected rate. This shows an increase in confidence of the event industry and therefore community vibrancy in this space.</p> <p>The events team are currently undergoing a review of the event policy and internal processes, to further streamline the event application processes for organisers.</p>	Number of approved events on Council owned or managed land	35	64		Manager – Tourism & Economic Development	The team approved 64 events on Council owned or managed land this quarter, which exceeds the target of 35. This includes new events in region and a flux of community events leading up to Summer. This shows a return to confidence in the event industry.



# Effective, responsible & authentic **leadership**

## Progress snapshot



## Highlights

- Work Health Safety launch of the Zero Tolerance campaign with 56 staff trained as On The Job Trainers.
- The Health and Wellbeing initiative included 108 staff attending the Resilience Workshops and 158 staff receiving the Healthy Hearts Checks.
- Information Technology Support and Services continue to be delivered in an efficient and secure manner. No major system outages or security incidents were reported. Improvements in security are continually being implemented with no significant impact on productivity and system functionality.
- Council continues to supply drinking water in accordance with the Australian Drinking Water Guidelines with no E-Coli incidents recorded.

## Our performance for the last 3 months



**2.07** minute  
average wait time  
at Nowra Customer  
Service Centre  
(5 min target)



**90%**  
of IT service desk requests  
completed within SLAs

**81%**

of customer enquiries  
resolved at first contact  
(70% target)



**54**

Number of  
media releases








- IT Career Expo




- Drinking Water

## Effective, Responsible & Authentic Leadership





Action Key	 Completed	 On Track	 Requires Attention	 On Hold	 Deferred	KPI Status	 Critical	 Requires Attention	 On Track
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Action	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
 4.1.01.01 Provide an excellent customer experience by meeting Council's customer service standards for Contact Centre Operations						
<p>This quarter, the Contact Centre has answered 52% of calls within the 30 second target. The calls abandoned rate is 6%, which is a good result as industry standard is 7%. We are consistently achieving 80% first contact resolution. This quarter, the focus in the Contact Centre was on recognition for excellent customer service, as identified through the customer satisfaction surveys.</p>	Calls to Contact Centre answered within 30 seconds	30	55		Manager – Customer Experience	<p>Average speed of answer in Q2 was 65 seconds.</p> <p>52% of calls in Q2 were answered within 30 seconds.</p> <p>This KPI was impacted by weather events, SRV calls and staff shortages in November and December 2023.</p> <p>44s in Q1 and 65s in Q2 average 54.5s</p>
	Average wait time at the Customer Service Counter	5	2		Manager – Customer Experience	Average wait time for Nowra Customer Service Counter was 2.07 minutes in Q2.








Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Percentage of customer enquiries resolved at first point of contact	75%	81%	●	Manager – Customer Experience	81.23% of calls were resolved within the Contact Centre in Q2.  80% in Q1 and 81.23% in Q2 average YTD 80.615%
	Percentage of customer contacts that abandoned before being answered by the Contact Centre	7%	5%	●	Manager – Customer Experience	6% of calls to the Contact Centre were abandoned in Q2. Average 5% over Q1 and Q2 (YTD)
	Percentage of customer requests conducted online	Count	30%	●	Manager – Customer Experience	32.3% of customer requests were created online by customers. This excludes INTERNAL ONLY categories such as callback requests  Q1 is 28% and Q2 is 32.3% = 30.15% average
 4.1.01.02 Implement a 'voice of the customer' program to gather, analyse and action customer feedback						
The voice of the customer program has been set-up and is now collecting customer satisfaction surveys in person, over phone and via customer requests. A process is in place to review the feedback and identify improvements.	Voice of the customer program implemented by September 2023 with process improvement reported quarterly	100%	100%	●	Manager – Customer Experience	Voice of the customer program has been implemented and CX manager is tracking process improvements.  Mystery Shopping results will be available 24/01/2024.





	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.1.01.03 Provide graphics and cartography support to the organisation and issue 10.7 planning certificates and dwelling entitlement certificates						
	Council issued 5,149 Planning Certificates which provided information consistent with the requirements of relevant legislation and within published service timeframes. Council issued 43 certificates confirming the results of dwelling entitlement searches. The Strategic Planning Team continues to provide graphics and cartography support for a range of strategic land use planning tasks and projects.	Number of 10.7 planning certificates and dwelling entitlement certificates issued	Count	2,692	●	Manager – Strategic Planning	1,310 Planning Certificates (10.7) issued in October-December. 9 Dwelling Entitlement Certificates Issued in October-December.
➤	4.1.01.04 Develop a Customer Experience Strategy to improve customer centricity across Council						
	The Customer Experience strategy work will commence in Q3.	Customer Experience Strategy developed by June 2024	50%	0%	●	Manager - Customer Experience	This strategy has not commenced development yet and work will commence in Q3.



	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.1.01.05 Work collaboratively with Management Committees to expand the Bookable system to include facilities operated by Management Committees						
	The phase 3 project to bring Management Committees into Bookable is on hold until funding is available. As part of business as usual, Customer Experience will continue to work with Management Committees on the Bookable transition, as prioritised by the relevant Facility Officer. In Q2, Thompson Street Sporting Complex transitioned to Bookable.	Bookable Phase 3 implemented by June 2024	50%	0%		Manager - Customer Experience	No funding was provided to resource this project so phase 3 is deferred until funding is provided.
	4.1.02.01 Coordinate the delivery of a high quality Family Day Care service						
	All annual inspections have been completed with no compliance issues arising. The Service has kept up to date with all 2023 legislative changes and incorporated these into policies and procedures. The Service meets all National Quality Standards.	Maintain and increase the number of Family Day Care Educators	Q4	Due June 2024		Manager – Community Connections	
		Percentage of scheduled Family Day Care inspections undertaken	100%	100%		Manager – Community Connections	All annual family day care inspections have been completed on schedule in the last quarter. All inspections for 2023 have been completed, and documented and are held on file.

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of engagement activities, programs and initiatives delivered with and for Aboriginal communities to create change to service or facilities at Shoalhaven Family Day Care	Count	6		Manager – Community Connections	Continued to participate in Yarning for Inclusion meetings. Celebrated NSW Aboriginal Languages Week. Shared information with educators about the Referendum, before and after the event. Shared Thomas Mayo book "Finding Our Heart" with educators. Shared Be You resources for supporting culturally respectful engagement with Aboriginal and Torres Strait Islander children, young people, families and communities
4.1.03.01 Review and update the Bereavement Services Business Plan to reflect updated licencing requirements and legislation						
Management summary being prepared with inclusion of Interment Industry Scheme and Licensing Conditions.	Bereavement Services Business Plan considered by Council before 31 December 2023	50%	75%		Manager – Commercial Services	Management summary being prepared to outlined changes to legislation and introduction of Licensing requirements






Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
4.1.04.01 Ensure minimal returns of adopted animals to the Shoalhaven Animal Shelter						
The reporting period has seen an improvement with only 1 dog being returned. The shelter staff continue to apply and improve procedures surrounding the adoption process to better “match” animals to their owners. Unlike dogs, cats can be harder to match potential adoptees to ensure compatibility. Cats put up for adoption are socialised with other cats to ensure their behaviour is reasonable and able to be integrated other pets.	Percentage of adopted animal return rate	10%	6%		Manager – Certification & Compliance	The percentage of adopted animal return rate is 5.8%.
4.1.05.01 Provide excellent customer service for waste and recycling collection services						
KPI results for Quarter 2 on track to meet annual targets.	Number of justified complaints annually (per 10,000 bin pick-ups)	92	125		Waste Services Manager	Dec Q - Equivalent to 1.34 justified complaints per 10,000 collections
	Number of compliments per month	3	8		Waste Services Manager	At the end of Quarter 2, year to date target has been met
4.1.06.01 Provide potable water supply in accordance with Australian Drinking Water Guidelines.						
Council continues to supply drinking water in accordance with the Australian Drinking Water Guidelines	Number of E-Coli incidents encountered through testing program	Count	0	 	Manager - Water Operations & Maintenance	There have been no E-Coli incidents.



	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.1.06.02 Ensure water is affordable for our customers						
	The measures to assess Shoalhaven Water's pricing is through the National Performance Reporting (NPR). Data has been submitted and reporting on performance will be received in April 2024. A report will be submitted to Council with our performance results along with comparison to our peer Local Water Utilities	Maintain our customers typical water bill affordability when compared with other Local Water Utilities (Top 10%)	10%	0%		Manager - Water Business Services	The measures to assess Shoalhaven Water's Typical Water Bill comparison is through the National Performance Reporting (NPR). Data has been submitted and reporting on performance will be received in April 2024. A report will be submitted to Council with our performance results along with comparison to our peer Local Water Utilities

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
 4.2.01.01 Manage the organisational corporate planning and reporting needs and continue to provide improvements in business planning and reporting						
<ul style="list-style-type: none"> <li>• July - Sept Q1 2023-24 Delivery Program Operational Plan Performance report completed and reported to 11 December Ordinary Meeting</li> <li>• Annual report 2022-23 finalised and reported to 27 November Ordinary Meeting, Financial Statements to be added following finalisation of Audit</li> <li>• Timetable for development of draft DPOP 2024-25 endorsed</li> <li>• Created the Get Involved engagement pages for the updated Resourcing Strategy 2022-26 and Special Rate Variation proposal following Council's consideration of the independent Financial Review on 20 November</li> </ul>	Produce the Annual Report by November 2023	100%	100%		Manager - Corporate Performance & Reporting	Annual report endorsed and available on Council's website. Summary Annual Report produced for the first time.
	Develop new Delivery Program Operational Plan by June 2024	Q4	Due June 2024		Manager - Corporate Performance & Reporting	
 4.2.01.02 Coordinate Audit, Risk and Improvement Committee functions & responsibilities and deliver the planned internal audits						
ARIC meetings have occurred as planned including the meeting to discuss the financial statements with the external auditor. The internal audit planned activities are progressing. The internal audit plan is currently under revision.	Audit, Risk and Improvement Committee meetings delivered as per the Charter requirements	2	2		Chief Executive Officer	The planned ARIC meeting for the quarter occurred on 07 November 2023. An additional ARIC meeting was convened 06 December 2023 to discuss the 2022/23 Financial statements.


Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	ARIC annual report on its key activities and functions presented to Council	Q4	Due June 2024		Chief Executive Officer	
	Conduct audits as per approved internal audit plan	20%	30%		Chief Executive Officer	Internal audits are progressing and the internal audit plan for 2024 is being finalised. The topics which were unable to be delivered in 2023 due to additional unplanned work undertaken by internal audit has now been included in the 2024 internal audit plan.
 4.2.01.03 Process application requests for access to public information						
The amount of applications received has continued to increase in this reporting period, in particular the number of Formal applications. Additional staffing has ensured processing time targets are being met and reduced the wait time for informal applications however, this is only a fixed term appointment and to continue to operating at this level more permanent solutions will be required.	Percentage of formal GIPA requests met within statutory requirements	Q4	Due June 2024		Manager – Business Assurance & Risk	







	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.01.04 Review and update Council's Business Continuity Planning Documents						
	Initial Review and Update of BCP Framework documents and plans completed in Q2. Action will be prioritized in Q3 with respect to internal review and adoption of updated plans	Staff provided training on revised Business Continuity Plans	50%	0%		Manager - Business Assurance & Risk	Directly related to finalisation of the BCP framework and adoption of such which has been delayed.
	4.2.01.05 Formalisation of Legislative Compliance Framework						
	Legislative Compliance Register endorsed by ARIC in November 2023. Now operational. Quarterly reports provided to both EMT and ARIC on progress.	Legislative Compliance Register and policy developed and implemented	50%	100%		Manager - Business Assurance & Risk	Legislative Compliance Register and Policy endorsed November 2023 and is complete.
	4.2.02.01 Ensure currency of Council's Risk Management Framework						
	Regular reviews of Risks continue via the Risk Management System	Operational Risk Register, Risk Appetite Statement and Strategic Risk Register reviewed annually by Executive Management Team and Audit, Risk & Improvement Committee	Q4	Due June 2024		Manager - Business Assurance & Risk	




Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	High level risks reviewed regularly by Executive Management Team and Audit, Risk & Improvement Committee	1	0		Manager - Business Assurance & Risk	High level risks not reviewed December 2023 however planned for review and report prior to Q3 ARIC Meeting now resourcing is back to usual levels in ERM team
4.2.02.02 Manage Workers Compensation Self-Insurers Licence						
Case Management Audit to be undertaken in December 2023.  SCC continues to maintain its status as a Top Tier Self Insurer	Achieve SIRA Auditing requirements for Workers Compensation Insurers Licensees	Q4	Due June 2024		Manager – Business Assurance & Risk	
4.2.03.01 Annual review and update of Council's Workforce Plan to ensure strategies are updated and implemented						
The updates for the 2022-2026 workforce plan were submitted.	Number of Equal Opportunity Plan initiatives implemented	Count	3		Manager - People & Culture	The flexible working arrangements policy was reviewed and approved. Online exit interviews offered to all exiting staff and a report with analysis of trends has been developed for Councillors and Consultative Committee. The Reconciliation Action Plan Working Group was established and the first working group meeting held.




Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of management staff actively participating in Organisational Development Program	Q4	Due June 2024		Manager - People & Culture	
	Percentage of staff with updated Performance Development Plan	Q4	Due June 2024		Manager - People & Culture	

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
4.2.03.02 Implement initiatives identified in the Work Health Safety & Injury Management Strategic Business Plan						
<p>The annual Safety Awards recognised 21 individual and 25 team Safety Pats on the Back. There were also 56 workers acknowledged for being an On the Job Trainers in their area of expertise.</p> <p>The Safety team conducted 35 site visits, 4 investigations and 3 audits. Audit scores were Bomaderry Depot 74%, Management Committee 90% and Bamarang Treatment Plant 92%.</p> <p>The Zero Tolerance project launched as part of the FOCUS Transformation. Safe meeting protocols have commenced with a tailored risk assessment including the Code of Conduct pre meeting speech.</p> <p>Health and wellbeing initiative included 108 workers attending the Resilience workshops and 158 workers receiving Healthy Hearts Checks.</p> <p>20 random and 2 post incident drug and alcohol tests were conducted, all returning negative results.</p>	Number of Strategic WHS Plan initiatives implemented	2	2		Manager – People & Culture	Plan is on track with highlights including Heart Heath checks, launch of the Zero Tolerance campaign, resilience workshops and 56 workers now trained as On the Job Trainers.


Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Reduction in Lost time Injury Frequency Rate compared to previous 3 year period	Q4	Due June 2024		Manager – People & Culture	
4.2.03.03 Update Council's Child Safe Standards						
The Child Safe Policy and Working With Children Check procedure have been drafted.	Council's Child Safe Action Plan endorsed by June 2024	50%	50%		Manager - People & Culture	The Project Plan for Child Safety is being worked through. The Child Safe Strategy, Statement of Commitment to Child Safety, Key Indicators of Child Safety have been endorsed. The Child Safe Policy and Working with Children Check procedure have been drafted to progress to the Consultative Committee.
4.2.03.04 Provide effective, proactive and strategic support to the organisation for Human Resources						
HR Business Partners provided support to each of their Directorates in recruitment, performance management, grievance management and general HR advice.	Number of workplace change initiatives implemented	Count	3		Manager - People & Culture	Workplace changes presented to Consultative Committee for for City Development in October and November and Water & Asset Planning & Development Department and Arts, Culture & Entertainment Department in December.

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
4.2.03.05 Continue to improve operating efficiencies in Payroll Unit						
The Pay Office continues to improve work processes and individual training to Pay Office Employees as well as Shoalhaven City Council Staff in general. Recently, to give Shoalhaven City Council staff based in the Southern Area the opportunity to see a member of the Pay Office face to face, a Pay Expert is now located in the Ulladulla Office, Wednesdays and Thursdays. There has been positive feedback from Southern based staff and the Pay Expert generally has between 6 to 10 face to face enquiries during these two days per week.	Complete transition to new electronic time and attendance system	50%	0%		Manager – People & Culture	Due to the imminent retirement of the current Electronic Time and Attendance System, the pay office are in the process of moving forward with a new time and attendance system. The new system is in the process of being set up by the providers to encapsulate all pay rules. Testing has now commenced and parallel payruns will soon start to ensure all data is calculating correctly.
4.2.04.01 Implement an effective business partnership structure in supporting corporate information systems						
Business partnership initiated with City Development as part of the OneCouncil implementation. This partnership will continue as more application types are rolled out. All other business partnerships will develop as resources become available.	Number of Corporate Information Systems business partnership meetings facilitated	2	2		Chief Information Officer	2 x meetings held in Q2 on 23 October and 13 December, with 4 meetings being held in total for FY24. All meetings with high attendance and engagement, next meeting scheduled for late February 2024.




Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
 4.2.04.02 Provide spatial services including Council's cadastre and land information maintenance, online GIS, mapping systems integration, road and place naming and property addressing.						
<p>Achievements completed during the period include;</p> <ul style="list-style-type: none"> <li>- An online map developed to share network utilities with Council's Contractors</li> <li>- Developed EV charging sites online map prototype for ISJO</li> <li>- Redeveloped and delivered a new set of mobile maps for Water and Sewer asset inspections teams.</li> <li>- Processed Road Naming and Addressing applications in timely manner.</li> <li>- Maintained Council's Cadastre, and processed Land and Property creation in GIS and OneCouncil.</li> </ul>	Percentage of Addressing and Road Naming applications processed within 7 days	100%	93%		Chief Information Officer	93% of Addressing and Road Naming applications have been processed within 7 days. In total 369 of 391 (94%) Addressing applications and 18 of 23 (78%) Road Naming applications were processed within seven days in the last 3 months.
	Percentage of registered plans processed within 2 days of Land Registry Services notification	100%	98%		Chief Information Officer	98% of registered plans processed within 2 days of Land Registry Services notification. In total 293 x lots mapped in GIS and recorded in OneCouncil.

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
 4.2.04.03 Maintain and improve Council's corporate business systems to ensure legislative compliance, effective operation and security						
The Corporate Information Systems Team is continuing to build skills and knowledge to address changes legislative requirements and adopt / configure the system accordingly, ensuring data maintenance and enquiry is secured to only appropriate users.	Council software licences renewed within budget in a timely manner and compliance maintained	100%	100%		Chief Information Officer	Software licences are being renewed in a timely manner and budget is currently tracking in line with year to date estimates.
	Progress two of the following OneCouncil Regulatory processes by June 2024: Certificates, Enforcements, BAGs/Section 68 or Health/ Licencing application	1	0		Chief Information Officer	Planning is underway for the implementation of future OneCouncil Regulatory processes, most notably Certificates and Health/Licensing applications.




	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.04.04 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 an increasingly challenging environment. Working closely with the Information Services Team to ensure data privacy and integrity is maintained. Information integration is continuing to be developed to ensure enterprise information creation and access is timely, accurate & stored appropriately.	Percentage of strategic Information Management Service Review recommendations implemented	20%	67%		Chief Information Officer	Working through the 48 Information Management Strategy recommendations has slowed in this last quarter as resourcing has not allowed for further progress. The Unit did, however, manage to have digitised the Minute & correspondence registers, which was one of the recommendations. Further financial resources will be required for the remaining recommendations to be achieved.

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
4.2.04.05 Provide efficient and secure Information Technology Support Services and Systems						
Information Technology Support and Services continue to be delivered in an efficient and secure manner. No major system outages or security incidents have been reported during the reporting period. Improvements in security are continually being implemented with no significant impact on staff productivity and system functionality.	Percentage of service desk requests completed within service level agreements	80%	90%		Chief Information Officer	For Q2, 2,339 x incidents and service requests were resolved with 90% (2,114 ) being completed within the allocated KPI. This quarter saw a reduction of 5% compliance with KPI, the attributing factor in the reduction is reduced staff numbers and a slight increase in request numbers. As vacancy is filled It is expected to increase performance in to this KPI.  YTD = 93% 4,603 Requests 4,257 SLA Met  Q1=96% 2,264 Requests 2,143 SLA Met
	Critical systems Up Time	99.9%	99.9%		Chief Information Officer	No major outages occurred with critical systems during last quarter resulting in significant loss in productivity.


Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Maintain satisfaction score for completed service desk requests	95%	99.6%		Chief Information Officer	YTD Satisfaction score = 99.8%  Upon review of the two bad surveys last quarter, no further action was required and service was deemed satisfactory.  Q1 - Satisfaction Score 100 % 494 Total Surveyed, 440 Excellent, 51 Good, 3 OK, 0 Bad  Q2 - Satisfaction Score 99.6% 467 Total Surveyed, 401 Excellent, 62 Good, 2 OK, 2 Bad
 4.2.05.01 Collaborate with the NSW Government to achieve positive rating legislative reforms through attendance at IPART workshops and memberships of the LG Rating Reference Group and the NSW Revenue Professionals South Coast Region						
During Q2 the Southern Region Rating Professionals did not meet. Nor was there any relevant IPART events.	Number of ratings reform meetings/ IPART workshops attended and submissions provided	Count	N/A		Chief Financial Officer	During Q2 the Southern Region Rating Professionals did not meet.

	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
✓	4.2.05.02 Manage Council's Investment Portfolio to maximise returns with due consideration for risk, liquidity and security						
	Council's investment portfolio continues to be managed in accordance with our Investment Policy in consultation with our External Investment Advisor.	Investment portfolio performance above AusBond Bank Bill Index	Count	0.33	●	Chief Financial Officer	The investment returns for December 2023 (excluding long-term growth fund) were 4.76% p.a., performing above the benchmark AusBond Bank Bill Index (4.43% p.a.) by 33bp p.a.
✓	4.2.05.03 Comply with the engagement timetable for the 2023/24 financial statements						
	Council received a further extension from the Office of Local Government (OLG) for submitting the 2022/23 financial statements by 21 December 2023. Council submitted the statements to the OLG on 18 December 2023. The statements were publicly exhibited on 19 December 2023 with submissions closing on 10 January 2024. Council will adopt the 2022/23 financial statements in the ordinary meeting on 22 January 2024.	Annual audited statement adopted without qualified comments by October 2023	100%	100%	●	Chief Financial Officer	Council received a further extension from the Office of Local Government (OLG) till 21 December 2023. Council received an unqualified audit opinion and submitted the 2022/23 financial statements to the OLG on 18 December 2023.

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
4.2.05.04 Develop realistic budget development timetable and meet deadlines						
<p>During the quarter, Council staff completed and reported to Council the March to June 2023 Quarterly budget review. This was adopted by Council, on 9 October 2023.</p> <p>In addition, finance met with staff throughout the organisation to monitor year to date budget v actual spend, and to prepare for the commencement of the July-September 2023 Quarterly budget review. This process included an indepth review of Council's 2023-24 capital works program. This review was reported to Council in December 2023 in accordance with Office of Local Government reporting requirements and resulted in a revised capital works program for the remainder of 2023-2024.</p> <p>A Manager Budget and Analysis has been recruited who will commence work on 2 Jan 2024.</p>	Budget developed and endorsed by June 2024	Q4	Due June 2024		Chief Financial Officer	


Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
4.2.05.05 Streamline reconciliation processes and financial reporting						
Finance have continued to streamline the end of financial year reconciliation and financial statement processes. Formalised documentation commenced for the additional identified process improvements in January 2024.	Annual Financial Statement prepared prior to commencement of audit	Q4	Due June 2024		Chief Financial Officer	
4.2.05.06 Optimise usage of new Finance system through developing reports and dashboards that provide meaningful financial information to users across the organisation						
<p>A number of background processes have been reviewed. Efficiencies have been identified and actioned including the development of new AR reports, reimbursement processes, and streamlining workflows.</p> <p>A new costing dashboard is under review that provides a further audit trail on budget expenditure.</p> <p>The Capital and Operating Dashboards are being continually reviewed and updated to provide Senior Management and the Finance team with current (and historical) accurate information.</p>	Number of finance system reporting initiatives implemented	Count	3		Chief Financial Officer	<p>Various reports and errors have been rectified to provide further efficiencies to the finance team, and the organisation.</p> <p>Workflows have been refined to streamline processes, and system is continually being updated to improve system performance.</p>


	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.06.01 Deliver Council's Service Review Program						
	Council's Business Improvement Review Framework has been developed in conjunction with a new service catalogue. The framework has been reviewed by the Executive Management Team and pilot service reviews endorsed. The forward program of reviews will be developed as part of the 2024-25 Delivery Program Operational Plan.	Endorsed Service Review Program implemented by June 2024	50%	50%	●	Manager - Corporate Performance & Reporting	Pilot business improvement reviews have commenced. Corporate productivity and efficiency suggestions initiated as part of Council's independent Financial Sustainability Review have now been assessed and a forward program to be scheduled and then reported to Council on a quarterly basis commencing in March 2024.
➤	4.2.07.01 Analyse fleet replacement schedule, ensure appropriate budget planning and order completion						
	review of the replacement plan and budget being undertaken as part of the broader financial review. Orders being placed as required but long lead times will impact completion	Deliver plant and vehicles in accordance with the approved Replacement Program	40%	40%	●	Manager – Commercial Services	Orders being placed as required but long lead times will impact completion




Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
4.2.08.01 Actively monitor and maximise tenancy rates to ensure council's property are let						
The Building Services Property unit maintain a register of potential tenants interested in leasing council buildings and monitor current tenants in an attempt to maximise tenancy rates. Currently there are no vacant properties on the register.	Vacancy rate (across all categories) of Council tenanted buildings	5%	0%		Manager – Building Services	<p>Properties- 140</p> <p>Properties currently vacant suitable to lease- Nil</p> <p>Properties currently vacant unsuitable to lease- 16 Berry Street, Nowra.</p> <p>Properties subject to DA for Change of use prior to occupation- 100 St Vincent Street Ulladulla- Planning Proposal required.</p> <p>Measure- No of Vacant leasable buildings as percentage of total leasable buildings.</p> <p>= (0/140) x 100= 0%</p>





Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
4.2.08.02 Create a strategy with measurable actions for Council's strategic property assets, including investigation into alternate revenue streams						
Council report outlining strategy for approval on 22/01/24.	Develop a Council strategic property sale and disposition plan by December 2023	50%	10%		Manager – Strategic Property	Initial group of properties has been considered for sale, however many are low value properties with limited appropriate buyers (i.e. only saleable to Neighbours). Report scheduled for 22/01/24 seeks to increase property pool to include community land and increase sale values.
4.2.09.01 Review and update the Holiday Haven Business Plan to reflect the current operating environment						
Business plans to be reviewed and revised to facilitate reduced capital budgets to be undertaken in conjunction with Commercial services manager anticipated to be completed during Q3	Deliver accommodation and facility investment per adopted Holiday Haven capital plan	Q4	Due June 2024		Manager – Commercial Services	
	Deliver Holiday Haven occupancy targets	100%	90%		Manager – Commercial Services	Occupancy on target to be reassessed after peak season
	Deliver Holiday Haven operating profit according to the operational budget	Q4	Due June 2024		Manager – Commercial Services	





Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
4.2.09.02 Finalise Holiday Parks Plans of Management ready for Crown Lands approval						
In the process of undertaking a review with commercial services manager for next stage of approvals in Q3	Crown Lands plans of management finalised by June 2024	50%	60%		Manager – Commercial Services	Draft plans completed and in the process of being reviewed scheduled for Q3 prior to seeking council endorsement
4.2.10.01 Continue to improve finance business partner relationships across the organisation to deliver projects with compliance to policies, procedures and regulatory requirements						
Finance Business Partners are allocated to each Directorate and regular meetings occur to monitor operational and capital expenditure. Support is provided through the monitoring of actual v budget expenditure, consideration of business cases, assistance with project forecasting, and support in submitting grant acquittals/ reporting. A Manager Budget and Analysis has been recruited who will commence working with the team on 2 Jan 2024.	Improvement in positive feedback from stakeholders on finance business partner model	Q4	Due June 2024		Chief Financial Officer	
4.2.10.02 Continue to improve procurement business partner relationships across the organisation to deliver projects with compliance to policies, procedures and regulatory requirements						
Procurement Business Partners assigned to each Directorate/Group are attending scheduled monthly Directorate/Group finance reviews, providing advice, direction and informing of procedural or legislative changes. Business Partners are providing further support through allocating resources to an on-site presence across various office locations.	Improvement in positive feedback from stakeholders on Procurement business partner model	Q4	Due June 2024		Chief Financial Officer	


Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
4.3.01.01 Facilitate staff education and awareness of the International Association for Public Participation (IAP2) Framework						
Reviewing the need for Council staff training in IAP2 as part of the consultation for the development of the Community Consultation Framework.	Develop a Community Engagement Framework and Toolkit by June 2024	50%	50%		Manager – Media & Communications	<p>An internal working group has been formed and the first meeting occurred in early December. The group discussed our current challenges and confidence levels in consulting with the community. We reviewed timeframes, brainstormed consultation methods (in particular, how we improve accessibility) and closing the loop. We are currently drafting the content for the framework and will present it back to the working group at the end of Jan for feedback.</p> <p>A project timeline has been drafted which outlines check-in points with Councillors (February), SLT (March), all staff (March), community (CCBS, advisory committees), residents etc. (March/April) with an expected delivery date of the end of June.</p>

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of staff engagement training and information sessions facilitated	1	0		Manager – Media & Communications	After a discussion with the Community Engagement Framework working group, there is a strong desire for IAP2 training across Council. Next steps are for the Media & Communications team to liaise with HR to discuss training requirements and costs.
 4.3.01.02 Explain to our local community the impacts of strategic planning and ensure appropriate consultation is undertaken and information is available						
Council continues to undertake relevant and appropriate community engagement on strategic land use planning projects. Where community consultation is required to inform the preparation of local planning documents, the exhibition and notification process complies with legislative requirements.	Number of formal strategic planning exhibitions or consultations	Count	7		Manager – Strategic Planning	5 Public Exhibitions occurred - 4 Planning Proposals and 1 Development Control Plan Amendment.


Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of submissions received on strategic planning consultations	Count	133		Manager – Strategic Planning	30 Submissions received in this quarter. 3 on the Housekeeping Amendment to the City-wide Local Environmental Plan; 1 on the Medium Density Amendment to the City- wide Development Control Plan; 24 on the Changes to Qualifications and Standards Amendment to the 45 Degree Rule (DCP); and 2 on the Planning Proposal recommending controls to facilitate delivery of a Group Home, Ulladulla.

	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.3.01.03 Support staff to develop community engagement programs that provide authentic consultation activities						
	While there have been several in-person, community consultation activities held at locations across the city during this quarter, this remains an area of improvement and is the focus of the development of the Community Engagement Framework due to be complete mid-year. Some of the examples of consultative initiatives held this quarter includes the Stage 4 Open Coast and Jervis Bay Coastal Management Program, the Bay and Basin Leisure Centre designs and the upcoming Berry DCP project.	Community engagement programs developed for all consultation activities	100%	50%		Manager – Media & Communications	<p>This quarter, 18 new community consultation activities were run through the online consultation platform, Get Involved that attracted more than 22,000 visitors and 2,523 participants.</p> <p>There was a significant increase in the number of participants and page visits due to the SRV Options, Service Review Program and Bay &amp; Basin Leisure projects.</p> <p>To support online consultation, a variety of methodologies were used to reach various target audiences. For the Bay &amp; Basin Leisure Centre, in-person pop-up consultation sessions were coordinated to gather insights directly from key user groups. The SRV Options included a wide range of communication and engagement activities including media releases, DL flyers, social media, CIH screens, presentations to CCBs, community &amp; staff newsletters, online Q&amp;A with staff and broadcasted across radio.</p>



	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.3.01.04 Prepare for the 2024 Local Government elections						
	Electoral Commission agreement has been signed and provided, tasks for 2024 Election are in the planning phase and on track to be completed as required.	All necessary resolutions and contractor arrangements for delivery of the local government election in place	50%	100%		Manager – Business Assurance & Risk	Completed 2023 Ward Boundaries, Referendum, method of voting and number of Councillors all to remain the same - without any change - resolution to engage electoral commission NSW and subsequent contract/ agreement finalised.
	4.3.01.05 Commence an independent review of Council's Community Consultative Body model to ensure equitable reach and representation						
	The progression of this project is funding dependent. Staff will continue to investigate/monitor for further funding opportunities.	Finalise a report to Council detailing existing and alternative models of community engagement / involvement for consideration	50%	0%		Manager - Community Connections	This project was not funded and cannot progress unless funding becomes available. Staff Will continue to investigate/ monitor for further funding opportunities.




Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
4.3.02.01 Produce written and visual content that is informative and readily available to its target audience						
During this period, we issued 54 media releases and completed 139 graphic design projects, including a volume of signage for open space and multi format campaigns, including NAIDOC Awards sponsorship pack, Holiday Haven booklets and DL Flyers with information about the proposed SRV options.	Strategic communication and marketing plans developed for all campaigns	100%	100%		Manager – Media & Communications	Eight large scale campaigns were developed over this period. The Special Rate Variation campaign saw the execution of an extensive communication implementation plan involving multiple stakeholders and communication channels utilised. In addition, communications and marketing plans were developed for the Mayor's Giving Box, Bay & Basin Leisure Centre redevelopment, NAIDOC awards and Heatwave. Plus, internal communication plans for Employer of Choice and Zero Tolerance.



	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.3.02.02 Optimise communication channels to directly reach target audiences						
	Significant improvements have been made to areas of high priority and use on the Council website to improve the user experience of the Planning and Development section and Natural Disasters road repairs. Work has started on updating the Council homepage that will improve the navigation and functionality of the site, with the upgrade due to happen in January. The Shoalwater website has been updated to the Open Cities platform to also improve functionality. Work continues on the Swim Sport Fitness website to migrate it to the Open Cities platform early 2024.	Community newsletter opening rate	30%	50%		Manager – Media & Communications	<p>During the quarter, three community newsletters were distributed to more than 5,550 subscribers to promote events and activities of Council, with an exceptional open rate:</p> <p>October - OR 52.6% / 1920 recipients opened (12 articles)</p> <p>November - OR 50.7% / 1849 recipients opened (13 articles)</p> <p>December - OR 48.2% / 1754 recipients opened (12 articles)</p> <p>Average open rate 50.5%</p> <p>Total recipients 5523</p>

	Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
④	4.3.03.01 Provide accurate and timely information to promote activities, programs and policies of Council						
	This quarter, we issued 54 media releases and published 278 posts to our social media accounts to promote the range of projects and initiatives of Council. A number of these have focused on the recommendations of the Financial Sustainability Review and the proposed Special Rate Variation, the resignation of the CEO, flooding at Lake Conjola and community engagement activities such as the flood studies, development of the Berry DCP and regular updates on road works being completed.	Number of media releases issued	30	54	●	Manager – Media & Communications	This quarter we have produced 54 media releases that covers a broad range of activities and issues including the Financial Sustainability Review and proposed Special Rate Variation, the resignation of the CEO, multiple flood study community engagement opportunities, Australia Day Award nominations and more.
		Number of social media posts	240	278	●	Manager – Media & Communications	The breakdown of posts across our three social media platforms is:  LinkedIn - 36  Facebook - 139  Instagram - 103

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
4.3.03.02 Proactively respond to misinformation and provide factual information on all media platforms						
There has been a high volume of inaccurate and misleading information being shared on social media and local broadcast radio stations this quarter that has overwhelmed the resources of the Communications team. These claims are based on the proposed SRV options, flooding at Lake Conjola and changes to Narrawallee Beach access and the updated dog access policy. We will continue to strive to qualify factual information with those in the media and on our social media pages wherever possible and are considering ways to resource this into the future.	Responses to information requests from journalists	100%	100%		Manager – Media & Communications	This quarter we responded to 43 media enquiries about a range of issues, including three requests for interview about Lake Conjola flooding and two for the proposed Special Rate Variation.
	Responses to all reasonable questions on the social media pages within 24 hours	100%	60%		Manager – Media & Communications	There has been a high volume of commentary on Council's Facebook page that are focused on questioning the cost and relevance of any project or activity posted on the page to undermine the need for a Special Rate Variation. The team have found it challenging to address these responses in a timely manner while also juggling other work priorities.

Action Comment	Reporting Measure	Target / Timeframe	Q2 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
 4.3.03.03 Create engaging and interesting media opportunities and events that appeal to the community and is promoted more broadly						
This quarter, we have been planning for the opening of Artie Smith Oval, Northern Collector Road and the sustainable tourism paths being built along our coastline to promote their availability and the success of these projects.	Attendance rate of journalists and photographers at media opportunities	50%	0%		Manager – Media & Communications	There have been no formal media opportunities held this quarter.
	Media events are held for completion of major projects	100%	0%		Manager – Media & Communications	A number of media activities planned for this quarter have been moved to early in 2024, including the opening of the sustainable tourism pathways, Northern Collector Road and Artie Smith Oval. Planning for these activities are well advanced.



**Shoalhaven**  
City Council

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# Quarterly Budget Review

31 December 2023



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## Quarterly Review Headlines

### General Fund

Council adopted a budget with \$70K surplus in unrestricted cash in September QR. December QR adjustments have nil effect on unrestricted cash. Savings have been identified to fund known shortfalls in this quarter.

General Fund is forecasting an end of year operating result deficit (before grants and contributions) of \$19.3M at December 2023.

December QR budget adjustments have increased Operating Revenue (before grants and contributions) by \$2.9M (favourable), increasing the full year forecast budget to \$300M. December QR budget adjustments have increased Operating Expenses by \$7.8M (unfavourable).

Capital Revenue and Capital Expenditure have decreased by \$6.7M and \$33.1M respectively mainly due to the rephasing of capital works to FY2024/25.

### Water Fund

The Water Fund is forecasting an operating deficit (before grants and contributions) of \$5.9M. This is \$1.3M more (unfavourable) than the current adopted budget of \$4.6M deficit.

In this quarterly review, there is an operating revenue adjustment of \$97K (favourable), and an operating expenditure adjustment of \$1.4M (unfavourable).

Lastly, there is a capital revenue adjustment of \$9K (favourable), and a capital expenditure adjustment of \$1.7M (unfavourable).

### Sewer Fund

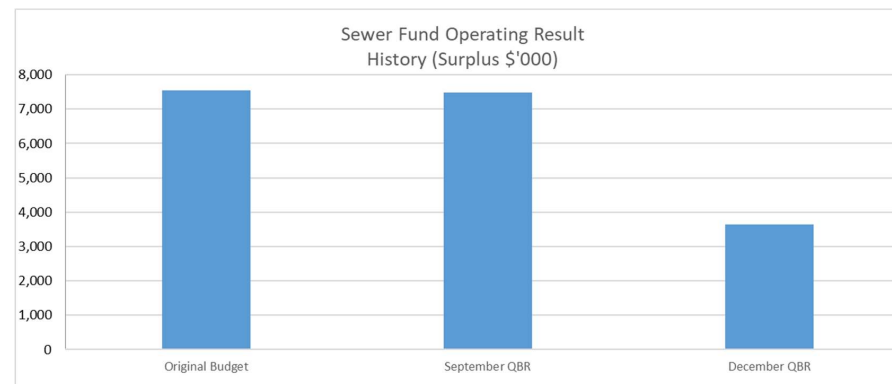
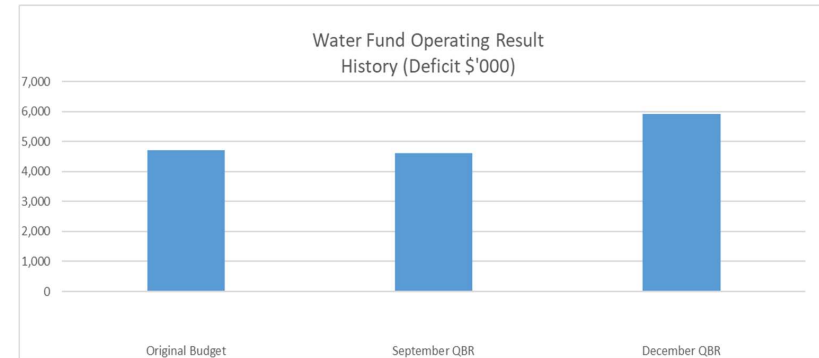
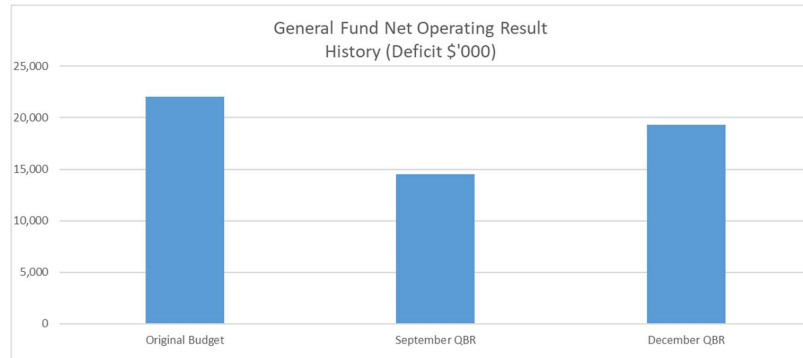
The Sewer Fund is forecasting an operating surplus of \$3.6M. This is \$3.9M less (unfavourable) than the current adopted budget of \$7.5M surplus.

In this quarterly review, there are no operating revenue adjustments. There is an operating expenditure adjustment of \$3.9M (unfavourable).

There is a capital revenue adjustment of \$100K (favourable), and a capital expenditure reduction of \$5M (favourable).



The following charts show the forecast movement of net operating results excluding capital grants and contributions from the original budget over the second quarter of the financial year by Fund:



## Summary of Movements and Projected Budget by Council Funds

### General Fund

#### Financial Position Overview

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

	Year to Date (\$'000)			Full Year (\$'000)				
	December Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	December QR Adjustments	December QR Proposed Budget	Actual % of Adopted Budget
Rates & Annual Charges	120,505	119,849	656	120,973	120,973	606	121,579	100%
User Charges and Fees	32,315	32,720	(405)	67,920	68,184	37	68,221	47%
Interest and Investment Revenue	2,975	2,019	956	3,816	3,816	456	4,272	78%
Other Revenues	2,768	2,443	325	4,671	4,960	143	5,102	56%
Internal Revenue	33,904	32,755	1,149	64,875	65,519	766	66,285	52%
Grants and Contributions provided for Operating Purposes	5,702	8,751	(3,048)	21,294	33,651	893	34,544	17%
Grants and Contributions provided for Capital Purposes	66,234	16,681	49,553	43,490	148,837	(6,739)	142,098	45%
<b>Total Income</b>	<b>264,403</b>	<b>215,217</b>	<b>49,186</b>	<b>327,039</b>	<b>445,940</b>	<b>(3,839)</b>	<b>442,102</b>	<b>59%</b>
Employee Benefits and On-Costs	45,920	43,015	(2,906)	87,777	89,834	1,468	91,303	51%
Borrowing Costs	2,134	2,199	65	4,278	4,278	(130)	4,148	50%
Materials and Services	38,389	41,136	2,747	82,316	85,803	3,976	89,780	45%
Depreciation and Amortisation	30,285	29,870	(415)	59,740	59,740	2,194	61,934	51%
Other Expenses	6,876	7,812	936	16,879	17,033	(1)	17,033	40%
Internal Expenses	27,775	27,885	110	54,628	54,903	250	55,153	51%
<b>Total Expenses</b>	<b>151,380</b>	<b>151,918</b>	<b>537</b>	<b>305,619</b>	<b>311,592</b>	<b>7,758</b>	<b>319,350</b>	<b>49%</b>
<b>Net Operating Results</b>	<b>113,023</b>	<b>63,300</b>	<b>49,723</b>	<b>21,421</b>	<b>134,348</b>	<b>(11,596)</b>	<b>122,752</b>	
<b>Net Operating Result before capital grants and contributions</b>	<b>46,789</b>	<b>46,619</b>	<b>170</b>	<b>(22,070)</b>	<b>(14,489)</b>	<b>(4,857)</b>	<b>(19,346)</b>	

	Year to Date (\$'000)			Full Year (\$'000)				
	December Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	December QR Adjustments	December QR Proposed Budget	Actual % of Adopted Budget
<b>Other Cash Adjustments</b>								
Capital Expenditure	(63,111)	(64,487)	1,375	(146,941)	(232,140)	33,131	(199,010)	27%
New Borrowings	0	0	0	18,356	18,356	0	18,356	0%
Loan Principal Repayments	(7,052)	(5,564)	(1,488)	(14,265)	(14,265)	48	(14,216)	49%
Disposal of Assets	2,091	235	1,856	5,293	5,528	159	5,687	38%
Depreciation Adjustment	30,285	29,870	415	59,740	59,740	2,194	61,934	51%
Debtor / Credit Movement	(46,990)	(46,990)	0	0	0	0	0	0
<b>Net Cash Movement</b>	<b>28,246</b>	<b>(23,636)</b>	<b>51,883</b>	<b>(56,396)</b>	<b>(28,433)</b>	<b>23,936</b>	<b>(4,497)</b>	
<b>Reserve Movements</b>								
Transfers from Reserves	118,034	108,600	9,434	237,197	327,532	(26,989)	300,542	36%
Transfers to Reserves	(152,591)	(101,089)	(51,502)	(180,797)	(299,029)	3,054	(295,975)	51%
<b>Net Transfers from Reserves</b>	<b>(34,557)</b>	<b>7,511</b>	<b>(42,068)</b>	<b>56,399</b>	<b>28,502</b>	<b>(23,935)</b>	<b>4,567</b>	
<b>General Fund Net Cash Movement</b>	<b>(6,311)</b>	<b>(16,125)</b>	<b>9,814</b>	<b>3</b>	<b>70</b>	<b>0</b>	<b>70</b>	

The net operating result for the quarter, before grants and contributions, is \$170K higher (favourable) than the year-to-date adopted budget of \$46.6M at the December Quarterly Review.

## Current Operating Income Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	December Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	December QR Adjustments	December QR Proposed Budget	Actual % of Adopted Budget
Rates & Annual Charges	120,505	119,849	656	120,973	120,973	606	121,579	100%
User Charges and Fees	32,315	32,720	(405)	67,920	68,184	37	68,221	47%
Interest and Investment Revenue	2,975	2,019	956	3,816	3,816	456	4,272	78%
Other Revenues	2,768	2,443	325	4,671	4,960	143	5,102	56%
Internal Revenue	33,904	32,755	1,149	64,875	65,519	766	66,285	52%
Grants and Contributions provided for Operating Purposes	5,702	8,751	(3,048)	21,294	33,651	893	34,544	17%
<b>Total Operating Income</b>	<b>198,169</b>	<b>198,537</b>	<b>(368)</b>	<b>283,549</b>	<b>297,103</b>	<b>2,901</b>	<b>300,004</b>	<b>67%</b>

As at 31 December 2023, rates and annual charges achieved the full year budget. Interest and investment revenue is ahead of budget due to favourable movements in the Long-Term Growth Fund investments and higher interests in term deposits. All other General Fund operating revenue (excluding capital revenue) has achieved an average of 66.7% of the adopted budget, this indicates revenue budgets are on track.

Comments on major year to date variances are tabled below:

Category	Variance (\$'000)	Comment
Rates & Annual Charges	656	+618K additional domestic waste charges (Waste Reserve) +38K additional ordinary rates income
User Charges and Fees	(405)	-535K under in Waste tipping fees (Waste Reserve) -167K under in Tourist Park income -152K under in Certification income -165K under in Family Day Care, partially offset by savings in expenditure -90K under in Rangers' income - Animal Registration +486K additional income in Swim Sport & Fitness +308K additional income in Shoalhaven Entertainment Centre, mainly in show productions & venue hire
Interest and Investment Revenue	956	+682K favourable movement in long-term growth fund (LTGF) +256K surplus in S7.11 Contributions Interest (Developer Contributions Reserve) +232K additional investment received for term deposits in restricted reserves +100K surplus in Ordinary Rates Interest +42K surplus in Fair Value Investments -357K reduction in investment received for term deposits and floating rate notes in general fund

Other Revenues	325	+111k Additional rental fee income received under Building services +100k Ford Rebate on vehicles purchased in Internal Corporate services +49k Additional Income received under Open Space, Sport and Recreation examples include memorial plaque supply and installation, and rental income for SSF +24k Additional regulatory service income received in City Development +21k Additional waste income for Domestic Recycling (Waste Reserve) +14k Additional rental income under Commercial services
Internal Revenue	1,149	+547K surplus in internal Waste Management Charge (Waste Reserve) +228K surplus in internal Fleet charge due to increase in charge rate +221K surplus in internal Building Maintenance charge +104K surplus in internal Shoalhaven Entertainment Centre food & beverage income
Grants and Contributions provided for Operating Purposes	(3,048)	+50K additional income received from grants for hazard reduction (APZ's) +35K additional income received from Local Priority Grant +21K additional income from contribution for regional roads maintenance -2.987M in natural disasters grants revenue to be receipted in Q3/4 as acquittals are finalised (money received from TfNSW in advance of works but not recognised as income until acquitted) -97K shortfall in income from family day care -44K unreceived grant for lower Shoalhaven River - pre-dredging -22K unreceived grant from RFS

The December Quarterly Budget Review recommends an increase in operating revenue of \$2.9M.

Proposed budget adjustments are summarised in the table below:

Category	Amount (\$'000)	Reason
Rates & Annual Charges	606	+600k increase Domestic waste annual revenue budget to match actuals (Waste Reserve) +6k increase in Storm water rate to match actuals
User Charges and Fees	37	+382K recognising additional income in Swim, Sport & Fitness to cover additional costs +61K additional income from Shoalhaven Community Transport to cover fuel costs -68K under in Onsite Sewage Management charge -323K reduction in Family Day Care income (net fee paid by families), partially offset by savings in expenditure
Interest and Investment Revenue	456	+256k recognising additional Section 7.11 Interest Income (Developer Contributions Reserve) +200k recognising additional net interest income (LTGF gain offset by lower interest on term deposits)
Other Revenues	143	+100k recognising Ford rebate on vehicles purchased +24k recognising additional ISJO income for accounting services +6k recognising ISJO Salary Recovery DPE Regional Adaptive Pathways Planning Pilot +5k recognising Income for Supply and install audio visual screen system at Lake Conjola Community Centre +4k Recognising additional rental income for SSF Sports Precincts (southern).

Internal Revenue	766	+750K anticipated full year additional income in internal Fleet charge +38K additional internal income for Environmental Health inspections +33K additional internal income from Water & Sewer for Logistics trainee position +14K additional income from Management Committees -70K reduction in Tourist Parks internal cabin lease charges
Grants and Contributions provided for Operating Purposes	893	+827K increase in recognition of approved grant funded projects in natural disasters +301K additional grant received from coastal and estuary management & Natural areas +54K in recognition of new grant for Swim Sport Fitness War Memorial +50K in recognition of income received from grants for hazard reduction (APZ's) +35K in recognition of additional grant funding for Local Priority Grant +19K in recognition of additional grant funding from Shoalhaven Defence Industry Group +10K in recognition of additional grant funding for First Nations Arts & Cultural Program -200K reduction in Family Day Care subsidy revenue paid by Federal Government -184K reduction in grant funding for floodplain management -22K reduction in grant funding for RFS

### Current Operating Expenditures Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	December Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	December QR Adjustments	December QR Proposed Budget	Actual % of Adopted Budget
Employee Benefits and On-Costs	45,920	43,015	(2,906)	87,777	89,834	1,468	91,303	51%
Borrowing Costs	2,134	2,199	65	4,278	4,278	(130)	4,148	50%
Materials and Contracts	38,389	41,136	2,747	82,316	85,803	3,976	89,780	45%
Depreciation and Amortisation	30,285	29,870	(415)	59,740	59,740	2,194	61,934	51%
Other Expenses	6,876	7,812	936	16,879	17,033	(1)	17,033	40%
Internal Expenses	27,775	27,885	110	54,628	54,903	250	55,153	51%
<b>Total Expenses</b>	<b>151,380</b>	<b>151,918</b>	<b>537</b>	<b>305,619</b>	<b>311,592</b>	<b>7,758</b>	<b>319,350</b>	<b>49%</b>

Comments on major variances are tabled as follows:

Category	Variance (\$'000)	Comment
Employee Benefits and On-Costs	(2,906)	-556K over expenditure in allowances in Waste Services fully offset by reduced spend in materials and services (Waste Reserve) -546K over expenditure in Technical Services due to under recovery in job costing (*) -496K over expenditure in Building Services due to under recovery in job costing (*) -228K over expenditure in Commercial Services due to under recovery in job costing (*) -303K over expenditure in ShoalTech due to under recovery in job costing (*) -139K over expenditure in Works & Services due to under recovery in job costing (*) -225K over expenditure in Business Assurance and Risk, due to increased workers compensation claims -232K over expenditure in Information Services, to be covered by savings in materials & services -129K over expenditure in People & Culture, mainly due to additional EAP & mandatory training -202K over expenditure in Swim, Sport & Fitness, covered by additional income received -155K over expenditure in Shoalhaven Entertainment Centre, covered by additional income received +297K under expenditure in City Futures due to vacancies +60K under expenditure in City Development due to vacancies
Borrowing Costs	65	+65K reduction in borrowing costs arising from delaying request and drawdown of anticipated borrowings
Materials and Contracts	2,747	-388k increase in COVID Contributions Subsidy Expenses (Developer Contributions Reserve) -322K overspend in legal costs associated with development applications +93K underspend in IT support and infrastructure +101K underspend in corporate software. +106K savings in operations costs at Artie Smith Oval due to delayed opening. +106K in Natural disaster expenditure moved from operating to capital +117K underspend in Councillor travel and expenses +131K underspend in SEC food and catering expenses +136K underspend in materials costs from cleaning public amenities +139K underspend in IT maintenance and support contracts +141K underspend in contracts costs from Shoalhaven Family Day Care +147K underspend in contract and materials costs in maintaining community buildings +192K underspend in materials and electricity costs at the Nowra Admin Building +278K In Street lighting costs due to delay in receiving invoices +301K underspend in contracts and consultants in Strategic Local Planning Projects associated with Shoalhaven Riverfront +921K underspend in contracts and materials expense in waste offsetting wages overspend (Waste Reserve)
Depreciation and Amortisation	(415)	-415K in minor variations representing 1% of depreciation costs
Other Expenses	936	+1.1M reduced waste levy contributions under Waste Management Services due to November and December levies not paid or accrued (Waste Reserve) -59K overspent in Strategic Planning on government levies

		-55K overspent on government levies in Certification and Compliance Services -13K overspent in Commercial Services on government levies
Internal Expenses	110	+254K savings in waste recycling program (Waste Reserve) +114K savings in land use planning (primarily from strategic growth planning, and Nebraska estate rezoning) +95K savings in traffic facilities maintenance program to be spent in Q3 and Q4 +56K savings in roads maintenance +41K savings in water and waste services +14K savings in economic development (primarily from sewer usage charges) -137K over expenditure in fire protection and emergency services -129K over expenditure in Parks, Reserves, Sports and Recreation Areas -85K over expenditure in buildings and property -65K over expenditure in governance and civic (primarily from building maintenance and plant hire charges) -50K over expenditure in environmental management (natural areas, noxious weeds & pests, floodplain management and coastal & estuary management)

The December Quarterly Budget Review recommends an increase in operating expenditure of \$7.8M.

Proposed major budget adjustments to operating expenditure are summarised in the table below:

Category	Amount (\$'000)	Reason
Employee Benefits and On-Costs	1,468	+337K increase in Swim Sport & Fitness staff wages, funded by additional income +305K increase in Business Assurance & Risk to cover overspend in Workers Compensation claims +272K increase in Works & Services, mainly to cover additional unfunded Natural Disaster admin staff & fund shortfalls from savings in capital works +185K increase in Environmental Services, partially funded grant & savings in materials & services +234K increase in Natural Disasters, funded by grants +225K increase in People & Culture to cover additional costs for EAP & other mandatory training costs +96K increase in Information Services - transfer from savings in materials & services -267K reduction in CEO's strategic budget to fund operational overspends across the organisation and offset overdrawn internal reserve
Borrowing Costs	(130)	+130K reduction in interest on loans due to deferred drawdown of loans



Materials and Contracts	3,976	<ul style="list-style-type: none"> <li>-333K Reduce budget of Shoalhaven Family Day Care in line with income</li> <li>+116K revise budget of Boughton Creek Flood Study</li> <li>+126 revise budget of Bushfire affected Coastal waterworks projects</li> <li>+136K adjust budget for organisational leadership development costs</li> <li>+150K increase budget for building valuation costs (mandatory NSW Audit Office requirement)</li> <li>+350K increase budgets for building maintenance and statutory inspections</li> <li>+186K increase budget for Beach scraping</li> <li>+150K increase budget for Lower Shoalhaven River &amp; St Georges Basin Flood plan</li> <li>+250K budget adjustment to Fleet in line with increase in revenue</li> <li>+268K to adjust for Coastal Erosion works operational project previously recorded as capital.</li> <li>+387K increase budget of November 2023 Natural Disaster Emergency Works project to bring into line with actual expenditure</li> <li>+386K increase budget Covid Contributions discount subsidy (Developer Contributions Reserve)</li> <li>+1,033K increase in anticipated legal costs</li> </ul>
Depreciation and Amortisation	2,194	+2,194K increase due to revised depreciation estimates after finalisation of 2023 audit
Internal Expenses	250	<ul style="list-style-type: none"> <li>+150K increase in budget for natural disasters approved project limits</li> <li>+71K adjustment for increased sewer and water usage charges in Leisure centres</li> <li>+43K adjustment for additional plant items (city development and environmental services)</li> <li>+31K transfer from capital works program to cover over expenditure in fire trail maintenance</li> <li>+11K transfer from capital works program to fund shortfalls in roads facilities maintenance</li> <li>+5K transfer between projects to fund plant hire charges (legal services)</li> <li>-89K overall reduction in holiday haven (cabin lease fees)</li> </ul>

## Capital Revenue Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	December Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	December QR Adjustments	December QR Proposed Budget	Actual % of Adopted Budget
Capital Grants	59,176	12,526	46,650	38,940	144,138	(9,147)	139,744	41%
Capital Contributions	7,058	4,154	2,903	4,550	4,699	2,408	4,699	150%
<b>Grants and Contributions provided for Capital Purposes</b>	<b>66,234</b>	<b>16,681</b>	<b>49,553</b>	<b>43,490</b>	<b>148,837</b>	<b>(6,739)</b>	<b>142,098</b>	<b>45%</b>

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Capital Grants	46,650	+41.164M prepayment from natural disaster funded projects +4.3M additional income from Regional Emergency Road Repaid Fund & other roads and transport grants +919K additional income from Sustainable Tourism projects +246K additional funds for Conjola Park Rehabilitation (CRAA) +204K additional income received for AATP Stage 5 -99K combination of unreceived income from Fixing country bridges Round 1 (final acquittals in progress) -75K unreceived grants in roads and transport
Capital Contributions	2,903	+2.903M Section 7.11 contributions strategic planning management

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

Category	Amount (\$'000)	Reason
Capital Grants	(9,147)	+1.893M in recognition of approved grant funding for natural disaster projects +991K in recognition of additional grant funding for Sustainable Tourism projects +400K in recognition of additional grant funding for St Vincent Pedestrian crossing +307K In recognition of contributions for Conjola park Rehabilitation (CRAA) +237K in recognition of additional grant funding for AATP -4.478 reduction in Bridges grant funding for projects completed under budget or carried forward -3.750M carry forward for Sanctuary Point Library -1.639M carry forward Boongaree -1.4M reduction in for unsuccessful grant funding for Murramarang SUP (Bloomfield) -634K carry forward grants in Waterways Infrastructure -478K reduction in grant funding in Environmental Management -260K Carry forwards in Roads Transport grant funded projects -190K reduction in grant funding for Queen St Berry completed under budget -100k Transfer to natural disasters for co contribution on projects -47K in carry forwards or unsuccessful grants in Roads and Transport
Capital Contributions	2,408	+2.408M Section 7.11 contributions Strategic planning management

## Capital Expenditures Position and Budget Adjustments

Capital expenditures by Directorate are summarised in the table below:

Directorate	Original Budget	Current Adopted Budget	December QR Adjustments	December QR Proposed Budget	December Actuals	Favourable / (Unfavourable) Variance	Actual % of Adopted Budget	Actual % of QR Proposed Budget
City Performance	500	85	55	140	39	101	46%	28%
City Services	92,710	176,260	(14,022)	162,238	54,216	108,022	31%	33%
City Development	3,741	2,762	(660)	2,103	555	1,548	20%	26%
City Lifestyle	43,339	34,203	(18,081)	16,123	5,839	10,284	17%	36%
City Futures	6,650	18,830	(423)	18,407	2,463	15,943	13%	13%
<b>General Fund Total</b>	<b>146,941</b>	<b>232,140</b>	<b>(33,131)</b>	<b>199,010</b>	<b>63,111</b>	<b>135,898</b>	<b>27%</b>	<b>32%</b>

### Comments

Capital Expenditure as at 31 December 2023 is 32% of the proposed budget (excluding commitments). Including commitments, capital expenditures are at 70% compared to December QR Proposed budget.

The December Quarterly Review recommends a budget net decrease of \$33.1M mainly due to proposed reforecast of capital works into FY24/25.

Commentary on the progress of major capital works is provided as a separate attachment to the report to Council.

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

Project Description			December Actuals	Current Adopted Budget	December QR Adjustments	December QR Proposed Budget	Full Year Variance	Comments
Property Management	Acquisitions - Current	Moss Vale Rd Open Space Acquisitions Funding	0	0	1,325,000	1,325,000	0	Reinstate loan funding used to purchase 111 Taylors Lane. 111 Taylors Lane now sold and loan funding returned to reserve. D23/38333
Waterways Infrastructure	Boat Ramps & Jetties	Myola – Catherine St - Renewal– Boat Launching Ramp & Pontoon	2,123	615,643	(565,000)	50,643	(613,520)	Rephase budget to FY24/25
		Ulladulla Harbour Southern Ramp Upgrade (Boating Now R4)	1,800	513,750	(511,950)	1,800	(511,950)	Rephase budget to FY24/25
		Conjola Park Rehabilitation	30,256	555,708	315,151	870,858	(525,452)	Increase in budget in recognition of donations from CCRA and forecasted overspends
		Lake Conjola Ent Rd boat ramp carpark stge 2-Boating Now R4	0	243,000	(243,000)	0	(243,000)	Rephase budget to FY24/25
		Coastal Erosion Works	0	273,200	(273,200)	0	(273,200)	Budget transferred to Operating line
Coastal and Estuary Management	Coastal Area Maintenance	Implement Beach Scraping at High Priority Beaches	0	186,167	(186,167)	0	(186,167)	Budget transferred to Operating line
		Citywide Dune Revegetation and Maintenance	0	100,000	(100,000)	0	(100,000)	Budget transferred to Operating line
		South Mollymook Coastal Protection Design	40,897	409,839	(295,988)	113,851	(368,942)	Rephase budget to FY24/25
	Coastal Programme	1034-AC00064-Warrain Cr, Currarong-PWA-Beach Access	0	120,000	173,500	293,500	(120,000)	Project is 100% grant funded. Added income and expenditure budget of \$173.5k. \$120k will be returned to general fund once grant agreement is signed.
Bridges	Concrete and Timber	Bridge Program - Various - Bridge Concrete Culvt Replacemnt	788	152,000	(137,000)	15,000	(151,213)	Rephase budget to FY24/25

Emergency Events / Recovery	Disaster Recovery Restoration	FCB-2A - Bridge Creek Bridge-Mogood, The River Rd	5,536	1,029,127	(454,551)	574,576	(1,023,591)	Project expected to be completed under budget, reduction in grant and general funding with general funds being redirected to fund shortfalls
		FCB-2A - Boondabah Bridge- Brooman, The River Rd	10,029	777,063	(198,320)	578,743	(767,033)	Project expected to be completed under budget, reduction in grant and general funding with general funds being redirected to fund shortfalls
		FCB-2B - Smarts Bridge, Croobyar Rd, Croobyar	8,450	1,010,000	(900,000)	110,000	(1,001,550)	Rephase budget to FY24/25
		FCB-2B - Murrays Bridge, Conjola	8,861	5,549,000	(5,400,000)	149,000	(5,540,139)	Rephase budget to FY24/25
		FCB-2B - Boxsells Bridge, Meroo Meadow	21,588	740,000	(300,000)	440,000	(718,413)	Rephase budget to FY24/25
		Shoalhaven Heads - DiscoveryPI/NoakesSt - Sinkholes - Remedi	0	200,000	(200,000)	0	(200,000)	Transfer to Natural Disaster Project 1012-DM00716- Scott/Noakes St-Sinkhole
		1012-DM00716-Scott/Noakes St-Sinkhole	754,457	1,347,149	200,000	1,547,149	(592,692)	Transfer from W&S Project Shoalhaven Heads - DiscoveryPI/NoakesSt - Sinkholes - Remedi
		1034-AC00069- PenguinsHeadRd-ServiceRd- PWA	47,181	53,915	179,441	233,356	(6,734)	Increase in approved grant funding for Natural Disasters project
		1025-DM00857-Terara Rd- Pavement-REPA	2,671	74,377	146,627	221,004	(71,706)	Increase in approved grant funding for Natural Disasters project
		1012-SA00014-Millbank Rd- Pavement	2,002	7,000	118,562	125,562	(4,998)	Increase in approved grant funding for Natural Disasters project
		1012-DM00949-Wheelbarrow Rd-Pavement	209,222	0	163,038	163,038	209,222	Adding budgets for approved upper limit of natural disaster project
		1034-AP00132-Cunjurong Beach Access Stairs-PWA / DPE	228,063	0	253,992	253,992	228,063	Adding budgets for approved upper limit of natural disaster project
		1034-DM00972-Hillcrest Ave,South Nowra-Pavement	10,165	0	168,818	168,818	10,165	Adding budgets for approved upper limit of natural disaster project

		1034-DM00984-Prentice Ave, Old Erowal Bay-Pavement	13,889	0	107,486	107,486	13,889	Adding budgets for approved upper limit of natural disaster project
		1034-DM00766-Lakehaven Dr-Revetment Wall Stabilisation-PWA	0	0	150,000	150,000	0	Adding budgets for approved upper limit of natural disaster project
		1034-AQ00010-Bryces Rd-Pavement	0	0	101,155	101,155	0	Adding budgets for approved upper limit of natural disaster project
Stormwater	Drainage	Shoalhaven Heads - Pipe Lining Inv and Strategy	0	260,000	(260,000)	0	(260,000)	Rephase budget to FY24/25
Economic Development	Economic Development Area Projects	EDO - Ulladulla Boardwalk and Ulladulla Harbourside	95,674	4,309,372	(2,400,000)	1,909,372	(4,213,698)	Rephase budget to FY24/25
Fleet and Plant	Fleet Unit Purchase / Sale of Plant	Fleet Vehicle Purchases	2,643,923	2,169,617	1,099,250	3,268,867	474,306	Recognition of additional fleet internal charges
		Flinders Industrial - Stage 10 - Roadworks (Grant funded)	1,119,569	870,324	250,000	1,120,324	249,245	Transfer from reserve to fund over expenditure
Economic Development	Industrial Land Development	AATP Stage 5 - Subdivision	546,129	252,265	819,733	1,071,998	293,864	Increase in recognition of additional grant received and ILDR as per deed; and transfer to AATP Fire Water Storage
		AATP Fire Water Storage	0	1,120,808	(203,895)	916,913	(1,120,808)	Transfer from AATP Stage 5 Subdivision
		Ray Brooks Reserve Boardwalk	245,646	543,226	127,959	671,185	(297,580)	Savings transferred to fund overspends in other Parks & Recreational projects
Parks, Reserves, Sport and Recreation Areas	Open Space - Footpaths	Sanctuary Point Library - Design & Invest	(9,872)	3,196,878	(1,700,000)	1,496,878	(3,206,750)	Rephase budget to FY24/25
		Boongaree - Stage 2 to 7	342,244	5,517,812	(4,600,681)	917,131	(5,175,567)	Rephase budget to FY24/25
		Park Road Netball Court Redev - Sth Nowra	(146,725)	282,447	(282,447)	0	(429,172)	Project nearly completion with savings to be returned
		Sanctuary Point Library - Construction	0	8,157,904	(8,157,904)	0	(8,157,904)	Rephase budget to FY24/25
		Myola Active Transport - Liza Butler \$5M	(480)	900,000	(850,000)	50,000	(900,480)	Rephase budget to FY24/25
Urban Roads	Pathways	St Vincent St - Pedestrian High Schl Safety Const Urban New	148,257	1,518,473	448,397	1,966,870	(1,370,216)	Increase in budget for additional grant funding and forecasted overspends
		Dolphin Point Rd - Ped Footpath Cnstrct-Liza Butler \$5M	0	900,000	(850,000)	50,000	(900,000)	Rephase budget to FY24/25

Community, Residential and Commercial Buildings	Public Amenities	Murramarang SUP (Bloomfield ICI 95% Grant)	0	1,410,000	(1,410,000)	0	(1,410,000)	Unsuccessful grant funding project removed
		Sheaffe St - Ped & Drng Lakerstn>End SUP - Liza Butler \$5M	4,878	350,000	(200,000)	150,000	(345,123)	Rephase budget to FY24/25
		Murramarang Rd SUP-Butler Crk to Shelly Bch-Liza Butler \$5M	0	500,000	(450,000)	50,000	(500,000)	Rephase budget to FY24/25
		Murrmarang Rd SUP-Shlly Bch - Trnsfr Sttn-Liza Butler \$5M	0	650,000	(600,000)	50,000	(650,000)	Rephase budget to FY24/25
		Murrmarang Rd SUP - Kioloa to Butler Creek - Liza Butler \$5M	0	350,000	(300,000)	50,000	(350,000)	Rephase budget to FY24/25
		Old Southern Road - SUP - Liza Butler \$5M	10,938	750,000	(500,000)	250,000	(739,063)	Rephase budget to FY24/25
		Matron Porter Dr - SUP - Liza Butler \$5M	0	600,000	(550,000)	50,000	(600,000)	Rephase budget to FY24/25
		Owen St, Huskisson - Construct Pedestrian Crossings	5,200	734,200	(379,000)	355,200	(729,000)	Rephase budget to FY24/25
		Nowra Bridges SUP Underpass South Side: Design Funding	20,556	385,000	(150,000)	235,000	(364,444)	Rephase budget to FY24/25
		Sanctuary Point - Francis Ryan Reserve - New Amenities	101,540	1,397,894	(1,275,637)	122,257	(1,296,354)	Project proposed to be suspended/ deferred to future years, budget reduced, leaving enough to cover year-to-date expenditure & commitments
		Nowra Admin Building - Fire Compliance, BCA NCC	21,636	614,218	(500,000)	114,218	(592,582)	Rephase budget to FY24/25
		Road Unalloc - Parking Nowra CBD All Day Urban Upgrade/New	0	297,956	(297,956)	0	(297,956)	Rephase budget to FY24/25
		Sussex Inlet - Nielson Rd - Carpark (behind Peace Park)	2,448	207,685	(202,142)	5,543	(205,237)	Rephase budget to FY24/25
		Queen St - Parking Town Cntr Urban Upgrade/New	0	250,000	(250,000)	0	(250,000)	Rephase budget to FY24/25
		Lake Conjola Ent Rd - CH6.0-CH6.14 (R2R)	75,157	1,208,018	775,536	1,983,554	(1,132,862)	Reallocation of funds between R2R projects
		Callala Bay Rd - Roads Strtgy CP02ROAD2007 Urban New	0	150,000	(150,000)	0	(150,000)	Rephase budget to FY24/25



Community, Residential and Commercial Buildings	Showground Buildings	Culburra - Culburra Rd - CH 1.760 to 2.700km	16,802	1,275,536	(1,253,044)	22,492	(1,258,734)	Reallocation of funds between R2R projects
		Callala Bch Rd - LRRP CH0.54 - CH1.82 Rd&Culv - LRCI-4B	42,458	900,000	(270,000)	630,000	(857,542)	Rephase budget to FY24/25
		Meroo Rd - LRRP CH0.3 CH1.5 Cons Urban Renewal (R2R)	2,193,472	1,984,581	500,000	2,484,581	208,891	Reallocation of funds between R2R projects
		Terara Rd - Various Constr Renewal - LRCI-4A/RERRF	374,848	968,445	403,779	1,372,224	(593,597)	Reallocation of RERRF Grant funding and Natural Disasters (OLG) Funding between projects
		CLOSED-Turpentine Rd- Various Stabl Ptch Cons Rural-LRCI-4B	(14,202)	185,798	(200,000)	(14,202)	(200,000)	Transfer to Natural Disaster project and balance returned to general fund
		Resheet - LRRP Various across the Region	0	400,000	(400,000)	0	(400,000)	Transfer to various projects
		Nowra Showground buildings	253,675	419,984	(129,370)	290,614	(166,309)	Transfer to various projects
		SSF - S'ground Stimulus Round 2 - Berry - Animal Nursery	30,726	374,318	(204,042)	170,276	(343,592)	Project proposed to be suspended/ deferred to future years, budget reduced, leaving enough to cover year-to-date expenditure & commitments
		Nowra Showground Resilience BLERF-0111	41,372	737,155	(457,000)	280,155	(695,783)	Rephase budget to FY24/25
		Berry Showground Resilience BLERF-0111	21,052	619,941	(380,000)	239,941	(598,890)	Rephase budget to FY24/25
		K'Valley Showground Resilience BLERF-0111	42,128	542,784	(410,000)	132,784	(500,656)	Rephase budget to FY24/25
		Milton Showground Resilience BLERF-0111	25,767	463,846	(280,000)	183,846	(438,079)	Rephase budget to FY24/25
		Review of Broughton Creek Flood Study	0	143,270	(143,270)	0	(143,270)	This 100% grant funded project. \$116k transferred to operational line and remaining rephased to FY 25
		Project Management / Design (Sus Tour Infr Grant)	59,436	393,513	1,199,587	1,593,099	(334,077)	Recognition of additional budget as per funding deed and transfer between sustainable tourism projects
		Bherwerre Walking Track (Sus Tour Infr Grant)	763,253	84,132	542,058	626,190	679,121	Recognition of additional budget as per funding deed

Urban Roads	Urban Roads	Central - LRRP - Reseal - RURAL	2,192	0	102,192	102,192	2,192	Transfer from Resheet - LRRP Various across the Region
		G'well Pt Rd BSP 1.25km E of JindyAndy	0	201,605	(201,605)	0	(201,605)	Rephase budget to FY24/25
		Queen St Berry Ped X-ings Grant	0	190,644	(190,644)	0	(190,644)	Project completed under budget removing remaining funding
		O'Keeffe Ave Nowra Ped Traffic Sig Grant	97,697	0	104,506	104,506	97,697	Transfer from various projects to fund over expenditure
		St Vincent St - Roads Strategy CP05ROAD4008 Urban New	0	156,208	(156,208)	0	(156,208)	Rephase budget to FY24/25
		Cul-de-sac Land Acquisition - Kingsley Ave Ulladulla	356,620	530,000	(145,000)	385,000	(173,380)	Rephase budget to FY24/25
		George Evans Rd - Traffic Fac Yalwal Int Urban Upgrade/New	1,100	2,200,000	(1,519,800)	680,200	(2,198,900)	Rephase budget to FY24/25
		Regional Emergency Road Repair Program (RERRF)	0	3,947,586	(3,947,586)	0	(3,947,586)	Reallocation of RERRF funding between projects
		Northern (RERRF)	0	0	986,897	986,897	0	Reallocation of RERRF funding between projects
		Central (RERRF)	0	0	887,195	887,195	0	Reallocation of RERRF funding between projects
		Basin (RERRF)	0	0	986,897	986,897	0	Reallocation of RERRF funding between projects
		Southern (RERRF)	0	0	986,897	986,897	0	Reallocation of RERRF funding between projects
		Landfill Extension - West Nowra	15,392	323,671	(200,000)	123,671	(308,279)	Transfer to Waste Hardstands and Roads
		Concrete Bunkers for Recyclables - Various Depots	30,780	209,300	(178,520)	30,780	(178,520)	Transfer to Waste Hardstands and Roads
		Waste Hardstands and Roads	1,221,681	777,200	478,520	1,255,720	444,481	Transfer from various projects
Landfill and Transfer Station Operations	Waste Management - Capital	Waste Depots Solar / Comms / Security	14,980	523,300	(231,283)	292,017	(508,320)	Transfer to Waste Hardstands and Roads & Waste Depot Infrastructure
		Waste Depot Infrastructure	131,283	0	131,283	131,283	131,283	Transfer from Waste Depots Solar / Comms / Security
		Waste Recycling Reuse Initiative	0	300,000	(245,109)	54,891	(300,000)	Transfer between various Waste projects to cover overspends
		Waste Shoalhaven Rubber Crumb Plant	361,292	229,841	131,452	361,292	131,452	Transfer from Waste Recycling Reuse Initiative

## Capital Projects Reforecast into FY2024/25

Project	Reforecast Amount	Funding Source		
		General Fund	Internal Reserves	External Reserves
Bendalong & Kioloa – Fishing Access Improvements	40,490	0	0	40,490
BER - SMGLC - APZ construction	20,000	20,000	0	0
Berry Showground Resilience BLERF-0111	380,000	0	0	380,000
Boongaree - Stage 2 to 7	4,680,000	0	0	4,680,000
Bridge Program - Various - Bridge Concrete Culvt Replacemnt	137,000	137,000	0	0
Callala Bay Rd - Roads Strtgy CP02ROAD2007 Urban New	150,000		150,000	
Callala Bch Rd - LRRP CH0.54 - CH1.82 Rd&Culv - LRCI-4B	270,000	0	0	270,000
Conjola Park Hoylake Grove Reserve - Memo of Agreement - imp	55,000	55,000	0	0
Crookhaven Hds Boat Ramp Upgrade (Boating Now R4)	50,000	10,000	0	40,000
Cul-de-sac Land Acquisition - Kingsley Ave Ulladulla	145,000	120,323	24,677	0
Dolphin Point Rd - Ped Footpath Cnstrct-Liza Butler \$5M	850,000	0	0	850,000
Numbaa Levee (P5L1) - Audit works	40,000	40,000	0	0
EDO - Ulladulla Boardwalk and Ulladulla Harbourside	2,400,000	0	0	2,400,000
FCB-2B - Boxsells Bridge, Meroo Meadow	300,000	0	0	300,000

FCB-2B - Murrays Bridge, Conjola	5,400,000	0	0	5,400,000
FCB-2B - Smarts Bridge, Croobyar Rd, Croobyar	900,000	0	0	900,000
George Evans Rd - Traffic Fac Yalwal Int Urban Upgrade/New	1,519,800	0	1,519,800	0
G'well Pt Rd BSP 1.25km E of JindyAndy	201,605	0	0	201,605
K'Valley Showground Resilience BLERF-0111	410,000	0	0	410,000
Lake Conjola Ent Rd boat ramp carpark stge 2-Boating Now R4	243,000	0	0	243,000
Lwr Shoalhaven River Floodplain Risk Mgmt Study Plan Review	16,105	5,368	0	10,737
Matron Porter Dr - SUP - Liza Butler \$5M	550,000	0	0	550,000
Millards Ck/ Ulladulla Harbour - Drainage GPT WQ Urban Renew	80,000	0	0	80,000
Milton Showground Resilience BLERF-0111	280,000	0	0	280,000
Murramarang Rd SUP-Butler Crk to Shelly Bch-Liza Butler \$5M	450,000	0	0	450,000
Murrmarang Rd SUP - Kioloa to Butler Creek - Liza Butler \$5M	300,000	0	0	300,000
Murrmarang Rd SUP-Shlly Bch - Trnsfr Sttn-Liza Butler \$5M	600,000	0	0	600,000
Myola – Catherine St -Renewal– Boat Launching Ramp & Pontoon	565,000	106,083	0	458,917
Myola Active Transport - Liza Butler \$5M	850,000	0	0	850,000
Nebraska Estate Road Construction	26,648	26,648	0	0

Nowra Admin Building - Fire Compliance, BCA NCC	500,000	0	200,000	300,000
Nowra Bridges SUP Underpass South Side: Design Funding	150,000	0	0	150,000
Nowra Showground Resilience BLERF-0111	457,000	0	0	457,000
Old Southern Road - SUP - Liza Butler \$5M	500,000	0	0	500,000
Owen St, Huskisson - Construct Pedestrian Crossings	379,000	0	0	379,000
Pedestrian Facilities - Kerb Ramps	20,900	0	0	20,900
Queen St - Parking Town Cntr Urban Upgrade/New	250,000	0	0	250,000
Road Unalloc - Parking Nowra CBD All Day Urban Upgrade/New	306,437	0	63,114	243,323
Sanctuary Point Library - Construction	8,157,904	0	0	8,157,904
Sanctuary Point Library - Design & Invest	1,700,000	360,571	299,808	1,039,622
Sheaffe St - Ped & Drng Lakerstn>End SUP - Liza Butler \$5M	200,000	0	0	200,000
Short St - Waterways Paddlecraft Access Urban Upgrade/New	65,520	0	0	65,520
SMGLC - Bushwalk Garden Extension	50,000	50,000	0	0
SMGLC - Cremator Charger	60,000	60,000	0	0
South Mollymook Coastal Protection Design	295,988	98,662	0	197,325
St Georges Basin Floodplain Risk Mgmt Study Plan Review	14,340	4,780	0	9,560

Shoalhaven Heads - Pipe Lining Inv and Strategy	260,000			260,000
St Vincent St - Roads Strategy CP05ROAD4008 Urban New	156,208		156,208	
Steel arch refurbishment Various Locations Upgrade	80,000	80,000	0	0
Sussex Inlet - Nielson Rd - Carpark (behind Peace Park)	202,142	0	202,142	0
Ulladulla Harbour Southern Ramp Upgrade (Boating Now R4)	511,950	0	0	511,950
Wharf Rd Shlhvn Heads - Boat Rvmp Inv & Des (Boating Now R4)	40,000	0	0	40,000
Sanctuary Point - Francis Ryan Reserve - New Amenities	1,275,637	13,838		1,261,799
SSF - S'ground Stimulus Round 2 - Berry - Animal Nursery	204,042	52,382	79,724	71,936
<b>Total</b>	<b>37,746,715</b>	<b>1,240,655</b>	<b>2,695,473</b>	<b>33,810,587</b>

## Water Fund

### Financial Position Overview

	Year to Date (\$'000)			Full Year (\$'000)				
	December Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	December QR Adjustments	December QR Proposed Budget	Actual % of Adopted Budget
Rates & Annual Charges	2,284	2,274	9	4,981	4,981	0	4,981	46%
User Charges and Fees	11,839	10,972	867	23,711	23,712	97	23,808	50%
Interest and Investment Revenue	1,012	610	402	1,111	1,111	0	1,111	91%
Other Revenues	50	48	2	96	96	0	96	52%
Internal Revenue	1,269	1,187	82	2,539	2,539	0	2,539	50%
Grants and Contributions provided for Operating Purposes	0	0	0	0	0	0	0	0
Grants and Contributions provided for Capital Purposes	1,914	1,653	261	2,327	2,525	9	2,534	76%
Net Gains / (Loss) from the disposal of assets	0	0	0	0	0	0	0	0
<b>Total Income</b>	<b>18,367</b>	<b>16,745</b>	<b>1,623</b>	<b>34,766</b>	<b>34,964</b>	<b>106</b>	<b>35,070</b>	<b>53%</b>
Employee Benefits and On-Costs	4,434	4,161	(273)	8,316	8,632	655	9,287	51%
Borrowing Costs	0	0	0	0	0	0	0	0
Materials and Services	3,917	3,924	7	8,228	7,861	183	8,044	50%
Depreciation and Amortisation	7,427	7,135	(293)	14,269	14,269	495	14,764	52%
Other Expenses	11	13	1	57	57	0	57	20%
Internal Expenses	3,407	3,254	(153)	6,282	6,238	63	6,302	55%
<b>Total Expenses</b>	<b>19,197</b>	<b>18,486</b>	<b>(711)</b>	<b>37,152</b>	<b>37,057</b>	<b>1,397</b>	<b>38,453</b>	<b>52%</b>
<b>Net Operating Results</b>	<b>(829)</b>	<b>(1,742)</b>	<b>912</b>	<b>(2,385)</b>	<b>(2,092)</b>	<b>(1,291)</b>	<b>(3,383)</b>	
<b>Net Operating Result before capital grants and contributions</b>	<b>(2,743)</b>	<b>(3,394)</b>	<b>651</b>	<b>(4,712)</b>	<b>(4,617)</b>	<b>(1,300)</b>	<b>(5,917)</b>	
<b>Other Cash Adjustments</b>								
Capital Expenditure	(14,719)	(15,579)	860	(17,303)	(25,283)	(1,739)	(27,022)	58%
Disposal of Assets	127	40	87	120	120	0	120	106%
Depreciation Adjustment	7,427	7,135	293	14,269	14,269	495	14,764	52%
Dividend to General Fund	0	0	0	(163)	(163)	0	(163)	0%
Debtor / Credit Movement	0	586	(586)	1,190	1,190	0	1,190	0%
<b>Net Cash Movement</b>	<b>(7,995)</b>	<b>(9,560)</b>	<b>1,565</b>	<b>(4,271)</b>	<b>(11,959)</b>	<b>(2,399)</b>	<b>(14,493)</b>	

The net operating result (before capital income received) is \$651K favourable when comparing our current adopted budget with our year-to-date actuals. This is because our operating income is \$1,326K more than budgeted, and our expenses are \$711K more than budgeted.

Our projected net cash movement at the end of the financial year is \$14,358K out (unfavourable)

## Current Operating Revenue Position and Budget Adjustments

A table below summarises the key movements by revenue category:

	Year to Date (\$'000)			Full Year (\$'000)				
	December Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	December QR Adjustments	December QR Proposed Budget	Actual % of Revised Budget
Rates & Annual Charges	2,284	2,274	9	4,981	4,981	0	4,981	46%
User Charges and Fees	11,839	10,972	867	23,711	23,712	97	23,808	50%
Interest and Investment Revenue	1,012	610	402	1,111	1,111	0	1,111	91%
Other Revenues	50	48	2	96	96	0	96	52%
Internal Revenue	1,269	1,187	82	2,539	2,539	0	2,539	50%
Grants and Contributions provided for Operating Purposes	0	0	0	0	0	0	0	0
<b>Total Operating Income</b>	<b>16,454</b>	<b>15,092</b>	<b>1,362</b>	<b>32,439</b>	<b>32,440</b>	<b>97</b>	<b>32,536</b>	<b>51%</b>

Our operating income is \$1,362K higher (favourable) than the year-to-date budget as at the December quarter.

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Rates & Annual Charges	9	+127K Water availability received more than budgeted -115K Pensioner rebate received more than budgeted
User Charges and Fees	867	+475K Water usage charges received more than expected +149K New water meter connections received more than expected +96K Communications income received more than expected +79K Private works received more than expected +29K Leasebacks more than expected +28K Water supply applications more than expected



Interest and Investment Revenue	402	+402K interest received more than budgeted due to higher than forecasted cash balances
Other Revenues	2	+10K Recovery of costs received more than expected -6K Fuel Tax Credit received less than expected - less fuel costs
Internal Revenue	82	+82K Plant Recovery Charges received more than expected

The December Quarterly Budget Review recommends an increase in operating revenue of \$97K. Proposed major budget adjustments to operating revenue are summarised in the table below:

Category	Amount (\$'000)	Reason
User Charges and Fees	97	+97K water meter instal and connection - more income received from developers than expected

It is Shoalhaven Water's opinion that further favourable adjustments to the budget should be done in the third quarterly review, to allow for unforeseen shortfalls of water usage

### Current Operating Expenditures Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	December Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	December QR Adjustments	December QR Proposed Budget	Actual % of Adopted Budget
Employee Benefits and On-Costs	4,434	4,161	(273)	8,316	8,632	655	9,287	51%
Borrowing Costs	0	0	0	0	0	0	0	0
Materials and Contracts	3,917	3,924	7	8,228	7,861	183	8,044	50%
Depreciation and Amortisation	7,427	7,135	(293)	14,269	14,269	495	14,764	52%
Other Expenses	11	13	1	57	57	0	57	20%
Internal Revenue	1,269	1,187	82	2,539	2,539	0	2,539	50%
<b>Total Operating Income</b>	<b>16,454</b>	<b>15,092</b>	<b>1,362</b>	<b>32,439</b>	<b>32,440</b>	<b>97</b>	<b>32,536</b>	<b>51%</b>

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Employee Benefits and On-Costs	(273)	<ul style="list-style-type: none"> <li>+150K Salary not spent due to vacancies</li> <li>+134K Casual salary not spent yet</li> <li>+91K of employee on-costs not spent due to vacancies</li> <li>+24K Budget allocated for Other not spent</li> <li>-71K Overtime spent more than budgeted - more reactive projects than predicted</li> <li>-68K Allowances spent more than budgeted - not properly budgeted for, tied to overtime</li> <li>-11K Travelling more than budgeted - tied to reactive projects, more reactive projects than predicted</li> <li>-146K Training more than budgeted - this is mandatory for health and safety, was not properly budgeted for</li> <li>-368K Net job costing expense more than budgeted. Both expense and recovery were larger than budgeted for, the recovery didn't increase at the same ratio as the expense</li> </ul>
Materials and Contracts	7	<ul style="list-style-type: none"> <li>+127K Savings in electricity - actuals less than budget</li> <li>+63K savings in chemicals - using less than estimated</li> <li>+54K Savings in mobile service - to check if costs are allocated correctly</li> <li>+31K Savings in memberships - timing of payments</li> <li>+29K Savings in Other Contracts - expenses less than expected</li> <li>+48K Savings in Consultants - expenses less than expected</li> <li>+44K Savings in IT Costs - expenses less than expected</li> <li>+16K Savings in Fuel - expenses less than expected</li> <li>+13K Savings in Trainees - due to vacancies</li> <li>+9K Savings in Bank fees - expenses less than expected</li> <li>-32K Overspending on Permits, Recruitment, Postage, Operating Lease, Tree Surgery, and Cleaning - no budget has been given so far</li> <li>-3K Overspending on Waste contracts - needed more than expected</li> <li>-7K Overspent on catering - not enough budget provided for CEO approved catering costs</li> <li>-10K Overspent on Gas - pump fitters need more gas than expected</li> <li>-11K Overspent on Security - appropriate budget not given</li> <li>-15K Overspent on Tools - costs under-indexed for this year</li> <li>-18K Overspent on Freight - costs under-indexed for this year</li> <li>-21K Overspent on Other</li> <li>-26K Overspent on Materials - costs under-indexed for this year</li> <li>-71K Overspent on MV and Machinery Parts - "Things are breaking more than usual"</li> <li>-91K Overspent on Insurances - costs under-indexed for this year</li> <li>-123K Overspent on Infrastructure Contracts - Bamarang Dam safety reports weren't budgeted for, this is an extra 137K Cost</li> </ul>
Depreciation and Amortisation	(293)	-293K Difference between estimated and actual due to timing of fair value adjustments
Other Expenses	1	+1K Community Donations not yet spent
Internal Expenses	(153)	<ul style="list-style-type: none"> <li>+161K Savings in Plant Charge Recovery - using plant more than expected, recovering more</li> <li>-10K Overspending in Waste Management Charge - disposing more at the tip than expected</li> <li>-14K Overspending on Building Maintenance - cost of maintaining Flinders Depot larger than budgeted for</li> <li>-234K Overspending in Plant Charge Recovery - using plant more than expected - haven't budgeted for reactive overtime use of plant</li> <li>-93K Overspending of Internal Expense – Asset Transfer – this is water's portion of WorxOnline and OneCouncil</li> </ul>

The December Quarterly Budget Review recommends an increase in operating expenditure of \$1,396K. Proposed major budget adjustments to operating revenue are summarised in the table below:

Category	Amount (\$'000)	Reason
Employee Benefits and On-Costs	655	+334K Increased budget for Salaries and Wages - 205K to cover new position (Finance Analyst, Asset and Planning Team) and 129K for predicted future shortfall for the Shoalwater Revenue team +20K Increased Medical Expenses - not properly budgeted for mandatory medical checks for operational staff +154K Increased Overtime - to cover current shortfall and future shortfall for operational staff. Not enough budgeted for reactive overtime +8K for Payroll Tax - allow budget for new position +6K for Superannuation - allow budget for new position +134K for Training - this is mandatory safety training, and not enough budget was originally set
Borrowing Costs	0	
Materials and Contracts	183	+100K additional budget for consultants for Business Analyst and Finance Analyst for the water asset and planning team - 95K reduced budget for Contracts - from a cancelled water tower mural +88K in Property Insurance - to match budget to actuals +14K in IT Software - to increase budget for operating software SCADA +15K Legal budget - more budget requested from asset and planning department +9K for Materials - to recognise expenses related to grant project not yet entered into the budget +35K Minor Plant - to match approved minor plant spending per memo D23/48733 +27K Operating costs on capital - budget moved from Contracts in the operating budget to capital
Depreciation and Amortisation	495	+495K additional budget for Depreciation - Buildings, Furniture, Intangible Assets, Office Equipment, Infrastructure, Other, Plant, and Water supply Network - to match actuals after revaluation
Other Expenses	0	
Internal Expenses	63	+63K additional budget requested for Water's proportion of OneCouncil

## Capital Revenue Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	December Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	December QR Adjustments	December QR Proposed Budget	Actual % of Adopted Budget
Capital Grants	785	780	5	727	925	9	934	85%
Capital Contributions	1,129	872	256	1,600	1,600	0	1,600	71%
<b>Grants and Contributions provided for Capital Purposes</b>	<b>1,914</b>	<b>1,653</b>	<b>261</b>	<b>2,327</b>	<b>2,525</b>	<b>9</b>	<b>2,534</b>	<b>76%</b>

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Capital Grants	5	+5K grant received not in budget
Capital Contributions	256	+256K Received more Developer Contributions more than expected

A budget adjustment of \$9K has been proposed to Capital revenue in this December Quarterly Review.

Category	Amount (\$'000)	Reason
Capital Grants	9	+9 Grant Received - to cover 5K already received, and 4K expected to receive

## Capital Expenditures Position and Budget Adjustments

Capital expenditure as at 31 December is 58.22% of the current adopted budget. There are budget adjustments that were made within projects under the same program line resulting in a net increase of a \$1,760K capital budget. As a result of the December budget review, the following major adjustments, greater than \$100K, were made to the capital projects:

Project Description	December Actuals	Current Adopted Budget	December QR Adjustments	December QR Proposed Budget	Full Year Variance	Comments
Nowra Sth, Flinders Depot electrical work	2,174,698	1,903,084	1,903,084	3,806,168	1,631,470	To correct finance system to match works system - rollover not implemented correctly
Water Moss Vale Road expansion area	5,420,801	8,571,292	800,001	9,371,293	3,950,492	To correct finance system to match works system - rollover not implemented correctly
Water NW AE	195,103	144,314	145,077	289,391	94,288	To correct finance system to match works system - rollover not implemented correctly
Water NW Growth	44,941	241,926	140,441	382,367	337,426	To correct finance system to match works system - rollover not implemented correctly. \$200K moved to 2025FY due to developer delays
Water Renewals	4,332,526	7,978,023	(1,267,393)	6,710,630	2,378,104	To correct finance system to match works system - rollover not implemented correctly. \$1,111K Moved to 2025FY - work to be done in the 2025FY

Commentary on the progress on major capital works is provided in a separate attachment to the Report to Council.

## Sewer Fund

### Financial Position Overview

	Year to Date (\$'000)			Full Year (\$'000)				
	December Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	December QR Adjustments	December QR Proposed Budget	Actual % of Adopted Budget
Rates & Annual Charges	26,457	25,724	733	51,384	51,544	0	51,544	51%
User Charges and Fees	2,378	1,948	430	3,990	4,050	0	4,050	59%
Interest and Investment Revenue	482	500	(18)	750	750	0	750	64%
Other Revenues	0	2	(2)	5	5	0	5	6%
Internal Revenue	1,001	882	119	1,765	1,765	100	1,865	57%
Grants and Contributions provided for Capital Purposes	2,311	1,519	792	2,105	3,073	0	3,073	75%
<b>Total Income</b>	<b>32,629</b>	<b>30,574</b>	<b>2,055</b>	<b>60,000</b>	<b>61,188</b>	<b>100</b>	<b>61,288</b>	<b>53%</b>
Employee Benefits and On-Costs	5,916	5,940	23	11,881	11,887	56	11,943	50%
Borrowing Costs	1,585	1,585	0	3,118	3,118	0	3,118	51%
Materials and Services	5,310	5,883	574	12,067	12,327	803	13,131	43%
Depreciation and Amortisation	8,433	8,105	(328)	16,191	16,191	591	16,782	52%
Other Expenses	65	37	(28)	37	37	0	37	177%
Internal Expenses	4,244	3,626	(618)	7,063	7,063	2,500	9,563	60%
<b>Total Expenses</b>	<b>25,554</b>	<b>25,176</b>	<b>(377)</b>	<b>50,357</b>	<b>50,623</b>	<b>3,951</b>	<b>54,574</b>	<b>50%</b>
<b>Net Operating Results</b>	<b>7,075</b>	<b>5,398</b>	<b>1,677</b>	<b>9,643</b>	<b>10,565</b>	<b>(3,851)</b>	<b>6,714</b>	
<b>Net Operating Result before capital grants and contributions</b>	<b>4,764</b>	<b>3,879</b>	<b>885</b>	<b>7,538</b>	<b>7,492</b>	<b>(3,851)</b>	<b>3,641</b>	
<b>Other Cash Adjustments</b>								
Capital Expenditure	(10,403)	(14,400)	3,997	(23,950)	(30,037)	5,032	(25,005)	35%
Loan Principal Repayments	(1,944)	(1,944)	0	(6,023)	(6,023)	0	(6,023)	32%
Disposal of Assets	93	50	43	100	100	0	100	93%
Depreciation Adjustment	8,433	8,105	328	16,191	16,191	591	16,782	52%
Dividend to General Fund	0	0	0	(1,654)	(1,654)	0	(1,654)	0%
Debtor / Credit Movement	(1,216)	0	(1,216)	0	0	0	0	0
<b>Net Cash Movement</b>	<b>2,038</b>	<b>(2,791)</b>	<b>4,829</b>	<b>(5,693)</b>	<b>(10,859)</b>	<b>1,773</b>	<b>(9,086)</b>	

The net operating result (before capital revenue) is \$1,677K higher (favourable) when comparing the year-to-date actuals to the current adopted budget. This is because our income received is \$2,055K more than budgeted, and our expenses incurred are \$241K more than budgeted.

As a result of the December quarterly budget adjustments, the cash movement forecast is projected to be \$9,086K out (unfavourable)

### Current Operating Revenue Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	December Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	December QR Adjustments	December QR Proposed Budget	Actual % of Revised Budget
Rates & Annual Charges	26,457	25,724	733	51,384	51,544	0	51,544	51%
User Charges and Fees	2,378	1,948	430	3,990	4,050	0	4,050	59%
Interest and Investment Revenue	482	500	(18)	750	750	0	750	64%
Other Revenues	0	2	(2)	5	5	0	5	6%
Internal Revenue	1,001	882	119	1,765	1,765	100	1,865	57%
<b>Total Operating Income</b>	<b>30,318</b>	<b>29,055</b>	<b>1,263</b>	<b>57,895</b>	<b>58,115</b>	<b>100</b>	<b>58,215</b>	<b>52%</b>

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Rates & Annual Charges	733	+962K extra received for Sewer Availability - received more than expected -6K not received as expected for Effluent Access Charges +11K extra received for Liquid Trade Waste Annual Fee - received more than expected -232K Pensioner Rebate and Concession received more than budgeted for
User Charges and Fees	430	All received more than expected: +146K Liquid Trade Waste Usage +91K Sewer Usage +80K Private Works (Operational Component) +38K Cleanout Charges +31K Effluent Usage +28K Sewer Applications +14K Sewerage Diagram Fees
Interest and Investment Revenue	(18)	-18K Less received than expected for Interest Income

Other Revenues	(2)	-2K Less received than expected for fuel tax credit
Internal Revenue	119	+82K Septic Tank Charge - more received than expected +24K Plant Charge Recovery - used plant more than expected +14K Water - one-off payment to the water fund for a tank +12K Water usage - one-off payment to the water fund -12K Effluent - not received as much internal income as expected

The December Quarterly Budget Review recommends an increase in operating revenue of \$100K. Proposed major budget adjustments to operating revenue are summarised in the table below:

Category	Amount (\$'000)	Reason
Internal Revenue	100	+100K Septic Tank income - expected income for septic tank charge per Shoalwater Revenue department

It is Shoalhaven Water's opinion that further favourable adjustments to the budget should be done in the third quarterly review, to allow for unforeseen shortfalls of wastewater usage

### Current Operating Expenditures Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	December Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	December QR Adjustments	December QR Proposed Budget	Actual % of Adopted Budget
Employee Benefits and On-Costs	5,916	5,940	23	11,881	11,887	56	11,943	50%
Borrowing Costs	1,585	1,585	0	3,118	3,118	0	3,118	51%
Materials and Contracts	5,310	5,883	574	12,067	12,327	803	13,131	43%
Depreciation and Amortisation	8,433	8,105	(328)	16,191	16,191	591	16,782	52%
Other Expenses	65	37	(28)	37	37	0	37	177%
Internal Expenses	4,244	3,626	(618)	7,063	7,063	2,500	9,563	60%
<b>Total Expenses</b>	<b>25,554</b>	<b>25,176</b>	<b>(377)</b>	<b>50,357</b>	<b>50,623</b>	<b>3,951</b>	<b>54,574</b>	<b>50%</b>

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Employee Benefits and On-Costs	23	+144K Savings of Net Job Costing - recovering more than costing +47K Savings of Other costs - this is usually reserved for uniforms, but the uniform Work Orders are flowing through to materials. To revisit in Q3 +41K Savings in Allowance - less than expected -16K Overspent of Superannuation - not budgeted for correctly -16K Overspent on training - this is mandatory safety training for the operational staff - not enough budget originally in place



		<ul style="list-style-type: none"> <li>-18K Overspent on Oncosts - not enough budget</li> <li>-20K Overspent on Overtime - not enough budget given, reactive in nature</li> <li>-56K Overspent on Salaries - not enough budget</li> <li>-79K Overspent on Casuals - not enough budget</li> </ul>
Materials and Contracts	574	<ul style="list-style-type: none"> <li>+667K Savings on Electricity - budgeted more than actuals, timing of invoices is lumpy</li> <li>+420K Savings in Other Contracts - ALS and Effluent Pump outs less than expected</li> <li>+64K Savings in MV Parts - less than expected</li> <li>+54K Savings in Mobile - to check if costs are allocated correctly</li> <li>+28K Savings in Materials - Considering budget of 1,058K, the sewer fund is on target for materials</li> <li>+26K Savings in Other - this budget not fully used</li> <li>+21K Savings in Fleet Insurance - less than budgeted</li> <li>+14K Savings in Waste Services - using less skip bins than expected</li> <li>-12K Overspent on Property Insurance - not budgeted enough for actuals</li> <li>-24K Overspent on Consultants - no budget set</li> <li>-37K Overspent on Tools - budget not indexed correctly</li> <li>-64K Overspent on Legal - an approved amount of 125K was given as compensation to landowners, this used all the legal budget</li> <li>-87K Overspent on IT Licence - the budget for essential operating software SCADA was not appropriate</li> <li>-210K Overspent on Chemicals - both quantity and cost of chemicals is more than anticipated</li> <li>-251K Overspent on Infrastructure Contracts - rental of centrifuges greater than expected</li> </ul>
Depreciation and Amortisation	(328)	-328K Net over budget for Depreciation - Sewer Network, Buildings, Intangible Assets, Office Equipment, and Plant - actuals are larger than estimates due to timing of fair value adjustments
Other Expenses	(28)	-30K Donation - provided approved community program that was not budgeted for
Internal Expenses	(618)	<ul style="list-style-type: none"> <li>+190K Savings of internal water charge - large refund of 190K applied to this account, this account was incorrectly charged 23EOFY, the adjustment happened beginning of this financial year</li> <li>-718K Overspending on Waste (the tip) - sludge had to be disposed of at the tip after the EPA changed their biosolids standards. Our biosolids can no longer be disposed of at the local dairy farms, and was disposed of at the tip. This was not foreseen when setting the 2024 budget.</li> </ul>

The September Quarterly Budget Review recommends a budget increase in operating expenditure of \$3,950K. Proposed major budget adjustments to operating expenditure are summarised in the table below:

Category	Amount (\$'000)	Reason
Employee Benefits and On-Costs	56	+56K increase in budget to overtime - to cover current shortfall and cover rest of financial year
Materials and Contracts	803	<ul style="list-style-type: none"> <li>+276K Increase to chemicals - cost and volume of chemicals have increased</li> <li>+400K in Infrastructure Contracts - to cover costs of Bamarang Dam safety reports</li> <li>-19K in Contracts - Other - moved funding salaries to fund position S12230</li> <li>+12K in Property Insurance - to cover shortfall of actuals being greater than expected</li> <li>+87K in IT Software - to cover shortfall of essential operational software SCADA - not enough originally budgeted for</li> <li>+35K in Legal - extra requested for the operation budget from the Asset and Planning department</li> <li>+12K in Minor Plant - to match memo D23/48733, not enough budget originally set</li> </ul>
Depreciation and Amortisation	591	+591K in Depreciation - Buildings, Intangible Assets, Office Equipment, Plant and Equipment, Sewerage Network - to cover shortfall of actuals vs estimates to match actuals after fair valuation adjustment
Internal Expenses	2,500	+2500K estimated cost of disposing waste at the tip

### Capital Revenue Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	December Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	December QR Adjustments	December QR Proposed Budget	Actual % of Adopted Budget
Capital Grants	916	916	0	305	1,273	0	4,020	72%
Capital Contributions	1,396	604	792	1,800	1,800	0	1,000	78%
<b>Grants and Contributions provided for Capital Purposes</b>	<b>2,311</b>	<b>1,519</b>	<b>792</b>	<b>2,105</b>	<b>3,073</b>	<b>0</b>	<b>3,073</b>	<b>75%</b>

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Capital Contributions	792	+792K additional income from Sewer Section 64

There are no proposed budget adjustments for capital revenue in this December Quarterly Review.

## Capital Expenditures Position and Budget Adjustments

Capital expenditure as at 31 December is 34.63% of the current adopted budget. The total budget adjustment for capital expenditure is a reduction in \$5,032K (favourable).

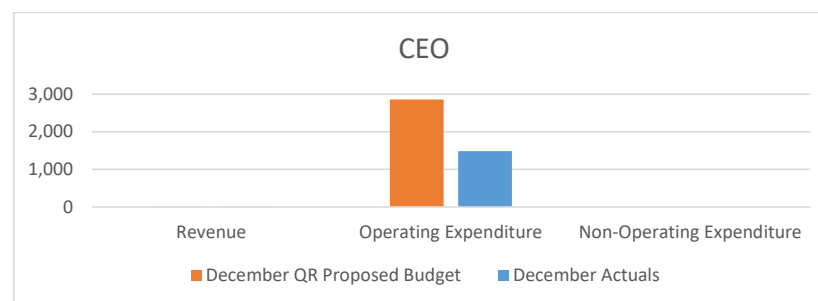
As a result of the December budget review, the following major adjustments, greater than \$100k, were made to the capital projects.

Project Description	December Actuals	Current Adopted Budget	December QR Adjustments	December QR Proposed Budget	Full Year Variance	Comments
Sewer Low Power - wide area network	13,213	0	220,000	220,000	206,787	To correct finance system to match works system - rollover not implemented correctly
Sewer NW AE	1,366,295	8,895,898	(1,348,540)	7,547,358	6,181,063	To correct finance system to match works system - rollover not implemented correctly. 350K Carried forward to 2025 due to project delay
Sewer NW Growth	130,036	3,351,811	(2,241,239)	1,110,572	980,536	To correct finance system to match works system - rollover not implemented correctly. \$4,724K carried forward to 2025FY due to developer delay
Sewer Renewals	1,518,949	8,361,954	(1,662,323)	6,699,631	5,180,682	To correct finance system to match works system - rollover not implemented correctly. Carry forward \$2,872K due to resource constraints

Commentary on the progress on major capital works is provided in a separate attachment to the Report to Council

## Summary of General Fund Movements and Projected Budget by Directorate

### Chief Executive Office



The recommended budget changes, revised budget and result to date for the Chief Executive Office are summarised below.

\$'000	Original Budget	Current Adopted Budget	December Review Adjustment Recommended	December QR Proposed Budget	December Actuals	%
Revenue	6	6	0	6	6	102.67%
Operating Expenditure	2,594	2,850	5	2,855	1,482	51.92%

#### Comments:

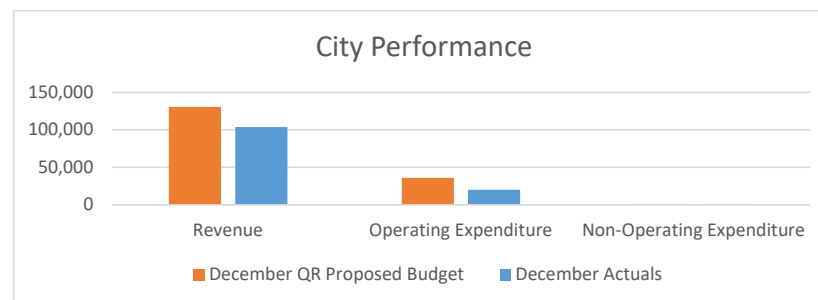
The **Chief Executive Officer** group finished the quarter slightly over budget mainly due to Situational Leadership training and Corporate Improvement project as well as consulting costs for Recovery to Resilience project that were not budgeted for. This has been addressed this quarterly review by utilising the CEO's strategic budget and other savings within Council.

**Media and Communications** finished the quarter close to budget with some savings in staff vacancies. Council continues to deliver the promotions of events and activities being delivered across the organisation, with a particular focus this quarter on the proactive distribution of information about the Financial Sustainability Review, the proposed Special Rate Variation options, service levels and the draft Resourcing Strategy community consultation.

Increased efficiencies are being realised by the business partnership model for proactive communications with directorates across the organisation. There has been a focus of effort on developing the new Shoalhaven Swim Sport and Fitness website and progressive improvements are being made to the Council website to enhance comprehension and accessibility of information to support the Customer First approach.

**Internal Audit** finished the quarter slightly over budget due to insufficient budget for required externally sourced audits. Budget has been added to fund this shortfall in this quarterly review from savings identified across Council.

## 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	December Review Adjustment Recommended	December QR Proposed Budget	December Actuals	%
Revenue	129,755	130,085	263	130,348	103,415	79.34%
Operating Expenditure	35,037	35,736	121	35,858	19,914	55.54%
Non-Operating Expenditure	500	85	55	140	39	27.68%

### Comments:

Overall, the Directorate has an income surplus mainly due to favourable movement in long-term growth fund and additional rates income.

Operating expenditure is over budget due to additional staff, workers compensation, Employee Assistance Program (EAP), and Training, some of which are mandatory and not budgeted. This is addressed in Q2 budget adjustment with funding being allocated to these costs. In addition, there are unanticipated employee costs in Financial Services and People & Culture Department.

### Financial Services

Council has a surplus of \$400K in investment return mainly due to favourable movement in long-term growth fund. \$200K of this uplift in income is recognised this quarter to offset overruns in corporate services.

Ordinary rates have exceeded the full year budget by \$38k with expectation of additional surplus in the coming quarter.

There was overspending of \$186k in operations, attributed to unanticipated employee costs for the completion of the financial year end process and the completion of the external audit with the NSW Audit Office, as well as expenses incurred in engaging AEC. These costs were not accounted for in the original budget. This should balance in upcoming quarters due to some vacancies arising from start of Q2.

**Information Services**

Operational Revenue tracked \$54k above budget mainly driven by internal revenue from printing services. This will be used to offset the employee cost for print room in upcoming quarters.

Overall, operating expenses finished the quarter close to budget with some savings due to timing of corporate software and consulting invoicing.

As a part of EMT discussion, \$400k capital spend allocated towards Desktop and Laptop Leasing was rephased to FY 24-25. Consequently, unspent funds from OneCouncil implementation project will be repurposed to fund Council's Azure 'Lift and Shift hosting project as well as the laptop and desktop leasing contract commencing in upcoming quarters.

**Business Assurance & Risk**

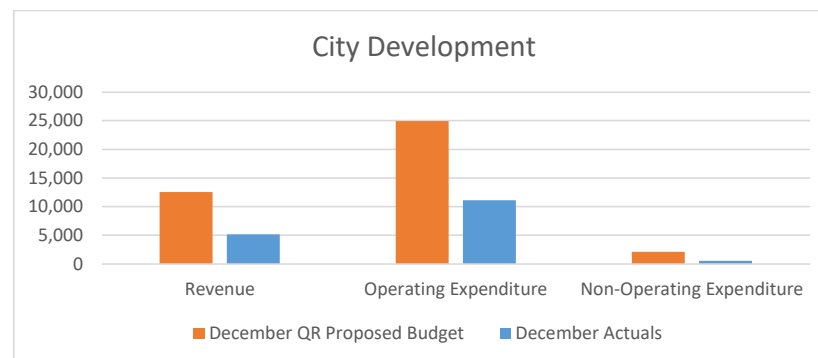
The operational revenue tracked below budget by \$12k due to Insurance claims yet to be received.

The overruns in expenditure budget by \$371k was due to legal fees and workers compensation charged to the cost centre. Budget adjustment has been made in the Quarter 2 review to offset this cost.

**People & Culture** has exceeded the expenditure budget by \$202k primarily driven by increased employee-related expenses, which include additional expenditures on casual staff, corporate training, and Employee Assistance Program. Moreover, the budget for materials and services also exceeded due to consultant cost incurred for the Child Safe framework and payroll audit. Budget adjustment has been made in the Quarter 2 review to offset this cost.

**Customer Experience** has remained in line with the budget for the quarter 2 with savings of \$37k mainly in employee costs.

## 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	December Review Adjustment Recommended	December QR Proposed Budget	December Actuals	%
Revenue	11,339	12,629	(96)	12,533	5,146	41.06%
Operating Expenditure	21,234	22,707	2,212	24,919	11,137	44.69%
Non-Operating Expenditure	3,741	2,762	(660)	2,103	555	26.39%

### Comments:

Overall income is tracking under budget, mainly in Certification and Compliance fines income. Excluding grants income, operating income has achieved 40% of the proposed full year budget.

Overall operational expenses have exceeded the budget, mainly due to the legal costs being overspent by \$312k. Budget adjustments are made in Q2 to increase the legal expenditure budget.

The commencement of capital works in Coastal management is planned for early Q3, which will result in a rise in capital expenditure. Substantial increases are anticipated in Q3 and Q4, according to financial projections.

**Development Services**

Development Services revenue tracked above budget by \$19K due to higher number of development applications lodged during the quarter.

Employee costs tracked above budget by \$12K. This is offset by savings in Internal expenditure budget.

Legal costs were over budget by \$309K due to insufficient adopted budget. Savings have been identified across Council to top this legal budget by \$883k, in line with the anticipated spending for full year.

**Environmental Services**

Overall, operating income tracked above budget by \$50k with the surplus attributed to Environmental Health fees and charges.

Operating Expenditure had exceeded budget by \$91k which is mainly driven by overspend in overtime, casuals and less job cost recoveries. The overspend will partly offset once Q2 is adopted.

Capital expenditure is tracking at 25% YTD. Increased work expected in Q3 and significantly more in Q4 as per financial projections, which will lead to an increase in capital expenditure.

**Certification and Compliance Services**

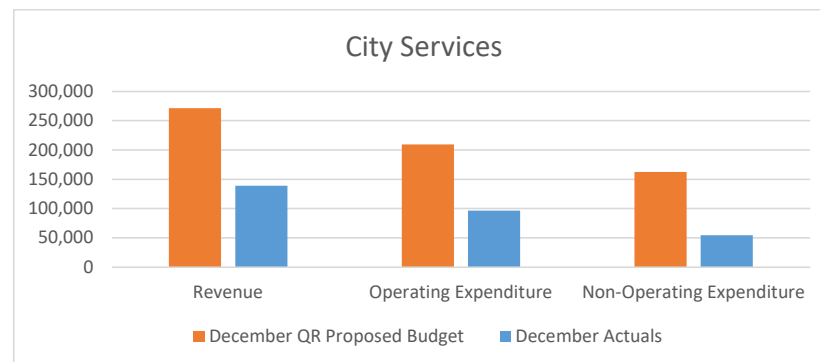
For Quarter 2, overall operating revenue shortfall of \$285k is attributed to both long-term historic forecasts in revenue above that practically achievable, and, staff shortages affecting the completion of certification and compliance work. With the staff now at full capacity, it is anticipated that forward projections will be met throughout the financial year. Rangers team performed well, achieving an additional \$17k in revenue, although the surplus was offset by the hiring of additional casual rangers.

Operational expenses tracked to the budget, resulting in overall savings of \$73k. Additionally, the extra processing fees for fines were covered by the additional income generated by ranger fines.

**Business Support** finished the quarter with salary savings of \$137K. This will be used to continue funding additional administrative support needed for regulatory implementation and cover overspends across the Directorate.



## 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	December Review Adjustment Recommended	December QR Proposed Budget	December Actuals	%
Revenue	164,003	273,001	(1,522)	271,479	139,099	51.24%
Operating Expenditure	204,236	204,754	4,539	209,293	96,613	46.16%
Non-Operating Expenditure	92,710	176,260	(14,022)	162,238	54,216	33.42%
Asset Sales	1,975	2,210	55	2,265	230	10.14%

### Comments:

Overall revenue budgets have been adjusted at quarter 2 with a proposed annual budget of \$271M, revenue received year to date is \$139M. Expenditure budgets have been adjusted the revised capital works program \$162M with \$54.2 spent and a further \$52.5M committed equating to 65.86% of the proposed capital works program. Operating expenditure is behind budget by \$1.6M overall. Commentary on specific items is detailed below:

**Roads and Transport**

Operating revenue is ahead of forecast by \$44K primarily from additional income received from design services and external contributions bringing the total revenue received to date to \$1.4M. Capital revenue has been reduced by \$1.7M primarily from unsuccessful grant funding for Murramarang SUP (\$1.4M) and Queen St Berry Pedestrian crossing which was completed under budget (\$190K), this has been partially offset by an increase in grant funding for St Vincent St Pedestrian High School Safety of \$400K.

Operating expenditure finished under budget by \$498K primarily in street lighting (\$280K) which is due to the timing of electricity invoices, and block grant funded projects for regional roads maintenance and traffic facilities maintenance. The identified savings in local roads maintenance and roads car parks were utilised to fund over expenditure in plant, drainage and parks and reserve maintenance. The fixing local roads potholes program has been fully expended and the regional and local roads repair program is \$1M spent as at quarter 2 with a further \$1.3M committed equating to 69.77% of the program.

Capital expenditure was overall under budget by \$995K, budget adjustments have been completed to carry forward \$8.06M leaving a revised capital works program of \$47M of which \$15M has been spent and a further \$10.2M committed equating to 55% of the revised roads and transport capital works program.

**Parks and Reserves**

Operating expenditure was over budget primarily in roads facilities maintenance \$319K and parks and reserves maintenance \$210K, which has been funded by reallocation of the bushfire green waste cleanup program \$375K as well as a reduction in budgets from Graffiti removal, commercial carparks, pavement management systems, coastal villages traffic management, blue finger board design, roads maintenance and identified savings in the capital works program. After budget adjustments were complete operating expenditure finished on track.

**Drainage**

Operating expenditure was over budget by \$188K in stormwater infrastructure maintenance and has been funded by a reduction in budgets from LGA Wide Public Bins & Litter Collection, commercial carparks, tree management, waterways maintenance, and identified savings in the capital works program.

Capital expenditure finished \$432K under budget, budget adjustments have been completed to carry forward \$340K leaving a revised capital works program of \$814K with \$325K spent and a further \$70K committed equating to 49% of the revised drainage capital works program.

**Fire Protection and Emergency Services**

Natural disaster event 923 – August 2020 Severe Flood Event has now been fully claimed, with claims continuing for the 1012 – March 2022 Flood event, 1025 – June 2022 Flood Event, 1034 – September 2022 Flood Event and 1086 – November 2023 flood event. The immediate repair works for the November 2023 flood event will be completed in quarter 3.

Operating expenditure was \$197K over budget and has been adjusted for additional grant funding primarily from Transport for NSW. Capital expenditure was over budget by \$751K and has been adjusted for additional grant funding primarily from Transport for NSW and Private Works Authority.

The capital works program is progressing and with additional approved budgets the revised capital listing is now \$72.9M with \$23.6M spent with a further \$51.7M committed, budgets will continue to be adjusted as scope of works are defined and budgets are approved by Transport for NSW and Private Works Authority. Some shortfalls in natural disaster funding have been identified and will be funded by the Local Roads & Community Infrastructure Phase 4 and Regional Emergency Roads Repair Fund in quarter 3.

It is anticipated that not all works will be completed in the 2023/24FY with works continuing into 2024/25 - project budgets will be required to be carried forwarded into FY25 once the value is known in quarter 4.

### **Building and Property**

Operating income is tracking above budget for the quarter due to higher than anticipated internal building maintenance income plus additional revenue from property rental income.

Operating expenditure excluding depreciation is overspent by \$429K due to increased employee costs unrecovered and costs associated with maintenance and statutory inspections. Budget adjustments have been proposed at Q2 to meet these costs.

Capital expenditure has been revised downwards in quarter 2 by \$475K to a revised annual budget of \$8.4M.

### **Tourist Parks**

Holiday Haven operating income is on track reporting actuals of less than 1% below forecast.

Operating expenditure is 7% below budget at YTD due to less than expected expenditure on materials and services.

Capital expenditure is overbudget at Q2 by 128K but is on track for the proposed annual budget of \$3.1M which includes carry forwards from Q4 2022/23FY.

### **Waste Services**

Overall, Waste operational income is 2% higher than budgeted due to higher than expected internal revenue and interest income.

Operational expenditure is lower than budgeted due to a \$920K underspend in Materials and Services costs and the November and December Waste levy not being paid or accrued as at 31 December 2023 (reported under Other Expenses).

Capital expenditure is on budget as at 31 December 2023. Currently \$10.7M is anticipated to be spent in the second half of the 2024 financial year which represents 70% of the budgeted total spend for 2024, however based on the current value of commitments the annual budget of \$15.3M is anticipated to be met.

### **Bereavement Services**

Bereavement Services operating income is 6% behind budget.

Operating expenditure is within 1% of budget at 31 December and the implementation of Plotbox is continuing.

**Fleet and Mechanical Services**

Operational revenue for Fleet and Mechanical Services is \$29K ahead of budget, with positive variances in revenues offset by negative variances in materials and services.

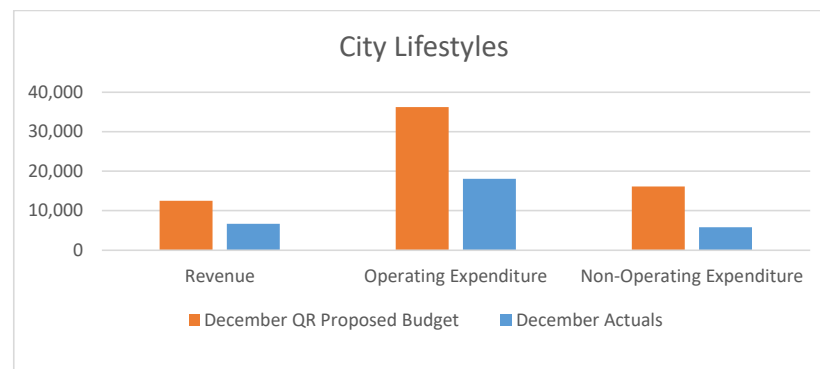
Overall, operational expenditure is on track for the quarter.

**Technical Services**

Operating revenue is above budget by 58% due to unbudgeted compensation received from road corridors at St Georges Basin

Operating expenses are below budget by 44% due to wages costs under recovery of \$797K.

## 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	December Review Adjustment Recommended	December QR Proposed Budget	December Actuals	%
Revenue	14,897	17,956	(5,420)	12,536	6,673	53.23%
Operating Expenditure	33,907	35,538	682	36,220	18,028	49.77%
Non-Operating Expenditure	43,339	34,203	(18,081)	16,123	5,839	36.22%

### Comments:

#### Shoalhaven Entertainment Centre (SEC)

Overall, the SEC is \$94.7K in surplus compared to budget at the end of quarter 2.

Income is up \$410K with all revenue streams contributing, Food and Beverage up \$120K, Shows and Events up \$260K. Expenses up \$316K to service the increased income in those revenue streams.

The SEC have return \$59K to general funds by reducing some regular maintenance expenses (including window cleaning and carpet cleaning). It is likely these will need to action earlier in the 2024/25 budget than usual to maintain the current presentation standards (i.e. in July, August 2024 rather than January 2025).

The SEC does not have a funded asset management plan, when plant and equipment requires renewal the SEC operating budget is used to fund these to maintain our service standards, as opposed to an identified capital asset management budget. This impacts on SEC's ability to achieve the bottom-line budget as the ability to generate additional revenue to offset such expenditure is not achievable.

### **Swim, Sport, Fitness (SSF)**

#### **Northern**

Northern Aquatics and Precincts are performing within budget at end of financial year.

Income across Northern Aquatic facilities continues to exceed budget, arising from business processes focused on driving continued growth in Learn to Swim and Squads where increased participation is also driving growth in secondary spend through cafe and retail. The favourable weather throughout the quarter has had a positive impact on the beginning of the summer season, a vast contrast to the previous year where ongoing inclement weather heavily impacted the outdoor facilities to achieve income targets. This is an excellent result given the current economic conditions impacting household discretionary spend.

The increased income has offset the onboarding costs for seasonal staff recruitment and training activity expenses throughout the reporting period. Coupled with conservative spending related to discretionary expenses across the facilities and precincts, all areas of the Northern SSF region are sitting comfortably within budget Year to Date.

#### **Central**

Central Aquatics and Precincts are performing within budget, Income across Central Aquatics continues to exceed budget arising from business processes focused on driving continued membership growth in Health and Fitness, enrolments in Learn to Swim programs and secondary spend in cafe and retail areas. This is an excellent result given the current economic conditions impacting household discretionary spend.

Increased income has offset reactive maintenance across Aquatic and Precincts due to ageing assets and income generating expenses such as wages and products for resale.

#### **Southern**

Overall financial position across Southern Aquatics and Precincts performing within budget. Income across Southern Aquatics continues to exceed budget, arising from business processes focused on driving continued membership growth in Health and Fitness and consistently high numbers year-round across Learn to Swim. This is an excellent result given the current economic conditions impacting household discretionary spend.

Increased income has offset higher than expected expenses, related to reactive maintenance across Aquatic and Precincts due to ageing assets, along with higher employee costs required to service increased memberships and student numbers enrolled in learn to swim programs.

### **Libraries**

#### **Shoalhaven Libraries**

Shoalhaven Libraries budget has tracked well over the second quarter and there are no concerns with income and expenditure. Income is tracking low; however, this is always the case as the bulk of the income comes from the State Library Subsidy (approximately 85%), which is received in the third quarter. In addition, income from collection services provided to Kiama Municipal Council have not been receipted for the second quarter. This income is invoiced quarterly, and the

second instalment will be received in the third quarter of the financial year. Expenditure is slightly higher than expected, however a lot of invoices are received in the first half of the financial year, which skews the budget. In the first half of the financial year the annual Library Management Systems subscription is paid, along with other annual payments for databases and systems. Building maintenance costs are currently being monitored over the following months to ensure they remain within budget.

#### Ulladulla Civic Centre

The Ulladulla Civic Centre budget has tracked well over the second quarter, with higher-than-expected income from the function side of the business. The Function Centre is seeing a return to pre-COVID demand for its meeting rooms, lounge and auditorium. In addition, the café lease is generating further income, as well as cost recovery from the licensee for waste and cleaning cost recovery. Staffing costs are tracking slightly higher than expected however much of the increase in casual staffing costs has been incurred due to increase in centre bookings and use of the Function Centre which is on-costed to the hirer and recovered.

#### **Shoalhaven Regional Gallery**

The overall financial position is tracking well. There is a shortfall in income generated by \$7.6K, which is slightly less than the decrease in expenditure at \$7.9K. Income for meeting rooms is exceeding the target by \$8.2K, with \$17.7K received. Public programs are below the income target by \$8.1K. Art and Shop sales has generated \$15.K in sales, this is below target, however the expected income was unrealistic and has been adjusted. Art and shop sales expenditure has also been adjusted to ensure the budget does not exceed subsidies.

Savings have been generated in salaries and wages due to staff shortages linked with vacancies. The Gallery has been reliant on casual staff over this quarter to stay open and operational.

In the Cultural Activities Budget the Arts Foundation project has returned \$100K to the general fund whilst the contract with consultants is paused pending a S358 application to the Minister. Sufficient funds have been retained to meet any costs associated with this and the wages of the project officer undertaking the work, and Arts Grants returned \$30K to the general fund, the balance of funds retained will meet the balance of funding payable to arts grants recipients in 2022/23. First Nations Arts and Cultural Program Grant was received for \$9.8K. The Gallery continues to be heavily reliant on successfully sourcing external funding (income streams) to remain operational.

#### **Recreation Projects – Planning & Delivery (prev.: Community Planning & Projects)**

##### Recreation Project Delivery

The second quarter saw the commencement and completion of a significant number of recreational projects including the replacement of playgrounds, sportsground floodlighting, field drainage projects, and the refurbishment of the Nowra Showground pavilion.

Further tenders for playgrounds, field drainage works, maintenance sheds, and the Bob Proudfoot Pavilion – Sanctuary Point were released in this quarter that will result in contracts ready for execution in the third quarter of the financial year.

Challenges in design development for upgrades at the four Shoalhaven showgrounds has resulted in delays of the project proceeding to construction and a reduced rate of expenditure.

#### Open Space & Recreation Planning

Capital works expenditure was, largely, placed on hold during the second quarter, while the financial sustainability review was underway. Capital works progressed during this quarter were related to attainment of construction certificate for Bomaderry Basketball Stadium.

The Sanctuary Point Library construction budget has been rephased to 2024/25 as discussions are ongoing regarding the potentially rescoping of the project. The remaining design will be funded through the \$1.5M remaining in the 2023/24 year.

Minor operational expenditure during the second quarter related to installation of dog access area signage at Narrawallee Beach. Further similar expenditure is foreshadowed for the fourth quarter at this location, related to signage installation to support permanent dog access arrangements at Narrawallee Beach.

### **Community Connections**

#### Community Capacity Building

The Community Capacity Building Team are tracking well. Grants have been received for the delivery of Youth Week programs for the Shoalhaven. Planning is well underway for the Local Government Regional NAIDOC Awards and sponsorship is being sought to assist with the delivery of this high-profile event.

There have been Thrive Together pop-up events in Ulladulla and Sanctuary Point and more planned to support the community who are doing it tough. These events have been well attended and more are being planned. It should be noted that the funding for the Homelessness Officer ceases at the end of June 2024.

There continues to be a need in this space and this role has been key in regularly connecting people experiencing homelessness with services and agencies working in the crisis relief and response space. This position facilitates the Community Led Plan for Homelessness with regular liaison with relevant State and other agencies and sector coordination, collaboration and support with local service providers

Despite representations to the State Government and Department of Regional NSW, no further funding has been identified and this work cannot be absorbed into the business-as-usual activities of the Community Connections Team without other projects having to be discontinued.

#### Social Recovery

Social Recovery budgets are tracking well. The team are funded through Disaster Recovery Funding Arrangements funds. The focus has been on providing social support and referral at Councils Community Recovery Hub in Ulladulla as well as finalising the Recovery into Resilience Project which was completed and fully acquitted in Q2. It should be noted that the funding for the 3 staff working in this area will cease at the end of June 2024. Despite representations to the State Government, NSW Reconstruction Authority and Department of Regional NSW, no further funding has been identified despite there being a continued need for social recovery support in the Shoalhaven post natural disasters. This is specialist work and cannot be absorbed into the business-as-usual activities of the Community Connections Team

#### Social Planning

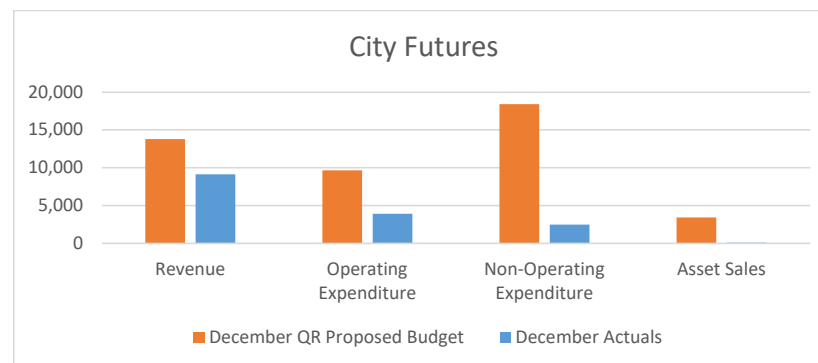
Social Planning is tracking well. The Reconciliation Action Plan project now has an established Working Group (project control group) made up of Council Staff and a Yarning Group, made up of local Aboriginal community members and Aboriginal Council staff to help to guide the development of the RAP. An application will be made in Q3 for the Local Government Social Cohesion Grants to fund the development of a Community Safety Strategy.

#### Family Day Care



Family Day Care is currently operating with 21 educators which has meant that income is down and that the Shoalhaven Family Day Care (SFDC) is operating at a loss. An error has been identified where \$23,000 was mistakenly journaled twice as an outgoing cost. This error will be rectified in Q3. An additional 3 educators will be commencing with SFDC in Q3 which will start to improve the financial situation however to become fully cost neutral, an additional 7 educators will be required to achieve this.

## 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	December Review Adjustment Recommended	December QR Proposed Budget	December Actuals	%
Revenue	5,618	10,842	2,936	13,778	9,138	66.32%
Operating Expenditure	8,007	9,401	262	9,662	3,909	40.45%
Non-Operating Expenditure	6,650	18,830	(423)	18,407	2,463	13.38%
Asset Sales	3,318	3,318	104	3,422	104	3.04%

### Comments:

#### Economic Development

Economic Development operating revenue is on track for the quarter.

Operating expenditure is slightly below budgeted with savings in wages and internal expenses.

Capital expenditure has been adjusted downwards in quarter two by \$1.7M to an annual amount of \$7.8M to align with updated expectations.

**Strategic Land Use Planning**

Land Use Planning operating revenue has ended the quarter \$288K ahead of budget. This is due to s 7.11 interest revenue being higher than anticipated.

Operating expenditure is \$382K ahead of budget due lower than anticipated costs for employees and materials and services

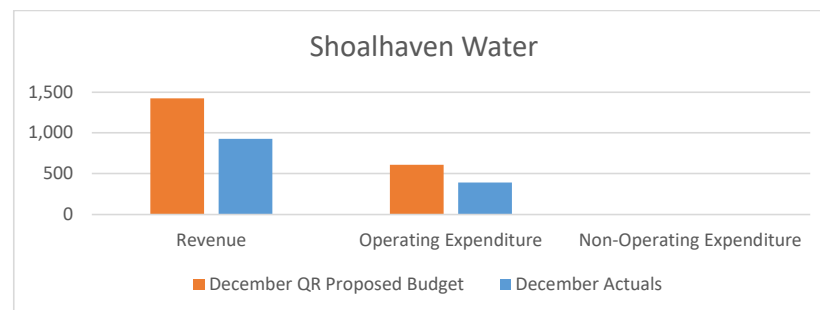
Capital expenditure has been adjusted upwards in quarter 2 by an amount of \$1.35M to fund the Moss Vale Road Open Space Acquisitions project. This brings the annual budget \$10.5M which includes carry forwards from Q4 2022/23FY. The capital works program is progressing slowly with spend to date plus current year commitments of \$183K.

**Tourism and Events**

Tourism and Events operating income is down 19% on budget primarily due to the reduction in income received by the Visitor Information Centre.

Operating expenditure across the department is over budget by 15% mainly due to higher than anticipated wages and materials costs.

## Shoalhaven Water



The recommended budget changes, revised budget and result to date for Shoalhaven Water (General Fund) are summarised below.

\$'000	Original Budget	Current Adopted Budget	December Review Adjustment Recommended	December QR Proposed Budget	December Actuals	%
Revenue	1,421	1,421	0	1,421	926	65.13%
Operating Expenditure	603	606	0	607	390	64.33%

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

### Comments:

#### Communication Towers GF

Communications income is 7% behind year-to-date budget. No adjustment has been recommended in this review.

Operating expenditure is 22% less than expected (favourable). A proposed adjustment of 485K increase in depreciation expenditure has been added this review – this is because the actual depreciation expenditure is larger than the estimated expenditure due to timing of asset revaluations relating to the FY 2023 year.

#### Shoaltech

Revenue is 7% behind the year-to-date budget. No adjustment has been recommended in this review.

Operating expenditure is tracking over budget due to less recovery of job costing expense.

## Cash and Investments

### Cash & Investments – Estimated Balance at Year Ending 30 June 2023

At 31 December 2023, Council has spent \$8.2M of General Fund cash in advance for grant funded projects whereby the grant monies have not yet been receipted. This resulted in negative unrestricted cash of \$9.2M.

To restore unrestricted cash back to NIL, the Financial Assistance Grants internal restriction was utilised. The reserve had a balance of \$7.4M at 31 December 2023, and was reduced to NIL in order to fund the grants in advance. The additional \$1.8M has been funded through other internal reserves, marked with a (\*). The table below shows the “Actual” reserves balance and the “Revised” reserves balance.

	Estimated Balance 30 June 2024				December 2023 Actual Balance	December 2023 Revised Actual Balance
	Original Budget	Current Adopted Budget	December Review Adjustment Recommended	December QR Proposed Budget		
	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>Externally Restricted</b>						
Specific Purpose Unexpended Grants	6,598	2,339	11,218	13,557	23,523	23,523
Specific Purpose Unexpended Loans	8,045	12,737	7,422	20,159	24,561	24,561
Developer Contributions - General Fund	12,628	14,789	4,016	18,805	26,820	26,820
Developer Contributions - Water Fund	23,760	18,301	0	18,301	17,759	17,759
Self-Insurance Claims	4,047	6,094	0	6,094	6,094	6,094
Special Rates Variation	(2,365)	0	80	80	1,105	1,105
Stormwater Levy	(361)	0	86	86	186	186
Domestic Waste Management	5,971	3,622	534	4,156	9,482	9,411
Water Supplies	12,083	15,680	(2,495)	13,185	20,159	20,159
Sewer Services	9,398	8,811	1,773	10,584	20,939	20,939
<b>Total Externally Restricted</b>	<b>79,804</b>	<b>82,373</b>	<b>22,634</b>	<b>105,007</b>	<b>150,628</b>	<b>150,557</b>
<b>Internally Restricted</b>						
Arts Collection	39	45	0	45	45	0
Cemeteries (*)	92	92	0	92	148	74
Coastal Management (*)	198	171	(44)	127	273	0
Committed Capital Works	(801)	0	0	0	0	0
Communication Towers (*)	(12)	12	0	12	12	0

Critical Asset Compliance (*)	(42)	0	200	200	293	0
Dog-Off leash (*)	(70)	16	0	16	47	0
Economic Development Projects (*)	274	196	(91)	105	217	0
Employee Leave Entitlement	5,881	5,880	0	5,880	5,880	5,880
Financial Assistance Grant (*)	3,904	14,882	0	14,882	7,441	0
General Insurance (*)	430	512	(45)	467	612	0
Industrial Land Development	8,365	514	(456)	58	0	0
Jervis Bay Territory Contract	56	56	0	56	146	146
Jetty Licensing	19	19	0	19	19	19
Land Decontamination	(59)	0	0	0	0	0
Plant Replacement	(92)	0	0	0	0	0
REFund Reserve (*)	21	238	(3)	235	235	140
S7.11 Matching Funds	0	0	0	0	0	0
S7.11 Recoupment	1,050	57	327	384	913	913
Shoalhaven Foreshore Development	917	916	0	916	891	891
Sporting Facilities	73	54	(9)	45	56	56
Strategic Projects	(445)	(622)	622	0	0	0
Strategic Property Reserve	1,104	580	80	660	853	853
Trust - General Trust	4,862	4,761	0	4,761	4,526	4,526
Water Communication Towers	6,155	3,386	95	3,481	4,752	4,752
<b>Total Internally Restricted</b>	<b>31,919</b>	<b>31,765</b>	<b>676</b>	<b>32,441</b>	<b>27,359</b>	<b>18,250</b>
<b>Total Restricted</b>	<b>111,723</b>	<b>114,138</b>	<b>23,310</b>	<b>137,448</b>	<b>177,987</b>	<b>168,807</b>
<b>Total Cash and Investments</b>	<b>128,621</b>	<b>115,107</b>	<b>23,310</b>	<b>138,417</b>	<b>168,807</b>	<b>168,807</b>
<b>Available Unrestricted Cash</b>	<b>16,898</b>	<b>969</b>	<b>0</b>	<b>969</b>	<b>(9,180)</b>	<b>(0)</b>

Notes:

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. All other available cash is classified as Unrestricted.

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 December 2023

#### Reconciliation

Bank Balance per statement	22,416,805
Unpresented cheques / Deposits	(1,123,778)
Cash on hand	21,708
<b>Total Cash on Hand Balance</b>	<b>21,314,735</b>
Term Deposits	53,000,000
AMP At Call Account	682
AMP Notice Account	2,305,263
CBA Business Saver	33,355,635
Managed Funds	21,459,062
Bonds	5,000,000
FRN	28,150,000
Restrict Invest - Trust	0
Fair Value adjustment	106,892
Bank Guarantee	4,115,000
<b>Total Investments</b>	<b>147,492,534</b>
<b>Total Cash &amp; Investments balance</b>	<b>168,807,269</b>
<b>Total Cash &amp; Investments per Ledger</b>	<b>168,807,269</b>

## Contracts and Other Expenses

### Consultancy and Legal Expenses

Expense	Expenditure YTD	Budgeted Y/N
Consultancies	983,357	Yes
Legal Fees	964,955	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 October 2023 to 31 December 2023*

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 31 December 2023 indicates that Council's projected financial position at 31 December 2023 will be satisfactory at year-end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.



Katie Buckman

Responsible Accounting Officer



Address all correspondence to:  
**The Chief Executive Officer**  
PO Box 42, Nowra NSW 2541  
[shoalhaven.nsw.gov.au/contact](https://shoalhaven.nsw.gov.au/contact)  
1300 293 111

[shoalhaven.nsw.gov.au](https://shoalhaven.nsw.gov.au)     

Capital Projects Status Report as at 24th January 2024 - over \$400K

● On Track ● On Hold ● Under Close Monitoring ● Completed

Program Description	Project Description	Actuals	Actuals & Commits	Proposed Budget	% Complete Inc Commits	Directorate Description	Current Status	Last Comment
Bridges	FCB-2A - Bridge Creek Bridge-Mogood, The River Rd	9,522	524,577	1,029,127	51%	City Services	●	Commenced on 19 February 2024.
	FCB-2A - Boondabah Bridge-Brooman, The River Rd	21,201	531,380	777,063	68%	City Services	●	Construction to commence mid-April 2024.
	Western Distributor, MEMS Currowan Creek Fish Passage	17,046	41,181	500,000	8%	City Services	●	REF and and tender documentation being prepared.
	FCB-2B - Boxsells Bridge, Meroo Meadow	21,903	47,728	440,000	11%	City Services	●	REF Completed, Geotech set down for Feb 2024 - RFT for Design and Construction closed 21/2/24
Buildings and Property	Sanctuary Point - Francis Ryan Reserve - New Amenities	104,105	109,742	1,397,894	8%	City Lifestyles	●	50% Complete Construction 0% Detailed design 100% completed Tender closed on the 25th January 2024. Tender currently under Assessment
	Moss Vale Rd Open Space Acquisitions Funding	-	-	1,325,000	0%	City Futures	●	Remaining acquisition will be undertaken via infrastructure agreements which are currently being considered by staff
	16 Berry Street - Betta Electrical Building - Demolition	52,884	68,817	1,300,000	5%	City Services	●	Interim remediation of asbestos corrugated roof sheeting completed in January 2024 to commence, ensuring site is safe whilst demolition planning is underway.  Consultants engaged to prepare a Waste Management Plan for Development Application lodgment for the demolition works.
	Depot safety improvement works	242,456	840,779	1,037,795	81%	City Services	●	Ulladulla Works Depot - Onsite works commenced 17 January 2024 on the Carpark & Entrance Upgrade Project, with an anticipated completion date of the 30 April 2024. Stage 1 works include construction of the new administration building carpark, stormwater, kerb & gutter.  Bomaderry Works Depot - Upgrade to Mc Intyre Way & Gesham Way Entrances - Additional pricing being obtained from a further 2 contractors.  Woollamia Works Depot: Site cleanup is ongoing creating usable spaces and a safer work environment.  Bomaderry Works Depot - Upgrade to Mc Intyre Way & Gesham Way Entrances - Additional pricing being obtained from a further 2 contractors due to initial pricing over the single quotation procurement threshold.  Woollamia Works Depot: Site cleanup is ongoing creating usable spaces and a safer work environment.
	Ulladulla Civic Centre Improvements	88,717	104,239	902,000	12%	City Services	●	A Request for Tender is proposed to be advertise on 9 Feb 2024 for construction of the storeroom extension. Closing date of 5 March 2024. Finalisation of the Construction Certificate (CC) is almost complete, awaiting submission of subconsultant design certification letters.
	Nowra Admin Building - Fire Compliance, BCA NCC	21,636	64,899	614,218	11%	City Services	●	An extension of time is currently sought to the Fire Safety Order (FSO). Scoping works will continue this financial year, and a separate order will be issued prior to implementation of works. Construction budget will be rephased to 2024 / 25 FY.
	Woollamia Depot - Administration Office Building Upgrade	7,423	7,423	515,000	1%	City Services	●	Concept drawing review meeting held with client on Wednesday 15 November 2023. Revised plans issued to client for design approval on Thursday 14 December 2023. Design Review meeting scheduled for 16 February 2024.

	Berry Showground - fire, electrical compliance	5,805	9,055	401,442	2%	City Lifestyles	●	20% Complete Tender being developed. Tender to be release in March 2024
Commercial Undertakings	Fleet Plant Purchases	1,076,497	3,000,000	3,000,000	100%	City Services	●	Vehicle replacement forms sent out. Those forms returned are being quoted. Those forms which have been finalized are ordered
Community and Culture	Project Management / Design (Sus Tour Infr Grant)	68,528	68,528	1,593,099	4%	City Services	●	Project Management and design budget continuing to be utilised for Cost recovery. Refer to Grant comments.
	Bherwerre Walking Track (Sus Tour Infr Grant)	790,051	790,051	626,190	126%	City Services	●	Civil works complete, only minor items remaining including signage and carpark linemarking
	Basin Walking Track Stage 2 (Sus Tour Infr Grant)	-	-	577,062	0%	City Services	●	Works under Grant completed.
Economic Development	EDO - Ulladulla Boardwalk and Ulladulla Harbourside	110,930	172,575	4,309,372	4%	City Futures	●	Progress: Additional statutory and planning approvals have been received. Construction Certificate received. Tender Documentation Complete. Project is currently advertised for Tender. Tenders close 8th February. Consultation to finalise alternative arrangements for facilities used by the Ulladulla Game Fishing Club are continuing. Discussions with LTL regarding ROW ongoing. Tenders have been returned with funding needed, additional funding request sent to funding body.
	EDO - Huskisson Mangrove Boardwalk	1,715,108	2,141,282	2,397,154	89%	City Futures	●	Boardwalk refurbishment WIP - Main link open with northern link WIP Graphics for signage completed - contractor responsible for fabrication and installation of signs - WIP 5th progress claim approved Change requested for EOT and approved from grant body.
	AATP Stage 5 - Subdivision	548,529	556,005	1,071,998	52%	City Futures	●	Work completed. Working on finalising sub Division certificate and registering lots.
	Flinders Industrial - Stage 11 - Land Development and Sales	5,100	58,461	1,000,000	6%	City Futures	●	Subdivision works Certificate application has been made and expected to be received in the coming weeks. Tender to commence afterwards.
	AATP Fire Water Storage	605	48,801	916,913	5%	City Futures	●	Works remain underway with the commencement of tank casting expected in the next month. Shoalwater are being consulted on all design changes and RF's as final asset custodian.
	Flinders Industrial - Stage 10 - Roadworks (Grant funded)	1,119,569	1,119,569	870,324	129%	City Services	●	Works completed and awaiting Subdivision Certificate.
	South Mollismook Coastal Protection Design	45,668	121,556	409,839	30%	City Development	●	Detailed design deliverables including all technical engineering and architectural design items are progressing and due for completion in April 2024. Excess funding has been rephased to next FY in line with possible construction delivery timeframes.
Fire Protection and Emergency Services	1012-Burrier Rd-Major Landslip Package	8,873,134	13,055,928	13,055,928	100%	City Services	●	Major landslip package; contractor assigned; works have commenced
	1012-NQ00001-Illaroo Rd-Pavement-Betterment Grant	65,857	81,477	5,959,254	1%	City Services	●	Design and pavement investigation stage commenced
	1025-Bunkers Hill Rd-Major Landslip Package	2,504,072	5,372,971	5,372,971	100%	City Services	●	Major landslip package; contractor assigned; works have commenced
	1034-DM00922-Yalwal Rd-Pavement - OLG,LRCI-4A,ND,SCC	86,146	97,971	2,749,771	4%	City Services	●	Construction is scheduled for March 2024 commencement.
	1034-DM00946-O'KeeffesAv-PSL1-Levee-PWA	149,138	388,964	2,303,821	17%	City Services	●	Levee repair partly complete. Remaining works to be completed Q4.
	1012-Upper Kangaroo River Rd-Major Landslip Package	2,382,203	2,382,203	2,132,122	112%	City Services	●	Design work has commenced
	1025-Mt Scanzi Rd-Major Landslip Package	1,703,536	2,010,063	2,010,063	100%	City Services	●	Major landslip package; contractor assigned; works have commenced

1012-Foremans Rd-Major Landslip Package	628,379	1,980,736	1,980,736	100%	City Services	●	Major landslip package; contractor assigned; Works commenced
1012-SQ00037 Bendalong Rd-SQ00016 Inyadda Dr-Pavement	106,234	1,323,166	1,914,945	69%	City Services	●	Contract awarded. Works to commence in March 2024.
1012-SH00279-Burrier Rd-Pavement	92,320	92,320	1,687,711	5%	City Services	●	Natural disaster funding request submitted. Awaiting approval.
1012-DH00001-Burrier Rd-Downslope Slip CH3.56	1,403,562	1,403,562	1,684,223	83%	City Services	●	Works completed. Ready to make claim.
1012-Bamarang Rd-Major landslip package	1,284,174	1,490,424	1,604,463	93%	City Services	●	Major landslip package; contractor assigned; Major works complete
BLD Manyana Bendalong new RFS station	8,192	38,267	1,585,361	2%	City Services	●	Variation request for additional funds notification letter received from Regional NSW BLER Fund on 7 Feb 2024, confirming approval of additional funding.  Initial BLER Funding - \$1,752,930.00 Additional BLER Funding - \$1,728,366.95 Revised total BLER Funding - \$ 3,481,296.95  Awaiting receivership and execution of revised Deed. Once the new deed of variation has been executed a revised delivery program will be developed and the detail design will continue through to Construction Certificate / Tender Issue.
1012-DM00716-Scott/Noakes St-Sinkhole	758,358	1,194,665	1,547,149	77%	City Services	●	Major works are now complete.
1025-Woodhill Mountn Rd-Major Landslip Package	2,380,877	2,380,877	1,531,626	155%	City Services	●	Major landslip package; contractor assigned; works have commenced
1034-BM00374-CammarayDr-Pavement-CH.08to0.14	1,175,241	1,175,241	1,372,237	86%	City Services	●	Works completed. Ready to make claim.
1012-SQ00066 Woodstock Rd-SQ00116 Woodburn Rd-Pavement	228,945	891,346	1,305,560	68%	City Services	●	Contract awarded. Works to commence in March 2024.
1012-Wattamolla Rd-Major Landslip Package	881,837	1,242,768	1,242,768	100%	City Services	●	Major landslip package; contractor assigned; works have commenced
1012-SH00276-Wogamia Rd-Major Landslip Package	921,714	1,108,515	1,108,515	100%	City Services	●	Major landslip package; contractor assigned; schedule of works published
1012-Hughes Rd-Major Landslip Package	659,586	944,496	968,989	97%	City Services	●	Major landslip package; contractor assigned; works have commenced
1012-SH00287-Burrier Rd-Independent Landlip CH3500	62,904	952,593	952,593	100%	City Services	●	Works commenced. Expected completion in April.
1034-DM00947-ComerongIs.Rd-P11L1-Levee-PWA	6,598	79,348	893,885	9%	City Services	●	Tender closed works to be awarded in April
1034-DM00945-TeraraRd-P1L1/P1L2-Levee-PWA	373,117	559,694	839,566	67%	City Services	●	Design completed. Works to go to tender after Comerong Island levee. Tender anticipated in April.
1034-BM00463-Naval Pde-Pavement	40,435	40,435	833,512	5%	City Services	●	Works completed. Ready to claim.
1012-NQ00004-Coolangatta Rd-Pavement Repairs	417,827	494,614	833,512	59%	City Services	●	Contract has been awarded - works were scheduled to commence late January with an expected completion mid-late February 2024.
1012-REPA-BM00468-Turpentine Rd-Pavement-ND/LRCL4B	46,682	365,370	751,071	49%	City Services	●	Works were scheduled to commence in February 2024.
BLD Lake Conjola RFS Upgrade Existing Station	234	234	690,000	0%	City Services	●	Variation request for additional funds notification letter received from Regional NSW BLER Fund on 7 Feb 2024, confirming approval of additional funding.  Initial BLER Funding - \$ 717,303.00 Additional BLER Funding - \$ 770,582.90 Revised total BLER Funding - \$ 1,460,713.90  Awaiting receivership and execution of revised Deed. Once the new deed of variation has been executed, the tender will be reported to council and a construction contract will be awarded.
1012-SA00006-Greenwell Point Rd-Pavement	682,884	682,884	682,884	100%	City Services	●	Works completed. Ready to claim
1012-DM0551-Wattamolla Rd-Independent Landslip CH6800	385,677	397,918	638,574	62%	City Services	●	Structural works completed with the exception of the seal. Defects have been raised to close out. Works will be completed in Q3
1012-DM00678-Lake Conjola Entrance Rd-Pavement	80,765	361,446	628,140	58%	City Services	●	Contract awarded. Works to commence in March 2024.

	1025-DM00865-Abernethy's Rd-Major Landslip Package	394,212	578,518	582,650	99%	City Services	●	Major landslip package; contractor assigned; works complete
	1034-BM00364-IslandPointRd-Jetty-PWA	-	-	572,717	0%	City Services	●	Review of design in preparation for tender ongoing. Seeking confirmation on grant status. Disaster funding confirmed but Fisheries no
	1012-DM00722-Comerong Island Rd-Pvmt	13,110	13,110	559,043	2%	City Services	●	Pending T4NSW Approval
	1012-Kangaroo Valley Rd-Major Landslip Package	306,722	509,199	509,199	100%	City Services	●	Major landslip package; contractor assigned; works commenced
	1034-DM00903-GerroaRd-PavementRepairs	89,501	340,961	488,384	70%	City Services	●	Contract has been awarded - works are scheduled to commence late January with an expected completion mid-late February 2024.
	1012-DM00523-Suffolk Rd-Major Landslip Package	358,417	438,854	438,854	100%	City Services	●	Major landslip package; contractor assigned; major works complete
	1012-NQ0003 - Jacks Corner Rd - Pavement	320,132	321,470	402,805	80%	City Services	●	Works completed - awaiting financial completion.
Internal Corporate Services	Fleet Vehicle Purchases	3,362,663	3,362,663	2,268,867	148%	City Services	●	Vehicle replacement forms sent out. Those forms returned are being quoted. Those forms which have been finalised are ordered
Open Space, Sport and Recreation	Southern SCARP - Artie Smith	1,338,139	1,813,999	2,007,440	90%	City Lifestyles	●	A number of smaller items remain outstanding for final completion of the project including, masterkeying, directional signage and some electrical fit out and internal fencing
	Sanctuary Point Library - Design & Invest	- 9,872	755,333	1,496,878	50%	City Lifestyles	●	98% detailed design complete. Next stages include completion of the design work, including finalisation of the public art components of the project, engagement of Principal Certifying Authority and receipt of Construction Certificate. Once the Construction Certificate is received, detailed design will be considered 100% complete and the project will be shovel-ready for implementation.
	SCARP Croquet	110,369	116,562	1,173,281	10%	City Lifestyles	●	No further works were undertaken during the period. Only remaining item to be completed is the masterkeying which is expected to be undertaken in March 2024. Working with Property Services and Croquet for Licensing Agreement
	Bay and Basin Leisure Centre Redevel - Design & Invest	29,380	952,423	952,423	100%	City Lifestyles	●	50% Complete (Phase 1 - Concept Design concept 100%; Phase 2 - Community Consultation 100% complete; Phase 3 - Detailed Design 0% complete. Communications and engagement campaign dates: 27/10/2023 to 26/11/2023. Results of engagement activity to inform Phase 3. Results of engagement activity to be reported to Council in early 2024 (date to be confirmed).
	Boongaree - Stage 2 to 7	412,183	488,301	917,131	53%	City Lifestyles	●	50% Complete Stages 2, 3, and 4 complete. Tender ready design for stages 5 & 7 completed. Scope of works is to be refined to complete the tender preparation. Stage 5 tender is being prepared. Report went to Ordinary Meeting 27 November and 11 December 2023  Variation submitted to grant administrator on 03.01.2024 for extension of time and scope reduction removing stage 7 deliverables from grant scope. Approval requires Ministerial signoff.
	Ray Brooks Reserve Boardwalk	400,951	550,621	671,185	82%	City Lifestyles	●	82% Construction Status: - Demolition - Complete - Construction commenced - Delay encountered on site due to unexpected site conditions - Engineering solution provided, material currently being fabricated - PC is predicted for March 2023.
	SSF - Milton Showground - Internal Roads Upgrade	458,441	468,133	468,133	100%	City Lifestyles	●	100% complete Practical completion was reached on 21st September 2023 Showground reopened to the public and camping 22nd September 2023 Fire service upgrade was also completed as part of this project.
	Moss Vale Road South URA Open Space Embellishment - Inv & Des	-	-	448,700	0%	City Futures	●	Not yet commenced, pending formal handover to City Lifestyles for further design work / delivery. Central open space area has not yet been acquired by Council (part of future planning agreement).

Roads and Transport	Local Road Upgrades Program - \$40M Federal Grant	-	-	9,769,214	0%	City Services	●	Still waiting on TNSW to release the PPR and allow Federal Team to finalise funding deed. Issue is being escalated through Federal Team. Shortlisting following EOI for Partner Consultant progressing. Final submissions from shortlisted tenderers is on hold pending confirmation from funding partner that PPR will progress to approved.
	100% LED Street Lighting Upgrade	1,276,444	1,276,444	2,646,743	48%	City Services	●	Rollout is continuing under Endeavour Energy's supervision, still on track for completion within 2024 calendar year.
	Meroo Rd - LRRP CH0.3 CH1.5 Cons Urban Renewal (R2R)	2,196,809	2,453,287	2,484,581	99%	City Services	●	Practical completion achieved in October 2023.
	Lake Conjola Ent Rd - CH6.0-CH6.14 (R2R)	87,110	105,450	1,983,554	5%	City Services	●	Due for completion late Q4.
	St Vincent St - Pedestrian High Schl Safety Const Urban New	153,962	1,918,473	1,918,473	100%	City Services	●	Construction in progress.
	George Evans Rd - Traffic Fac Yalwal Int Urban Upgrade/New	1,100	1,100	1,500,000	0%	City Services	●	Waiting on cost estimate for the relocation of affected fiber-optic cables from a telecom service provider (TPG) and funding issues to be resolved before going out to tender.
	Terara Rd - Various Constr Renewal - LRCI-4A/RERRF	384,515	1,132,066	1,372,224	82%	City Services	●	Project scope being prepared. Construction is scheduled for Q4.
	Road Stabilisation (co contribution Natural Disasters)	-	-	1,100,000	0%	City Services	●	Funds required for co-contribution for "Opt In" contribution to enable grant funds to be accessed
	Murramarang Rd Bawley Pt CH0.320-1.360 (Fixing Local Roads)	918,013	918,194	1,022,760	90%	City Services	●	Construction complete. Asset capitalisation and financial completion of project in process.
	Northern (RERRF)	-	-	986,897	0%	City Services	●	Finalising nominations/works schedule for reporting to Grant funder.
	Basin (RERRF)	-	-	986,897	0%	City Services	●	Finalising nominations/works schedule for reporting to Grant funder.
	Southern (RERRF)	-	-	986,897	0%	City Services	●	Finalising nominations/works schedule for reporting to Grant funder.
	Lake Conjola, LC Entrance Road - SUP Bridge - BLERF	715,240	865,147	922,314	94%	City Services	●	Asset in use. Final items are being completed. Grant claim to be submitted early March 2024.
	Central (RERRF)	-	-	887,195	0%	City Services	●	Finalising nominations/works schedule for reporting to Grant funder.
	Basin Walk Sanctuary Point - NSW Betterment Program - BP0068	735	735	763,926	0%	City Services	●	Deed to be received and signed. No work will be undertaken until this occurs.
	River Rd, Shoalhaven Heads- SUP Stage 3-CH 0.020 to CH0.440	109,687	264,995	733,248	36%	City Services	●	Stage 3 works are progressing in place of Stage 2 works. The Stage 3 path location has been finalized and the preliminary works started. Footpath construction works are planned for Q3
	Placemaking for Vincentia Village BBRF	479,527	715,909	715,909	100%	City Services	●	Contract works completed and Practical completion achieved. Playground equipment the only item remaining to be installed.
	Currambene/Bowen St, Huskisson - R/bout Safer Roads Project	243,239	247,583	695,872	36%	City Services	●	The project has reached practical completion. Minor defects to be repaired by contractor. The financials and acquittals to be completed Q3 2023-24.
	Upper Kangaroo River Rd, Kangaroo Valley - Safer Roads Proj	97,420	606,170	685,000	88%	City Services	●	Asset in use - awaiting invoice and financial completion.
	Callala Bch Rd - LRRP CH0.54 - CH1.82 Rd&Culv - LRCI-4B	52,976	62,205	630,000	10%	City Services	●	Technical Services team is in design phase
Stormwater	Woodstock Rd - CH0-0.34 and CH2.4-3.3 Rural Upgrade-LRCI-4A	333,535	484,662	552,063	88%	City Services	●	Was scheduled for completion February 2024.
	Old Southern Rd - Various Local Invest Urban Renewal-LRCI-4A	335,296	376,514	406,957	93%	City Services	●	Stage 2 works Complete except for line marking. From intersection with Greenwell point road for 300m.
	Moss Vale Road South URA Drainage	-	-	1,443,582	0%	City Futures	●	Wetland for Stage 1 subdivision is complete. Staff are continuing negotiations to finalise a proposed works in kind agreement for the stage 3 drainage as resolved by Council on 28/08/23. Works in kind negotiations are continuing for Stage 4 drainage.

Strategic Roads and Bridges	Far North Collector Road D & C	7,163,670	7,163,670	6,300,113	114%	City Services	●	<p>Works on the Taylor's lane connection are continuing and expected to be completed by the end March 24.</p> <p>Works on the Moss Vale Road roundabout continue to be burdened by the poor ground conditions. The extensive subgrade remediation works required on both the main alignment and MVR are expected to cost upwards of \$4M against the originally forecasted cost of \$750K. Currently the budget is expected to overrun by \$2.3M. A letter to the federal government has been drafted requesting additional funding. The cost overrun in FY24 is forecasted to be as high as \$3.9M due to the final milestone payment of \$1.6M not due to be received until Dec 24.</p>
	Moss Vale Road URA Road Construction	-	-	3,475,187	0%	City Futures	●	<p>Early lead in roads within the Moss Vale Road South urban release area have been completed.</p> <p>Other remaining future road works are development dependent and will need to be progressed accordingly. A number of infrastructure agreements are under consideration that include road related elements (Stage 2, 3a/3b and 4). These will be investigated and progressed as appropriate.</p>
	Mundamia Urban Release Area - Roads LCL	-	-	2,036,850	0%	City Futures	●	<p>Completing services approvals &amp; tender package for Yalwal/George Evans intersection. Completing designs for Yalwal/Rannoch &amp; Yalwal/Lightwood roundabouts.</p> <p>A revised letter of offer for a Planning Agreement for Mundamia lead-in roads is being considered alongside NSW Planning's assessment of an application to modify the approved development.</p>
	Huskisson Service Lane - Morton Street	-	-	1,631,240	0%	City Futures	●	<p>This project will be considered/progressed as part of the comprehensive review of the Contributions Plan 2019 which is now underway.</p>
	Sydney/Bowen St - Rds Strtgy CP03ROAD2115 Con Urban Upgrade	725,646	737,537	1,362,285	54%	City Services	●	<p>Project has been broken to 2 stages.</p> <p>Stage 1 has reached practical completion. The financials and acquittals to be completed.</p> <p>Stage 2 Tendering Q3 2023-24 Construction Q4 2023-24.</p>
	Mossvale Rd South URA - Land Acquisitions (Open Spaces)	-	-	633,782	0%	City Services	●	<p>Funding set aside for land acquisitions for open space in the URA as they materialise as part of developments. No movement in the last reporting period.</p>
Waste and Recycling Program	Materials Recovery Facility - Capital	3,860,597	9,222,355	9,222,355	100%	City Services	●	<p>Building construction continues, concrete slab complete, pre-cast panels installed, structural steel and stormwater construction has commenced. Facility plant and equipment continues to be manufactured and delivered to site.</p> <p>Procurement for facility fit out and associated civil works is underway.</p>
	Waste Plant and Vehicle Purchases	961,755	2,778,513	2,778,513	100%	City Services	●	<p>Procurement of budgeted vehicles and plant continuing.</p>
	Waste Hardstands and Roads	1,223,056	1,255,720	1,255,720	100%	City Services	●	<p>Ulladulla depot entrance upgrade contract completed. Other minor works remaining.</p>
Water and Sewer Services	Sewer NW AE	1,573,300	3,367,236	8,895,898	38%	Shoalhaven Water	●	<p>13/02/2024 - Practical Completion Certificate issued for the Contract on 08/09/2023. WAE survey for SPS2 &amp; SPS3 is complete. SPS2 &amp; SPS3 WAE drawings complete. SPS3 landscaping complete. Project to be closed out and moved to Phase 5 "closing".</p>
	Water Moss Vale Road expansion area	5,767,805	8,406,845	8,571,292	98%	Shoalhaven Water	●	<p>Stage 2 Water pipelines, Illaroo Rd Water Pumping Station and Reservoir:</p> <ul style="list-style-type: none"> <li>- pipe installation within Cambewarra Village is progressing well with over 70% of pipework installed, whilst pipework along Moss Vale Road is approximately 60% complete.</li> <li>- Works on the new Illaroo Road water pump station is well advanced with the site currently in use and works circa 95% complete.</li> <li>- Construction of new reservoir is well advanced with reservoir concrete being commissioned and 92% complete.</li> </ul>
	Sewer Renewals	1,768,901	6,490,000	8,361,954	78%	Shoalhaven Water	●	<p>Contractor providing project documents and commencing procurement; early works progressing.</p>



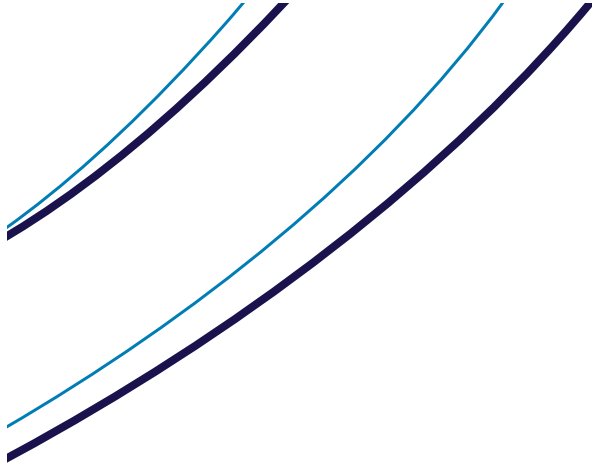
	Water Renewals	4,647,796	6,169,662	7,978,023	77%	Shoalhaven Water	●	Barrier Construction works completed, remaining works include submission of completion documentation and minor defects. Additional Variation for Barrier awarded relating to Endeavour Energy Compliance - works anticipated to occur in May/June 2024. Brundee Construction works mostly completed with remaining works including disposal of oil substation equipment, as well as submission of completion documentation and minor defects.
	Moss Vale Rd expansion area - WWTr	3,429,594	4,756,969	5,119,919	93%	Shoalhaven Water	●	Pump station works progressing well with remaining works at Northern Pump station include tidy up & Access Road, and remaining works at SPS21 include fencing, cleanup & Rectification works. Remaining Pipeline works include connection of old SPS21 and New SPS21, and the SPS08 Gravity main.
	Sewer NW Growth	136,568	311,795	3,351,811	9%	Shoalhaven Water	●	22/08/23 Project currently behind schedule by 2 months. Consultant looking at making gains in time, noting at the moment there is a focus on completing the water strategy report 28/03/23. Letter of award granted, awaiting kick off meeting.
	Yalwal tourist upgrade	241,072	846,105	2,363,100	36%	Shoalhaven Water	●	-Project is still on track to be delivered within acceptable timeframe -Project is still on track to be delivered within available budget and -Project still on track to meet core objectives
	Nowra Sth, Flinders Depot electrical work	2,246,880	2,246,880	1,903,084	118%	Shoalhaven Water	●	The original head electrical contractor has been terminated by agreement. The remaining electrical works are currently being completed. The project is due for completion by the end of March.
	Sewer Plant Purchases	1,674,024	1,794,000	1,794,000	100%	Shoalhaven Water	●	Vehicle replacement forms sent out. Those forms returned are being quoted. Those forms which have been finalized are ordered
	Water Plant Purchases	541,113	1,197,000	1,197,000	100%	Shoalhaven Water	●	Vehicle replacement forms sent out. Those forms returned are being quoted. Those forms which have been finalized are ordered
	Water Vehicle Purchases	971,303	971,303	826,000	118%	Shoalhaven Water	●	Vehicle replacement forms sent out. Those forms returned are being quoted. Those forms which have been finalized are ordered
	Water New services instal & relocate	429,070	429,070	500,000	86%	Shoalhaven Water	●	Progressing
	Water Other Assets	158,750	158,750	406,000	39%	Shoalhaven Water	●	The ongoing project of Water Meter replacements and installation of new services is progressing as expected.
Waterways Infrastructure	Conjola Park Rehabilitation	36,098	863,585	863,585	100%	City Services	●	Construction in progress. On track for completion by 29/03/2024.
	Woolamia Industrial - Stage 5 - APZ Trail	36,885	36,885	493,505	7%	City Services	●	Progress: Construction documentation complete. Cost Estimate received from Basin Construction for both Stage 5 and 5A remedial works.  Planned Works - Next Month: Program for Construction works pending. Construction works for remediation to scour (Stage 5A) Followed by Subdivision Certificate.



# Shoalhaven Libraries Strategic Plan 2024-2027



CL24.79 - Attachment 1



## Acknowledgement of Country



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

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## Message

**Sarah Taylor**  
Library Services Manager

On behalf of Shoalhaven Libraries, I am pleased to present the Shoalhaven Libraries Strategic Plan 2024-2027.

Libraries play an important role in the community by providing access to safe spaces, free-use technology, and high quality collections and information.

The library also offers varied programs and leisure activities that provide opportunities for connection, lifelong learning, and literacy support.

Shoalhaven Libraries staff are extremely driven and passionate about the role public libraries play in the community, and this plan will help shape our future direction, so we can continue to support our growing community needs.

The key priorities of this plan have come directly from the feedback and results of a customer survey, staff workshops, and are informed by industry trends and objectives in Shoalhaven City Council's Delivery Program Operational Plan (DPOP).

Thank you to everyone who has contributed to this plan and if you haven't already, I encourage you to explore all the wonderful services your library provides.

Storytime

Shoalhaven City Council - Shoalhaven Libraries 2024 - 2027 | Page 4

# Introduction

**Shoalhaven Libraries Strategic Plan 2024-2027 sets the strategic framework for the delivery of Shoalhaven City Council's library services across the Shoalhaven Local Government Area (LGA). This plan has been shaped by relevant federal and state legislation plans and is aligned with the Shoalhaven 2032 - Community Strategic Plan, which reflects the community's aspirations for the Shoalhaven. In particular it addresses Shoalhaven City Council's vision for the future:**

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

Libraries are community hubs and drivers of local liveability. They are spaces for people to gather to share ideas, exchange information, promote lifelong learning, and preserve information and culture for future generations. By providing a free, equal access space where everyone is welcome, libraries help to build healthier and more connected communities.

In 2021 a Library Customer Survey was undertaken, and these responses have also helped shape Shoalhaven Libraries Strategic Plan 2024-2027 by providing direction for our key priorities and actions. Residents indicated that overall they were satisfied with library services and would like:

- A diverse range of programs to create opportunities to meet others, learn and share
- Inclusive and welcoming libraries that provide space for all members of the community
- Access to technology and skilled support staff
- Easier ways to find what our libraries have to offer

The Shoalhaven Libraries Strategic Plan 2024-2027 was created to provide clear direction for staff and the community - it is a roadmap of the future priorities of the library service, and the objectives and actions that will be required to achieve the desired outcomes. Annual business plans containing more detailed analysis and actions will be developed from this strategic document. These will include specific deliverables, timeframes, resourcing and key performance indicators.

Shoalhaven Libraries is committed to sustainable, inclusive, and diverse practices. In all aspects of our work we uphold the following UNESCO Sustainable Development Goals:



# Our People



Population  
**108,531**

13.5% born overseas  
8.1% need disability assistance

Average Age

**49**

Population  
Increase

**+10,308**  
by 2031



**20%**  
increase for  
aged 65+ years



**6.5%** of the Shoalhaven's population identify as  
Aboriginal and/or Torres Strait Islander



**39.5%**  
completed year 12

25.8% vocational  
qualification

12.1% university  
education

**35,751**

jobs

47% in workforce  
7.3% unemployed



**21%**

of households are made  
up of couples with  
children

17% couples without  
children

26.5% single person  
10.3% single-parent



**45,901** total  
households

25.8% mortgage

23.1% renting

3.4% social housing

279 individuals  
homeless

Additional  
Households

**+5,408**  
households  
by 2031

Single person households  
increasing to

**30.7%**  
by 2031



Source document: Shoalhaven City Council Delivery Program Operational Plan 22/23

# Shoalhaven Libraries at a Glance

Shoalhaven Libraries is located on the South Coast of New South Wales, with the regional centre of Nowra-Bomaderry located 160 kilometres south of Sydney. Shoalhaven Libraries services the Shoalhaven LGA which covers an area of 4,531 square kilometres and has 4 branches and a mobile library service. The library team is made up of 42 dedicated and professional staff working across the service. In addition, there are many volunteers who assist with general library duties.

## Members

**31,160**



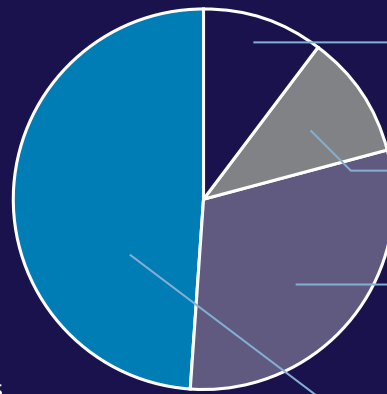
## Locations



**4** branches

**2** mobile branches

## Ages



**10.4%**  
aged 0-9

**10.6%**  
aged 10-19

**30.1%**  
aged 20-49

**48.9%**  
over 50 years

## Collection Purchase

Figures taken from Shoalhaven Libraries  
Annual Report 2021-22



**14,058** books

**3,006** non books



**192,751**

Library visits

## Total stock

**284,577**

## Total loans

**405,493**

## Internet sessions

**54,121**

## Programs/events

**370**







CL24.79 - Attachment 1

# Our Libraries

## Nowra Library

Nowra Library is Shoalhaven Libraries central branch. It was built in 1967 and refurbished in 1990. It is 1,570 square metres and home to a public library space with over 70,000 items, a local heritage room, a meeting room and staff area. In addition to housing a vast selection of books, the library offers a range of activities for all ages throughout the year, including storytimes, author talks, book clubs, school holiday activities, and tech help. It is home to the Collection Development Team, Digital and Outreach Team, Customer and Community Team and Administration Team. On any given day there can be up to 14 staff on site providing services to the community.

## Sanctuary Point Library

Sanctuary Point Library is situated on Paradise Beach Road and was established in 1995. Always bustling despite its size (currently only 140 square metres), this little library runs regular kids programs including LEGO Club, Coding Club, Storytime and Rhymetime as well as fun, creative school holiday activities and other special events. The library is run by one full-time Branch Manager and two permanent part-time Library Assistants, and currently holds over 11,000 items! As loved as this little blue library is, staff and customers are eagerly anticipating the beautiful new library that will be coming very soon.

## Ulladulla Library

Ulladulla Library forms part of the vibrant multi-purpose Ulladulla Civic Centre. It offers dedicated study rooms equipped with PCs, printing, copying, and scanning facilities, and houses a collection of approximately 26,000 items. It is unique in that it also houses Visitor Information Services, an auditorium, meeting rooms and an adjacent café. The harbour outlook and friendly staff provide a warm welcome to both community members and tourists alike. The Library and Visitor Information Centre is open 7 days and operates with a full-time Branch Manager, a part-time Library Technician, and five Customer Service Assistants. The library successfully runs a range of regular programs such as tech help, monthly movies, children's storytimes, as well as more specialised activities such as author talks, art and craft activities, and cultural events – something that has been made possible through the positive connections made within the local Ulladulla and Shoalhaven community.

## Milton Library

Situated in the heart of Milton and built in 1872, Milton Library is housed in the heritage listed School of Arts building. Faced with a potential closure in 2014, community concern led to the formation of a not-for-profit community group, the Friends of Milton Library (FOML). Shoalhaven City Council now works closely with FOML to continue to keep this branch open four days per week.

Between Council staff and FOML volunteers a small number of monthly programs are run in connection with local schools and community groups. The library provides an inviting space, and it is equipped with printing and copying facilities, and a collection of over 7,000 items in varying formats. Milton Library remains an important local resource for the community.



### Mobile Libraries

The Mobile Library Service consists of two vehicles that visit outlying villages, schools, and pre-schools. The libraries collectively hold 8,000 items and are operated by one full-time staff member and casual drivers. These vehicles are fully accessible and service over 125kms of the Shoalhaven, travelling on average 26,000kms per year. The libraries on wheels are highly valued by residents in the outer areas of the Shoalhaven. They are also used for outreach events such as expos and festivals in order to get the library and its services out into the community.

### Digital Library

Our Digital Library includes over 284,000 items. It is home to online resources, including eBooks, eAudiobooks, eMagazines, streaming services, newspapers, and study and research materials for all members to access. Being a digital resource, these items are available to borrow, browse, watch, and learn from anytime, anywhere.









### Shoalhaven Community Strategic Plan - Our Vision For the Future

Shoalhaven Libraries Strategic Plan 2024-2027 links directly to the Shoalhaven 2032 Community Strategic Plan, and the Delivery Program Operational Plan & Budget 2023-24. These three documents work together to achieve the Shoalhaven City Council's 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."*

Within the Council's Shoalhaven 2032 Community Strategic Plan, key objectives have been assigned to Shoalhaven Libraries with the purpose of achieving the Community Vision Statement.

In response, Shoalhaven Libraries Strategic Plan 2024-2027 identifies key priorities to direct our resources towards:

- Supporting inclusive, safe and connected communities
- Preserving, supporting and developing cultural and creative vitality across our communities
- Supporting community wellbeing through fostering active and healthy communities

The outcomes, objectives and actions developed from these key priorities form the remainder of this document.

# Key Priorities

Based on responses to the Customer Survey, the following priorities were considered most important by the community. We have categorised them into five themes.



## People: Support and strengthen our community

- Support inclusive, safe and connected communities
- Professional, trained and confident staff



## Collection: Provide a relevant and contemporary collection

- Community access to collections
- Collections that support our community



## Spaces: Promote connection, belonging and engagement

- Offer vibrant spaces in which all community members can meet, learn and play
- Create inclusive and accessible library spaces



## Technology: Support access, equity and inclusion

- Community access to free-use technology
- Enhance user experience by embracing emerging technologies



## Programs: Champion lifelong learning, recreation and wellbeing

- Build inclusive library programs that support community wellbeing
- Support literacy and learning in the community



## People: Support and strengthen our community

Key Priority	Outcomes	Objectives	Actions
<b>1.3.01 - Support communities to access opportunities for lifelong learning and help others</b>			
Support inclusive, safe and connected communities	All members of the Shoalhaven community feel welcome and represented in Shoalhaven Libraries	Build strong links with local communities, such as youth, CALD (culturally and linguistically diverse) communities, First Nations, LGBTQI+ and at-risk groups	<ul style="list-style-type: none"> <li>Investigate new locations and opportunities for outreach</li> <li>Raise awareness of these groups in the community by designing relevant and inclusive events and programs</li> <li>Provide increased opportunities for the community to interact</li> </ul>
	Increase membership and collection usage	Investigate ways to target and reach non-members	<ul style="list-style-type: none"> <li>Develop Library Engagement and Promotions Plan</li> <li>Investigate the benefits of a Book Selection Service</li> <li>Plan a campaign to target inactive users to reengage with Shoalhaven Libraries</li> <li>Investigate opportunities for internal promotion to Council staff on a professional and personal basis</li> </ul>
Professional, trained and confident staff	Library staff as library advocates	Investigate and implement opportunities for staff engagement and training	<ul style="list-style-type: none"> <li>Provide opportunities for staff to contribute to strategic planning</li> <li>Encourage ownership of roles within the library</li> <li>Implement training for staff to enable them to respond to the changing needs of the community</li> </ul>
	Workplace wellbeing	Support mental and physical wellbeing in our workplace	<ul style="list-style-type: none"> <li>Liaise with Council to provide regular workshops and practical sessions that focus on wellbeing and health</li> <li>Create a workplace where staff feel comfortable asking for support</li> <li>Create a culture where staff are celebrated, recognised and valued</li> </ul>

CL24.79 - Attachment 1



# Collection:

## Provide a relevant and contemporary collection

Key Priority		Outcomes	Objectives	Actions
1.3.01 - Support communities to access opportunities for lifelong learning and help others				
	Community access to collections	ALIA (Australian Library and Information Association) baseline targets achieved for loan rates per capita	Increase access to collections	<ul style="list-style-type: none"> <li>Promote usage of Shoalhaven Libraries app</li> <li>Digitise, preserve and provide access to the Local Heritage collection</li> <li>Update Local Heritage Strategic Plan</li> <li>Investigate and evaluate current collection procurement</li> <li>Continue to evaluate and integrate stack collection</li> </ul>
			Continue to build and improve digital collections	<ul style="list-style-type: none"> <li>Regularly evaluate digital content and expand collection</li> <li>Promote digital content through outreach visits</li> </ul>
	Collections that support our community	A diverse and responsive collection	Develop wide-ranging collections for our diverse community that facilitate cross-cultural communication, collaboration, mutual understanding and inclusion	<ul style="list-style-type: none"> <li>Actively seek out partnerships with local community groups and organisations</li> <li>Collaborate with Council to identify community needs</li> </ul>
			Build contemporary and relevant collections	<ul style="list-style-type: none"> <li>Develop a Collection Promotion and Communication Plan</li> <li>Continue to undertake regular collection reporting and evaluation</li> </ul>
			Develop new and unique collections to encourage engagement and sustainability	<ul style="list-style-type: none"> <li>Continue to investigate the possibility of special and sustainable collections</li> </ul>

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## Spaces: Promote connection, belonging and engagement

Key Priority		Outcomes	Objectives	Actions
1.3.01 - Support communities to access opportunities for lifelong learning and help others				
	Offer vibrant spaces in which all community members can meet, learn and play	Welcoming library spaces	Create versatile library spaces for our growing community	<ul style="list-style-type: none"> <li>• Deliver a new mobile library vehicle</li> <li>• Deliver a new Sanctuary Point Library and accompanying business plan</li> <li>• Investigate opportunities to activate external space at Ulladulla Library</li> <li>• Review current opening hours and investigate opportunities for activation</li> <li>• Actively pursue alternate funding through state and national grants</li> </ul>
	Create inclusive and accessible library spaces	Library spaces that are adaptable for our community and its needs	Increase access to library spaces to the whole community	<ul style="list-style-type: none"> <li>• Provide assistive technology and accessible equipment/furniture for community members with diverse needs</li> <li>• Continue to improve existing library spaces</li> <li>• Continue to survey the community regularly to understand and better meet their needs in library spaces</li> </ul>

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# Technology:

## Support access, equity and inclusion

Key Priority		Outcomes	Objectives	Actions
1.3.01 - Support communities to access opportunities for lifelong learning and help others				
	Community access to free-use technology	Strong digital literacy across the community	Provide technology access that meets the evolving needs of the community whilst fostering safe online practice	<ul style="list-style-type: none"> <li>• Increase number of public access PCs</li> <li>• Increase access points for community members bringing their own devices</li> <li>• Improve Wi-Fi access</li> <li>• Promote cyber safety through training guided by eSmart principles</li> <li>• Continue to provide opportunities for the whole community to improve digital and information literacy skills</li> </ul>
	Enhance user experience by embracing emerging technologies	A future ready community	Explore opportunities to provide the community access to emerging technology	<ul style="list-style-type: none"> <li>• Seek and provide opportunities for people to learn about and use emerging technologies</li> </ul>

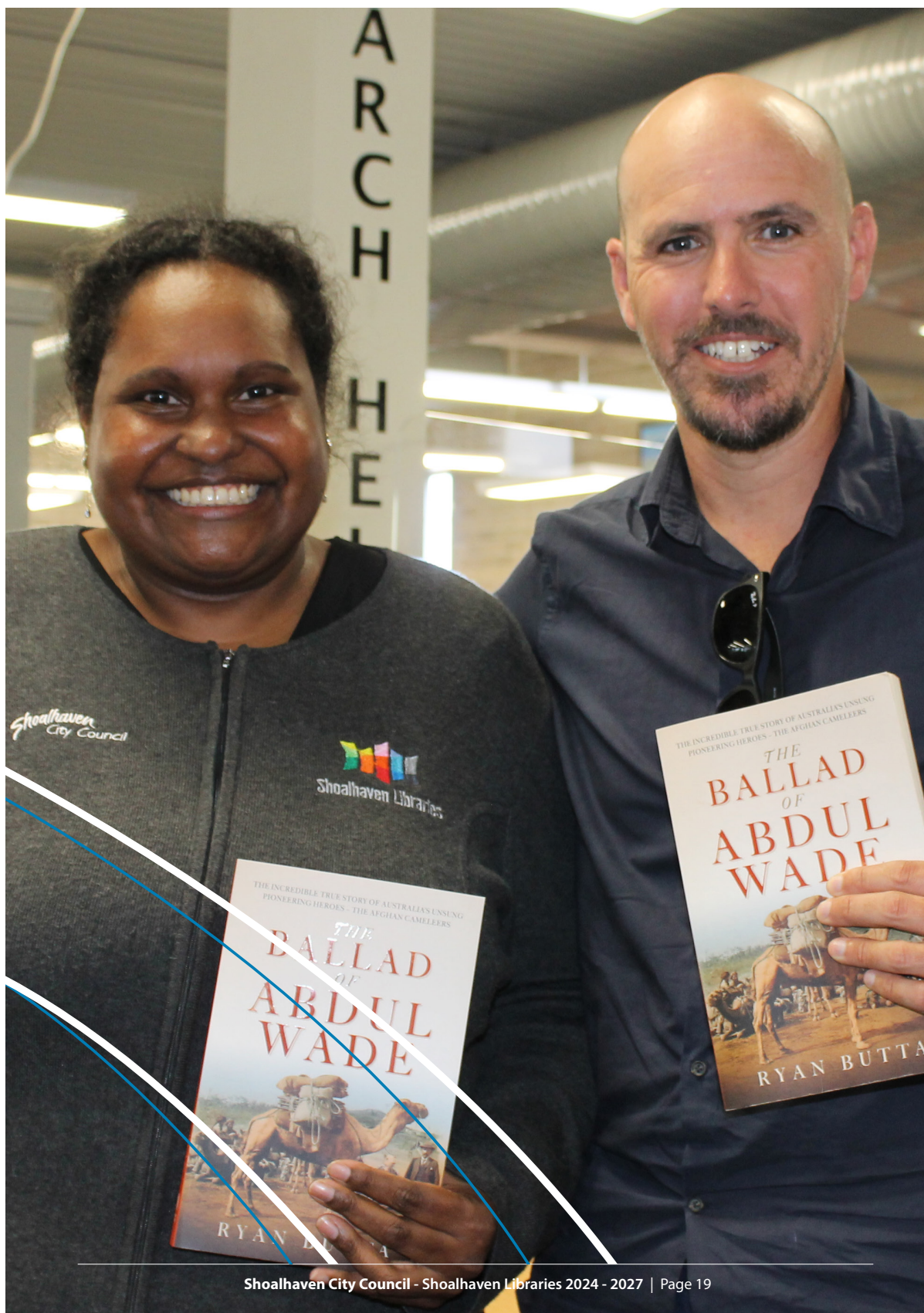
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# Programs: Champion lifelong learning, recreation and wellbeing

Key Priority	Outcomes	Objectives	Actions
<b>1.3.01 - Support communities to access opportunities for lifelong learning and help others</b>			
Build inclusive library programs that support community wellbeing	A connected and engaged community	Provide opportunities for the community to connect and actively participate	<ul style="list-style-type: none"> <li>• Deliver a vibrant and engaging program of events for all ages</li> <li>• Seek partnerships with community groups for opportunities to facilitate library events</li> <li>• Continue the strong connections between all library branches and teams across Council to increase community use and connections with their local library</li> <li>• Provide creative hubs in libraries</li> <li>• Support ongoing community engagement activities and services undertaken by Council and the community</li> </ul>
Support literacy and learning in the community	Higher levels of literacy within the community	Promote reading and love of literature in the local community	<ul style="list-style-type: none"> <li>• Invite members of the community to share skills and stories with others</li> <li>• Liaise with the SLNSW (State Library of New South Wales) and other organisations to bring learning opportunities into our libraries</li> <li>• Partner with local authors, publishers and booksellers to run events and festivals</li> </ul>

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# Testimonials

*I love Shoalhaven library. My entire family loves reading and so we are often there. The staff are really friendly and super helpful, whether it's tracking down the location of a book, recommending a book to try or holding a requested book. I always enjoy my visits to the library.*

*It's just great to walk in and see all the wonderful books. It's a friendly and comfortable environment and well run by the staff. We use digital and audio books whilst travelling. The reference area is appreciated too.*

*Love the Shoalhaven library friendly staff always willing to help. The mobile library is a bonus. Also a good selection of books.*

*I love the community spirit of the Shoalhaven Libraries. The community support and connections the libraries provide enrich the community users. And of course I love being able to have access to so many books to immerse myself into!*

*Guess how much I love you? Your spaces are light and inviting, your shelves are filled with books to enlighten the mind, your staff are caring and helpful. Why would I not?*

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*It is a treat for me to visit the library- the staff are always cheerful & helpful! Exploring the aisles and looking for another adventure hidden in the pages of the books lifts my days.*

*The library staff are always so cheerful and super helpful, patient and seem interested in my enquiries!*

*My local library is a friendly and inspiring place. All the staff enjoy dealing with the public and they are always helpful. Great selection of books, DVDs, CDs and lots of activities. The library is my living room away from home.*





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